



MODEL QUALITY CONTROL PROCEDURES FOR PRACTICING FIRMS

(A Practical Implementation Guide of ISQC-1)

(March 2017)

**The Institute of Cost and Management Accountants
of Pakistan
(ICMA Pakistan)**

S.No.	TABLE OF CONTENTS	Page No.
	<i>This document sets out standard procedures that the firm can adopt to demonstrate compliance. Tailor this document for your firm.</i>	
1.	Quality procedures for the Firm	04
	➤ Our Policy on Quality Control	04
	➤ Standing Details	04
	➤ Our Policy and Procedures on Leadership Responsibility	05
	For a Large Firm	05
	For a Small Firm / Sole Practitioner	05
	➤ Our Policies and Procedures on Ethics and Independence	05
	▪ Policy and Procedure on Code of Ethics	05
	▪ Policy and Procedure on Independence Threats	06
	▪ Policy and Procedure on Non-Audit Services	06
	▪ Policy and Procedure in the case where Partner has a long association with a Client	06
	➤ Our Policy and Procedure Acceptance and Continuance of Client Relationships and Specific Engagements	07
	➤ Our Policy and Procedure on Human Resources	07
	➤ Our Policy and Procedure on Assignment of Audit Teams	07
	➤ Our Policy and Procedure in respect of Engagement Performance	08
	▪ Policy and Procedure on Engagement Procedures	08
	▪ Policy and Procedure on Contentious Issues	08
	▪ Policy and Procedure on Differences of Opinions	08
	▪ Policy and Procedure on Conduct of EQCR	08
	▪ Policy and Procedure on Nature, Timing and Extent of Review	09
	➤ Our Policy and Procedure on Monitoring	09
	➤ Our Policy and Procedure on Complaints	11
	➤ Our Policy and Procedure on Documentation	11
	▪ Policy and Procedure on Documentation	11
	▪ Policy and Procedure on Custody of Documentation	11

S.No.	FORMS AND LETTERS TO HELP DEMONSTRATE COMPLIANCE	Page No.
	<i>These are a number of forms and letters that you can use to help you demonstrate compliance</i>	
1.	Confirmation of understanding schedule	12
2.	Fit and proper form for firm as a whole	13
3.	Staff Compliance Confirmation Checklist	15
4.	Independence register	23
5.	New client checklist	25
6.	Existing Client Continuance Checklist	29
7.	Candidate Evaluation Form Professional Employees	31
8.	Interview questions	34
9.	Post interview assessment	38
10.	Reference request	39
11.	Training Needs Analysis form	42
12.	Training needs summary	45
13.	Training assessment form	46
14.	CPD training record	47
15.	Skills questionnaire – whole firm	49
16.	Skills questionnaire – individual	51
17.	Assignment of audit team	54
18.	Written agreement for consultation purposes	55
19.	Record of consultation	56
20.	File review planning and control schedule	57
21.	Detailed points from file reviews	60
22.	Engagement Quality Control Review Checklist	66
23.	Engagement quality control review	69
24.	Annual audit compliance (ISQC 1) review questionnaire	70
25.	Public interest client register	77
26.	File review follow up schedule	78
27.	Specimen sub-contractor agreement	79
28.	Independence checklist	80
29.	Complaints form	81

Quality procedures for insert practice name
(Modify as per your firm's requirements)

Our policy on quality control

The firm is committed to following the requirements of ISQC 1 and promoting a culture of quality throughout the organisation. Our policy is:

- To ensure quality in all assignments that we perform;
- To ensure commercial considerations never override the quality of performance;
- To ensure sufficient resources are devoted to the development, documentation and support of the firm's quality control policies and procedures; and
- To ensure all audit work is controlled and signed off only by specified partners.

Standing details

Partner in charge of compliance

The Partner in charge of compliance within the firm is insert name_____.

This person has been chosen to fulfil this role because:

- insert details_____.

Persons eligible to sign off audit reports

Only the following persons are eligible to sign off audit reports issued by the firm.

