

2016 Ethics & Compliance Policy Management Benchmark Report

DATA AND INSIGHTS TO ADD VALUE TO YOUR PROGRAM TODAY



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INTRODUCTION

In 2016, NAVEX Global partnered with an independent research firm to survey E&C professionals from a wide range of industries about their approach to policy management (creation, review, distribution and attestation).

The findings represent responses from over 1,000 respondents globally, with nearly half in c-suite or senior management roles.

This report provides insights to questions such as:

- » What are organizations doing to address policy management today?
- » What are top policy management challenges?
- » In what areas of policy management are organizations excelling or struggling?
- » What approaches are organizations taking towards automating policy management?
- » Are organizations satisfied with their current approach to policy management?
- » How will policy management programs evolve in the future?

TRUST NAVEX GLOBAL'S ETHICS & COMPLIANCE SOLUTIONS

NAVEX Global's comprehensive suite of ethics and compliance software, content and services helps organizations protect their people, reputation and bottom line. Trusted by 95 of the FORTUNE 100 and more than 12,500 clients, our solutions are informed by the largest ethics and compliance community in the world.

How to Use This Report

When your policy management program is lacking, your organization's E&C risk increases.

This report will help you:

- » Determine whether your policy management practices are protecting your organization—or putting it at risk
- » Benchmark your policy management program against best practices
- » Leverage our data, analysis and recommendations to improve your program effectiveness

We hope the insights presented here will provide the inspiration, justification and direction necessary to make key decisions about the future of your organization's policy management approach.

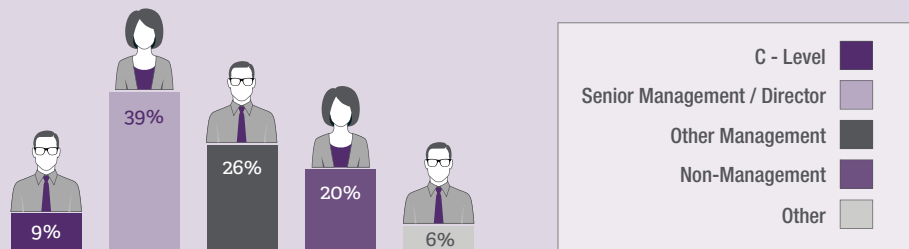
What is Policy Management?

Simply put, policy management consists of the practices associated with managing your organization's policies or procedures throughout all of the stages of the policy life cycle—including drafting, editing, approving, updating, distributing, storing and documenting policies. Policy management software (or a policy management system) refers to the technology that enables more efficient management and execution of those practices.

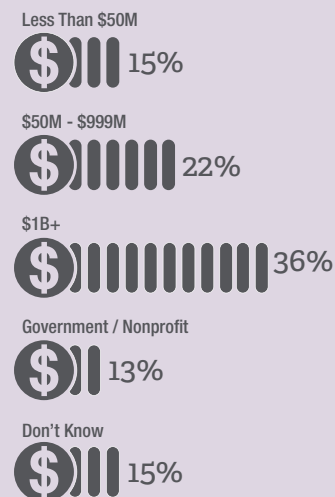
While we refer to policy management throughout this report, we recognize that many organizations manage more than just policies within their policy management system. A policy can include codes of conduct, standard operating procedures and other documents.

Respondent Profile n=1,075

Job Level



Company Annual Revenue



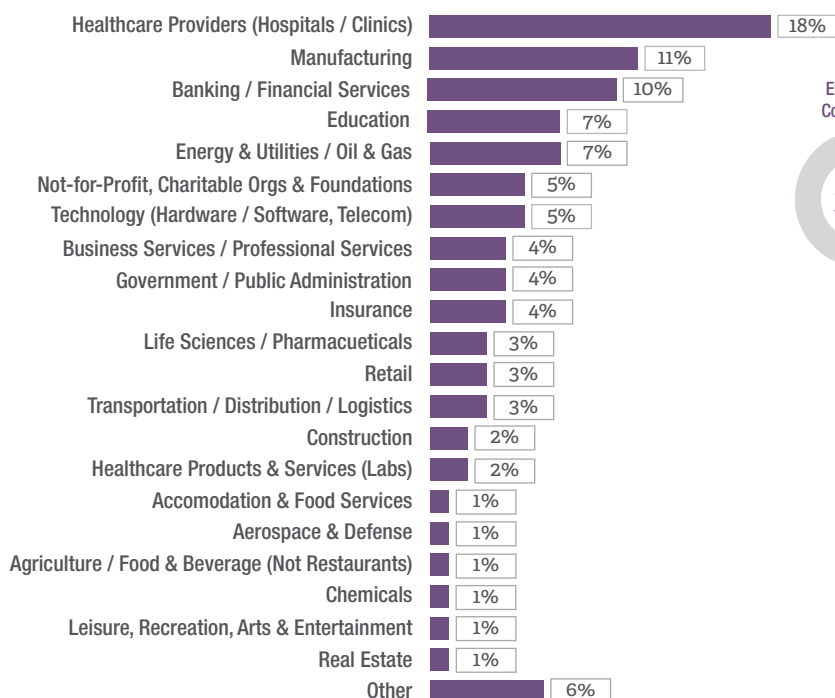
Company Employee Size



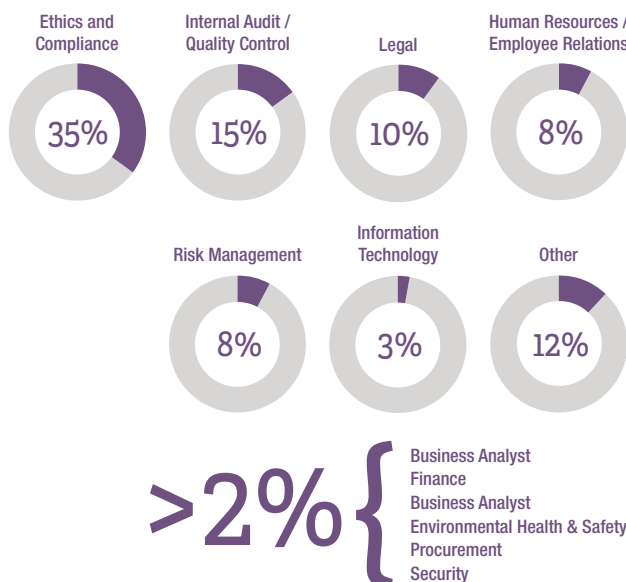
Location of Headquarters



Industry



Job Function



Note: Due to rounding, some percentages may total over 100%.

EXECUTIVE SUMMARY

The stakes are high when it comes to creating, implementing, maintaining, distributing and documenting policies. Complex business operations, global expansion, employee litigation and the continuous expansion of legal and regulatory requirements create a variety of risks. As a result, organizations need to take a thoughtful approach to policy life-cycle management.

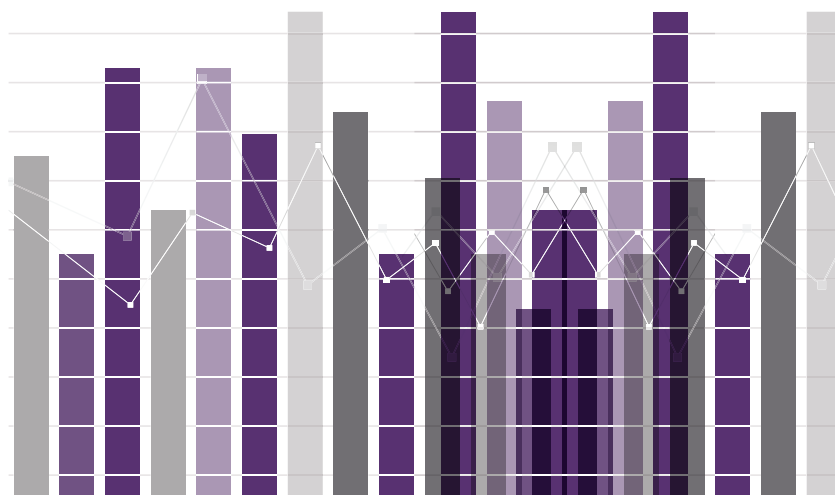
The survey data highlights current strategies and challenges with policy management programs, globally and across many industries.

The following themes emerged:

- » **Keeping policies current with continuously evolving laws and regulations is a top challenge.** Nearly half of respondents (47 percent) indicated this was their number one challenge. Encouragingly, those whose organization used an automated policy management system were nearly twice as

likely to say they were effective at policy compliance (37 percent) than those who used manual processes (20 percent).

- » **Automation improves policy management programs.** In every aspect of policy management surveyed, organizations that use a centralized and standardized policy management system rate their programs more favorably than those without software. These attributes include policy quality, communication to employees and third parties, workflow between writers and approvers, access, compliance, defensibility and contribution to organizational culture. The lowest satisfaction ratings came from respondents who did not use any technology to manage policy-related tasks, followed closely by those who used basic spreadsheets.



- » **Most organizations are not very satisfied with aspects of their existing policy management program and see room for improvement.** When asked to assess their policy management programs, less than 40 percent of respondents ranked any attribute of their system *Very Good* or *Excellent*. Both policy communication to employees and third parties and policy defensibility received particularly low ratings. Seventy percent of all organizations consider their system either *Basic* or *Maturing*, while only 17 percent consider their system *Advanced*.
- » **“Silos” or diffused ownership of policy management across departments contributes to dissatisfaction.**
 - More than 50 percent of respondents’ organizations have seven or more departmental stakeholders with some “ownership” of the policy management program and budgeting process.
 - Shared ownership is a likely contributor to the lack of sufficient funding for policy management improvement, including the acquisition of an automated system. Almost half (40 percent) of respondents indicated that they either didn’t have funding for policy management or that it is part of a companywide budget.
 - A full 29 percent of respondents who don’t have automated policy management software cited *No Single Owner* or *Internal Roadblocks* as to why they haven’t moved to an automated system.
- » **Effective policy management programs reduce legal cost and resolution time.** More than 63 percent of organizations believe their policy management program reduced legal costs and the time it takes to resolve regulatory issues and fines. Those with standardized policy management software were 20 percent more likely to believe this is true than those without. This represents a significant cost savings for an organization—not to mention the benefits to an organization’s reputation.
- » **Online training continues to be the number one tactic in ensuring policy comprehension.** Fifty-seven percent of respondents use online training to ensure policy comprehension, followed closely by 55 percent who use in-person training. This is consistent with last year’s findings that organizations use a mix of policy training tactics. Also consistent with last year’s report is the finding that policy management and training departments need to be aligned to achieve solid E&C program outcomes.

