



## Financial Management: Manage Internal Controls

**This document should be used as a guide in the offline collection of data. APQC cannot accept submissions using this file. Please contact the APQC helpdesk on [osbc@apqc.org](mailto:osbc@apqc.org) for more information about offline submission.**

### OSBC DATABASE PRIVACY AND PROTECTION OF PERSONAL INFORMATION

Please refer to APQC's [privacy statement](#) for disclosures relating to the collection and use of your personal information.

### Instructions

#### Research project structure

APQC OSBC research projects are designed to collect a wide variety of information about your entire organization, with a specific emphasis on the particular business entity for which the research is being collected.

Each survey is divided into a number of sections, separated by a block of introductory text. The first section contains questions about your organization as a whole and your particular business entity. Each of the subsequent sections of the research project presents questions about specific processes and activities in your business entity. Each of these process-specific sections corresponds to APQC's [Process Classification Framework](#).

Before each section containing process-specific questions, you are presented with a list of components of the PCF. This list identifies which components of the PCF are addressed by this particular section of the research project. The numbers in the list correspond to the PCF's unique numbering scheme. Questions within the section will address specific activities for the stated component of the PCF.

#### Navigation, saving results, and submitting a survey

The survey is presented in pages. Each page has at least one question on it. Each question on each page should be answered. A survey may also have a question that must be answered in order to proceed. Required questions are identified by the word "Required" in red letters.

Use the buttons at the bottom of each page to navigate throughout the survey. To avoid data loss, do not use the browser "Back" and "Forward" buttons to navigate through the survey. As you navigate through the survey using the "Back" and "Forward" buttons, your data are saved to APQC's secure servers.

The progress indicator at the bottom of each page displays a bar graph and a percentage that indicate your progress in navigating through the survey. The progress indicator does not account for completed questions, only for your relative position in the survey.

To exit the survey before you have completed all questions, click the "Save" button at the bottom of the survey page, then close your browser. The system will present you a link to your particular instance of the survey. Use that link to return to the survey at any time.

Once you have completed the survey, click the "Submit" button on the last survey page. By submitting your survey results, you will notify APQC that your data are ready for validation. You will not be able to create, review, update or delete your answers after you have submitted the survey, so ensure that you have accurately documented your answers before you submit it.

#### Cookies, one browser

The APQC OSBC survey tool uses a "cookie" to associate you to a particular survey instance. Your cookie is unique to the computer you used to start the survey, and is the only key that you have to access your data. Should you lose your cookie, you will be unable to complete the survey and will need special assistance from APQC. Do not delete your APQC cookies until after you have submitted your survey data.

Because this cookie is unique to the computer you used to start the survey, other users will be unable to contribute results and data to the survey unless they have physical access to the browser you used to start the survey.

Visit the [Browser Setup](#) page for more information about configuring your browser to use cookies.

#### JavaScript

The APQC survey application uses JavaScript for enhanced validation and usability features. In order to complete these surveys, you must use a browser that supports JavaScript, and you must have JavaScript enabled. Visit the [Browser Setup](#) page for more information.

#### Printing

To print a copy of the entire survey, you should use the "Preview" version of the survey. This view consolidates all of the questions associated with the particular survey onto a single printable browser page. No answers or personal data are contained on the "Preview" version of the survey.

As you navigate through the survey, you may print each page to record your answers. There is no facility to review all of your answers on one page.

#### Definitions

Each survey has a set of definitions associated with it that are unique to the process grouping covered by the survey. Throughout the survey, questions may have links to survey definitions.

Accurate results depend on a common understanding of the terminology used across survey respondents, so take special care to review the definitions in the glossary thoroughly. Common terms may be defined differently than you expect. When in doubt, contact APQC for guidance.

**Reasonable numbers**

The survey asks for a number of detailed pieces of information. If you do not have the exact information that a question asks for, please provide a reasonable approximation. If you cannot provide a reasonable approximation, please leave the answer blank. If you are not sure, contact APQC for guidance.

