

# Quality Management Manual

Grant Thornton (Vietnam) Limited

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# Guidelines

**APPROVED BY THE MANAGING PARTNER ON 1 JULY 2022**

**ADOPTED FOR USE BY GRANT THORNTON (VIETNAM) LIMITED ON 1 JULY 2022**

This version of the QMM, has been approved for use in Grant Thornton (Vietnam) Limited.

As Managing Partner, Nguyen Chi Trung will be responsible for ensuring that the provisions within this manual are adopted and correctly implemented by all personnel.

Grant Thornton (Vietnam) Limited is dedicated to maximising the potential of Grant Thornton personnel, by developing and implementing policies, programmes and services which contribute to the attainment of corporate and employee goals by focusing on delivering the highest level of quality service to our clients.

At Grant Thornton (Vietnam) Limited, we are committed to creating a high-performance culture where personnel act with a passion for their work, are dedicated and committed to make a difference, know their role, and are supported towards fulfilling it. We are committed to empower everyone to achieve their aspirations by ensuring high quality learning, continual support for development and the best possible preparation for the future.

Grant Thornton (Vietnam) Limited is responsible for:

- The tailoring of the suggested International Standard on Quality Management (ISQM 1) assurance related objectives, risks, and responses for applicability in the firm. These considerations apply equally to all service lines
- The implementation of GTIL policies and procedures, and guidance that all GTIL personnel are required to follow
- The implementation and use of the GTIL service line methodology
- Providing support on the use of GTIL tools, e.g, the firm's engagement tool
- Providing guidance on specific service line engagement areas, as necessary
- Overseeing and planning appropriate service line training, as necessary
- Establishing, maintaining, and monitoring an effective system of quality management for the firm

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- **Senior manager**
- **Manager**
- **Senior**
- **Assistant**

6.61 The job descriptions will:

- cover the major responsibilities of the role
- detail the level of performance required
- prescribe the qualifications required
- prescribe the experience and expertise, including industry experience required
- detail the level of knowledge of ethical principles required and stipulate that the individual is required to be committed to these principles.

6.62 The firm's job descriptions can be found on/in hard/soft files kept by P&C.

#### Procedures to develop and maintain documented job descriptions

6.63 The firm requires the procedures described in paragraph 2.86 to be followed to develop, and maintain, current job descriptions.

#### Policy to match applicants experience and competencies against job descriptions

6.64 The firm requires that applicants' competences, capabilities, and commitment to ethical principles are matched against the requirements of the job description for the relevant role and that only individuals with suitable qualifications, including any necessary expertise in specialised areas or industries, are selected.

#### Procedures to match applicants experience and competencies against job descriptions

6.65 The firm requires those involved in the recruitment process to follow the procedures set out below, to match applicants' competences, capabilities, and commitment to ethical principles against the requirements of the job description for the relevant role and only select individuals with suitable qualifications, including any necessary expertise in specialised areas or industries:

- Details of the job description for the vacancy advertised will be taken by the individual conducting the interview
- The job description will be annexed to the interview sheet
- During the interview process, the interviewer shall assess whether the applicant meets the job description
- The interview sheet and job description shall be given to the **head of P&C** to be filed on the individual's HR file

## B. Induction training

#### Policy to provide induction training to new recruits

6.66 The firm will provide newly recruited personnel with induction training on joining the firm, but before commencement of work on any client, which will:



- introduce them to the firm and its strategic framework
- explain the firm's principles, policies, and procedures, including ethical requirements, professional scepticism and the contents of the QMM
- provide an overview of the firm's structure and organisation
- familiarise personnel with their specific job duties and responsibilities
- familiarise personnel with the firms' audit, assurance and related services methodologies and/or service line methodology.

#### Procedures to provide induction training to new recruits

- 6.67 Procedures requiring the delivery of the firm's new joiner confirmation, including specific requirements on induction training to be provided to new recruits, have been set out in paragraph 3.58.