KEY FINDINGS



1. The State of Policy Management Today

Top Policy Management Challenges

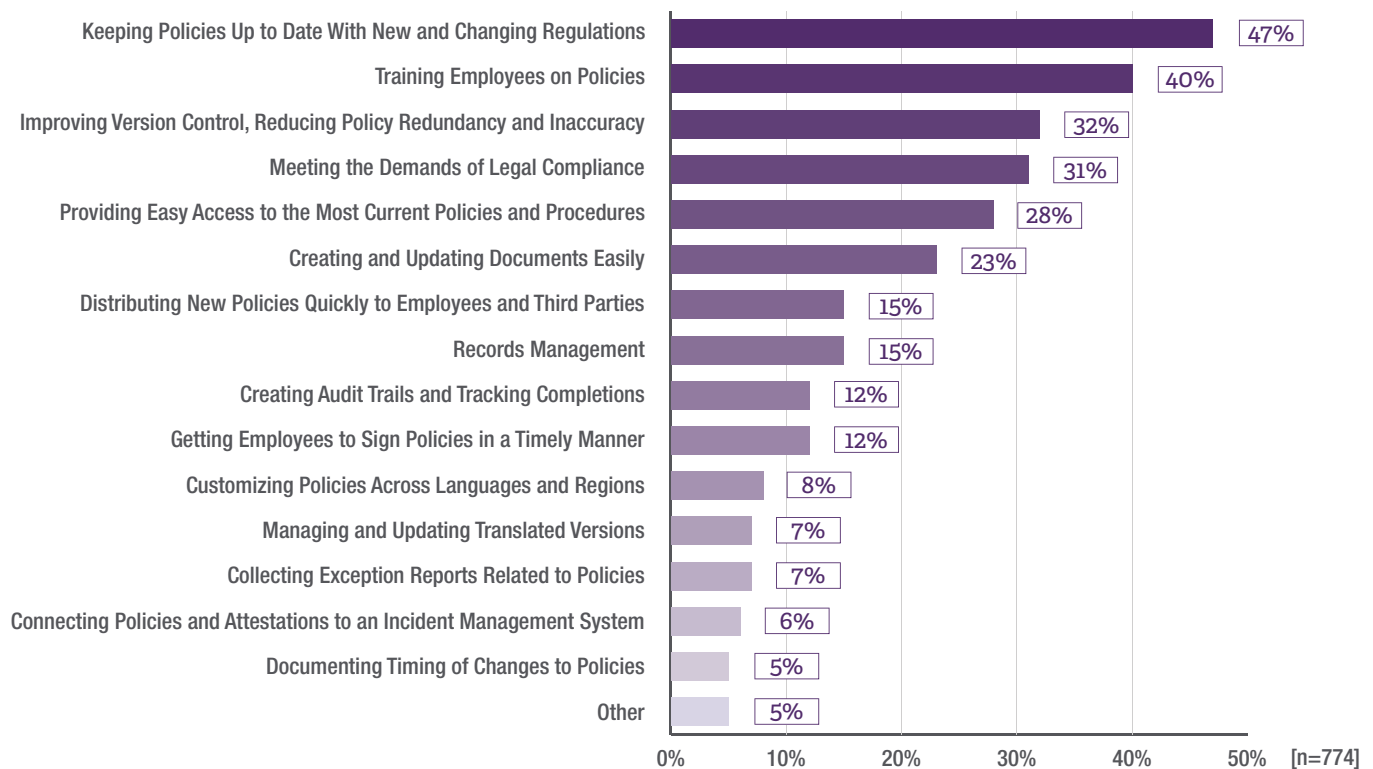
Findings: Keeping policies up to date with new and changing regulations is the top policy management challenge, with nearly 50 percent of respondents listing it as one of their top three concerns. Respondents also noted as significant the challenges of training employees (40 percent) and management of policy version control (32 percent).

Analysis: It is no surprise that keeping policies up to date with new and changing regulations is a top challenge for respondents. Regulations are frequently being added and changed. Enforcement resources and the sheer number of

regulations an organization has to comply with are forever growing. This presents challenges for policy owners as well as the numerous other stakeholders that need to weigh in on a policy or procedure.

Training employees on policies is, again, one of the top challenges facing ethics and compliance professionals. NAVEX Global’s 2015 Policy Management Benchmark Report cited this as the top issue. Organizations struggle to decide what training should be provided as well as how often and what method it should be delivered. In particular, training employees on policies can be difficult, or redundant, if ownership of policy management and ownership of training is spread across an organization.

What Are Your Top Three Policy Management Challenges?



Type & Number of Documents Organizations are Managing

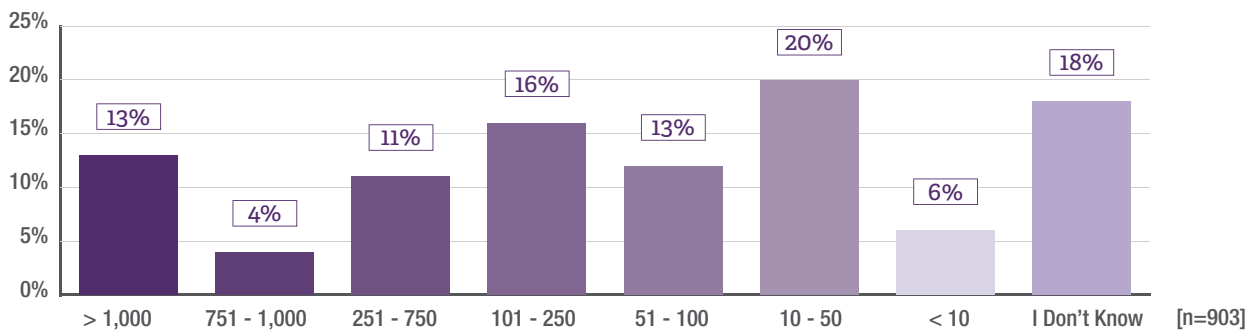
Findings: Organizations manage a wide variety and large number of documents. More than 50 percent of responding organizations report managing more than 50 unique policies, procedures or other related documents. Nearly all respondents said they manage policies, while 85 percent manage procedures and protocols, and 70 percent said they manage human resources-related documents.

Analysis: The sheer number and wide range of types of documents make policy management a massive task. Organizations must develop

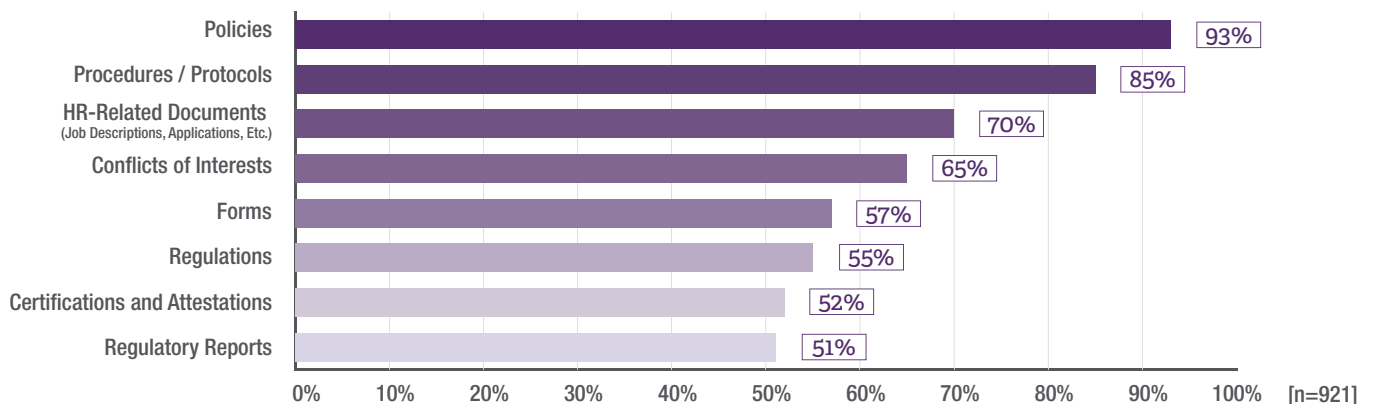
processes and systems to make the management of policies and procedures systematic and sustainable and to reduce redundancy of policy management tasks.

Confusion and redundancy in policy management tasks exist not only from the number and great variance in types of documents, but also likely due to the fact that many departments own various parts and pieces of each of these documents. Survey findings suggest that policy management ownership is fragmented. As a result, organizations may underestimate the number of documents they have or don't even know how many are in their purview to manage.

Number of Unique Documents Organizations Are Managing



Types of Documents Organizations Are Managing



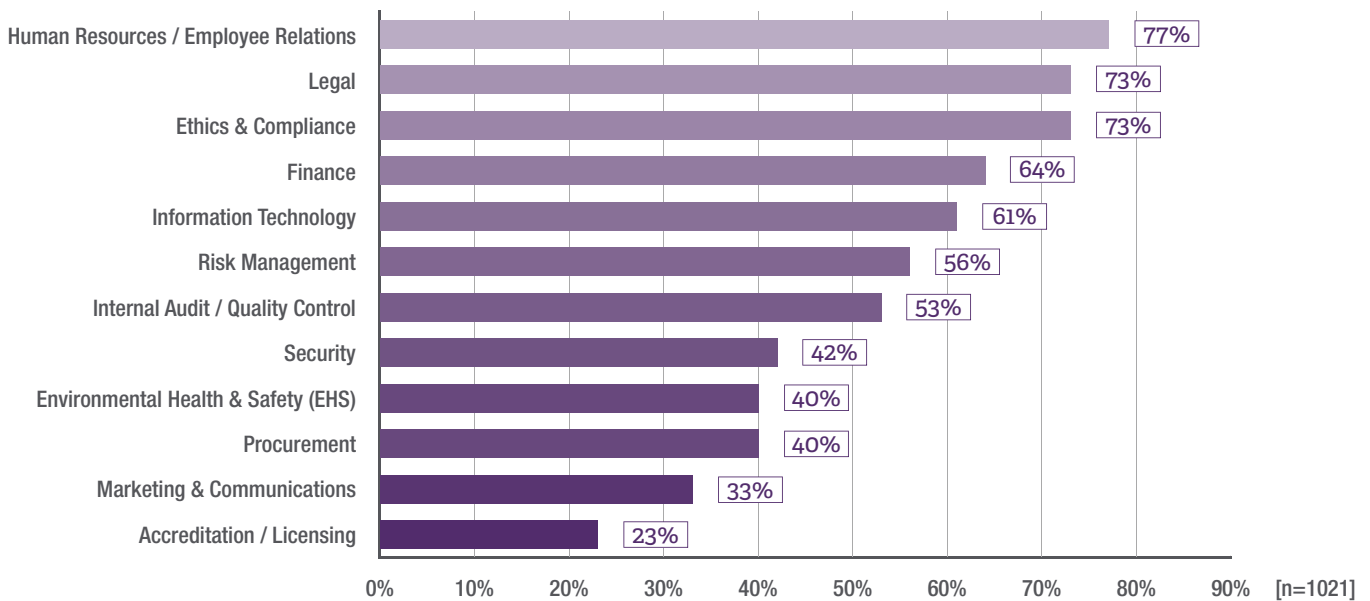
Note: Because respondents could choose more than one option, percentages total over 100%.

