Identification of good communication and work practices

PEMPAL Bern Cross CoP Meeting
5th – 8th of July 2011

Tomislav Mičetić
Chair of IA COP
CAE, Croatia MoF - IAS

IA COP = Volunteering

- The practice of people **working on behalf of others** or a particular cause.
- **without payment** for their time and services.
- considered an **altruistic** activity (for welfare of others),
- intended **to promote** good or improve human quality of life (**Internal audit and PFM in our countries**),
- for their own **skill development** ('peer' learning),
- **to meet others** (face to face activities) and to make contacts (networking),
- to **have fun**,
- and a variety of other reasons that could be considered self-serving.

Internal Audit COP Balanced Scorecard (BSC)

MISSION
IA COP offers support to the members of PEM-PAL countries
in establishing an modern and effective Internal Audit service that
meets international and EU standards and
provides support for good governance in the public sector.

Internal Processes
To maintain and develop a volunteer network of internal audit professionals
through 'peer' learning, knowledge management with range of activities

Customer
To serve our governments
and accomplish sponsors needs

Financial
Make best value for money of
PEM-PAL with help of Secretariat

Learning and Growth
Develop the volunteering, Executive Committee leadership, self sustainability
of IA COP groups, coordination with PEM-PAL Steering Committee and other COPs

PEM-PAL
Internal Audit COP

IA COP BSC
Where are *communication* and <u>work practices</u>?

Customer Perspective
To serve our governments
and accomplish donors needs

Financial Perspective
Make best value for money of
PEM-PAL with help of Secretariat

Learning and Growth Perspective
Develop the volunteering, the Executive
Committee leadership,
self sustainability of IA COP
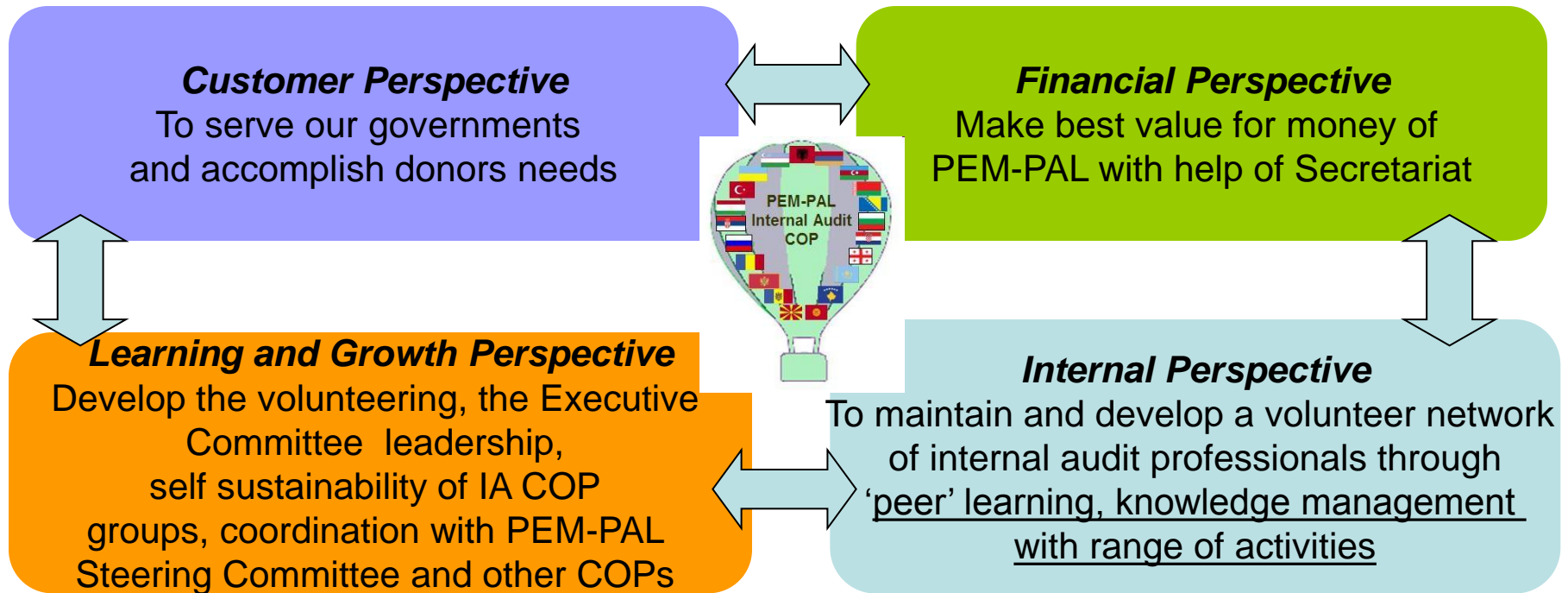groups, coordination with PEM-PAL
Steering Committee and other COPs

