

Creating a Learning Vision for Your Firm





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EXECUTIVE SUMMARY

Accounting firms looking to attract and retain top talent and remain competitive in today's evolving market are recognizing the value of a comprehensive learning curriculum. In fact, **implementing a learning strategy and fostering a culture of growth is arguably one of the most important undertakings for future-ready firms.**

Innovative technology, a rise in specialization and a younger generation seeking shifts in the traditional business model are bringing about significant industry transformation.

In light of such changes, firms are ramping up efforts to attract and retain talented staff, including developing firm-wide curriculum plans to ensure their professionals not only remain CPE compliant but also possess the skills necessary to succeed today — and well into the future.

Creating and implementing a firm-wide learning curriculum may seem daunting. However, gaining a better understanding of best practices and networking with other firms that have a learning strategy in place can prove beneficial.

When it comes to learning and professional development, it isn't one size fits all. Many firms are taking a blended learning approach by leveraging a variety of methods including in-house training, conferences, webinars and online self-study.

As firms look to differentiate themselves and shift from a compliance-focused mindset to a competitive advantage-focused mindset, the value of non-technical skills becomes increasingly vital.

Looking ahead, the industry can expect to see an even greater emphasis placed on these non-technical skills, or soft skills, as more firms invest in soft skill competencies and work to develop well-rounded professionals who are proficient in business development, negotiation, management, supervision and leadership and verbal and written communications.

Meanwhile, practitioners are also grappling with how to differentiate themselves in today's competitive environment and, for a growing number of firms, the answer is specialization. Linking the learning blueprint with the firm's business strategy and being proactive in the curriculum offered to professionals can prove successful for those firms that see specialization as a growth opportunity.

Investing in learning and professional development is essential for firms of the future. Firms that overlook the importance of a learning strategy risk losing talented staff who desire growth opportunities and, if competency or effective communication is lacking in a firm's professionals, firms also risk losing clients to the competition.



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— Jex Varner

MARKETPLACE OVERVIEW

There’s no denying that the industry is undergoing great change and, for many firms, recruiting and retention remains a top concern. In fact, “finding qualified staff” or “retaining qualified staff” has, in recent years, climbed to the top spot of top concerns for many firms.¹

As reported in the 2016 AICPA PCPS/CPA.com National Management of an Accounting Practice (MAP) Survey, staff turnover rates, especially at larger firms, continue to climb as the economy improves. The largest firms (>\$10 million) reported seeing a median turnover rate of 13.4%, up from 12.9% in 2014. The \$750,000 to \$10 million firms reported an average of 8 percent to 9 percent turnover. The smallest firms — many with no staff or a small number — reported almost no turnover.²

Furthermore, the generational shift is increasingly prompting firms to create a culture of growth that will be especially appealing to younger associates, who want to feel their work is of value and who thrive off feedback and recognition.

“All generations in the workplace need to learn, develop, share and teach, but Millennials, especially, expect it, and I think that firms are making progress to be responsive to that,” said Jex Varner, a consultant with the AuditWatch training and consulting business of Thomson Reuters Checkpoint Learning.

The impact of this tech-savvy generation on a firm’s future and work culture is not to be underestimated. More than one out of every three American workers today are Millennials, and, as of the first quarter of 2015, surpassed Generation X to become the largest share of the American workforce.³

Millennials are eager to learn and have a thirst for professional growth and feedback. In fact, career progression, professional development and frequent feedback are among the top priorities for this group. Research indicates regular meetings and frequent feedback from managers pays dividends in both job performance and engagement. Forty-four percent of Millennials who report that their manager holds regular meetings with them are engaged, meaning they are emotionally and behaviorally connected to their job and company, while only 20 percent of Millennials who do not meet regularly with their manager are engaged.⁴

It is also interesting to note that firms, especially larger firms, are increasingly shifting to more client accounting and outsourced CFO-type services. Firms of \$10 million or more are making the strongest jump in this service area — from a median of 3.9 percent of total fees in 2014 to 9 percent of total fees in 2016, according to the 2016 AICPA PCPS/CPA.com National MAP Survey. Traditionally, this service area has made up a higher percentage of the total fees for smaller (under \$1.5 million) firms — usually accounting for 10 percent to 15 percent of their fees.