#### C. Competence

- 6.68 The technical skills and experience of personnel are the major assets the firm offers to clients.
- 6.69 The firm's competence to service clients is dependent on the competence of **partners/directors** and personnel. The firm expects all professional personnel to maintain a satisfactory level of competence when providing service(s) to a client.
- 6.70 The firm develops and maintains the competence of its personnel through:
- professional education
  - continuing professional development including:
    - structured training, either by attending formal courses (internal or external); or
    - self-training (for example, computer-based training).
  - work experience and on-the-job training and development, including:
    - coaching by more experienced personnel, for example, other members of the engagement team.
  - unstructured learning such as reading in-house circulars, external journals, and books
  - independence education for personnel who are required to be independent.
- 6.71 The firm reviews relevant professional websites and other sources to identify updates concerning the accounting profession, including quality management and risk management. As new developments are identified, the firm discusses the incorporation of these into the firm's existing manuals, templates, and other documents.
- 6.72 The firm monitors GTIL software updates and GTIL alerts about updates in forms, templates and other tools.
- The firm discusses these changes and measures taken to implement them, in line with the instructions contained in the GTIL notification
  - The firm makes appropriate updates
  - The firm ensures the same version of software/tools are used throughout all offices
  - The firm requires individuals to confirm that the latest version of the software has been saved onto their individual work computers.

#### Policy over attainment of professional education

- 6.73 To ensure the full development of those skills and the best credentials to demonstrate that experience, the firm requires personnel to attain the appropriate level of professional certification available in their field.
- 6.74 The firm will take the remedial actions set out in paragraph 8.101 against individuals who fail to attain the required qualifications within the prescribed time periods.

#### Procedures to monitor attainment of professional education

- 6.75 The following procedures are required to be used by the firm to monitor whether personnel attain the qualifications listed in paragraph 6.71, and to take appropriate actions in situations where personnel do not attain the required qualifications within the prescribed time periods:

- The **head of P&C** will collect all examination results, and input those on an Excel spreadsheet
- The Excel spreadsheet will be e-mailed to all **partners/directors/managers**. This will highlight where personnel have not attained qualifications requirement to progress their career
- **Partners/directors/managers** will provide recommendations to the **head of P&C** and the **managing partner**
- This could include actions for further development or reassignment. These recommendations shall consider reasonable expectations on personnel to attain required qualifications, as well as any extenuating circumstances surrounding any failure to attain required qualifications.

#### Policy to develop training plans

- 6.76 The firm will provide personnel with relevant training to their activities, on a timely basis, in a way that shall optimise the benefits from the time and money invested.
- 6.77 Service line and Individual training needs will be identified and reviewed on a regular basis by heads of service lines, the individual and the **partner or equivalent** or **manager** responsible for their performance, as applicable.
- 6.78 A personal training plan will be completed by all personnel, including the **partners/directors**, on annual basis, based on a review undertaken as part of the individual's appraisal. This review will establish the needs of the individual and determine a prioritised training programme that may include personal study, on the job training and external courses, in addition to attendance on appropriate internal courses.
- 6.79 The procedures followed by the firm to complete personal training plans for all personnel on a timely basis have been set out in paragraphs 6.104 and 6.108.

#### Policy to provide training to personnel involved in international engagements

- 6.80 Personnel who are involved in international engagements are required to receive training in relevant international developments, for example IFRS, US GAAP and ISAs. The personal training plan is an effective means of recording this training need.

### Procedures to identify and provide training to personnel involved in international engagements

- 6.81 In principle, the firm will not accept engagements that require reporting under foreign GAAP or GAAS. If the firm was to accept such an engagement, it will ensure that it has the necessary skills, competencies, and regulatory permission to do so. If not, the engagement **partner or equivalent** will be required to request technical assistance from a **partner or equivalent** in the member firm in the relevant jurisdiction.