**Reporting period**

All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk (contact information is provided below.)

**Question numbers may skip**

Occasional changes to the survey may result in the addition or removal of questions. Due to this activity, the question numbers in the survey may occasionally skip one or more numbers. Furthermore, some surveys will hide questions depending upon answers to previous questions. If you have any questions about the order of questions in the survey, please contact the OSBC help desk.

**Contacting APQC with questions**

For any questions regarding the survey mechanics, the survey content, or general survey inquiries, please contact the OSBC helpdesk via telephone at +1.800.776.9676 (toll free, US only) or +1.713.681.4020, or via email at [osbc@apqc.org](mailto:osbc@apqc.org).

**Survey Scope**

This survey is designed to be modular in nature. The following processes are addressed by this survey:

- **8.8** Manage internal controls
  - **8.8.1** Establish internal controls policies and procedures
  - **8.8.2** Operate controls and monitor compliance with internal controls policies and procedures
  - **8.8.3** Report on internal controls compliance

The survey contains one general background section followed by a number of process specific sections. The process specific sections contain questions addressing the PCF components identified above.

**General Background**

68.0010 Provide the end date of the twelve-month period for which your [business entity](#) will be providing data. *(All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Pro-rata data are not acceptable, only actual data should be submitted. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk on [osbc@apqc.org](mailto:osbc@apqc.org).)*

Period end date

Year	Month
Choose one	Choose one

68.0020 What is the number of all employees (temporary, part time, and full time) at your business entity?

number of employees (headcount)

68.0030 What is the total number of [full-time equivalents \(FTEs\)](#) at your business entity?

number of FTEs

\*68.0040 Please indicate the currency (e.g. US Dollar, Euro, Japanese Yen, etc.) used for monetary responses provided in this survey. *This question must be answered in order to proceed to the next page.*

Choose one

68.0050 What is the [total annual revenue](#) for your business entity? If your business entity is a support unit such as a [shared services center](#) and therefore does not directly generate revenue, then provide the revenue amount for the units/business entities you support.

Please provide your value responses with no currency marks, thousands separator, or other formatting. Also, a period should be used for a decimal mark, not a comma (e.g., 1325.23, not \$1,325.23).

Total annual revenues

68.0060 What is the total annual selling, general, and administrative (SG&A) cost incurred by your business entity? Include all compensation and benefits (excluding incentive compensation), direct operating costs, supplies, maintenance time and expenses, subscriptions, publications, and related costs.

total annual SG&A cost

68.0070 Please provide the [total annual revenue](#) for your entire organization. (Note that this question refers to the entire organization rather than the business entity defined for purposes of this survey effort. For example, the surveyed business entity could be a business unit of a publicly traded company, in which case this question should be answered as the corporate parent's total annual revenue.)

Total annual revenue

68.0080 What is the [total annual cost of continuing operations](#) incurred by your business entity? (If your business entity is a support unit such as a shared services center, then include the costs for the units/business entities you support.)

total annual cost of continuing operations

68.0090 Which of the following best describes the customer strategy for your business entity? (Select only one.)

[Cost leadership](#)

[Product/service differentiation](#)

[Focus on the customer](#)

68.0100 Which of the following statements best describes the role your business entity performs in the corporate organization? (Select only one.)

Headquarters

Shared services/centralized processing center

Manufacturing, operating, or business unit

68.0110 Which of the following terms best describes the market conditions in which your business entity mainly operates? (Select only one.)

Relatively new emerging market

Growth market

Mature market

Generally in decline

68.0111 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

Yes

No

68.0112 Which of the following best describes your business entity's compliance with currently accepted accounting standards? (Please contact your company's financial reporting department for guidance in answering this question if needed.) (Please select only one option.)

My business entity is currently compliant with the [International Financial Reporting Standards \(IFRS\)](#).

My business entity is currently compliant with [United States Generally Accepted Accounting Principles \(US GAAP\)](#).

My business entity is currently converting from United States or local Generally Accepted Accounting Principles (GAAP) to the International Financial Reporting Standards (IFRS).