Future-ready firms are also rethinking their approach to learning. While technology is enabling firms to implement various learning formats — including online and mobile courses, webinars and virtual conferences — firms are also recognizing the importance of ensuring partner support and assigning leadership for learning.

¹ AICPA Private Company Practice Section (PCPS). (2015, June 9). AICPA Survey: Recruiting and Retaining Staff Emerge as Top Concerns for Most CPA Firms [Press release]. Retrieved from <http://www.aicpa.org/PRESS/PRESSRELEASES/2015/Pages/AICPA-Survey-Recruiting-and-Retaining-Staff-Emerge-as-Top-Concerns-for-Most-CPA-Firms.aspx>

² National Management of an Accounting Practice (MAP) Survey. (2016). Retrieved from <https://www.aicpa.org/InterestAreas/PrivateCompaniesPracticeSection/FinancialAdminOperations/NationalMAPSurvey/DownloadableDocuments/map-executive-summary.pdf>

³ R. F. (2015, May 11). Millennials surpass Gen Xers as the largest generation in U.S. labor force [Web log post]. Retrieved from <http://www.pewresearch.org/fact-tank/2016/05/16/millennials-match-baby-boomers-as-largest-generation-in-u-s-electorate-but-will-they-vote/>

⁴ How Millennials Want to Work and Live (Rep.). (2016). Retrieved from <http://www.gallup.com/reports/189830/Millennials-work-live.aspx>



“Get management buy in. ... If you don’t have the tone at the top that implies this is important, it is not going to last.”

– Richard Jones

One example is Atlanta, Georgia-based Mauldin & Jenkins, LLC, which established a Leadership and Career Development Committee (LCDC) within the firm to spearhead the creation of a firm-wide learning curriculum. Today, the LCDC, which is largely composed of firm partners, is also involved in the evaluation process of associates. In addition, the firm hired a CPE coordinator, who is solely responsible for monitoring and assisting with CPE for associates.

“Get management buy in. ... If you don’t have the tone at the top that implies this is important, it is not going to last,” said Richard Jones, partner and member of the executive committee at Mauldin & Jenkins, LLC.

There’s also Eide Bailly, LLP, a regional certified public accounting and business advisory firm based in Fargo, North Dakota. According to Jason McKeever, director of training and development, the firm has long embraced a culture of learning and professional development and, as part of this focus, created an eight-person team charged with managing and leading the training initiatives within the firm.

The team, which is largely composed of professionals who have expertise in the area of adult learning, includes a non-technical training manager, logistics manager, webcast coordinator, e-learning specialist and LMS coordinator. As the director of training and development, McKeever determines the strategy, direction and content of the learning and works closely with firm leadership.

BUILDING A SUCCESSFUL CURRICULUM PLAN

In today’s evolving and dynamic market, it is perhaps more important than ever for firms to invest in and establish a learning vision. Firms that don’t have or communicate a learning vision and curriculum plan risk losing talented staff and falling short of the competition.

“It is almost impossible to compete for talent today without a having a learning strategy, without having a learning vision,” said Varner. “... I think it is probably one of the more critical things today for a firm to consider.”

Unfortunately, some firms fall victim to the mindset that if they invest in training and professional development, those associates may then leave the company and use their skills elsewhere. It is no secret that as professional staff gain more experience, opportunities become more prevalent. Research has shown that for two- to five-year experienced staff, 5.2 people leave voluntarily for every one who is let go. For the six- to 10-year group, the number climbs to 5.5 professionals leaving for every one that is terminated, according to the 2016 AICPA PCPS/CPA.com National MAP Survey. Industry sources, however, warn against taking a shortsighted view of learning.

“A lot of times when associates leave, they go work for potential clients. So, you want to treat them right because then you have a potential client you might cross paths with again. Or they might go work with a client you already have. In that case, you want somebody competent to be working for that client,” said Shawn O’Brien, senior consultant and business development with AuditWatch. “The bigger issue is that sometimes employers think, ‘Well, I’m going to invest in training and then my associates are going to leave.’ Well, the problem with this thinking is, if you don’t invest in the training, what if they stay?”



“... Start with the creation of a needs assessment and then figure out how to fill those gaps between the needs and the current training offered.”

– Shawn O’Brien

Developing a successful curriculum plan is no small feat, but it might not be quite as overwhelming as you think. According to O’Brien, breaking it down into phases may prove helpful.

■ PHASE I: Go Backward First.

