



THE 27th ICPAK EXECUTIVE SEMINAR

SESSION 7: Overview of
Organizational Policies and Procedures

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Presentation Agenda



Introduction

Why Policies and Procedures

Policies- Main components

Overview of organizational key Policies and Procedures

Insights on development & implementation of policies.

Conclusion

Case study



“harassed”
by co-worker
severally.

Director HR
investigation by third
party

Problem:
pattern of
harassment
culprit
personnel file.

Policy?

Outcome:
*Costly, more
damage done*

Review of Terms



- **Policies** – **concise, principles, operations; regulate and direct actions & conduct.**
- **Controls**
- **Absence ?** – *Applicable legislation will constitute the Policy.*
- **Procedures:** describe process to implement a

Policy

Rules & Standards

Process

What, Who & When

Procedure

How & Where

Why Policies & Procedures



- i. **Freedom** - defined boundaries.
- ii. Clarity on individual and team **responsibilities**.
- iii. Facilitates *control by exception*
- iv. **Guidance**
- v. **Reduce** - wrong
- vi. Consistency & professionalism.

Key components of a policy



Background

Aim of the
policy

Why
the policy

To whom it
applies

Key principles/
matters

Noncompliance
consequences

Approval/
Revision date

Factors: Policies & Procedures



Applicable laws, regulations,
Circulars, Guidelines

Culture

Emerging issues

Institutional factors

Policies are many, Principles are
few, Policies will change,
Principles never do.

John C. Maxwell

Cross Cutting Policies



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HR Policy & Procedures Manual



Recruitment,
Selection &
Appointment

Compensation

Discipline

Training

Health & safety

Employee
welfare

Code of
conduct &
Ethics

Performance
Management

Official
communication

Separation

Risk Management Policies & Procedures



Principles



Responsibilities (Board, Management, Internal Audit)



Risk Management Process



Risk Strategies & Appetite statements

Finance Policies & Procedures



Budget



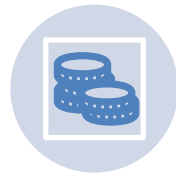
Revenue



Grants & donations



Treasury & cash



Expenditure



Asset



Losses & write-offs



Financial Reporting

Corporate Social Responsibility Policy



Demonstrate commitment to carry out business as a responsible corporate citizen



Focus areas

Corporate Communication Policy



Promote effective communication with stakeholders

Communicate with honesty, transparency and integrity

Policy statements eg Spokesperson

Stakeholder consultation and engagement

Crisis management & communications

Internal communication- Open & collaborative

Emerging technologies & new media

Marketing, Sponsorship & advertisement etc

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Key Policies & Procedures cont..