Name	Position	Date eligible from
<u>insert name</u>	<u>insert position</u>	<u>insert date</u>
<u>insert name</u>	<u>insert position</u>	<u>insert date</u>
<u>insert name</u>	<u>insert position</u>	<u>insert date</u>
<u>insert name</u>	<u>insert position</u>	<u>insert date</u>
<u>insert name</u>	<u>insert position</u>	<u>insert date</u>
<u>insert name</u>	<u>insert position</u>	<u>insert date</u>

Ethics Partner /Person (in case of sole partnership firm)

The Ethics Partner within the firm is insert name_____.

This person has been chosen to fulfil this role because:

- insert details_____.

Our policy and procedure on leadership responsibility

For a larger firm

Policy

The firm's insert details for example chief executive officer / partner has the ultimate responsibility for audit quality at all times. They can delegate operational responsibility for this to a suitably qualified partner of the firm at their discretion.

Procedure

On insert date insert details for example chief executive officer / partner agreed to assume responsibility for audit quality within the firm. They gave operational responsibility for this function to insert name who will report, as required and at least on an annual basis. insert name is now the Partner in Charge of Compliance for this firm.

For a Small Firm/ Sole Practitioner

Policy

insert name has the ultimate responsibility in respect of audit quality within this firm. In case of sole practitioner the only partner is the responsible person. He may assign the operational responsibility for firm's quality control system to a person who has sufficient and appropriate experience, ability and authority.

Procedure

- Any changes to our audit procedures can only be made after authorisation has been given by insert name.

Our policies and procedures on ethics and independence

Policy on Code of Ethics

- We will ensure that we follow the requirements of the ICMA Pakistan's Code of Ethics for Cost and Management Accountants.
- All services provided to each client are identified and evaluated to ensure that they do not impair independence.
- The Ethics person or partner is empowered to perform such checks as may be required to ensure that all personnel respect and follow the independence and ethics policies of the firm. Breaches, if any' should be promptly reported to the Managing Partner / Chief Executive Officer, who should take such disciplinary action as is warranted.

Procedure on Code of Ethics

All members of staff and partners should complete annually an independence form confirming their independence and compliance with the firm's policies and procedures.

Policy on independence threats

In cases where the firm's independence is threatened (other than those cases where we are specifically not allowed to act), then an independent review will be carried out by insert name in order to safeguard our position. If this is not possible, another safeguard will be put in place or the firm will resign as auditors. Any such safeguard will be agreed by the Partner in charge of Compliance (PCC) or Ethics Partner, if any.

Procedure on independence threats

All independence threats identified must be included in the independence register and details of all public interest clients will be recorded in the register of public interest clients.

All potential independence threats must be notified promptly to the Audit Engagement Partner by all audit personnel.

It is the responsibility of the Audit Engagement Partner to notify any breaches or potential problem areas to the PCC or Ethics Partner, if any, or otherwise take appropriate action.

Policy on non-audit services

The firm will only provide an audit client with non-audit services provided that the principles contained within the Code of Ethics for Cost and Management Accountants are not breached.

Procedure on non-audit services

All partners, other than the audit engagement partner who intends to carry out work for an audit client, must notify the audit engagement partner before any such work starts so that they can assess the overall impact of ethical requirements on the audit engagement.

Policy in the case where the partner has a long association with a client

The firm will utilise appropriate safeguards to ensure that any familiarity threat arising from long association with a client by either a partner or key staff member is reduced to an acceptably low level.

Procedures in the case where the partner has a long association with a client

The following process will be applied where the audit engagement partner has a long association with an audit client and in any case when dealing with a listed Public Listed Company where the association is of 7 years duration.

1. The audit engagement partner will discuss the position with the partner in charge of compliance and determine the appropriate action from the steps described in step 2 below. This will be documented and approved before any work is undertaken on the audit.
2. The following actions could be taken:
 - a. The audit engagement partner could stand down and the audit be taken over by another partner in the practice;
 - b. Where there are no additional risk factors and the partner in charge of compliance is in agreement:
 - i. The client will be informed of the risks resulting from the long association;
 - ii. The audit engagement partner will remain in place; and
 - iii. Where any contentious issues arise during the course of the audit the audit engagement partner will request that a hot review is undertaken.
 - c. Where there are additional risks but it is not appropriate to assign the audit to a different partner this should be documented on the file, agreed with the partner in charge of compliance and the following actions will be taken:
 - i. The client will be notified of the risks resulting from the long association; and
 - ii. The file will be subjected to an independent hot review by a qualified individual not associated with the audit;

3. The details of all audits where there is a long association will be recorded on the independence register and a sample will be included in the cold reviews undertaken as part of the annual compliance review.