My business entity is currently compliant with local Generally Accepted Accounting Principles (GAAP) other than US GAAP and IFRS.

*If you selected other please specify with which standard your business entity is compliant:*

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## General Data

68.0120 What technology, if any, did your business entity use as part of its initial Sarbanes-Oxley internal controls compliance process? (Select all that apply.)

Document retrieval and storage

Enterprise risk management software

Process flow documentation software

Other

None

Please describe "other" here:

68.0130 If you implemented document retrieval and storage, enterprise risk management software, or process flow documentation software as part of your initial Sarbanes-Oxley internal controls compliance process, do you intend to use it as part of your on-going compliance program?

- Yes
- No

68.0140 What is the total number of control violations at your business entity within the past twelve months pertaining to financial reporting/accounting and/or relating to security of or access to financial records?

control violations

68.0150 Using the total number of control violations in 68.0140, please allocate that number among these items:

Violation	Count
a. Number of <a href="#">new violations</a>	
b. Number of violations that were <a href="#">previously identified</a>	

68.0160 How many primary controls have been identified at your business entity?

Number of primary controls

68.0170 How many of the primary controls are [automated](#)?

Number of primary controls

68.0180 How many of the primary controls are preventative in nature?

Number of primary controls

68.0190 How many of the primary controls are detective in nature?

Number of primary controls

This concludes the **general background** component of the survey.

Proceed to the next page to begin the **establish internal controls policies and procedures** component of the survey. Processes and activities included in this component of the survey include:

- **8.8** Manage internal controls
  - **8.8.1** Establish internal controls policies and procedures
    - **8.8.1.1** Establish board of directors and audit committee
    - **8.8.1.2** Define and communicate code of ethics
    - **8.8.1.3** Assign roles and responsibility for internal controls
    - **8.8.1.4** Define business process objectives and risks
    - **8.8.1.5** Define entity/unit risk tolerances

Please direct all survey related questions to the OSBC Helpdesk at (800) 776-9676 or email [OSBC Helpdesk](#).

**Establish Internal Controls Policies and Procedures**

***Establish the Board of Directors and Audit Committee***

68.0200 How many directors are on your board?

Number of directors

68.0210 Of the total number of directors on your board, how many are independent, outside directors?

Number of directors

68.0220 Is the Chairman of the Board a different person than the Chief Executive Officer?

Yes

No

68.0230 For each of the following types of committees, provide the total number of members and officers/employees.

Committee	i. Independent members	ii. Officers/employees	iii. Other non-independent members	iv. Total members
a. Audit committee				
b. Compensation committee				
c. Governance committee				

Page Break

**Define and Communicate the Code of Ethics**

68.0240 Which of the following are addressed by your business entity's written code of conduct? *(Select all that apply.)*

- Conflicts of interest
- Illegal or other improper payments
- Anti-competitive guidelines
- Insider trading
- Fraud
- Disciplinary action for violation of the code of conduct
- Other
- None of the above/we have no written code of conduct

Please describe "other" here:

68.0250 If a written code of conduct exists, how often do employees evidence their receipt, familiarity and adherence to the code of conduct?

- Only upon initial hire
- Only upon significant changes to the code of conduct
- Annually or with some other periodic frequency
- Not evidenced
- Other

If you selected "Other," please specify.

68.0260 Are disciplinary actions taken as a result of violations of the written code of conduct communicated to your business entity?

- Yes, always
- Depends on the seriousness of the violation
- No, never

68.0270 If disciplinary actions are taken as a result of violations of the written code of conduct, how are violations communicated to the company? *(Select all that apply.)*

- Company newsletter
- Email
- Internal memo

Company meeting  
Other  
Violations are not reported to the general employee population

Please describe "other" here:

68.0280 Are integrity and ethical values criteria used for performance appraisals at your business entity?

Yes  
No

68.0290 Has your management formally notified outside parties of ethical standards and expectations?

Yes  
No  
Don't know/Can't answer

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### **Define Business Process Objectives and Risks**

68.0300 To what extent are objectives linked at all levels of the company (i.e., process objectives to business unit objectives, business unit objectives to company objectives)?