Firms, regardless of size, should take a historical look at what they’ve done in terms of learning/ education within the past two or three years — the courses professionals (from associates to partners) have completed and where they have obtained their hours. Are these hours adding value? Are these hours being used on the job? How much return is the firm getting for this investment of time and dollars?

“I think you connect your training policies with your quality control policies and how they relate to continuing education and, ultimately, what you’ve spent on it,” O’Brien said.

“As an example, I’ve seen firms that may send a number of people to the same conference. Conferences are good; they are great for networking, but did the firm need to put all their eggs in one basket? Or could they have sent them to five different [conferences] for the same spend and part of what the attendees bring back is knowledge sharing across the firm?”

■ PHASE II: What Do Associates Need?

“Where I think firms don’t always make the connection is what courses have been taken or what courses should be taken compared with the competencies needed for each level within a firm” O’Brien said.

A great way to determine if associates are obtaining the proper training to effectively do their job is to simply ask them. For example, does your firm have an associate who is well-versed in audit but is also expected to be a tax expert despite never having done taxes or taken a tax course? Firms may want to consider using online survey tools or incorporating such a discussion into the annual evaluation process to ensure they have input from team members at every level.

■ PHASE III: Develop a Learning Plan.

This can be achieved through the proactive work of a learning and development director or a team within the firm. Working with associates, through evaluations and mentoring, firms can develop personalized, multi-year growth plans for associates.

“What is current state? Start with the creation of a needs assessment and then figure out how to fill those gaps between the needs and the current training offered. To me, that’s the flow of how I create a curriculum plan,” said O’Brien. “And then, after that, I think it just takes some proactive work — by a learning development director or whether it is somebody who is assigned to it as an audit person or a tax person — to work through an evaluation process, through mentoring. This is how we are going to lay out your next 12 months.”

As mentioned earlier, technology is paving the way for a variety of delivery formats. In addition to the traditional live seminars and conferences, in-house training and print-based courses, professionals today can also leverage online and mobile courses and webinars. For many firms, it makes sense to take a blended learning approach, which is one where more than one learning format is used, given the flexibility it can provide.

Technology is enabling training solution providers for tax and accounting professionals to offer an array of products and delivery formats to appeal to everyone, regardless of one's preferred learning method.

Checkpoint Learning from the Tax & Accounting business of Thomson Reuters offers hundreds of online CPE courses, nationwide seminars and week-long conferences, customized in-house seminars, group study and self-study programs available both online and in print.

"Checkpoint Learning is like going to a Brazilian steakhouse, where you flip the card and you put the arrow up when you're ready for more meat. There are a ton of different courses and delivery options, and you make the decisions on what is going to work best for your professionals and your firm" O'Brien said.



CASE STUDY: Eide Bailly, LLP

Meet the Firm: Based in Fargo, North Dakota Eide Bailly, LLP is a regional certified public accounting and business advisory firm. Since its establishment in 1917, it has undergone westward expansion and today operates 29 offices in 13 states. The firm is largely focused on serving small to mid-sized closely held businesses and generates about \$254 million in firm-wide revenue. With a staff of roughly 1,700 associates, Eide Bailly offers its clients a broad mix of services, including accounting services, audit and assurance, cyber security, health care reform, outsourced services, technology consulting and wealth management.

Spokesperson: Jason McKeever, Director of Training and Development

FIRM GOAL: Nurture a Collaborative Culture Through Quality Education

Eide Bailly firmly believes that culture is the foundation of success. Building talent and cultivating a collaborative culture, however, takes a great deal of work and commitment. Looking to foster a "One Firm" concept by providing consistent messaging and quality education to its staff and partners, Eide Bailly sought the development of a formal learning plan.

MEETING THE GOAL: Partnering with Thomson Reuters Learning Solutions

Looking to ramp up productivity as a component of their culture and complement their formal learning plan, Eide Bailly partnered with AuditWatch to assist in their implementation of an audit efficiency initiative that was rolled out with customized training and programs.

Today, the firm has full learning curriculums for a majority of the different service areas within the firm ranging from on-boarding to becoming a partner. There are different levels of content from core technical skills early on in an auditor's career to non-technical, leadership, firm vision and strategy as one progresses through the firm.

The firm has also developed a competency model. Each role within the firm has a unique competency model with illustrated behaviors that are defined and outlined. The firm provides training and learning geared toward those competencies.