Our policy and procedure on acceptance and continuance of client relationships and specific engagements

Policy

The firm will only accept or continue an assignment provided we have established that the client concerned does not lack integrity, that we are competent to perform the services required and that we can comply with ethical standards and the Code of Ethics for Cost and Management Accountants.

If the firm obtains information that would have caused it to reject an engagement if that information had been made available earlier, then the firm must:

- consider the professional and legal responsibilities that apply to the circumstances, including any reporting which might be necessary to those who made the appointment or to any regulatory authority; and
- Consider the possibility of withdrawing from the engagement or from both the engagement and the client relationship.

Procedure

The Audit Engagement Partner must complete the firm's client acceptance/continuance documentation before the start of every assignment. The relevant section of the firm's standard audit procedures must be completed during the planning stage of the assignment.

The Audit Engagement Partner must consider immediately any information which arises in respect of an assignment which could have had an impact on the decision to accept the appointment initially.

Our policy and procedure on human resources

Policy

The firm will only employ audit staff who have the relevant integrity and competencies and meet the high standards expected of the firm.

Procedure

The firm has a comprehensive recruitment procedure and always obtains references for new staff. The firm conducts an annual assessment of all staff employed on audits. This is carried out by completion of questionnaires and skill assessments. The firm considers training as a part of the skills assessment review and the appointment process and decides on appropriate training programmes based on this.

Our policy and procedure on assignment of audit team

Policy

The firm's policy is to ensure that an Engagement Partner is assigned to each job and their name and role is communicated to the client. The Engagement Partner must have the necessary skills, competence and time to undertake the role.

The firm's policy is to ensure that appropriately competent individuals are assigned to each job so that each job can be performed to the necessary standard.

Procedure

An appropriate budget will be prepared for each job. Staff will have individual job descriptions and these will be updated on a regular basis.

The identity and role of the Engagement Partner will be communicated to the client firstly via the engagement letter and secondly by way of a face to face meeting with the client before the assignment commences.

Our policies and procedures in respect of engagement performance

Policy on engagement procedures

The firm's policy is to ensure that all engagements are performed in accordance with professional standards and regulatory and legal requirements and all reports issued are appropriate in the circumstances.

Procedure on engagement procedures

The firm's procedure is to use the insert details audit manual for all audit clients. Disclosure checklists will be used to demonstrate that the financial statements comply with IFRS and local regulations.

Policy on contentious issues

Where difficult or contentious issues arise, the firm is committed to ensuring that appropriate consultation is undertaken and the nature, scope, extent and results of the work are documented.

Procedure on contentious issues

Consultation will either be with those having appropriate knowledge, seniority and experience within the firm or outside the firm on significant technical, ethical and other matters insert details. A written agreement will be made for all external engagements. Irrespective of whether or not the consultation is internal or external, a record of consultation must be completed. All consultations must take place within insert timescale of the matter being notified as arising.

Policy on differences of opinion

In situations where differences of opinion arise, either within the engagement team, with those consulted or between engagement partner and engagement quality control reviewer, all conclusions reached must be documented and implemented and the report must not be issued until the matter is resolved.

Procedure on differences of opinion

Contentious issues and disputes will be documented by using the record of consultation.

Policy on conduct of engagement quality control reviews

Criteria have been set for the conduct of all engagement quality control reviews (EQCR). These criteria are based on audit risk, type of client, size of fee, public interest and regulatory requirements.

Procedure on conduct of engagement quality control reviews

For every audit the firm performs, the Audit Engagement Partner carries out an assessment against the specific criteria set by the firm and if necessary reports the need for a review by an Engagement Quality Control Reviewer. This need is then considered by insert name and the appointment is subsequently made. The review is always completed before any report is issued.

Policy on nature, timing and extent of review

For each assignment undertaken, the nature, timing and extent of the review must be agreed in advance. Set criteria must be followed in respect of the eligibility of the reviewer particularly regarding their qualifications and objections. Adequate documentation must be produced regarding the review to demonstrate that the review has been carried out in a proper and timely fashion and to show that any unresolved matters have been dealt with.