Fully linked  
Partially linked  
Plan to link  
No plans to link

68.0310 Has your business entity established performance standards for key business processes?

Yes  
No

68.0320 To what extent has a formal risk assessment process been implemented at all levels of the organization (e.g. entity level, business unit level, functional level, process level)?

[Fully implemented](#)  
[Partially implemented](#)  
[Plan to implement](#)  
[No Plans to implement](#)

68.0330 Has your board or management approved guidelines/thresholds for risk tolerance at the organization and business unit levels?

Yes  
No

68.0340 Where in the business entity does accountability primarily reside for risk assessment?

Line managers and support function managers  
[Internal audit](#) department  
Risk management department  
Other

If you selected "Other," please specify.

68.0350 How is risk assessment integrated with business planning and capital allocation at your business entity? (*Select all that apply.*)

Use of risk-adjusted return on investment (ROI)  
Guidelines for capital allocation consider risk-adjusted ROI when evaluating competing needs  
Portfolio view of business risks across the enterprise considered when developing business plans  
Other

Please describe "other" here:

68.0360 Which of the following methods are used to perform risk assessment? *(Select all that apply.)*

- Self assessments
- Independent internal resources
- Outside consultants
- Other

Please describe "other" here:

68.0370 Which of the following categories of risks does your business entity assess? *(Select all that apply.)*

- Financial
- Credit
- Market
- Interest rate
- Currency
- Operational *(transaction risks, IT risks, security risks, event risks, business continuity risks)*
- Compliance
- Legal
- Reputational
- Counterparty risk
- Other

Please describe "other" here:

68.0380 How frequently is risk assessment performed?

- Annually
- Quarterly
- Monthly
- Only as needed, e.g., when there is a change
- As a continuously ongoing process (not periodically)
- Other

If you selected "Other," please specify.

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### **Define Entity/Unit Risk Tolerances**

68.0390 Has your business entity conducted a risk ranking by process?

- Yes
- No

68.0400 If your business entity has conducted a risk ranking by process, what methodology is used for establishing the risk rankings? *(Select all that apply.)*

- Financial statement analysis
- Entity-level control questionnaire
- Interviews
- Other

Please describe "other" here:

68.0410 How would you characterize your investment in software solutions to identify, evaluate, and manage the risk portfolio of your enterprise?

- Invested in
- Expect to invest in
- No investment planned

68.0420 Which of the following mechanisms are used to identify emerging information needs? *(Select all that apply.)*

- Formalized feedback from user community
- Event triggers such as mergers and acquisitions
- New regulatory or statutory compliance requirements

Formal process to analyze operational and control deficiencies to evaluate impact on the business entity's information needs  
 Periodic surveys of user community  
 Other

Please describe "other" here:

68.0430 What is the average [cycle time](#) in calendar days (including weekends) from identification of change in risk until changes to risk management policies and procedures are completed and ready for deployment/communication/implementation by the business entity?

Average cycle time

**Cost and FTE**

68.0440 What is the number of full-time equivalents (FTEs) employed during the year to perform the process "Establish internal controls policies and procedures?" *(Use up to two decimal places if needed)*

Number of FTEs

68.0450 Using the total annual cost for the process "Establish internal controls policies and procedures," please allocate that cost into the following cost categories. *(Use a decimal if needed.)*

Cost Category	Cost
a. Annual <a href="#">personnel cost</a> <i>(compensation and benefits)</i>	
b. Annual <a href="#">systems cost</a> <i>(direct and/or allocated to the site)</i>	
c. Annual <a href="#">overhead cost</a> <i>(direct and/or allocated to the site)</i>	
d. Annual <a href="#">other costs</a>	
e. Annual <a href="#">outsourced cost</a>	
Total cost of the process "Establish internal controls policies and procedures."	