Program & Budget Ownership

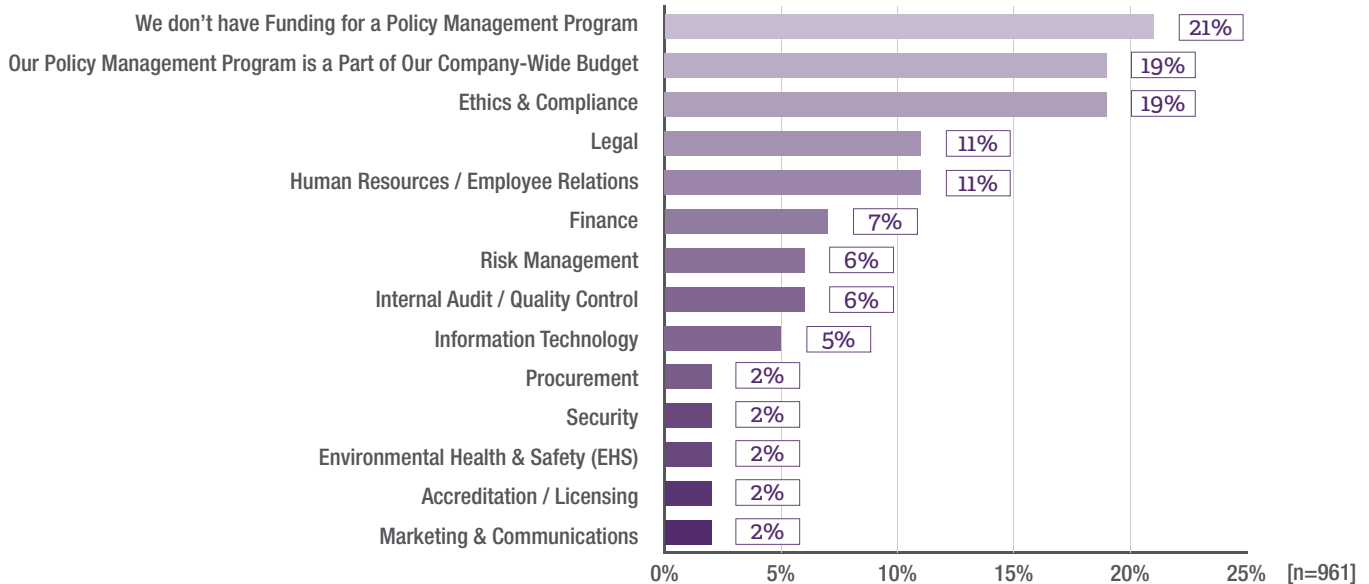
Findings: Policy management responsibilities are shared widely across an organization's departments. Over 50 percent of respondents identified at least seven different departments that are active stakeholders in policy

management. Legal, Human Resources and E&C are the most likely departments to be involved in the review and approval of the majority of organizational policies and are most likely to oversee policy management budgets.

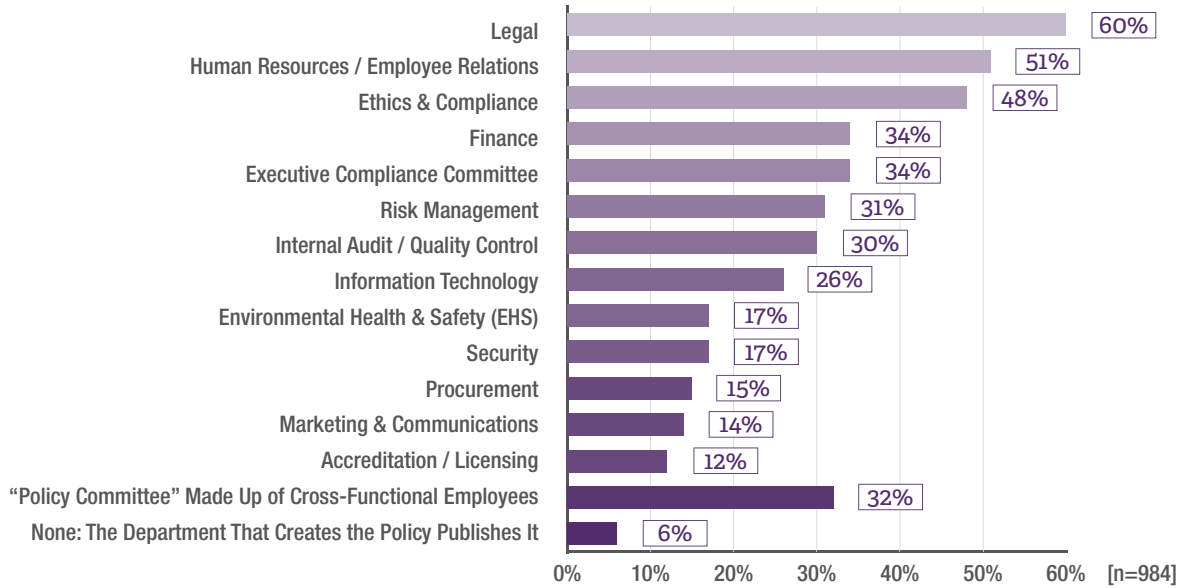
Which Departments Are Considered Active Stakeholders in the Management of Your Policies?



Under Which Departmental Budgets Does Policy Management Fall?



What Departments Are Involved in the Review and Approval of Your Organization's Policies?



Note: Page 9 and 10 Charts: -Because respondents could choose more than one option, percentages total over 100%.

Analysis: While Legal, Human Resources, and E&C are the departments most likely to own policy management budgets, budget ownership is still very fragmented. Fragmented ownership is not all bad news as effective policies have input from multiple departments. However, issues can arise when there is no clear, defined owner working with the various stakeholders to champion resources, processes and consistency across the entire organization.

Thirty-two percent of organizations have a "Policy Committee" designated to own policies. This committee consists of cross-functional employees to ensure multiple departments weigh in on the aspects of the policy. A Policy Committee helps

organizations ensure their policies are consistent, risk related, unique and cover all of the aspects of a policy that need to be included. The committee also provides ownership for ensuring policies are updated or amended as needed.

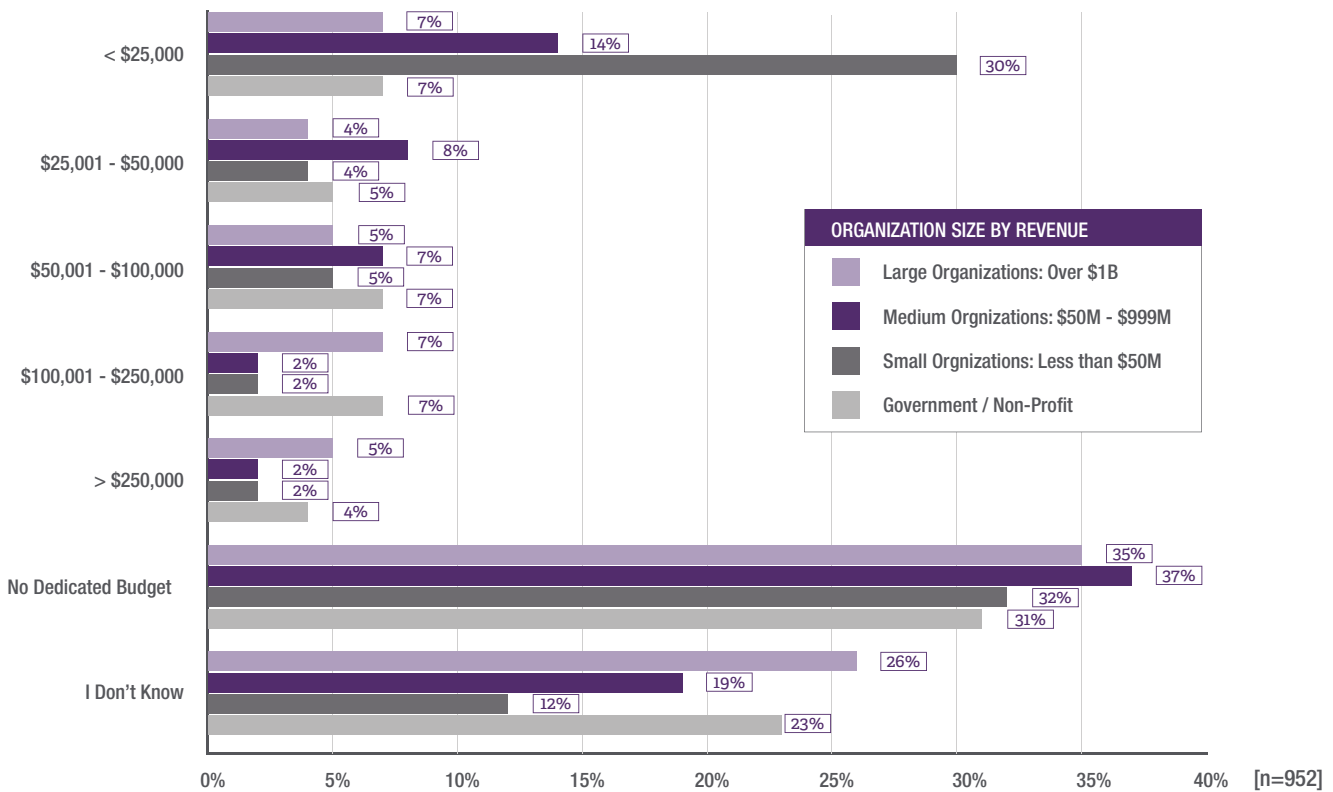
More than 20 percent of respondents report having no funding for a policy management program and nearly the same percentage include their policy management budget within the company-wide budget. This accords with the survey findings that the largest barriers to investment are organizational silos and lack of clear ownership of policy management programs.

Resources Assigned to Policy Management

Findings: Two thirds of organizations do not have a dedicated budget for policy management or do not know what their organization's budget is. While a large number of respondents (44 percent)

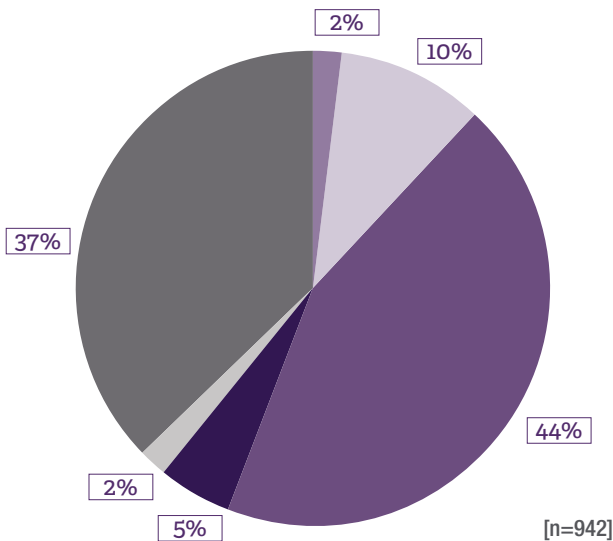
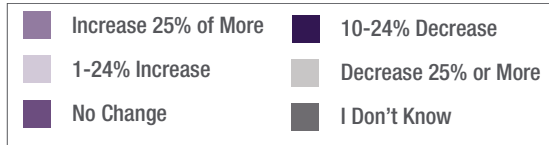
report that they do not expect their policy management budget to change in the coming year, 37 percent don't know if their organization's budget will increase or decrease. A full 20 percent of respondents report less than one FTE devoted to policy management.

Annual Budget for Policy Management by Organizational Size



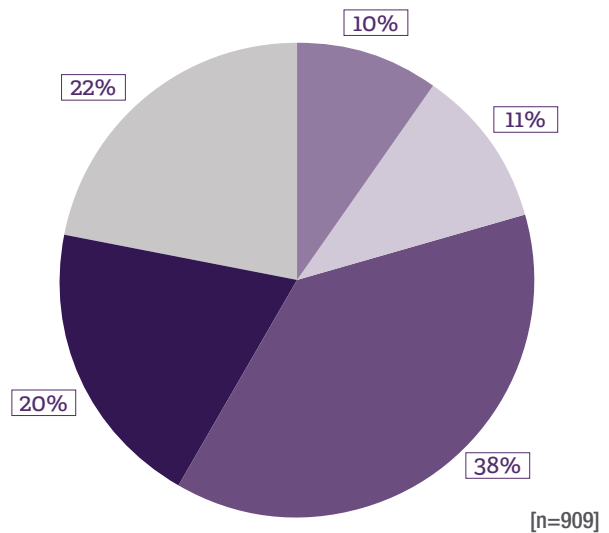
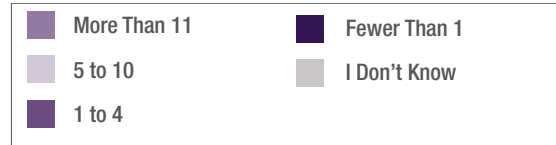
The State of Policy Management Today Continued

Planned Investment in Policy Management Over the Next 12 Months



Analysis: The large number of respondents who don't know their annual budget or do not have a dedicated budget doesn't vary much by size as one would think. Organizations of all sizes are struggling with defining budget for policy management programs and do not know how budgets may change in the coming years. While this may be alarming, it is also further sign that the policy management function within an organization is continuing to be defined.