Internal Audit



ICT



Procurement



Whistle Blowing



Operational



Business Continuity
Management

Policies- Thoughts for Board Directors



Thoughtfully deliberate issues and policy proposals

Honor

Periodic evaluation

Delegate

Provide funding

Obtain Assurance

Policies- Thoughts for Management



Lead



Grow



**Create &
Innovate**



Excel



Serve

Formulation of Policies & procedures – good practices



Why



Gather
Information



Synthesize
and write



Obtain
Management
Support



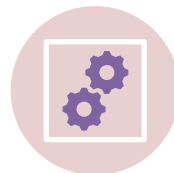
Legal Review



Approval

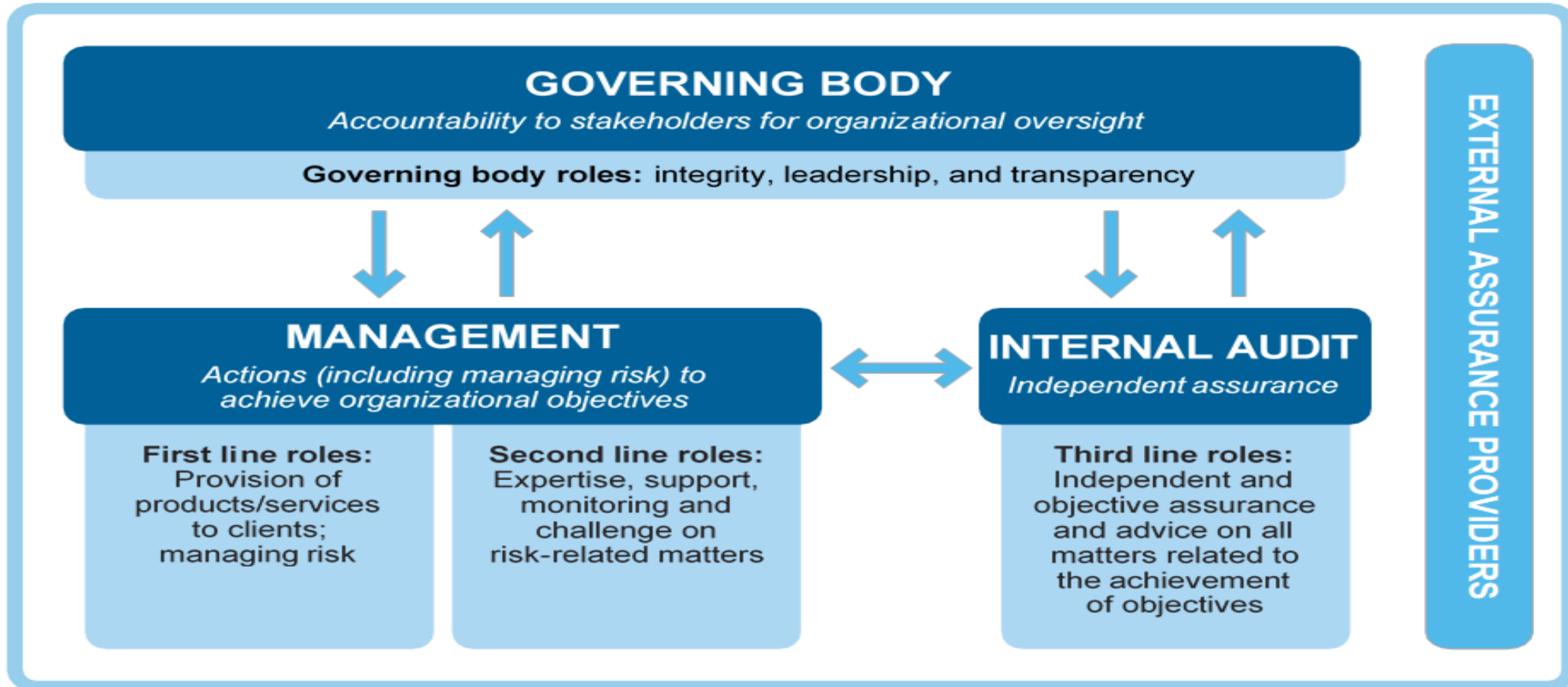


Communicate



Implement &
Integrate

Policies & Procedures : Roles- Lessons for IIA 3-lines Model



KEY: ↑ Accountability, reporting ↓ Delegation, direction, resources, oversight ↔ Alignment, communication coordination, collaboration

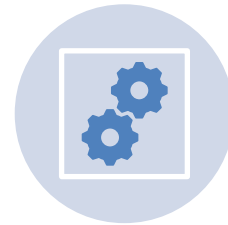
Policy & Procedures Life cycle



DEVELOP



APPROVE



IMPLEMENT



MONITOR



REVIEW

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Policy & Procedures- Exercise



To what extent are you **satisfied** with your organization Policies.

Provide **one key policy improvement** that would enhance the strength of the entity you serve

A quote by John C. Maxwell is displayed over a background image of a sunset or sunrise over a body of water. The quote is written in white text on three dark, semi-transparent rectangular boxes. A small silhouette of a bird is visible in the sky above the quote.

The strength of any
organization is a direct result
of the strength of its leaders.

John C. Maxwell

Q & A



Thank You



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