68.0460 Using the total number of FTEs for the process "Establish internal controls policies and procedures", allocate those FTEs among the following activities:

Activities	Number of FTEs
a. <a href="#">Management activities</a>	
b. Establish board of directors and audit committee	
c. Define and communicate code of ethics	
d. Assign roles and responsibility for internal controls	
e. Define business process objectives and risks	
f. Define entity/unit risk tolerances	
Total FTEs for the process "Establish internal controls policies and procedures"	

68.0470 Allocate the approximate percentage of the total annual cost of conducting risk assessments at your business entity to each cost

category in the list below. (Values for each category should be in the range of 0 to 100; the total should equal 100%. If your business entity does not have costs in a category, leave the value for that category blank.)

Category	% of risk assessment cost
a. Self assessments	
b. Independent internal resources	
c. Outside consultants	
d. Other	
Total (Must Equal 100%)	

Page Break

**System Profile**

68.0480 Thinking about your entire establish internal controls policies and procedures operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any? Please list the top three.

This concludes the **establish internal controls policies and procedures** component of the survey.

Proceed to the next page to begin the **operate controls and monitor compliance with internal controls policies and procedures** component of the survey. Processes and activities included in this component of the survey include:

- **8.8** Manage internal controls
  - **8.8.2** Operate controls and monitor compliance with internal controls policies and procedures
    - **8.8.2.1** Design and implement control activities
    - **8.8.2.2** Monitor control effectiveness
    - **8.8.2.3** Remediate control deficiencies
    - **8.8.2.4** Create compliance function
    - **8.8.2.5** Operate compliance function
    - **8.8.2.6** Implement and maintain controls-related enabling technologies and tools

Please direct all survey related questions to the OSBC Helpdesk at (800) 776-9676 or email [OSBC Helpdesk](#).

**Operate Controls and Monitor Compliance with Internal Controls Policies/ Procedures**

**Design and Implement Control Activities**

68.0490 Do job descriptions at your business entity contain specific references to control-related responsibilities?

- Yes
- No

68.0500 Do performance evaluations at your business entity include control-related responsibilities?

- Yes
- No

68.0510 Are process owners at your business entity provided with formal training regarding financial controls?

- Yes
- No

68.0520 Which of the following mechanisms does your business entity use to ensure that employees understand their duties and control responsibilities? (Select all that apply.)

- Formal or informal training sessions
- Meetings
- On-the-job supervision
- Written job descriptions
- Formal or informal performance evaluations
- Other

Please describe "other" here:

68.0530 Which of the following is documented and distributed to employees? *(Select all that apply.)*

- Policies
- Organization charts
- Operating instructions

68.0540 Do you have policies and procedures to ensure that appropriate personnel perform a detailed review of operating and financial information to ascertain the integrity of the information?

- Yes
  - No
- 

### **Monitor Control Effectiveness**

68.0550 Has an ongoing monitoring/maintenance program for internal controls compliance been implemented?

- Yes
- No

68.0560 Which of the following best describes processes documentation?

- Flowchart only
- Flowchart supplemented by partial narrative
- Flowchart supplemented by an end-to-end process narrative

68.0570 Which of the following does your business entity use to ensure accuracy and integrity of data that forms the basis for reports? *(Select all that apply.)*

- Enterprise data models
- Controlled access to source systems, data, and report logic
- Internal data validation and authentication routines
- Data input and data output validation
- Policies, procedures, and operational manuals
- Other

Please describe "other" here:

68.0580 How often is the actual performance of information systems, including availability and response time, monitored and reported to management?

- Weekly
- Monthly
- Quarterly
- Other

If you selected "Other," please specify.

68.0590 How often are operating results reviewed and compared to budgets?

- Daily
- Weekly
- Monthly
- Quarterly
- Semi-annually
- Other

If you selected "Other," please specify.

68.0600 What is the frequency with which financial controllers meet with line management to discuss operational results?

- Don't meet at all
- [Perpetual/rolling](#)
- Monthly
- Quarterly

- Semi-annually
- Annually
- Other

If you selected "Other," please specify.