Full-Time Equivalent (FTE) Resources Dedicated to Managing Policies



The majority of organizations have between one and four FTEs dedicated to policy management. While there is no formula for the amount of resources that should be allocated to policy management, organizations should consider their need based on a risk-based assessment of their operations and compliance program.

2. Processes & Tools for Policy Management

Approach to Policy Management

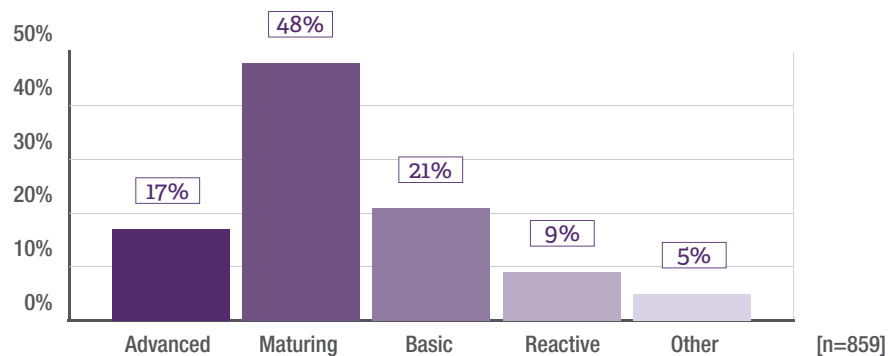
Findings: Nearly one third of respondents indicate that their policy management system is either *Basic* or *Reactive*, implying generally suboptimal impact or effectiveness. Only 17 percent report having an *Advanced* system capable of automatic standardization, facilitated and documented response to regulatory changes, and other similar features.

Analysis: Respondents' rating of their policy management approach is consistent with last year's results. The fact that only nine percent rate their program as *Reactive* is a good sign

that—at the very least—organizations are recognizing the need for a disciplined policy management program that does not simply react to incidents or problems.

The high percentage of *Maturing* programs is a theme seen throughout many areas of the survey. From fragmented budget ownership, varied use of technology to manage policies and procedures and numerous departmental stakeholders, policy management is indeed a developing function within an organization. *Maturing* and *Advanced* programs provide effective support for many elements of an effective compliance program.

Choose the Option That Best Describes Your Organization's Approach to Policy Management



Definitions:

Advanced: We have a software-driven or automated solution in place that standardizes the creation and review of policies, responds to regulatory change and reduces the time it takes to write, approve, find, distribute and certify policies in multiple languages.

Maturing: Our policies are centralized and translated as appropriate (through a shared folder or intranet). We have a system for updating them and controlling different versions, but policy processes like authoring, reviewing, publishing and collecting signatures are not software-driven or automated.

Basic: Policy authorship happens in silos. Department managers create policies on their own, using Word, Excel, or other tools we already have. There is not a common practice for authoring or publishing policies.

Reactive: We don't have best practices in place. When an issue or a need arises we create a policy to address it.

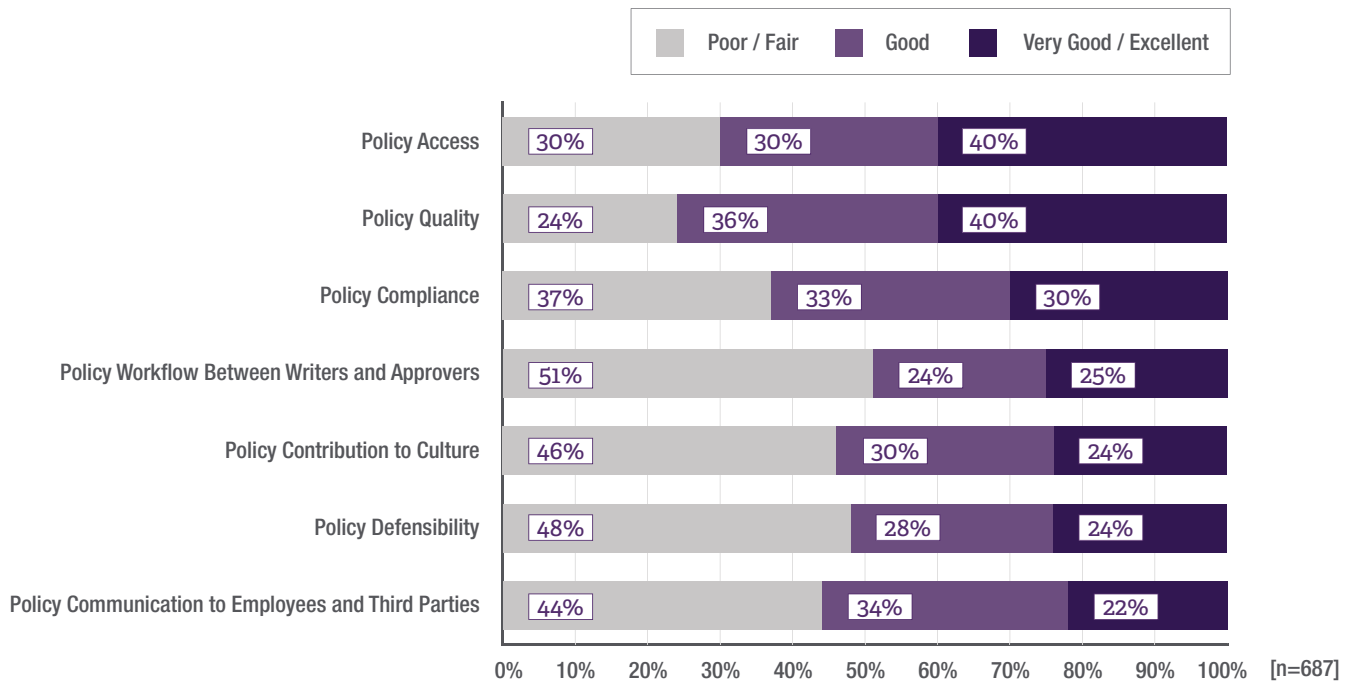


Assessment of Key Aspects of Policy Management

Findings: Respondents assess their execution of *Policy Access* as the greatest strength of their

current policy management solution. They were least satisfied with their program’s contribution to organizational culture, its legal defensibility and its means of communication with employees and third parties.

Respondents' Assessment of Their Execution on Key Aspects of Policy Management



Definitions:

Policy Access: The degree to which information is easy for team members to view and use

Policy Quality: Completeness, accuracy, consistency

Policy Compliance: Version tracking, adherence to new laws, regulations and control standards

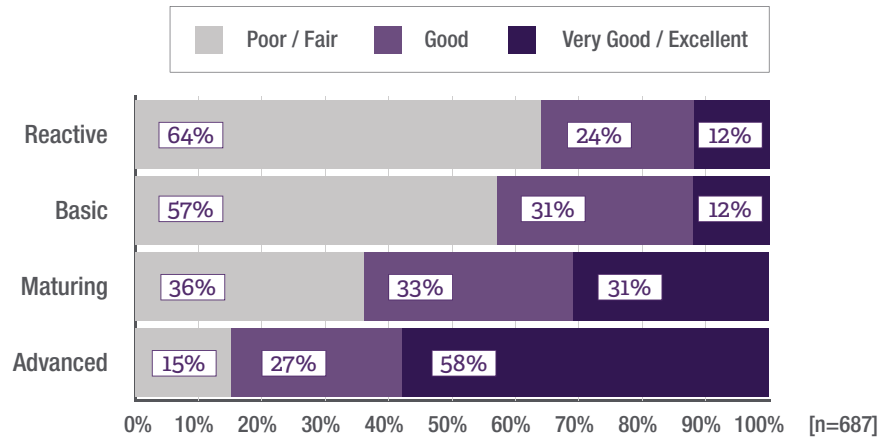
Policy Communication to Employees and Outside Third Parties: Distribution of new information quickly and easily

Policy Contribution to Culture: Employees are aware of our policies and view them as integral to our daily operations and the achievement of our mission

Policy Defensibility: Violation tracking, collecting attestations/signatures

Policy Workflow Between Writers and Approvers: Automated reminders to review content, alerts

Impact of Policy Program Maturity on Program Execution



Definitions:

Advanced: We have a software-driven or automated solution in place that standardizes the creation and review of policies, responds to regulatory change and reduces the time it takes to write, approve, find, distribute and certify policies in multiple languages.

Maturing: Our policies are centralized and translated as appropriate (through a shared folder or intranet). We have a system for updating them and controlling different versions, but policy processes like authoring, reviewing, publishing and collecting signatures are not software-driven or automated.

Basic: Policy authorship happens in silos. Department managers create policies on their own, using Word, Excel, or other tools we already have. There is not a common practice for authoring or publishing policies.

Reactive: We don't have best practices in place. When an issue or a need arises we create a policy to address it.

Analysis: As defined in the survey, *Advanced* and *Maturing* programs use automation and technology solutions to manage policies and procedures. These elements of technology and automation are likely contributing factors to the fact that respondents with *Advanced* and *Maturing* programs had the highest levels of *Excellent* or *Very Good* responses when ranking key aspects of their policy management program execution.

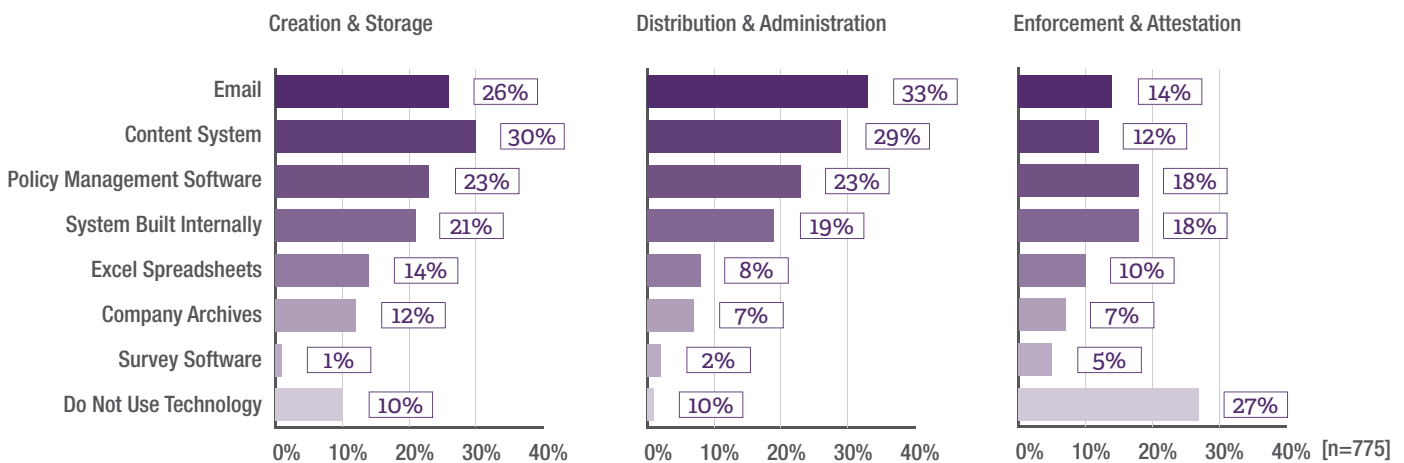
Not surprisingly, 58 percent of organizations with an advanced approach to policy management cite the key aspects of their policy management program as *Very Good* or *Excellent*. This shows that an advanced approach with documented guidelines and an automated software solution experience greater satisfaction around all key aspects of policy management.

