

## Republic of the Philippines PHILIPPINE POSTAL CORPORATION



**OFFICE OF THE CORPORATE SECRETARY** 

#### SECRETARY'S CERTIFICATE

This is to certify that during the 7<sup>th</sup> Special Board Meeting of the Philippine Postal Corporation held on July 28, 2016, the Board of Directors adopted the following resolution, to wit:

Board Resolution No. 2016 - 93

"APPROVING THE BASIC RISK MANAGEMENT FRAMEWORK OF THE PHILIPPINE POSTAL CORPORATION (PHLPOST)."

**RESOLVED,** as it hereby resolves to approve the Basic Risk Management Framework of the Philippine Postal Corporation (PHLPost).

Issued this  $19^{th}$  day of August 2016 at the City of Manila, Philippines.

FLORANTE C. CRUZ Corporate Secretary

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Board of Directors
12 November 2015

**Corporate Planning Department** 

# RISK MANAGEMENT FRAMEWORK



### Mandate and commitment

## Design of framework

- Organisation and its context
- Risk management policy
- Embedding risk management

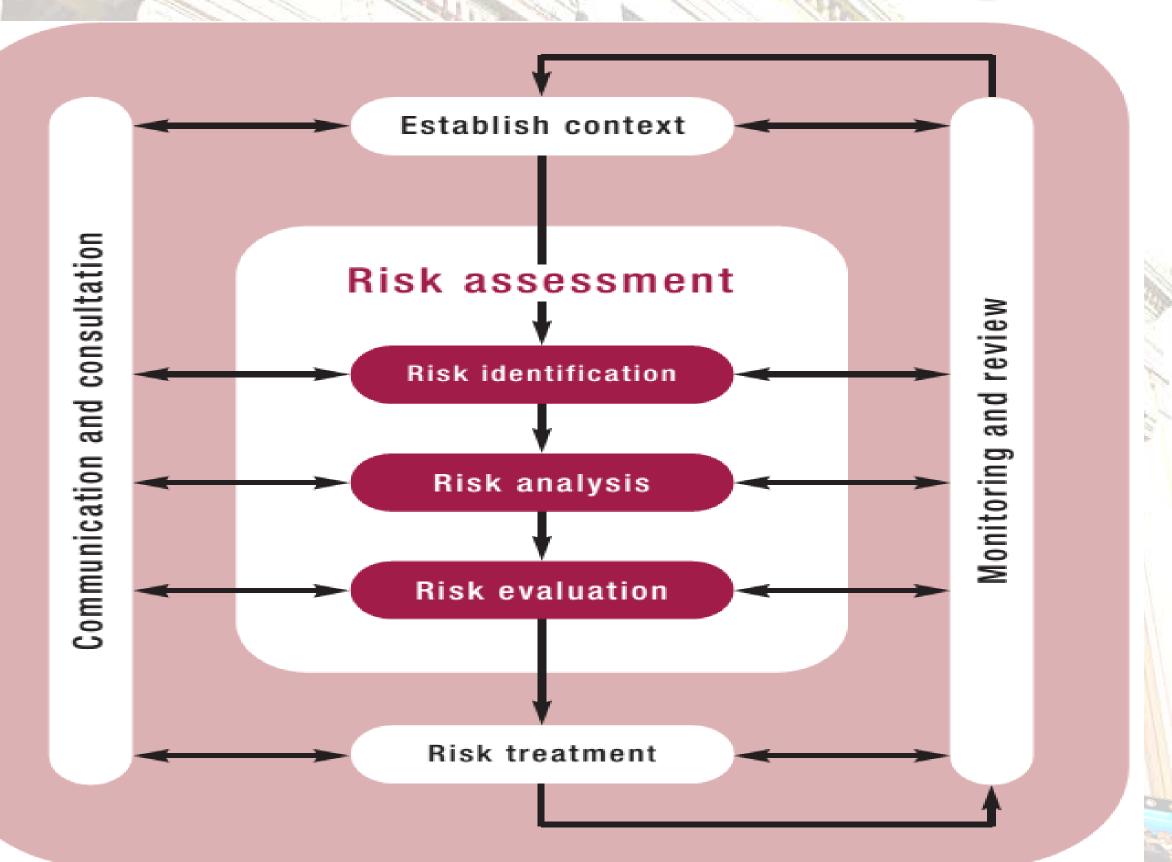
Improve framework

### Implement risk management

- Implement framework
- Implement RM process

Monitor and review framework





# PHLPOST RISK MANAGEMENT FRAMEWORK



PHLPost shall manage the risks in providing an efficient, competitive and on time delivery of communications, goods and postal payment services