Internal Perspective
To maintain and develop a volunteer network
of internal audit professionals through
<u>'peer' learning, knowledge management
with range of activities</u>

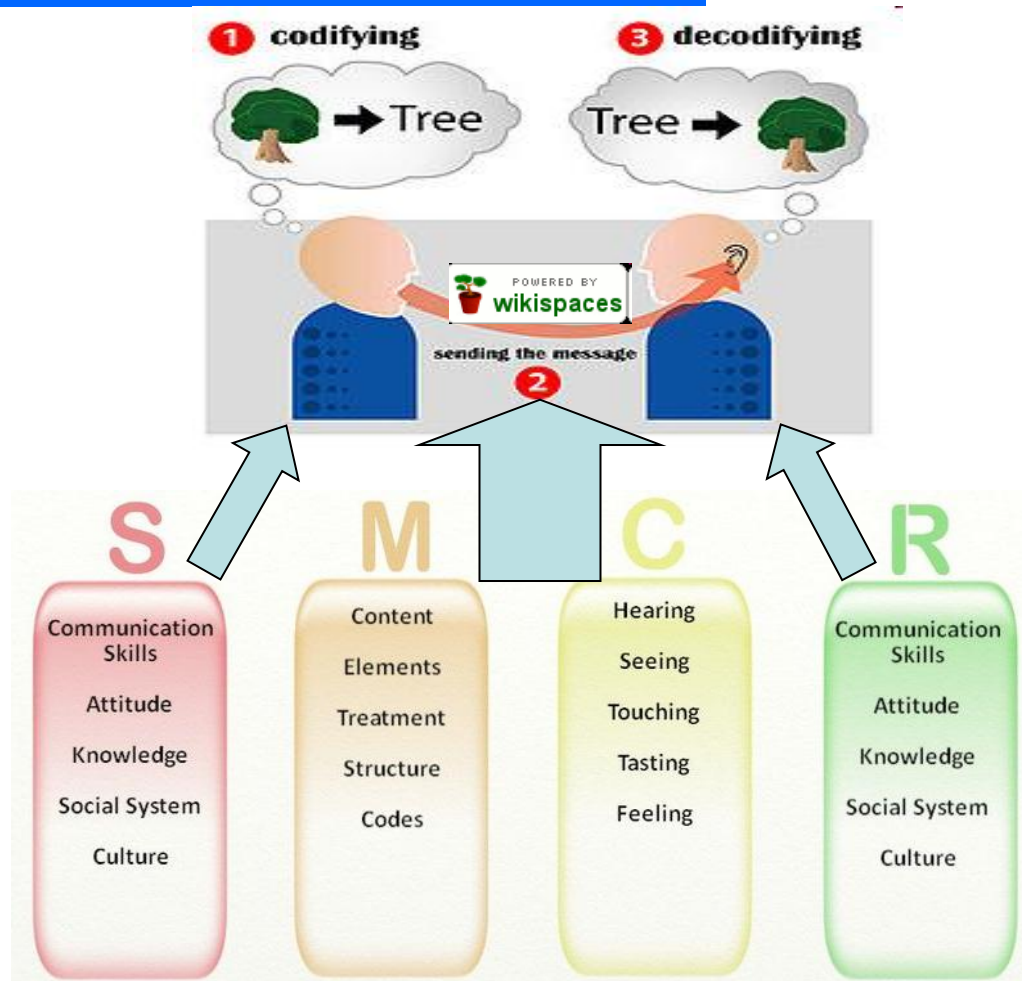# Lets identificate a good communication and work practices

- Good communication
  - **Communication** is the activity of conveying meaningful information.