Charged with managing and leading the training initiatives within the firm is an eight-person team largely composed of professionals who have expertise in the area of adult learning. Team members include a non-technical training manager, logistics manager, webcast coordinator, e-learning specialist and LMS coordinator.

CASE STUDY: Eide Bailly, LLP *(continued)*

To address the accessibility of learning, the firm leverages Checkpoint Learning online courses and TaxWatch University, a multi-level tax staff training program.

In addition, Eide Bailly implemented the eLogic Learning cloud-based learning platform, which integrates with the LearnLive compliance tool. “The LearnLive compliance tool has provided up-to-date information on licensure to its staff regarding their individual licenses”, said McKeever. LearnLive is part of the Checkpoint Learning portfolio of Thomson Reuters.

THE RESULT

The firm’s desire to foster a “One Firm” concept by providing consistent messaging and quality education to its staff and partners is paying off. Eide Bailly’s collaborative culture has helped fuel collaboration across industry, service and geographic lines, enabling the firm to seamlessly deliver solutions to its clients and bolster the bottom line. In its 2016 – 2017 Year in Review, the firm stated that it exceeded its growth goal of 15 percent. This past year, growth was steady at 15.7 percent.

The firm’s long-standing focus on providing opportunities for its staff, as well as clients, that are unique and of the highest quality are not going unnoticed. Among its honors and awards, Eide Bailly ranked as one of the 20 best accounting firms in North America for quality of life issues and prestige in the 2017 Vault Accounting 50 report, published by Vault.com, which specializes in career management and job search information. Eide Bailly also ranked as one of the 15 best accounting firms for formal training in 2017 in the Vault report.

Employee reviews published by Vault⁵ revealed, by many, an appreciation for growth opportunities and professional development within the firm.

“Eide Bailly allows their staff to take ownership of their careers, and their managers and partners are committed to supporting staff through their career goals,” stated one employee review.

“The Eide Bailly culture is one that provides me every opportunity to succeed at all things that are important to me including my professional development, personal growth and time with my family,” stated another employee review.



⁵ Vault Accounting 50. (2017). Retrieved from <http://www.vault.com/company-rankings/accounting/vault-accounting-50>



CASE STUDY: Mauldin & Jenkins, LLC

Meet the Firm: : Mauldin & Jenkins, LLC is a \$46 million firm with six office locations in Georgia, Alabama, Florida and Tennessee. The Atlanta, Georgia-based firm has provided audit, accounting and tax services since 1918. The firm currently has 34 equity partners and serves three primary niche industries — financial institutions, governmental entities and entrepreneurial services — in addition to providing various services to many other individuals, companies and entities.

Spokesperson: Richard Jones, partner

FIRM GOAL: Overcome Identified Gaps in Learning

Mauldin & Jenkins has a long history and culture of providing quality professional service to its clients while serving the public interest, but, in 2013, when Richard Jones was serving as assurance committee chairman, the committee identified a firm weakness — CPE.

Aside from the firm's standard staff training, there wasn't much direction or monitoring when it came to learning. Associates were responsible for identifying the CPE courses they wanted to attend and, unfortunately, some associates selected courses based on the lure of an attractive location rather than the value of the content.

Further fueling the issue, associates weren't provided with routine updates on the status of their CPE requirements and, occasionally, were rushing at the eleventh hour to obtain the necessary CPE before the end of the reporting period.

Jones knew that changes needed to be made. The firm needed a comprehensive plan to eliminate the gaps in learning and ensure that associates received quality training and valuable feedback.

MEETING THE GOAL: Partnering with Thomson Reuters Learning Solutions

Looking to overcome the gaps in learning and develop a comprehensive learning curriculum, the firm partnered with AuditWatch to conduct a curriculum consulting services project. The project would serve as the springboard for the firm's current curriculum plan.

Shortly after AuditWatch completed the consulting project and issued its final report, the firm formed a Leadership and Career Development Committee (LCDC) charged with studying and developing a formal curriculum for all professional staff. The firm also hired a full-time CPE coordinator to monitor and assist associates with CPE.

Today, the firm's learning plan is structured by staff level and industry. In the first six years of an associate's career, most of the training is pre-determined and provided by AuditWatch. The training is customized to cater to the firm's methodology, software solutions, audit tools, etc. After six years of experience in public accounting, the training is structured to meet individual needs, often based on the professional's industry specialization.