PHLPost develops, implements and monitors a standard risk management process all aspect of management, operations, administration and financial activities

Risk Management Office

Risk management is embedded in all aspect of management, operations, administration and financial activities

Risk Management Guidelines

Implementation of risk management

**Enhancement** 

Monitoring and review



### RISK STRATEGY MAP

management and development

### VISION:



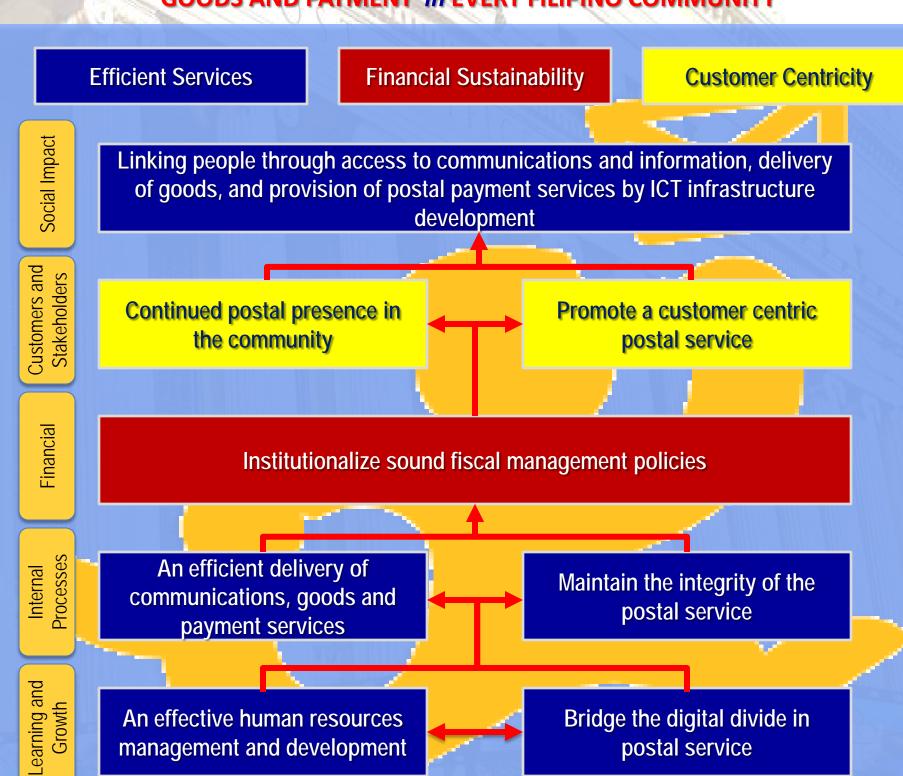
**BY 2020, Philippine Postal Corporation (PHLPOST)** is the PREFERRED UNIVERSAL DELIVERY SERVICE PROVIDER of COMMUNICATIONS, **GOODS AND PAYMENT in EVERY FILIPINO COMMUNITY** 

#### **MISSION:**

The PHILIPPINE POSTAL **CORPORATION (PHLPost)** provides **EFFICIENT, COMPETITIVE AND ON-TIME DELIVERY** of **COMMUNICATIONS, GOODS AND PAYMENT SERVICES** in ANY FILIPIO COMMUNITY

#### **PHLPost's WORK ETHICS** is founded by:

- INTEGRITY demonstrated through adherence honesty in work for a decent life;
- LOYALTY shown the faithfulness to the company kindled by love for work;
- COMPETENCE that encourages confidence in the capability to be productive through teamwork and guided by wisdom; and,
- COMMITMENT driven by passion to do good for family and country for a life welllived.





# RISK MANAGEMENT PROCESS

### **RISK ORGANIZATION**

### Specifies the:

- Roles
- Responsibilities
- Communication
- Risk reporting structure

### **RISK STRATEGY**

- Risk appetite, attitudes and philosophy
- Defined in the Risk Management Policy

### RISK PROTOCOLS

- Presented in the form of risk guidelines to the organization
- Include the rules and procedures
- Specifies the risk management methodologies, tools and techniques that should be used

### STEPS:

- 1. Recognition or identification of risks
- 2. Ranking or evaluation of risks
- 3. Responding to significant risks
  - Tolerate
  - Treat
  - Transfer
  - Terminate

- 4. Resourcing controls
- 5. Reaction planning
- 6. Reporting and monitoring risk performance
- 7. Reviewing the risk management framework