Technologies Used to Manage Policy-Related Tasks

Findings: Most organizations handle policy management tasks through email or simple tools such as SharePoint, with less than 20 percent reporting use of centralized and standardized policy management software. While content systems are most common for policy creation and storage, email is more often used for distribution and administration. Most organizations do not use technology for enforcement and attestation functions.

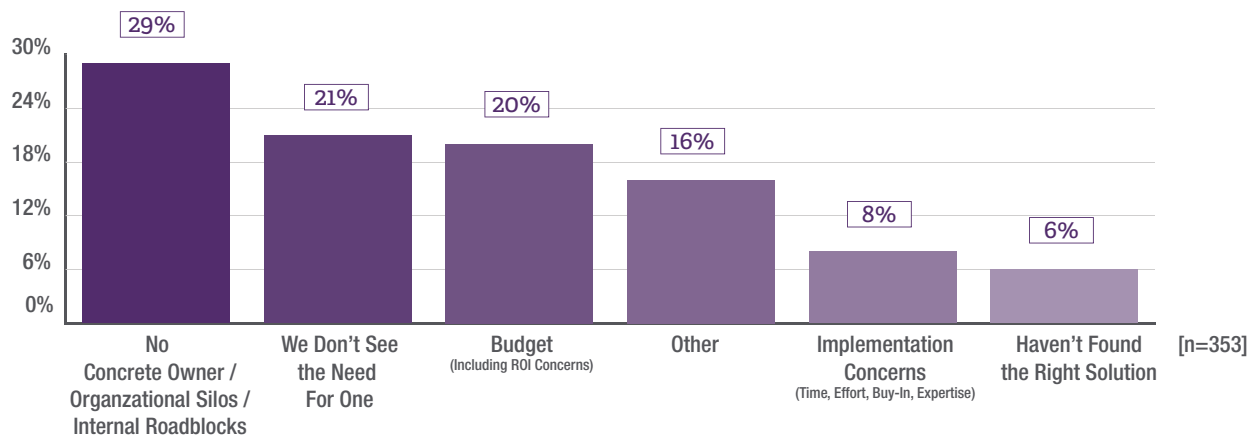
Analysis: Many organizations (29 percent) fail to embrace an automated system not because they do not see value in one, but due to organizational silos and lack of clear ownership over the policy management function. This may be indicative of the “growing pains” of policy management as a function within an organization. As policy management and compliance continue to increase in organizational visibility, some of these issues may change. Of those who selected *Other*, most don’t know why their organization hasn’t embraced an automated system or are in the process of implementing one.

What Technology Do You Use for the Following Policy Management Tasks?



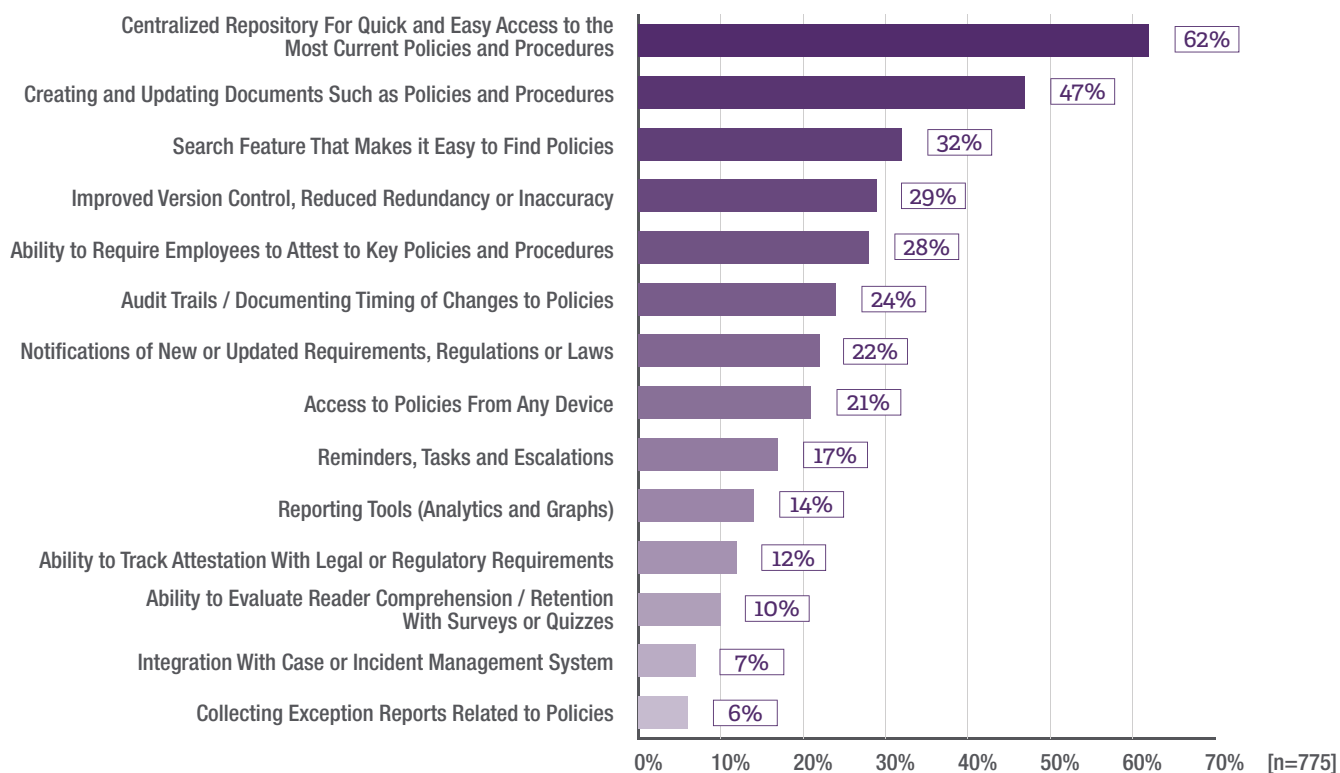
Note: Because respondents could choose more than one option, percentages total over 100%.

Why Hasn't Your Organization Moved to a More Automated Process?*



* Among respondents reporting “We do not use technology for this function.”

Most Valuable Features of Current Policy Management Solution



As revealed earlier in the survey, responsibility for policy management is shared across most organizations, with more than half of respondents reporting substantial involvement by as many as seven distinct departments. This fragmentation of ownership both complicates management of policies and makes it more difficult to attain a centralized and standardized system that would alleviate policy management challenges. Notably, 27 percent of organizations do not use technology at all for policy enforcement or attestation. This proves to be a great risk for organizations in ensuring compliance with their policies is defensible and tracked. Tracking

attestations is a best practice in a good policy management program and organizations that fail to track attestation are likely still doing it manually, wasting company time and resources or putting their organization at legal risk by not closing the loop on attestations. Ownership fragmentation both complicates management of policies and makes it more difficult to attain a centralized and standardized system that would alleviate policy management challenges.

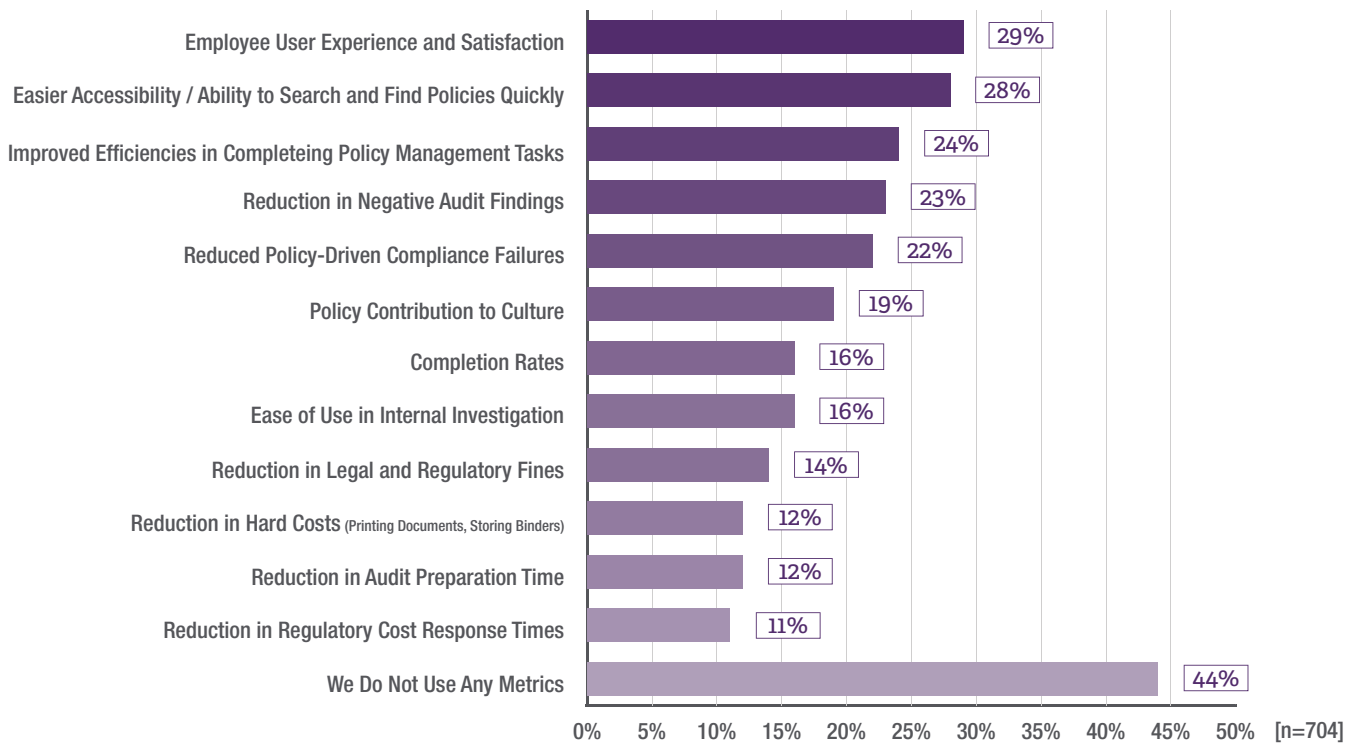
Measuring Policy Management Program Effectiveness

Findings: Forty-four percent of organizations do not use any metrics to measure the effectiveness of their policy management program. While substantial, this figure represents an improvement from the 2015 Policy Management Benchmark Survey in which 58 percent of respondents reported having no system for measurement. Among organizations that do use metrics, employee experience and satisfaction is the most common metric of policy management system effectiveness.

Analysis: In addition to employee satisfaction, organizations commonly employ user accessibility and system efficiency as indicators of a successful policy management program. Notably, legal considerations such as reduction in fines, costs, and response times, rate far lower despite the evidence below that nearly half of organizations have faced such actions in the last three years.

Organizations that use metrics to measure the performance of their policy management systems express substantially higher levels of satisfaction (52 percent). While more than half of respondents using metrics reported *Very Good* or *Excellent* outcomes, only 29 percent of those not using metrics reported similar levels of satisfaction.

Which Metrics Do You Use to Measure the Effectiveness of Your Program?



Note: Because respondents could choose more than one option, percentages total over 100%.