In addition to AuditWatch staff training, the firm also leverages Checkpoint Learning self-study courses and in-house seminars for specialized training. "We view Audit-Watch, and the related companies, as a significant contributor and partner in what we do," Jones said.

To ensure the lines of communication remain open among staff, training is now a topic discussed in all annual and semi-annual evaluations with specific feedback by the advisors. In addition, the firm monitors individual CPE through Checkpoint Learning's compliance monitoring tools, which is communicated with all staff on a quarterly basis.



CASE STUDY: Mauldin & Jenkins, LLC (continued)

The firm tracks total CPE costs as a percentage of net fees annually and, according to Jones, costs have been consistent over the past several years, accounting for roughly 1.3 percent of net fees

THE RESULT

The development of a firm-wide learning curriculum has provided Mauldin & Jenkins with more structure and cost control, greater accountability and higher quality training.”

“We are still in the early years and we continue to tweak it just a little bit but, for the most part, we are seeing an improvement in the quality of CPE, and actually we’re seeing an improvement in the cost. There’s more monitoring of the cost than there was before,” Jones said.

Jones also said that the firm has benefited from specialized efficiency training, which, in many cases, has resulted in increased realization and improvements in some processes.

For example, the firm commissioned AuditWatch to conduct efficiency training for its banking, governmental and entrepreneurial services groups. To develop the customized training, AuditWatch consultants reviewed the firm’s audit work papers on select engagements and identified ways to improve both the quality and efficiency of the work performed. As a result, the banking group alone saw a 3 to 5 percent increase in realization the following year throughout the firm.

“When you sit back and look at the cost for that [efficiency] training, the cost was insignificant considering the results of what came out of it,” Jones said.

Not only has the development of a firm-wide learning plan resulted in more structure, greater accountability and an improvement in the quality of CPE, but it has also led to more effective staff evaluations.

“There seems to be better feedback. There’s an open dialogue about CPE. ... Those conversations rarely took place before,” said Jones. “The younger staff, they like knowing what is expected of them. This is another communication of expectations.”

⁶ Randstad US (2017, January 26). 7 essential accounting skills you need in 2017 [Web log post]. Retrieved from <https://www.randstadusa.com/jobs/career-resources/career-advice/7-essential-accounting-skills-you-need-in-2017/383/>



When it comes to filling senior-level accounting and finance positions, 50 percent of CFOs said that technical and non-technical skills are of equal importance.

NON-TECHNICAL SKILLS TAKE THE SPOTLIGHT

Accounting professionals have long recognized the need to invest in education and skill development, but the changing market and broadening role of accountants as strategic advisors is prompting more firms to place an even greater emphasis on non-technical skills training, as well as expertise in major accounting software programs and ERP systems.⁶

“You can be brilliant technically, but if you are unable to listen to and understand the client, communicate effectively and see things from their viewpoint, you are probably going to have a difficult time showing what you know technically and using that ability and knowledge to solve clients’ problems,” Varner said.

In fact, a survey by Robert Half Finance & Accounting, a specialized financial recruitment service, found that CFOs are increasingly seeking finance professionals with a mix of both technical and non-technical skills. The reality is that technical skills are often easier to train and assess, and they are typically a given as one moves up the professional ranks. It’s the non-technical skills, or soft skills, that can prove essential to one’s career advancement.

Of the more than 2,200 CFOs interviewed, 54 percent said they give equal weight to both technical and non-technical skills when evaluating candidates for staff-level accounting and finance positions. When it comes to filling senior-level accounting and finance positions, 50 percent of CFOs said that technical and non-technical skills are of equal importance.⁷

According to Robert Half Finance & Accounting, the five essential non-technical skills for accounting and finance professionals and how they can be further developed, are:

1. **Business acumen:** Step outside of finance and learn as much as you can about your company’s big-picture objectives and challenges. Ask for cross-departmental assignments and project management opportunities.
2. **Leadership:** Volunteer to take on a new project or fill in for a manager. These are experiences that can help you develop your leadership skills and prove you’re ready for more responsibilities.
3. **Communication:** Hone your ability to tell the story behind the numbers in an easy-to-digest manner, particularly for audiences unfamiliar with financial principles. Take every opportunity to develop your written, oral and visual communication skills.
4. **Relationship building:** Foster genuine relationships with other professionals in your company — long before you need help from these contacts. One way to start is to invite them for coffee to discuss how you can help them with their priorities and challenges.
5. **Intellectual curiosity:** Pursue trainings offered by your company as well as external learning opportunities. Earning a professional certification is another way to stay on top of industry trends.