68.0610 Does your business entity have an in-house internal audit function?

- Yes
- No

68.0620 What is the average experience level, in years, of your internal audit staff?

- Less than 1 year
- 1 year to 3 years
- More than 3 but less than 5 years
- 5 years or more

68.0630 Approximately what percentage of your internal audit staff possesses the following educational or professional credentials (or their equivalents)?

Degree/certification	%
a. CPA	
b. CMA	
c. MBA	
d. CIA	
e. CISA	

68.0640 Does your internal audit function have direct access to the audit committee and board of directors?

- Yes
- No

68.0650 Are responses to internal or external audit findings provided to the audit committee or board of directors?

- Yes
- No

68.0660 Which of the following best describes the time frame in which your management is required to formally respond to findings or questions submitted by the internal audit department?

- Within one week
- Within two weeks
- Within one month
- Within the quarter
- Timetable is not defined
- Other

If you selected "Other," please specify.

68.0670 How does management respond to concerns raised in the external audit management letter? *(Select all that apply.)*

- Formal written response
- Formal presentation
- Other informal response

Does not respond

68.0680 With which of the following parties is the scope of internal audit's activities reviewed in advance? *(Select all that apply.)*

- Management
- Audit committee
- External auditors

68.0690 How often is the internal audit function evaluated by an external party?

- Annually
- Bi-annually
- Less frequently than bi-annually
- Never

68.0700 What specific internal audit functions are co-sourced?

68.0710 What specific internal audit functions are [outsourced](#)?

68.0720 What is your co-sourcing budget, as a percentage of total internal audit budget?

Percentage

%

68.0730 What is your outsourcing budget, as a percentage of total internal audit budget?

Percentage

%

68.0740 If you outsource internal audit functions, which of the following best describes your outsourced vendor?

- External auditor
- "Big Four" firm
- Other

If you selected "Other," please specify.

68.0750 Are monitoring controls reviewed to ensure that they are being applied as expected?

- Yes
  - No
- 

68.0760 Which of the following is included in control testing? *(Select all that apply.)*

- Primary controls
- Other controls

68.0770 Do operating personnel perform self assessments of the control environment?

- Yes
- No

68.0780 If self assessments of the control environment are performed, what methods are used? *(Select all that apply.)*

- Facilitated group discussion
- Questionnaire or survey
- Individual interviews

Other  
Not applicable/don't perform

Please describe "other" here:

68.0790 If self assessments of the control environment are performed, are these assessments evaluated by a role outside of the function performing the self assessment?

Yes  
No  
Not applicable/don't perform

68.0800 If self assessments of the control environment are performed, and evaluated by a role outside of the function performing the self assessment, is this evaluation performed using established criteria?

Yes  
No  
Not applicable/don't evaluate

68.0810 How often are control tests performed?

Integrated with audit plan  
Monthly  
Quarterly  
Semi-annually  
Annually  
Other

If you selected "Other," please specify.

68.0820 Which of the following best describes the technology you use to perform any control monitoring functions? *(Select all that apply.)*

Standard office application (Excel, Word, Visio)  
ERM application  
Document retrieval & storage application  
ERP module  
Process mapping software  
Reporting/analysis tool  
Internally developed  
Other  
None of the above

Please describe "other" here:

68.0830 How does your organization measure the effectiveness of its fraud prevention/detection process?

68.0840 Which of the following channels of communication has your business site established for the reporting of suspected improprieties? *(Select all that apply.)*

Guidance in employee handbook to report suspected violations of company policies and behavioral standards, anonymously, if so desired  
Whistle-blowers policy  
Designated ombudsman  
Other

Please describe "other" here:

68.0850 How many times in the last twelve months have employees used existing communication channels to report suspected

improprieties?

Number of times

68.0860 If improprieties were reported in the past twelve months, which of the following best describes management feedback on results of the investigations? (*Select all that apply.*)

- To the employee submitting the report, if not anonymous
- To employees at large, through newsletters or bulletin boards
- Not at all

68.0870 What is the average cycle time in calendar days (including weekends) from the identification of a control violation until the violation is reported or communicated to the control or process owner?