Procedure on nature, timing and extent of review

The Engagement Quality Control Reviewer's selection is made at the planning stage of the audit (or as soon after this as a need becomes apparent). The reviewer considers their own independence and experience to deal with the issues arising after reviewing the audit plan. The review is fully documented using the firm's standard approach and any unresolved matters are cleared.

Our policy and procedure on monitoring

Policy on monitoring

The firm's policy is that our system of quality control procedures will be subject to a robust review on an annual basis. This review will be conducted by insert name and will include a sample of file reviews. All deficiencies arising from this review and any associated file reviews will be acted upon and corrective action to the system will be made.

The firm's policy is to take disciplinary action against members and staffs who persistently fail to comply with the standards expected by the firm. These may involve preventing the partner concerned from acting as an audit engagement partner or for staff preventing them from being involved in audit work.

Procedure on monitoring

An annual compliance review is carried out by the firm using a set methodology. As part of this review, a series of file reviews are planned and undertaken. Deficiencies arising from these reviews are followed up to ensure that they are addressed. Changes in the firm's procedures are made accordingly. Disciplinary action is taken against those who repeatedly fail to produce work of an acceptable standard and follow the firm's procedures.

An annual summary of the main points arising from the ECQR is provided to all Audit engagement partners and any other persons involved in signing off audit reports at least once a year. If action is required by individual partners, this is followed up to ensure that it has been performed.

Disciplinary policy (Applicable for Ethics Independence):

In order to provide for consistency of treatment, openness of the procedures and clarity for professionals as to what constitutes a violation and the severity of the associated penalty, the Firm has established the following disciplinary policies and procedures.

Failure to comply with the independence policies of the Firm may result in disciplinary action, up to and including termination from the Firm. The Firm has established guidelines for actions to be taken against individuals for violation(s) of independence policies.

The Firm's partner is responsible for administering compliance with the independence policies. Individuals facing disciplinary action will be provided with the opportunity to explain whether mitigating circumstances should be considered when such violations are evaluated.

There are four general categories of violations and the disciplinary action imposed may differ, depending upon the severity or frequency of such violations.

Category I

Category I violations are situations that generally involve one-time inadvertent violations. Most Category I violations will result in a notification letter that will be sent to the individual and included in the individual's personnel file. Notification letters will include a description of the violation, recommendations on how to prevent future violations and a description of possible disciplinary actions that could result from additional violations.

Category II

Category II violations include multiple instances of investments in, or loans from, audit clients, incomplete, inaccurate, or the independence affidavit, failure to cure a violation of the independence policies of the Firm or attending or completing independence training on a timely basis or any other similar type of violation.

Disciplinary actions could include any or all of the following:

- Notification to the Location and Functional Leaders;
- Prior approval of all new investments or a requirement to send duplicate brokerage statements and trade confirms directly to the Firm's Ethics & Independence Partner / Compliance Manager for a specified period of time;
- Additional independence training requirements;
- Compensation adjustment; and/or
- Performance appraisal adjustment.

Category III

Category III violations are characterized by a pattern of carelessness resulting in excessive violations of the independence policies of the Firm. Examples include repeated instances of investments in, or loans from, audit clients, incomplete, inaccurate, or late reporting of significant facts on independence affidavits, a refusal to timely submit an affidavit or information on financial interests, failure to complete independence training, or cure a violation of the Firm's independence rules on a timely basis, or any other similar type of violation.

Disciplinary actions could include any or all of the following:

- Notification to the Location Head and Functional Head;
- Prior approval of all new investments or a requirement to send duplicate brokerage statements and trade confirms directly to the Firm for a specified period of time;
- Additional independence training requirements;
- Compensation adjustment; and/or
- Performance appraisal adjustment.

Category IV

Category IV violations include situations characterized by a blatant disregard of the independence policies of the Firm. Category IV violations may include a combination of violations that were previously considered Category I to III violations and also specifically include situations where a professional knowingly acquires or holds securities of, or has a non-permitted loan with, an audit client for whom he or she has provided services.