- Work practices
  - =**Activities (in PEM-PAL)**

Berlo's Sender-Message-Channel-Receiver Model of Communication & Communication code scheme

Communication mix in IA COP

- Visual communication
  - IT Communication
    - Internet (wikispaces, E-mail, Facebook, LinkedIn, pempal.org)
  - Presentations, Flipcharts
  - Leadership groups
- Oral communication
  - Plenary, workshops, Phone, Skype, Video conferences
  - Facilitator
- Nonverbal communication
  - Social events, dancing, singing, making humor, organization of workshops, facilitation, moderation

PEM🌐PAL
Internal Audit COP

Communication issues and challenges

- Visual communication
  - Technical knowledge, access to Internet, change of E-mails, ministry policies, etc
- Oral and nonverbal communication
  - Culture
  - Language and translation problems
 - Understanding of terminology
- But main problem is: TIME AVALIABLE!

PEM PAL
Internal Audit COP

pempaltc.wikispaces.com

- A Wikispace is a web pages with **"edit"** button on it for collaboration with all members invited on our wiki - knowledge management tool
- Details:
  - 2 years of tailoring
  - 57 members allowed to enter
  - 300 MB data
    - 51 web sub-page
    - 475 files (photos, documents, gifs)
  - Cloud computing solution – 5$/month

POWERED BY
wikispaces
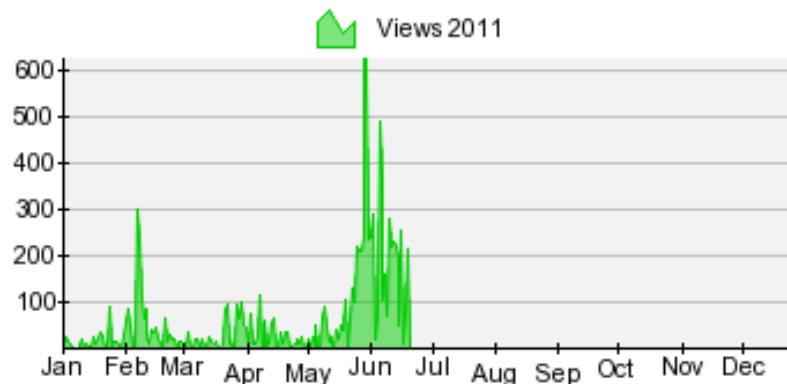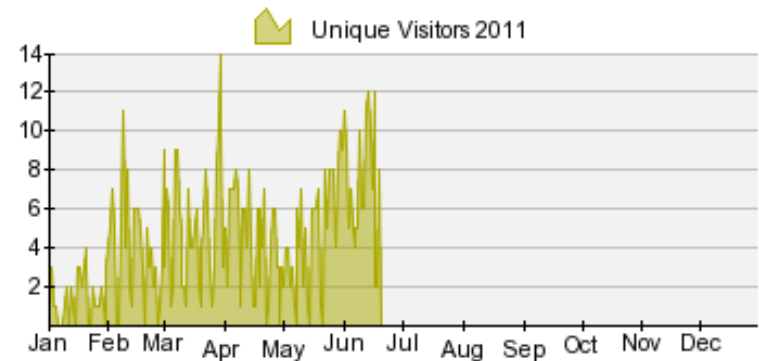
PEMPAL
Internal Audit COP

pempaltc.wikispaces.com

- Why?
  - To have everything (past, present, future) in one place but only for members (finished things are available to public)
    - Documents from peers (laws, manuals, presentations)
    - Contacts (of members and experts) with photos
    - Event pages (with agenda, notes, quotes, photos, documents, ppt's), etc.
    - Real-time translation of all information's in PEM-PAL languages

PEM🌐PAL

Internal Audit COP

pempaltc.wikispaces.com Content:

- **Explore**
  - 21 Countries Internal Audit (legal, capacity and plans)
  - Countries development Indicators, IA and T&C of development
- **Connect**
  - with over 66 Members in IA COP directory - 43 Internal Auditors & 19 Experts
  - with Leadership
  - Facebook link
  - LinkedIn link
- **Propose**
  - new activities and topics
- **Review**
  - our Plan and progress
  - Look photos - on web album of activities