# RISK DESCRIPTION

NAME OR TITLE OF RISK	<ul><li>Unique identifier</li><li>Risk index</li></ul>
SCOPE OF RISK	<ul> <li>Scope of risk</li> <li>Details of possible events</li> <li>Includes description of the events, size, type and number</li> </ul>
NATURE OF RISK	<ul> <li>Classification of risk</li> <li>Timescale of potential impact</li> <li>Description as hazard, opportunity or uncertainty</li> </ul>
STAKEHOLDERS	<ul> <li>Both internal and external</li> <li>Their expectations</li> </ul>

# RISK DESCRIPTION MARKETING



NAME OR TITLE OF RISK	SCOPE OF RISK	NATURE OF RISK	STAKEHOLDERS
Revenue generation			
Accounts receivable management			
Competitors			
Customer satisfaction			
Customer acquisition			
Customer retention			
Market share			
Product/service substitution			
Pricing			
Location			



# RISK DESCRIPTION OPERATIONS

NAME OR TITLE OF RISK	SCOPE OF RISK	NATURE OF RISK	STAKEHOLDERS
Delivery performance			
Network performance			
Business continuity			
Processing center capacity and efficiency			
HR competence			
Supplies and materials availability			
Equipment capacity and availability			



# RISK DESCRIPTION FINANCIAL

NAME OR TITLE OF RISK	SCOPE OF RISK	NATURE OF RISK	STAKEHOLDERS
Expense management			
Cash flow management			
Accounts payable management			
Funds sourcing			
Investment management			



# RISK MANAGEMENT ORGANIZATION

#### The Board

- Overall responsibility for risk management
- Ensure risk management is embedded into all processes and activities
- Review group risk profile



#### **Audit Committee**

- Receive routine reports from GRMC
- Set annual audit programme and priorities
- Monitor progress with audit recommendations
- Provide risk assurance to the Board
- Oversee RM structures and processes



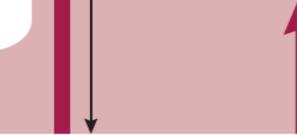
#### Group Risk Management Committee (GRMC)

- Formulate strategy and policy based on risk appetite, risk attitudes and risk exposures
- Receive reports from business units, review risk management activities and compile the group risk register
- Receive reports from business units and make reports and recommendations to the Board
- Track RM activity in the business units and keep the risk management context under review



#### **Disclosures Committee**

- Review and evaluate disclosure controls and procedures
- Consider materiality of information disclosed to external parties





Direct and monitor

Reports for evaluation

#### **Business units**

- Produce specific policy statements, as necessary
- Prepare and update the business unit risk register
- Set risk priorities for business unit
- Monitor projects and risk improvements
- Prepare reports for GRMC
- Manage control risk self-certification activities



# RISK MANAGEMENT ORGANIZATION

BOARD CEO			
BUSINESS UNIT MANAGER	<ul> <li>Build risk aware culture within the unit</li> <li>Agree risk management performance targets</li> <li>Ensure implementation of risk improvement recommendations</li> <li>Identify and report changed circumstances/risks</li> </ul>		
<ul> <li>Understand, accept and implement risk manager processes</li> <li>Report inefficient, unnecessary or unworkable controls</li> <li>Report loss events and near miss incidents</li> <li>Cooperate with management on incident investigations</li> </ul>			



# RISK MANAGEMENT ORGANIZATION

	RISK MANAGER	<ul> <li>Develop the risk management policy and keep it up to date</li> <li>Document the internal risk policies and structures</li> <li>Coordinate the risk management and internal control activities</li> <li>Compile risk information and prepare reports to the Board</li> </ul>
SPECIALIST RISK • Develop specialist contingency and recovery plans		<ul> <li>Keep up to date with developments in the specialist area</li> </ul>
	INTERNAL AUDIT MANAGER	<ul> <li>Develop a risk-based internal audit programme</li> <li>Audit the risk processes across the organization</li> <li>Receive and provide assurance on the management of risk</li> <li>Report on the efficiency and effectiveness of internal controls</li> </ul>



# RISK MANAGEMENT CHECKLIST

## A. RISK ORGANIZATION

Statement produced that sets out risk responsibilities and lists the risk-based matters reserved for the Board
Risk management responsibilities allocated to an appropriate management committee
Arrangements are in place to ensure the availability of appropriate competent advice on risks and controls
Risk aware culture exists within the organization and actions are in hand to enhance the level of risk maturity
Sources of risk assurance for the Board have been identified and validated