## D. Maintaining competence

### D.1 Continuing Professional Development (CPD)

#### Introduction

- 6.82 The continuing competence of the firm's personnel depends to a significant extent on an appropriate level of continuing professional development so that personnel develop and maintain their knowledge and capabilities. All levels of the firm's personnel need to receive continuing training.

#### Policy to provide and monitor CPD

- 6.83 The firm will provide the necessary training resources and assistance to enable personnel to develop and maintain the required competence and capabilities.
- 6.84 The following information sources, amongst others, are used to identify new learning needs, and enhancements to existing courses:
- Training/development needs identified during the employee assignment and/or annual appraisal processes
  - Feedback from prior deliveries of training programmes, including participant evaluations
  - Results of IQRs
  - Results of external/regulatory inspections
  - Root cause evaluation results
  - Firm publications
  - Professional developments, such as new standards, industry activities, and other external inputs.
- 6.85 The firm will use a suitably qualified external person, when internal technical and training resources are unavailable.
- 6.86 The firm requires personnel who have attained a professional qualification to participate in CPD to:
- maintain and improve their technical knowledge and professional skills
  - maintain and improve their professional scepticism
  - apply new techniques, understand economic developments, and meet changing responsibilities and expectations
  - ensure they have the technical knowledge and professional skills required to perform their work.
- 6.87 A training attendance tracker spreadsheet shall be used to list all professional personnel that are mandated to complete a training course. The tracker is updated as individuals complete the course. Reminders are to be sent to individuals showing as incomplete. Late completion, or incomplete, are often due to workload and filing deadlines, or other personal reasons, including plans to leave the firm or changing service lines/roles.
- 6.88 Independence training is mandatory (MFO 11RI) "[Comply with the requirements in the Policy: Annual Independence and Ethics Training](#)". 100% attendance is required.

- 6.89 Individuals which are delinquent, depending on the severity, i.e., the frequent occurrence of non-attendance, may result in remedial actions as detailed in paragraph 8.101.
- 6.90 The firm must comply with the CPD requirements of 40 hours per year. The firm shall also comply with the revised International Education Standard 7.
- 6.91 Personnel are required to complete an annual confirmation that CPD requirements have been met. This is incorporated in the [annual independence confirmation](#). The firm will monitor the compliance of personnel with relevant CPD requirements.

#### Procedures to provide and monitor CPD

- 6.92 The firm's procedures over the monitoring of CPD are included in the procedures over the completion of the [annual independence confirmation](#) which have been set out in paragraph 3.59.

## D.2 Performance appraisals

### Policies over contents and conduct of performance appraisals

- 6.93 The firm requires all personnel, including the **partners/directors**, to be appraised regularly and at least annually to review their strengths, weaknesses, development and maintenance of competences and capabilities, quality of work performed, commitment to ethical principles, training needs and career plans against the firm's expectations regarding performance and commitment to ethical principles, and to agree an action plan. The firm requires appraisals to be carried out at a minimum on an annual basis, except for developing personnel where half yearly intervals may be deemed to be more appropriate.
- 6.94 The firm requires performance appraisals and compensation targets to be aligned with the firm's quality goals to drive recognition of the system of quality management and to reward high-quality work.
- 6.95 In addition to any other areas, the firm requires appraisals to cover the following areas:
- Technical knowledge
  - Analytical and judgmental areas
  - Communication skills
  - Leadership and training skills
  - Client relations
  - Personal attitude and professional conduct
  - Qualification for advancement
  - Compliance with the firm's system of quality management
  - Commitment to maintaining the firm's ethical and quality standards (considering the results of the firm's monitoring process).
  - Commitment to maintaining operational responsibilities of the firm's system of quality management.
- 6.96 The appraisal is also required to include consideration of the workload for personnel with recurring clients to ensure there is sufficient time for personnel, including engagement partners, to adequately discharge their responsibilities.
- 6.97 The table below sets out the responsibilities in this regard:

<u>Level of appraisee</u>	<u>Required level of appraiser</u>
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