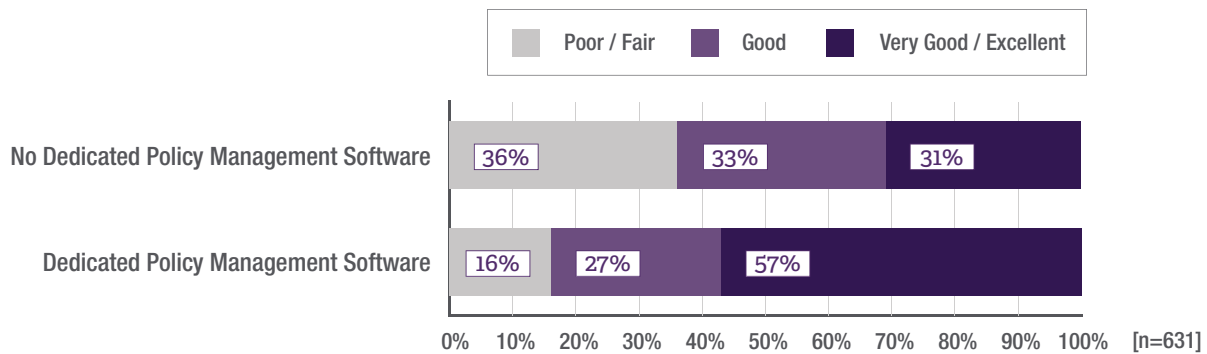
ROI of Automated Policy Management Technology

Across the range of policy management system attributes, survey respondents report substantially higher levels of satisfaction when their organization uses centralized and standardized policy management software. These attributes include policy quality, communication to employees and third parties, workflow between writers and approvers, access, compliance, defensibility, and contribution to organizational culture. Notably, outcomes have improved from our 2015 survey as organizations invest in automated policy management software.

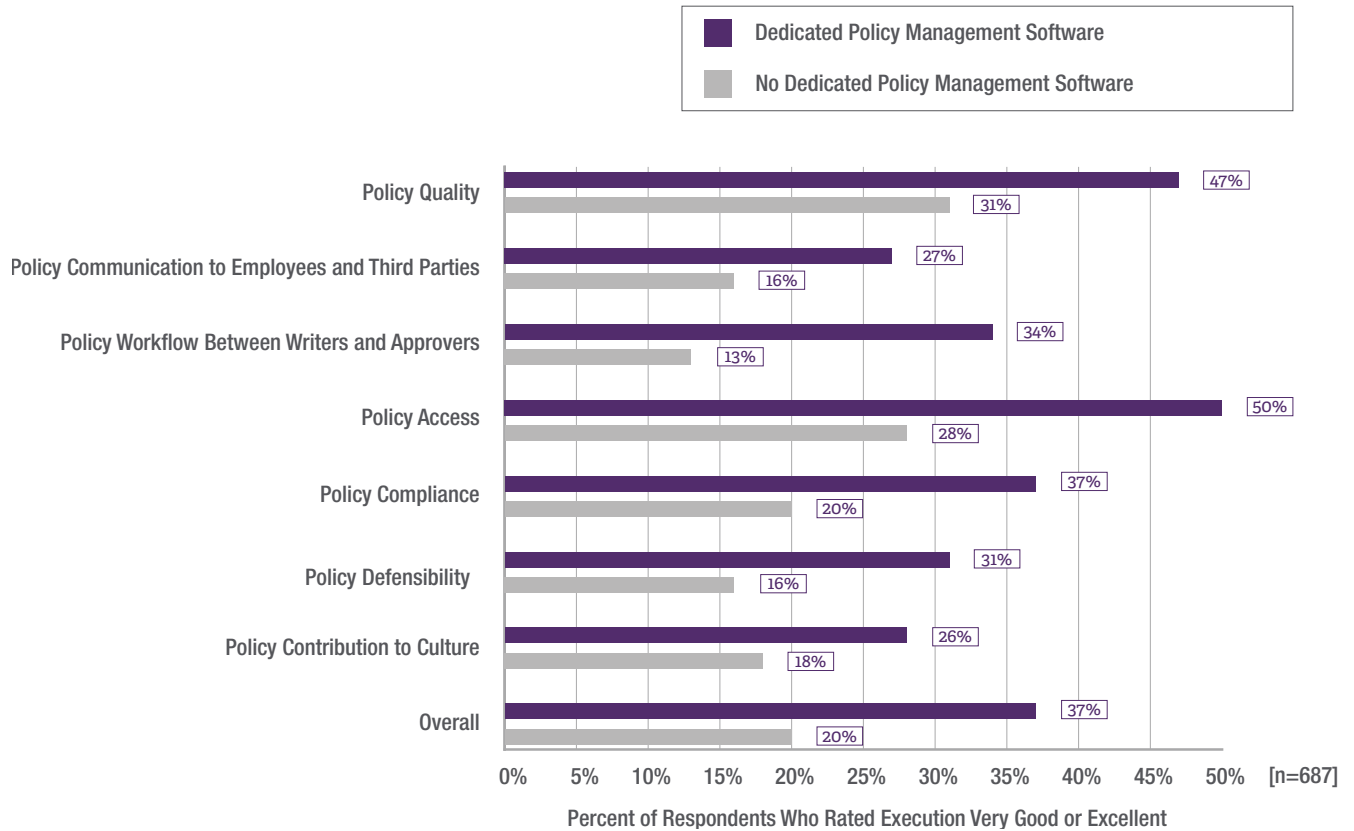
Analysis: Using policy management software has a profound positive impact on an organization's policy management program. Every aspect cited as a key component of policy management program was rated more highly with automated software than those without.

Policy Access and Policy Workflow between Writers and Approvers are key aspects where satisfaction improves most with an automated system. Those with automated policy management systems were nearly three times as likely to rate their *Policy Workflow* component of their program as *Very Good or Excellent*. This is significant as a lot of time within an organization

Impact of Policy Management Software on Overall Program Execution



Impact of Software on Execution of Key Aspects of Policy Management



can be wasted on inefficient workflow and follow-ups. *Policy Access* is also said to be *Very Good or Excellent* at almost twice the rate of those with an automated system compared to those without. *Policy Access* is paramount for employees and third parties being able to easily see what the organization is expecting of them and where they may be violating a policy.

While the positive response for those using automated systems is notable, the negative response from those still using fragmented or manual processes is also significant. A full 50

percent of respondents without standardized policy management software rated their policy management program as *Poor or Fair*.

More than 90 percent of respondents who indicated that their program is *Advanced* reported having either centralized and standardized policy management software or an internal system designed expressly for the purpose. Conversely, 65 percent of respondents with a *Reactive* program used other means for managing policies such as email, Excel spreadsheets, or nothing at all.

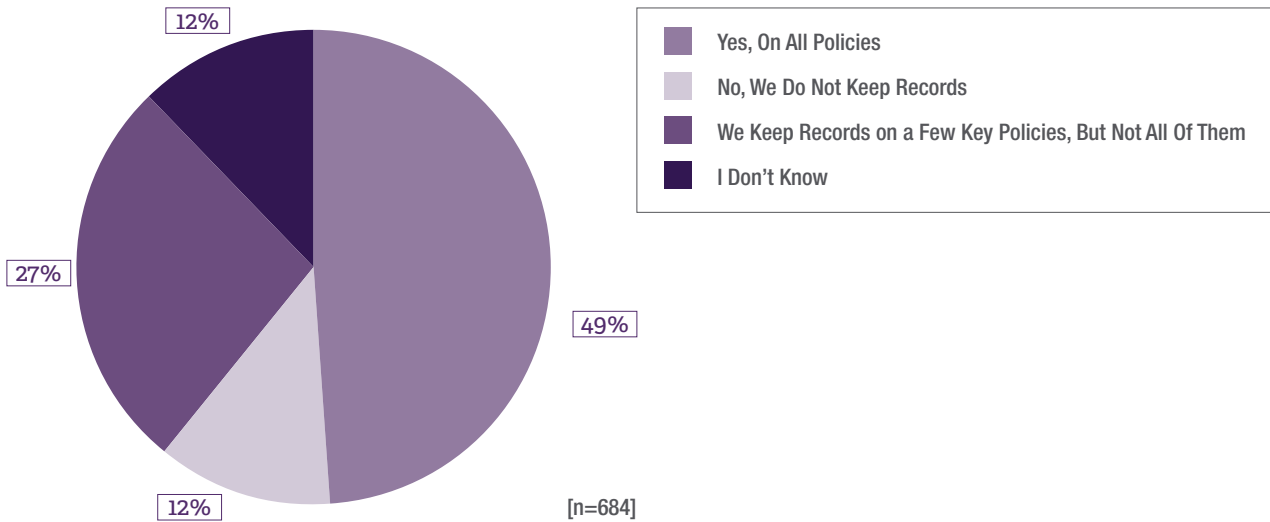
3. Addressing Legal & Regulatory Policy-Related Risks

Policy Review & Creation

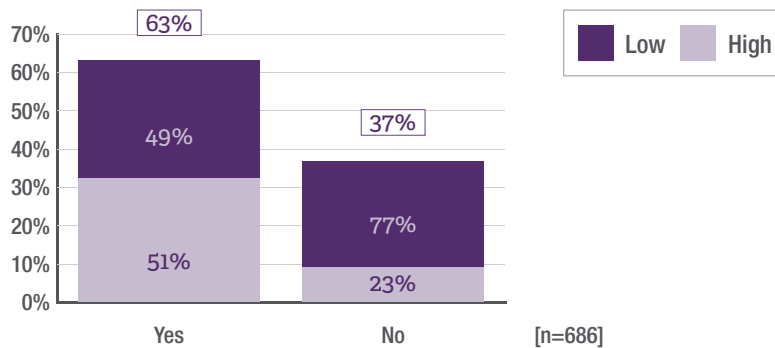
Findings: The majority of organizations keep some records documenting policy reviews, and about half keep records on all policies. Most organizations do not have a set schedule or cadence for reviewing policies. Of those that do, most review policies on an annual basis.

Reviewing policies more often than once per year is uncommon, with quarterly or monthly reviews occurring within only two percent of organizations. The majority of organizations have documented guidelines for creating and distributing new policies but more than one third of respondents report no such efforts.

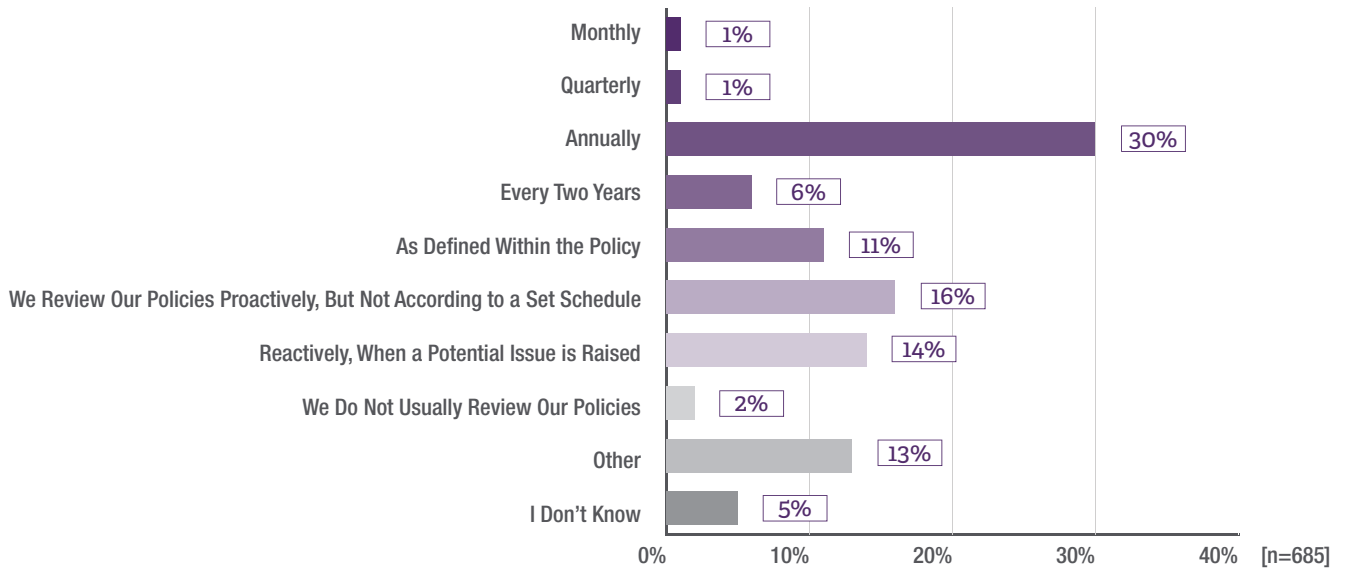
Does Your Organization Keep Detailed Records on Policies?