Average cycle time in days

68.0880 What is the average cycle time in calendar days (including weekends) from the reporting of a control violation until an investigation is completed and remediation steps and control changes are developed?

Average cycle time in days

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### **Create and Operate Compliance Function**

68.0890 Does your organization have an internal controls compliance office?

- Yes
- No

68.0900 Does your compliance function have a formal charter defining its roles and responsibilities?

- Yes
- No

68.0910 What is the scope of your compliance function? (*Select all that apply.*)

- Monitoring
- Testing
- Communications and training
- Remediation
- Other

Please describe "other" here:

68.0920 Is your compliance officer responsible for other [regulatory reporting](#) (excluding SEC-related reporting)?

- Yes
- No

68.0930 Does the compliance officer review new policy and procedures?

- Yes
- No

68.0940 How often does the compliance function review internal control test results?

- Monthly
- Quarterly
- Semi-annually
- Annually
- Other

If you selected "Other," please specify.

68.0950 Is your compliance function centralized or decentralized?

- Centralized
- Decentralized

68.0960 To whom does your compliance officer report? *(Select only one)*

- Audit Committee
- Chief Internal Auditor
- CFO
- Chief Risk Officer
- Other

If you selected "Other," please specify.

**Cost and FTE**

68.0970 What is the number of full-time equivalents (FTEs) employed during the year to perform the process "Operate controls and monitor compliance with internal controls policies and procedures." *(Use up to two decimal places if needed.)*

Number of FTEs

68.0980 Using the total annual cost for the process "operate controls and monitor compliance with internal controls policies/procedures," allocate that number between the following cost categories. *(Use a decimal if needed.)*

Cost Category	Cost Allocation
a. Annual <a href="#">personnel cost</a> <i>(compensation and benefits)</i>	
b. Annual <a href="#">systems cost</a> <i>(direct and/or allocated to the site)</i>	
c. Annual <a href="#">overhead cost</a> <i>(direct and/or allocated to the site)</i>	
d. Annual <a href="#">other costs</a>	
e. Annual <a href="#">outsourced cost</a>	
Total annual cost of the process "Operate controls and monitor compliance with internal controls policies/procedures."	

68.0990 Using the total number of FTEs for the "Operate controls and monitor compliance with internal controls policies/procedures" process, please allocate those FTEs among the following activities. *(Use up to two decimal places if needed, and use a zero if no FTEs perform this activity.)*

Activities	FTE Allocation
a. <a href="#">Management activities</a>	
b. Design and implement control activities	
c. Monitor control effectiveness	
d. Remediate control deficiencies	
e. Create compliance function	
f. Operate compliance function	
g. Implement and maintain controls-related enabling technologies and tools	
Total number of FTEs for the "Operate controls and monitor compliance with internal controls policies/procedures" process.	

## System Profile

68.1000 Which of the following best describes the system used in the process "operate controls and monitor compliance with internal controls policies/procedures?"

Manual/Spreadsheet

Internally developed

ERM application

SAP

Oracle (includes PeopleSoft, and J. D. Edwards, or other Oracle products)

Infor (includes GEAC and Baan)

Other system used to operate controls and monitor compliance with internal controls policies/procedures (*please describe*)

Not applicable / no system used for this process

Do not know

If you selected "Other," please specify.

68.1010 Thinking about your entire operate controls and monitor compliance with internal controls policies/procedures operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any?

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This concludes the **operate controls and monitor compliance with internal controls policies and procedures** survey component of the survey.

Proceed to the next page to begin the **report on internal controls compliance** component of the survey. Processes and activities included in this component of the survey include:

- **8.8** Manage internal controls
  - **8.8.3** Report on internal controls compliance
    - **8.8.3.1** Report to external auditors
    - **8.8.3.2** Report to regulators, share/debt-holders, securities exchanges, etc.
    - **8.8.3.3** Report to third parties (e.g., business partners)
    - **8.8.3.4** Report to internal management

Please direct all survey related questions to the OSBC Helpdesk at (800) 776-9676 or email [OSBC Helpdesk](#).