Disciplinary actions for Category IV violations may include any or all of the disciplinary actions recommended above or may include termination of employment or resignation as a partner / director.

Our policy and procedure on complaints

Policy on complaints

The firm's policy is to ensure that a high quality service is provided to all our clients. All complaints and allegations against the firm in relation to professional matters must be dealt with in an appropriate manner.

Procedure on complaints

Any complaint received by the firm is reported to insert name using the firm's standard documentation. The partner then instigate the necessary action and response. The investigation is supervised by a partner with sufficient and appropriate experience and authority within the firm and includes involving legal counsel as necessary. On a monthly basis, reports of complaints are circulated to all partners and trends are identified for further advice, training, disciplinary action and changes to the firm's system.

Our policies and procedures on documentation

Policy on documentation

All audit files should be completed on a timely basis. It is the policy of this firm to ensure that all audit work is complete and is documented before the audit report is signed off. All audit files and supporting documentation must be retained for the minimum period of time required by local laws or by the Institute.

Procedure on documentation

All the audit files and working papers produced by this firm follow our audit system. In the specific case of audit engagements, the retention period is no shorter than five years from the date of the audit report, or, if later, the date of the group auditor's report.

Policy on custody of documentation

All engagement documentation must be subject to controls over its custody, accessibility, confidentiality and retrievability.

Procedure on custody of documentation

The firm's ethical guidelines require all personnel to maintain confidentiality of all information at any point in time unless there is a legal or professional reason not to. The firm has put in place procedures to maintain confidentiality, safe custody, integrity, accessibility and retrievability of engagement documentation. This is achieved by using passwords to restrict access to electronic documents, use of safe back up facilities, restrictive access to files and good physical security of the files.

Fit and proper form for the whole firm

I confirm that:

1. In the last ten years the firm has not made any compromise or arrangement with its creditors, or otherwise failed to satisfy creditors in full' except as detailed below.

Date of agreement	Reason that it does not impact on our ability to act as auditors?

2. In the last five years the firm has not been the subject of any civil action relating to its professional or business activities which resulted in a finding against it by a court, or a settlement being agreed except as detailed below.

Date of action	Brief details of action	Reason that it does not impact on our ability to act as auditors?

3. In the last ten years the firm has not been:
 - a. refused or restricted in the right to carry on any trade, business or profession for which a specific licence, registration or other authority is required;
 - b. refused entry to any professional body or trade association, or decided not to continue with an application;
 - c. reprimanded, warned about future conduct, disciplined or publicly criticised by any professional or regulatory body;
 - d. made the subject of a court order at the instigation of any professional or regulatory body; or
 - e. investigated on allegations of misconduct or malpractice in connection with its professional or business activities which resulted in a formal complaint being proved but no disciplinary order being made except as detailed below:

Date of action	Brief details of action and professional body	Reason that it does not impact on our ability to act as auditors

Signed:

(Partner)

Date:

Staff Compliance Confirmation Checklist

Annual Statement of independence and confidentiality and confirmation of fit and proper status

Name:

Generally professional bodies audit regulations require the firm to obtain confirmation from all partners, staff, sub-contractors and consultants involved in audits that they:

- are independent;
- will adhere to the rules of confidentiality;
- are fit and proper individuals.

Please complete this form, sign it and return it to (name) by (date) at the latest.

Please let the partner know if you have any questions. You will be asked to renew this statement every year. In the meantime, any changes must immediately be notified to the partner in charge of compliance.

A. Independence

In accordance with the policy of this firm, all partners, professional staff and others involved in or otherwise connected with audit work must complete and sign a statement of independence as a condition of employment.

