

Contents

How to Use this Manual	xi
Preface	xiii
Governance Journey	1
A01 Big G to little g governance journey	3
Appendix: Background for COSO, SOX, PCAOB	7
A02 Risk Assessment	10
A03 Oversight	16
A04 Documentation	20
Internal Control Program	25
B01 Internal Control Program	27
B02 Internal Control Process	37
B02a Internal Control Policy and Procedure	52
B02b Internal Control Program Charter	55
B02c Internal Control Plan	57
B03 Authorization and Approval Program	69
B03a Delegation of Authority	73
B03b Authorization – Delegation, SubDelegation of Authority	79
B03c Responsibility, Authority, Support, Counsel, and Inform (RASCI)	83
B04 Information Technology Program	87
B04a End–User Computing—Control of Spreadsheets Policy and Procedure	95
B05 Account Reconciliation Program	97
B05a Account Reconciliation	101
B06 Quarterly Subcertification Program	105
B06a Quarterly Subcertification	120

B06b	Quarterly Subcertification – Matrix	122
B06c	Quarterly Financial Subcertification Training For First-Time Subcertifiers	124
Control Activity Program Testing Guides		133
C01	Control Activity Program	135
C01a	Control Activities Template	147
C01b	Result of Control Activity Testing	148
C01c	Internal Control – Planning, Testing, and Remediation Worksheet	149
C01d	Reporting Scorecard	151
C02	AP – Disbursements	153
C02a	AR – Allowance for Doubtful Accounts	158
C02b	AR – Cash Applications	162
C02c	AR – Collections	166
C02d	AR – Credit Administration	169
C02e	Cash and Marketable Securities	172
C02f	Financial Planning and Analysis	176
C02g	Fixed Assets, Long Lived Assets	179
C02h	Intercompany Transactions – Cross Charges	183
C02i	Raw Materials and Inventory	187
C02j	Journal Entries	194
C02k	Payroll	197
C02l	Procurement	201
C02m	Revenue Recognition	205
C02n	Retail Sales Orders to Business Partners	209
C02o	Income Tax	213
Appendix		
	Internal Control Planning, Testing and Remediation Worksheets	217
Acronyms		263
References		265
Index		267