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## Report on Internal Controls Compliance

68.1020 Does the internal audit department review the activities of the compliance function?

Yes

No, but plan to

No, and do not intend to

68.1030 Do external auditors participate in the evaluation of the compliance office?

Yes

No, but plan to

No, and do not intend to

68.1040 How many times per year does the compliance officer meet with the audit or governance committees?

Number of times per year

68.1050 How many key performance indicators related to the controls compliance function does the compliance officer report to senior management?

Number of key performance indicators

68.1060 How often does the compliance officer report key performance indicators to senior management?

Number of times reported

- Weekly
- Monthly
- Quarterly
- Semi-annually
- Annually
- Other (describe)

Please describe "other" here:

68.1070 Which of the following technology solutions does your compliance officer use to perform his/her job? *(Select all that apply.)*

- Standard office applications (Excel, Word, Visio)
- ERM application
- Document retrieval & storage application
- ERP module
- Process mapping software
- Reporting/analysis tool
- Internally developed
- Other

Please describe "other" here:

**Cost and FTE**

68.1080 What is the number of full-time equivalents (FTEs) employed during the year to perform the process "Report on internal controls compliance"? *(Use up to two decimal places if needed)*

Number of FTEs

68.1090 Using the total annual cost of the process "Report on internal controls compliance", allocate that number between the following cost categories. *(Use a decimal if needed.)*

Cost Categories	Allocation
a. Annual <a href="#">personnel cost</a> <i>(compensation and benefits)</i>	
b. Annual <a href="#">systems cost</a> <i>(direct and/or allocated to the site)</i>	
c. Annual <a href="#">overhead cost</a> <i>(direct and/or allocated to the site)</i>	
d. Annual <a href="#">other costs</a>	
e. Annual <a href="#">outsourced cost</a>	
Total annual cost of the process "Report on internal controls compliance".	

68.1100 Using the total number of FTEs for the process "Report on internal controls compliance", allocate those FTEs among the following activities. *(Use up to two decimal places if needed, and use a zero if no FTEs perform this activity.)*

Activities	Allocation
a. <a href="#">Management activities</a>	
b. Report to external auditors	
c. Report to regulators, share/debt-holders, securities exchanges, etc.	

d. Report to third parties (e.g., business partners)	
e. Report to internal management	
Total FTEs for the process "Report on internal controls compliance".	

**System Profile**

68.1110 Which of the following best describes the system used in the process "Report on internal controls compliance"?

- Manual/Spreadsheet
- Internally developed
- ERM application
- SAP
- Oracle (includes PeopleSoft, and J. D. Edwards, or other Oracle products)
- Infor (includes GEAC and Baan)
- Other system used to report on internal controls compliance (*please describe*)
- Not applicable / no system used for this process
- Do not know

If you selected "Other," please specify.

68.1120 Thinking about your entire report internal controls compliance operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any? Please list the top three.

68.1130 What additional Internal Controls measures would you like to see included in future reports? For a list of current measures, click [here](#).

68.1140 Please indicate whether your organization would like to discuss the benchmarking results to learn more about reasons for possible performance gaps.

- Yes
- No

You have reached the end of the survey. You can use the **Previous** button to review your answers for accuracy and reasonableness. After pressing the **Submit** button, you will no longer be able to directly edit your data in this survey form.

The next step will be review and validation of your responses. APQC will contact you to conduct a final review of your responses and verify that your responses were as you intended.

Please click the **Submit** button to complete the survey and transmit your data.

In order to obtain a printed version of your completed survey, you will need to print each page **before** submitting your responses. After you select "Submit", you will be unable to print your completed survey.

Please direct all survey related questions to the OSBC Helpdesk at (800) 776-9676 or e-mail the OSBC Helpdesk at [OSBC Helpdesk](#).