S. No.	Independence Assertions to be made	YES/NO
1.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984 regarding any direct or material indirect financial interest in an audit client of the firm during the Confirmation Period.</p>	
	<p>I confirm that with respect to all clients audited by the firm I :</p> <ul style="list-style-type: none"> • Have any beneficial interest <input type="checkbox"/> • Do not have any beneficial interest <input type="checkbox"/> <p>Where the answer is 'affirmative', please list below the investments held.</p> <p>1-</p> <p>2-</p> <p>3-</p>	
2.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984 regarding business relationships during the Confirmation Period.</p> <p>Where the answer is 'negative' or if there are any exceptions, please list below the details:</p> <p>1-</p> <p>2-</p> <p>3-</p>	

S. No.	Independence Assertions to be made	YES/NO
3.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984 regarding Loans during the Confirmation Period.</p> <p>Where the answer is 'negative' or if there are any exceptions, please list below the details:</p> <p>1-</p> <p>2-</p> <p>3-</p>	
4.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984 regarding Credit Cards during the Confirmation Period.</p> <p>Where the answer is 'negative' or if there are any exceptions, please list below the details:</p> <p>1-</p> <p>2-</p> <p>3-</p>	
5.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984 regarding Savings and cheque accounts during the Confirmation Period.</p> <p>Where the answer is 'negative' or if there are any exceptions, please list below the details:</p> <p>1-</p> <p>2-</p> <p>3-</p>	
6.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984 regarding Insurance policies during the Confirmation Period.</p> <p>Where the answer is 'negative' or if there are any exceptions, please list below the details:</p> <p>1-</p> <p>2-</p> <p>3-</p>	
7.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance,</p>	

S. No.	Independence Assertions to be made	YES/NO
	<p>1984 regarding employment of family members and personal relationships during Period.</p> <p>Where the answer is 'negative' or if there are any exceptions, please list below the details:</p> <p>1-</p> <p>2-</p> <p>3-</p>	
8.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984 employment with audit clients in certain prohibited roles during the Confirmation Period.</p> <p>Where the answer is 'negative' or if there are any exceptions, please list below the details:</p> <p>1-</p> <p>2-</p> <p>3-</p>	
9.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984 recent service (during the last two years) with audit clients during the Confirmation Period.</p> <p>Where the answer is 'negative' or if there are any exceptions, please list below the details:</p> <p>1-</p> <p>2-</p> <p>3-</p>	
10.	<p>I am a partner in any other audit firm?</p> <ul style="list-style-type: none"> • Yes <input type="checkbox"/> • No <input type="checkbox"/> <p>Where the answer is 'affirmative', please list below the Details.</p> <p>1-</p> <p>2-</p> <p>3-</p>	
11.	<p>I was in compliance with Firm's independence policies as outlined in the Code of Ethics for Cost and Management Accountants and the Companies Ordinance,</p>	

S. No.	Independence Assertions to be made	YES/NO
	<p>1984 regarding purchase of goods and services during the Confirmation Period any material goods or services on favourable terms, or received undue hospitality from any audit client?</p> <p>If there are any exceptions, please list below the details:.</p> <p>1-</p> <p>2-</p> <p>3-</p>	

*Beneficial interest includes ownership of shares by yourself or a closely connected person. The ownership may be direct or indirect, for example as a trustee of a trust that has an interest.

The following will normally be regarded as being closely connected with a person:

- (a) his spouse or cohabitant, except in the case of a spouse from whom the person is separated or a shareholding of a spouse or cohabitant of whose financial affairs the person has been denied knowledge;
- (b) his minor children, including step children; and
- (c) a company in which he has a 20 per cent or more interest.

In all considerations of the independence of a person or firm, regard must be given to the substance of a relationship. The above list is not, therefore, exhaustive.

B. Outside business interests

The firm must be independent in its dealings with business clients. Please list below any business interests, directorships, etc. that you have. If you have none, please state "none".

Business interests:

Directorships:

Other:

C. Confidentiality

In accordance with the policy of the firm, all partners, staff, sub-contractors and consultants involved in or connected with audit work, must complete and sign a statement of confidentiality as a condition of employment. Your attention is drawn to the need for confidentiality on all audit assignments, in particular:

- working papers must always be kept secure so that unauthorised access is not gained by either the client's staff or third parties;
- the firm's audit procedures should not be disclosed to third parties without proper approval from the partner in charge;
- information about the client should not be disclosed to either the client's staff or third parties without proper approval from the partner in charge or the client.

Breach of the rules regarding confidential information will be considered as gross misconduct and normally, subject to investigation, will result in instant dismissal and, in certain circumstances, legal action.