Do You Have Documented Guidelines For How to Create and Distribute New Policies?
(Segmented by Low / High Satisfaction with Policy Quality)



How Often Do You Review Your Policies to Ensure They Are Current with Applicable Law & Regulations?



Analysis: Establishing clear guidelines for the creation and distribution of new policies is critical to successful execution of the policy management function. Survey findings show more than three quarters of respondents without documented guidelines report dissatisfaction with policy quality in their organization while more than half of those with guidelines report *Very Good* or *Excellent* policy quality.

Sixty-three percent of organizations have documented guidelines for creating and distributing policies. This can be referred to as a "Policy on Policies." Having clear documentation for how to create policies and a process for

approvals and distribution creates a consistent and reliable policy management program within an organization.

Policy review is most commonly done on an annual basis (30 percent). Annual review can be a good benchmark of how often to review and change a policy but review timeframes should really be based on what is in a policy and what is happening with an organization. If a big event has occurred within the organization (merger, acquisition or senior leadership change) the policies may need to be reviewed earlier than planned.



Legal Review of Policies

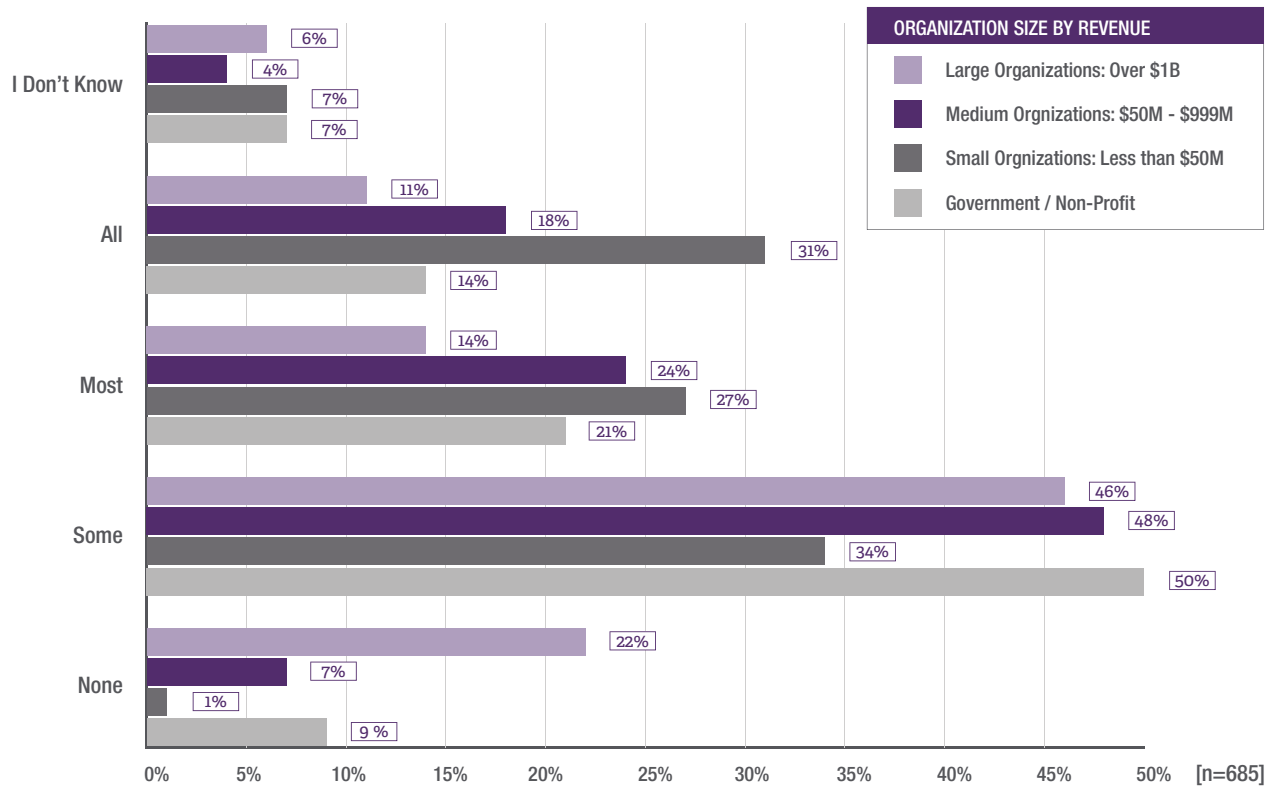
Findings: Only one in five respondents report legal counsel reviews all policies prior to publication. Most organizations indicate that some of their policies are reviewed by legal counsel, with a small number (eight percent) reporting no such review at all.

Analysis: Forty-three percent of all organizations say some of their policies are reviewed by legal

counsel before they are published. This finding is actually in line with best practices as not all policies require review by legal, but some policies should always be reviewed.

The greatest amount of legal review occurs in large organizations. This may reflect a greater coordination between legal and policy management and the greater use of automated policy management which allows for efficient workflow between departments.

How Many of Your Policies Are Reviewed by Legal Counsel Before They Are Published?

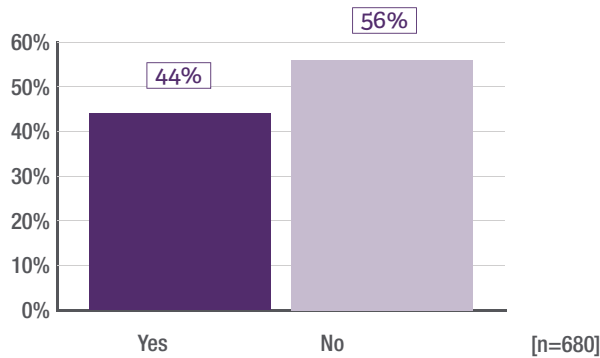


Legal Actions & Costs Related to Policies

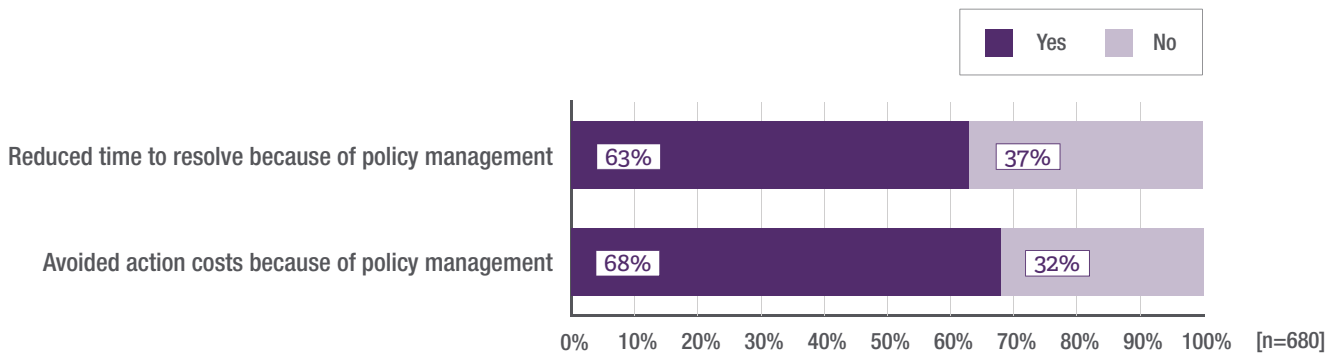
Findings: More than 40 percent of organizations have faced legal or external regulatory action where a policy came under review as part of

the action or defense. Substantial numbers of respondents report that they saw reductions in cost (68 percent) or time (63 percent) invested in responding to legal and regulatory actions as a result of the presence of policy management programs.

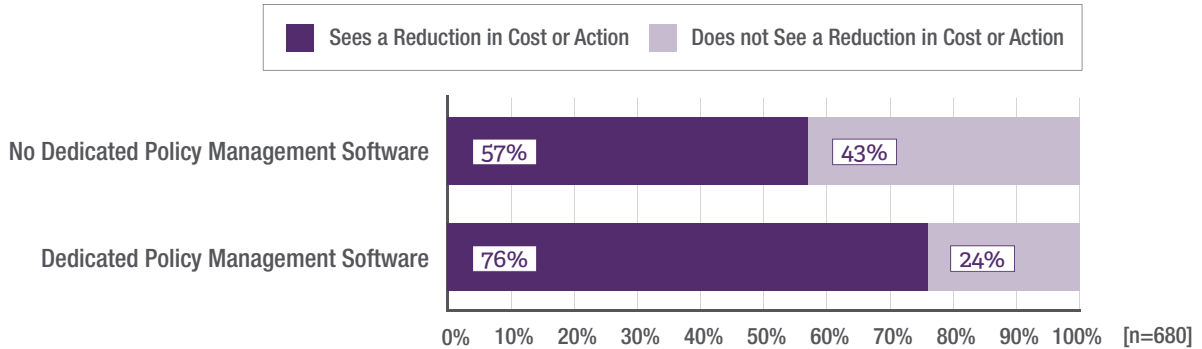
In the Last Three Years, Has Your Organization Faced Legal or External Regulatory Action Where A Policy Came Under Review as Part of the Action or Defense?



Do You Think Your Organization Has Avoided Legal Action or Reduced Legal Costs Because of Your Policy Management Program?



Impact of Policy Management Software on Legal Actions and Costs



Analysis: Dedicated policy management software is instrumental in reducing costs of legal and regulatory actions. More than 75 percent of those with such systems report reductions in costs, compared to only 57 percent of those without. This shows that a dedicated policy management system is crucial to an organization’s reputation and, ultimately, bottom line. Organizations that

have placed priority on getting their policy management program in order show a positive ROI from a legal standpoint alone.

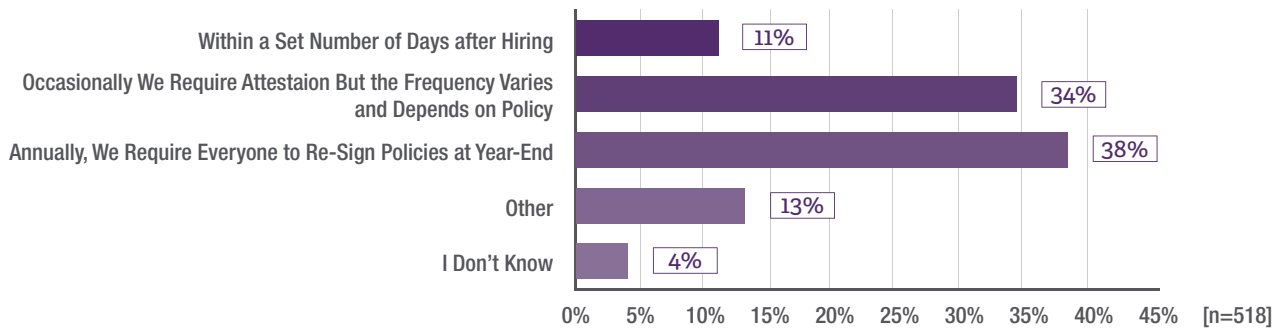
While there were fewer respondents to the question of actual costs of dealing with legal action, the median reported cost of dealing with a legal or regulatory action was \$25,000.