⁷ Robert Half Finance & Accounting. (2016, September 20). CFOs Seek Finance Professionals With Mix Of Hard And Soft Skills [Press release]. Retrieved from <http://rh-us.mediaroom.com/2016-09-20-CFOs-Seek-Finance-Professionals-With-Mix-Of-Hard-And-Soft-Skills>

⁸ Seinfeld, J. (Writer). (n.d.). I’m Telling You for the Last Time.

The trend is also playing out within Checkpoint Learning, as many of the top 20 Checkpoint Learning online courses in 2016 were non-technical titles. Some of the most popular included:

- Essential Coaching Skills
- Managing a Virtual Team
- Effective Writing for Accountants
- Powerful Presentations: How to Build and Deliver

It is interesting to note that, of the non-technical titles, courses on presentation skills are not only essential for career development but are likely to spark the greatest fear among participants. For those accounting professionals who break out into hives at just the thought of delivering presentations and speaking in front of a crowd, you're not alone. In fact, Jerry Seinfeld fans may remember his comedy bit on public speaking:

"I saw a study that said speaking in front of a crowd is considered the No. 1 fear of the average person. I found that amazing. No. 2 was death. ... This means, to the average person, if you have to be at a funeral you'd rather be in the casket than doing the eulogy," Seinfeld said.⁸

However, the importance of being able to effectively deliver a powerful presentation is not to be underestimated.

"Presentation skills are a core part of your job. This is an extremely important part of your success. We need to get over this," said O'Brien. "... To ultimately become partner you need to be able to get in front of an audit committee, get in front of firm management, go explain something, go sell something. This is so important to your long-term career."



CONCLUSION

Firms that are looking to effectively compete in today's evolving, dynamic market must rethink their approach to learning and progress not only by utilizing firm-wide curriculums but also by embracing blended learning formats that provide associates greater flexibility.

Such efforts are essential in today's environment as recruiting and retention remains a top concern for many firms, and staff turnover rates continue to climb as the economy improves.

It is also important for firms to cultivate a culture of growth that will be especially appealing to younger associates, as Millennials, in particular, are attracted to employers who offer an opportunity for progression.

Developing a successful learning strategy can be simplified by breaking the implementation down into phases, which includes taking a historical look at the firm's learning activities and surveying associates to determine if they are obtaining the proper training to effectively do their job. Firms may also want to consider turning to an outside training and consulting team to assist in the process.

When creating a learning vision, technical skills are obviously essential, but it is critical that firms not underestimate the power of non-technical skills as the industry increasingly shifts from a compliance-focused mindset to one of specialization and as accounting professionals take on greater advisory roles. Non-technical skills — such as communication, presentation and leadership — will prove essential to one's career advancement.

There's no doubt that the industry is in the midst of change, but change breeds opportunity. Those firms that embrace the power of learning and follow best practices to implement a comprehensive learning curriculum are ideally positioned for future success with both their associates and their clients.

RECOMMENDED RESOURCES

Premier Plus CPE Package

Premier Plus CPE package offers the most learning options for an unbeatable annual price. Enjoy the flexibility and convenience of online and on-location learning options plus timely, high quality topical content. You'll get unlimited access to more than 650 interactive online courses and all Checkpoint Learning webinars, deep discounts on live events and more. [Learn More: cl.tr.com/cpesolutions/PLSW](http://cl.tr.com/cpesolutions/PLSW)

AuditWatch University

AuditWatch University is an integrated development curriculum that provides your firm with the knowledge and skills to advance your professional staff. Starting with Basic Staff Training and culminating with management-level courses, AuditWatch University offers seven progressive levels of training. [Learn More: auditwatch.com/AWU](http://auditwatch.com/AWU)

TaxWatch University

TaxWatch University offers multiple levels of core tax staff training for your firm. The progressive training begins with an entry-level course focused on common topics likely to be encountered in the first year. This is followed by courses that provide greater depth on corporate tax issues, partnerships, LLCs and other special entities. [Learn More: auditwatch.com/TWU](http://auditwatch.com/TWU)

AuditWatch Consulting

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