PEM PAL

Internal Audit COP

Multi-tiered membership
(Link with Etiene presentation from 2006.)

transactional

outsiders

lurkers

peripheral

Occasional
Green

Resource
(experts)

Active
Gold

alumni

leaders

ExCom
Platinum

beginners

Chair

Donors

PEM PAL
Internal Audit COP
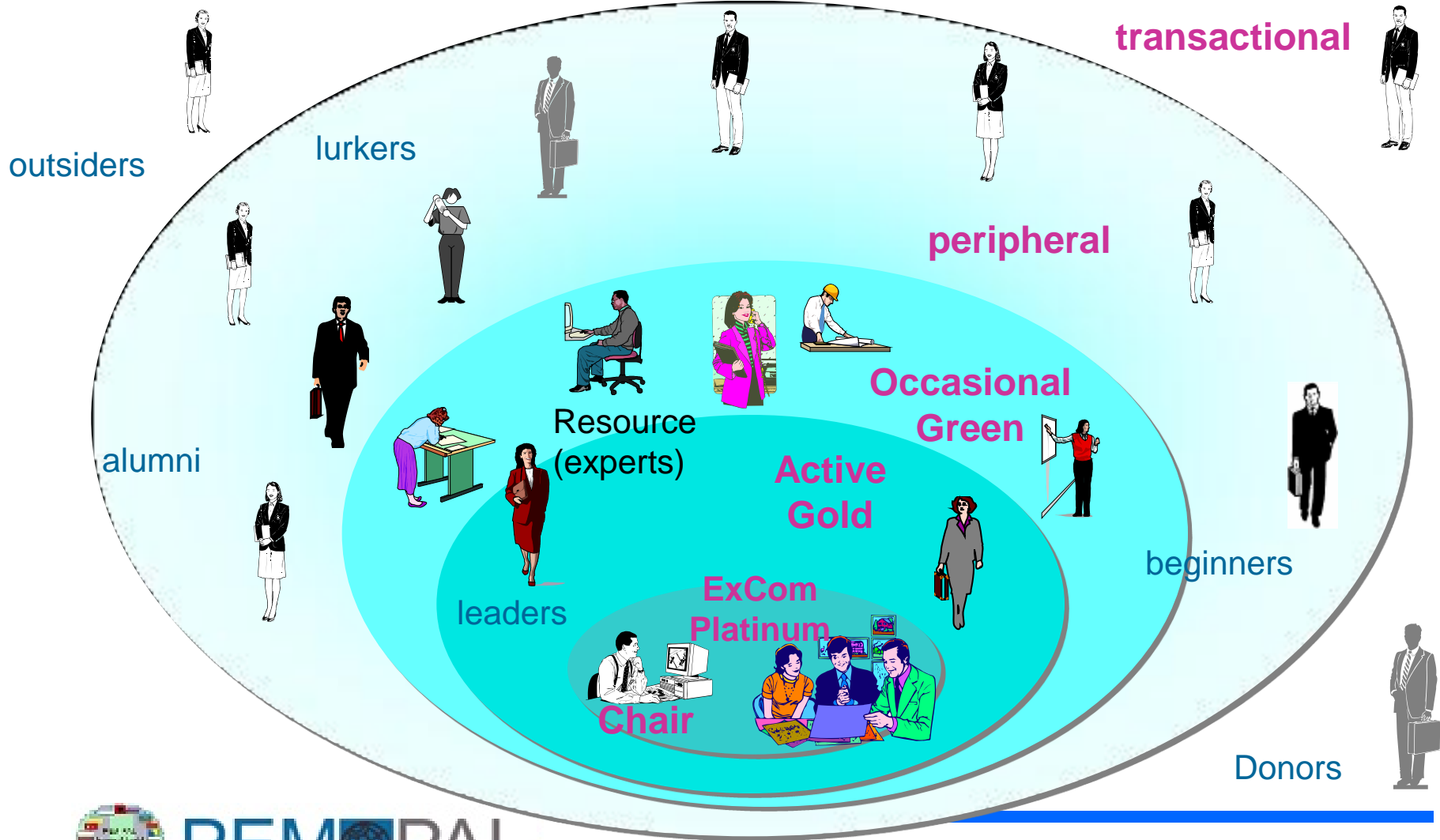
Multi-tiered membership strategy

