

THREE LINES OF DEFENSE MODEL FOR RISK MANAGEMENT

Developed by the Institute of Internal Auditors in 2013, the three lines of defense model has been a foundation for managing enterprise risks and governance in financial institutions.

First Line of Defense: Operational Management

- · Risks are managed & owned by process owners
- Addresses weaknesses in control and process
- Mitigates the risks with daily operational activities





Second Line of Defense: Risk Management and Compliance

- Activates when the first line of defense is ineffective
- Applies controls on an ongoing or periodic basis
- Includes Risk management, Compliance & Controllership functions

Third Line of Defense: Internal Audits

- · Assesses first and second lines of defense
- Provides independent assurance to the leadership
- Improves effectiveness of internal controls



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Defense Management Journal ,1985 Ideas for Managers United States. Office of the Assistant Secretary of Defense (Installations and Logistics). Directorate for Cost Reduction and Management Improvement Programs,1969

Research and Development in the Department of Defense United States. Office of the Director of Defense Research and Engineering,1971 Program Manager ,1982 Management of Defense Acquisition Projects Rene Garza Rendon,Keith F. Snider,2008 Defense acquisition projects cost billions of taxpayer dollars each year These huge investments coupled with seemingly perennial criticisms of waste and mismanagement point out the need for a clearly written guide to the myriad functions and issues involved in defense acquisition management This book enables the reader to understand the broad range of disciplines and activities that must be integrated in order to achieve successful acquisition outcomes

Defense Business Transformation: Achieving Success Requires a Chief Management Officer to Provide Focus and Sustained Leadership, 2007 Although DOD has made progress toward establishing a management framework for overall business transformation the framework currently focuses on business systems modernization and does not fully address broader business transformation efforts In 2005 DOD set up the Defense Business Systems Management Committee to review and approve the business enterprise architecture a transformation blueprint and new business systems modernization investments It also established the Business Transformation Agency which currently reports to the Vice Chair of the Defense Business Systems Management Committee to coordinate and lead business transformation across the department Despite these steps DOD has not clearly defined or institutionalized interrelationships roles and responsibilities or accountability for establishing a management framework for overall business transformation For example differences of opinion exist within DOD about the roles of various senior leadership committees Until DOD s business transformation management framework is institutionalized and encompasses broad responsibilities for all aspects of business transformation it will be challenging for DOD to integrate related initiatives into a sustainable enterprise wide approach to successfully resolve weaknesses in business operations that GAO has shown are at high risk of waste fraud and abuse **Defense Management** Thomas P Galvin, U.S. Army War College Press, 2018-05-16 Defense management is ultimately about making strategic decisions and rendering best military advice to the civilian leadership The processes systems and massive amounts of data exist to help make the best decisions possible about the current preparedness and future requirements of the joint force This Primer provides an introduction to the defense enterprise and the roles of senior leaders in it especially for those who have limited experience in service joint or defense level organizations Replies from Executive Departments and Federal Agencies to <u>Inquiry Regarding Use of Advisory Committees</u> United States. Congress. House. Committee on Government Operations, 1956

Industrial College of the Armed Forces Catalog Joint Chiefs of Staff, The Industrial College of the Armed Forces Industrial College of the Armed Forces (U.S.),1967 Replies from Executive Departments and Federal Agencies Ot

<u>Inquiry Regarding Use of Advisory Committees (January 1, 1953, to January 1, 1956).</u> United States. Congress. House. Committee on Government Operations, 1956 Replies from Executive Departments and Federal Agencies to Inquiry Regarding Use of Advisory Committees ,1956 Congressional Record United States. Congress, 2017 Introduction to Defense Acquisition Management Gary J. Hagan, 2001 Issues for 2009 cataloged as a serial in LC A Framework of **Human Systems Engineering** Holly A. H. Handley, Andreas Tolk, 2021-01-27 Explores the breadth and versatility of Human Systems Engineering HSE practices and illustrates its value in system development A Framework of Human Systems Engineering Applications and Case Studies offers a guide to identifying and improving methods to integrate human concerns into the conceptualization and design of systems With contributions from a panel of noted experts on the topic the book presents a series of Human Systems Engineering HSE applications on a wide range of topics interface design training requirements personnel capabilities and limitations and human task allocation Each of the book s chapters present a case study of the application of HSE from different dimensions of socio technical systems. The examples are organized using a socio technical system framework to reference the applications across multiple system types and domains These case studies are based in real world examples and highlight the value of applying HSE to the broader engineering community This important book Includes a proven framework with case studies to different dimensions of practice including domain system type and system maturity Contains the needed tools and methods in order to integrate human concerns within systems Encourages the use of Human Systems Engineering throughout the design process Provides examples that cross traditional system engineering sectors and identifies a diverse set of human engineering practices Written for systems engineers human factors engineers and HSI practitioners A Framework of Human Systems Engineering Applications and Case Studies provides the information needed for the better integration of human and systems and early resolution of issues based on human constraints and limitations Scientists and Engineers in the Federal Government United States Civil Service Commission. Library, 1970 **Public Service Management**, 1928 Industrial Management ,1919 **Management Engineering** and the Department of Defense - a Critique Robert Edward Moller, 1956 Buildings and Building Management, 1928 Vols for 1933 42 include an annual directory number for 1959 an annual roster of realtors

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