Policy Attestation & Comprehension

Findings: Three fourths of organizations require employees to attest to one or more policies. Those that do require employee attestation are likely to require it on an annual basis or a varied schedule with the frequency depending on the policy.

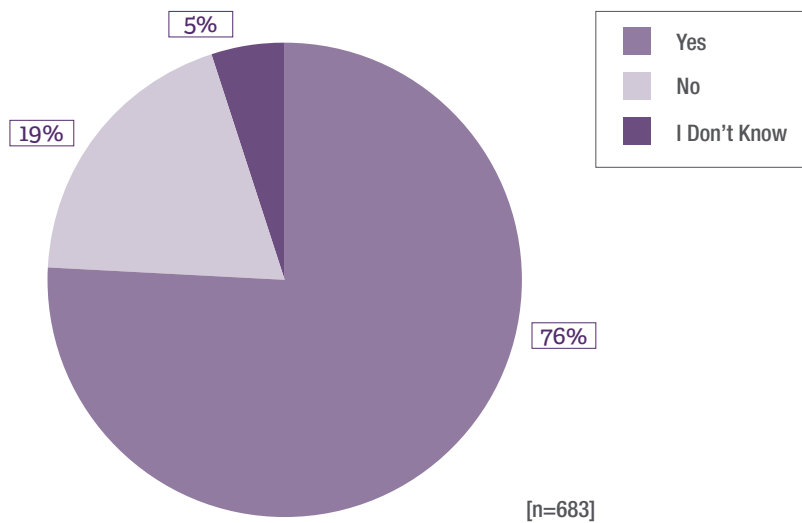
Analysis: Most organizations (76 percent) require employees to formally attest to policies. This has increased five percent from our 2015 findings showing that organizations are realizing the importance of formal attestation and recognizing the ramifications of not closing the loop documenting attestation. The timing of attestation and review is also adequate with most organizations requiring attestation based on the

How Often Are Current Employees Required to Re-Read & Re-Acknowledge Policies?

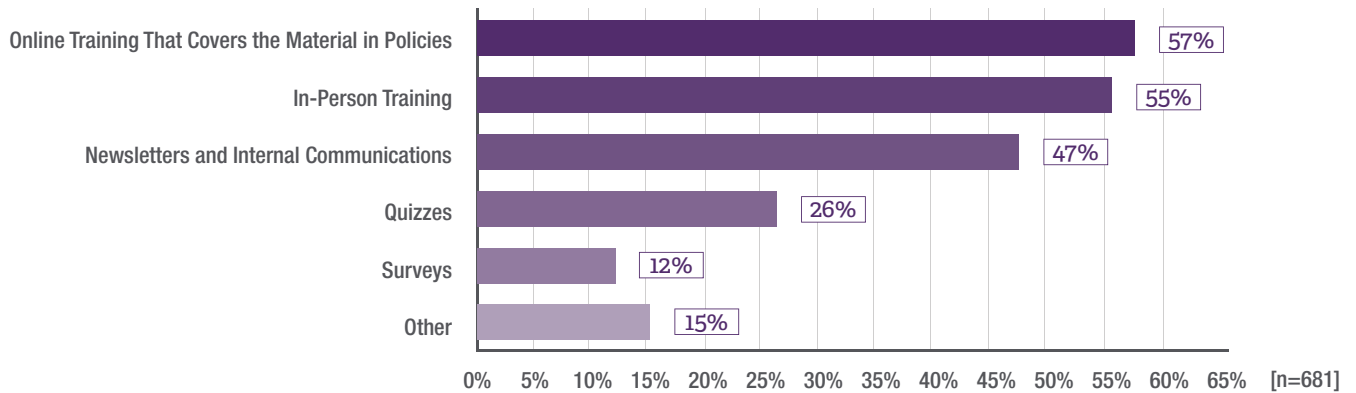


Note: Because respondents could choose more than one option, percentages total over 100%.

Do You Require All Employees to Formally Attest to One or More Policies?



What Tactics Do You Use to Ensure People Understand the Content of Your Policies?



Note: Because respondents could choose more than one option, percentages total over 100%.

content or changes within policy or yearly. These findings indicate that organizations have created and are following a structure.

Online training to ensure understanding of policies is rapidly growing in importance. The number of respondents indicating that their organization uses this technique grew from 49

percent to 57 percent between 2015 and 2016. The results also show a significant number of organizations implementing in-person training on policies and procedures. Training employees on policies is critical to an organization; whether it is conducted in-person or online. Failure to train results in employees that may not know what is expected of them.

CONCLUSION & KEY TAKEAWAYS

Because policy management is an essential component of a well-protected, high-functioning organization and an effective compliance program, all standards for effective compliance programs include an organization having clear standards and policies. A balanced, thoughtful approach to policy management is the foundation of a thriving, ethical and successful organization. Without it, organizations risk their policies falling behind regulations. Since new rules and regulations are introduced often, organizations must have a plan for who owns policy management—and support this individual, or department, with resources (like policy automation software) to help make policy management easier while remaining compliant.

Key Takeaways

As more organizations' policy management programs move away from manual programs with limited resources to advanced programs, satisfaction and effectiveness improve as well. To support this shift organizations should consider the following critical steps:

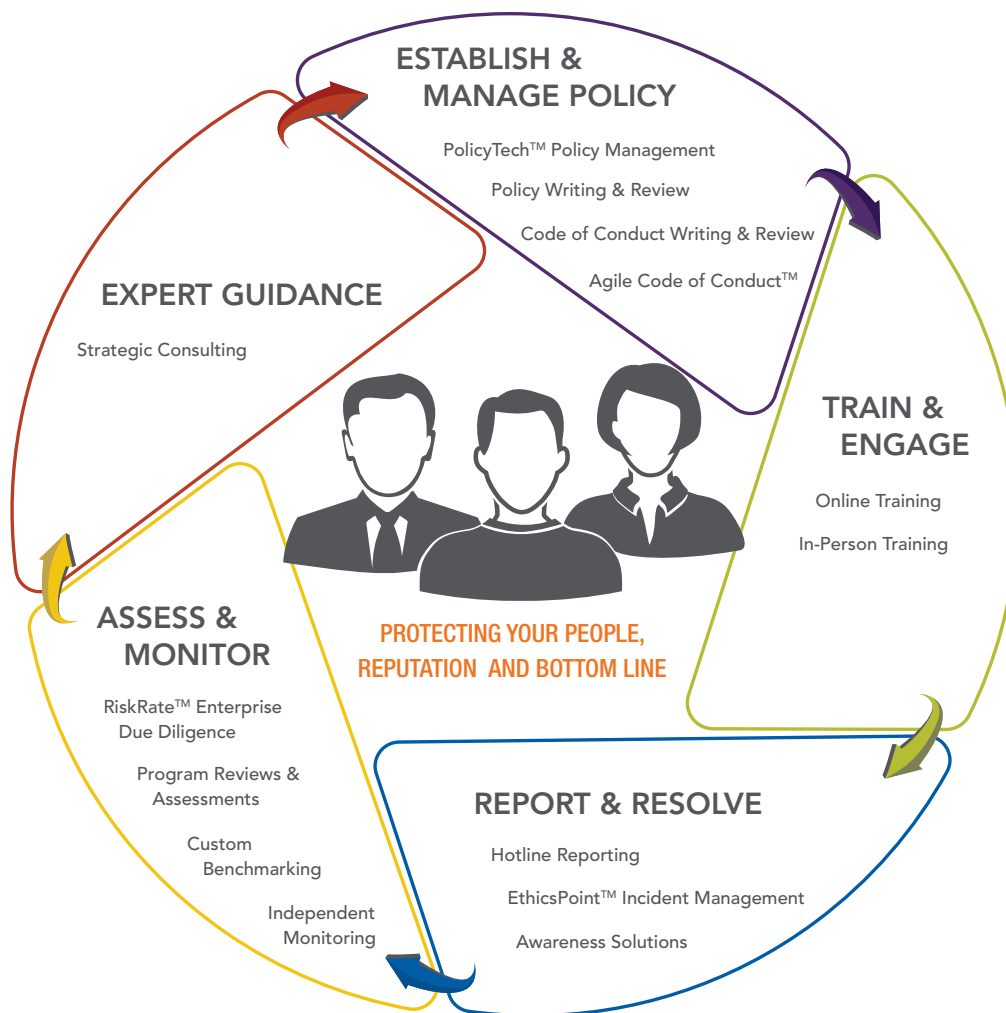
- » **Organizations need to break down policy management silos.** The first step in advancing any policy management program is to ensure the organization has a path cleared for a program to take root. Organizations need to appoint and develop a clear owner or representative for policy management. This owner should engage and educate other stakeholders, have knowledge about the organization's risk areas and be familiar with policy management best practices.
- » **Automation is the single most impactful change a policy management program can implement.** In addition to leveraging resources, an automated system is the common element for greater satisfaction and effectiveness across all elements of a policy management program. Automation enables documentation with built-in version control and facilitates integration of policy management with training, investigations and, hotline case management.
- » **Policy review needs to be risk-based and consistent.** Not all policies need to be reviewed every year, but appropriate, documented reviews need to occur in a reasonable cadence to ensure policies address current risks, risk tolerance and expectations of behavior.
- » **Be prepared if legal action arises.** Your policy management program should be tied with other areas of the business to ensure that policies, incidents that may be reported and employee training are consistent and create a complete loop for regulators who may be investigating. Automated systems in all three of these areas that can integrate together provide the best line of defense.
- » **Ensure the foundational questions to a strong policy management program can be answered.**
 - Does your organization have the appropriate policies for its culture, industry, regions of operation and regulatory environment?
 - Do employees know where to go to find the policies?
 - Are policies easy to understand and access by every employee with a need to know?
 - Are policies regularly updated to take into account changes in the law, regulations or new risks the organization may face?

ABOUT POLICYTECH™ POLICY & PROCEDURE MANAGEMENT SOFTWARE

NAVEX Global's PolicyTech policy management software revolutionizes the way organizations manage policies and procedures. Our industry-leading solution is designed to help organizations centralize and simplify their policy management activities, making the complex tasks of writing, reviewing, approving, publishing, updating and attesting to policies simple and seamless.

PolicyTech also helps organizations meet legal and regulatory requirements. Organizations

can group policies around a specific law or requirement to make policies that cover specific regulations easier to maintain and allow regulators to see all of the organization's policies around a specific law. As an added benefit, PolicyTech integrates with our EthicsPoint incident management system and is reinforced by our E&C training content to help organizations track and address incidents related to a policy.





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ADDITIONAL RESOURCES

NAVEX Global also offers many valuable resources for helping you increase your policy management program effectiveness.

Visit our resource library at <http://www.navexglobal.com/en-us/resource-center> to find these tools and more.

White Papers:

- » The Definitive Guide to Policy Management
- » Building Versus Buying Policy Management Software
- » Top Reasons Managers Choose PolicyTech

On-Demand Webinars:

- » Policy Management Practices: A How-To Guide
- » Seven Common Mistakes About Communicating Policies and Procedures

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NAVEX Global's comprehensive suite of ethics and compliance software, content and services helps organizations protect their people, reputation and bottom line. Trusted by 95 of the FORTUNE 100 and more than 12,500 clients, our solutions are informed by the largest ethics and compliance community in the world. For more information, visit www.navexglobal.com.



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