- Challenges:
  - Volunteering reward management
  - Membership sustainability
    - Turnover, expectations
  - Interest form more members
    - Budget available
    - Effective interaction if have larger groups
- Idea came after Zagreb plenary in 2011 to invite more members to IA COP

PEM●PAL
Internal Audit COP

Multi-tiered membership - rights

Membership possibilities/ types	Platinum Members (ExCom)	Gold Members (2-3 official country representatives, normally CHU and MoF IAU)	Green members (other interested professionals -auditors)	Resource persons (experts)
Plenary sessions	Yes	Yes	Yes, if it is in their country	Yes, if invited
Working sessions	Yes, if participating	Yes, if interested	Yes, if invited	Yes, if invited
Leadership meetings	Yes	Not applicable	Not applicable	Not applicable
Wiki pages access	Yes	Yes	Yes	Yes

PEM☉PAL
Internal Audit COP

Criteria for moving into higher membership level

- 3 times joining IA COP events
- Activities:
  - On Wiki pages
  - Preparation of presentation
  - Prompt feedback through questionnaires, ideas, etc.
  - Activity during events as leader of discussion or in leadership groups and follow up

PEM●PAL
Internal Audit COP

Internal Audit COP Executive committee

Deana Aubrey
Community
Facilitator

Arman Vatyan
WB, Co-Lead

**Albana
Gjinopulli**
(2nd Vice Chair)
Albania

**Tomislav
Mičetić**
(Chair)
Croatia

**Zamira
Omorova**
(1st Vice Chair)
Kyrgyzstan

**Diana
Grosu – Axenti**
Moldova

**Ljerka
Crnković**
Croatia
(Lead: IA Manual)

**Cristina
Scerbina**
Moldova
(Public Relations)

**Stanislav
Bychkov**
Russia

PEMPAL
Internal Audit COP

PEM-PAL Internal Audit COP

PEMPAL Steering Committee

Community Facilitator (Deanna)

Inputs

Guidance/<u>Budget</u>

Co-Leader of the Community (Arman)

Secretariat – CEF

logistical support

Executive Committee
Chair of COP (Tomislav)

Internal Audit Community of Practice
(21 country representatives)

Thematic working Group on IA **Training and Certification**

Thematic working group on **IA Manual**

Leadership + Funding

World Bank (WB)

Finances, professional support

Reports

Professional support

Reports

GiZ (Judith), SIGMA/EC (Joop) and other donors

Organizations and professional associations (IIA, CIPFA, etc.) and resource persons

Internal Audit COP

Executive Committee
pempalexec.wikispaces.com

- Meetings done always the last day of workshop/plenary

- Distribution of tasks

- Special wiki for leadership
  - SC information
  - Logistical details
  - Link with donors and Secretariat

POWERED BY
wikispaces

PEM PAL
Internal Audit COP

Executive Committee Chair tasks

- Professional knowledge/authority
- Management of COP
  - Plan drafting and monitoring
  - Choosing the leadership + delegating and helping
  - Membership database management (photos contacts)
  - Initializing, planning, moderating and reporting on activities (wiki)
  - Information management (wiki)
  - Presence of Steering committee meetings + follow up (3-4 per year)
  - Answering on E-mails (SC, CEF, members) ~ 500
  - Reporting to members
    - E-mail update
    - On each activity start
  - Coordination with Community Facilitator
  - …

- Knowledge required
  - Skills:
    - Leadership
    - Presentation skills
    - Management skills
    - Project management skills
    - Listening the needs of members and motivating
  - Information referencing and organization
  - Web design
  - MS Office (Word, Excel)
  - Time management and scheduling
  - …

PEM●PAL
Internal Audit COP

Action plan development and implementation

- Currently we implement IA COP Strategy 2010-2012
  - No major problems identified
- New strategy proposal based on BSC
  - Responsibilities
  - KPIs
  - More on Friday

PEM●PAL
Internal Audit COP