D. 'Fit and proper' status

Financial integrity and reliability

S. No.	Queries to be replied	YES/NO
1.	In the last ten years, has any court, given any judgement against you about a debt?	
2.	In the last ten years have you made any compromise arrangement with your creditors?	
3.	Have you ever been declared bankrupt or been the subject of a bankruptcy court order, or has a bankruptcy petition ever been served on you?	
4.	Have you ever signed a trust deed for a creditor, made an assignment for the benefit of creditors, or made any arrangements for the payment of a composition to creditors?	

Convictions or Civil Liabilities

NB

There is no need to mention any offences committed before the age of 17 (unless committed within the last ten years) and road traffic offences that did not lead to a disqualification or prison sentence.

S. No.	Queries to be replied	YES/NO
5.	Have you at any time pleaded guilty to or been found guilty of any offence? If so, give details, at the end of this form, of the court which convicted you, the offence, and the penalty imposed and date of conviction.	
6.	In the last five years have you, in the Pakistan or elsewhere, been the subject of any civil action relating to your professional or business activities which has resulted in a finding against you by a court or a settlement being agreed?	
7.	Have you ever been disqualified by a court from being a director, or from acting in the management or conduct of the affairs of any company?	

Good reputation and character

S. No.	Queries to be replied	YES/NO
8.	Have you ever been: <ul style="list-style-type: none"> • refused the right or been restricted in the right to carry on any trade, business or profession for which a specific license, registration or other authority is required? 	
	<ul style="list-style-type: none"> • investigated about allegations of misconduct or malpractice in connection with your professional activities which resulted in a formal complaint being proved but no disciplinary order being made? 	
	<ul style="list-style-type: none"> • the subject of disciplinary procedures by a professional body or employer resulting in a finding against you? 	
	<ul style="list-style-type: none"> • reprimanded, excluded, disciplined or publicly criticised by any professional body which you belong or have belonged to? 	

S. No.	Queries to be replied	YES/NO
	<ul style="list-style-type: none"> refused entry to or excluded from membership of any profession or vocation? 	
	<ul style="list-style-type: none"> dismissed from any office (other than as auditor) or employment or requested to resign from any office, employment or partnership? 	
	<ul style="list-style-type: none"> reprimanded, warned about future conduct, disciplined, or publicly criticised by any regulatory body, or any officially appointed enquiry concerned with the regulation of a financial, professional or other business activity? 	
	<ul style="list-style-type: none"> the subject of a court order at the instigation of any regulatory body, or any officially appointed enquiry concerned with the regulation of a financial, professional or other business activity? 	
9.	Are you currently undergoing any investigation or disciplinary procedure as described in 8 above?	

Please give detail above of the circumstances surrounding any 'yes' answer.

Other issues

10.		
-----	--	--

E. Confirmation

I have read and understood the requirements prescribed under the Code of Ethics for Cost and Management Accountants and the Companies Ordinance, 1984.

I have read and understood the restrictions on insider dealing and am aware of the need to avoid any conflict with clients' interests.

I am aware of the need to keep clients' affairs confidential.

I am aware of the firm's money laundering procedures and am not aware of any suspicion that has not been notified to the State Bank of Pakistan (SBP).

I am not aware of any actual or potential claims against the practice that have not already been notified to the partner in charge of compliance.

I have answered the questions above truthfully and honestly, to the best of my knowledge and belief. Should any of the circumstances above change, I shall inform the partner in charge of compliance immediately.

Signed _____

Date _____

F. Review

I have considered the answers given on the Staff Compliance Confirmation Checklist I am satisfied that the above person is eligible to carry out audit work for this firm.

(Insert details below to explain the reasons behind the above statement where the answer to any of the above questions is 'yes'.)

Signed _____
Partner

Date _____

Independence Register

Firm name **Date completed**

Record 1 **Client name**

Record 2 **Client name**

Record 3 **Client name**

Record 4 **Client name**

Record 5 **Client name**

Record 6 **Client name**

Record 7 **Client name**

Record 8 **Client name**

Record 9 **Client name**

Record 10 **Client name**

Record 11 **Client name**

Record 12 **Client name**

Independence Register

Client name

Entity type	
Fee	
Services provided	

Audit partner	
No. of years in role	

Audit manager	
No. of years in role	

Independence issues	
Action required	

New Client Checklist

Basic Information

Question	Answer	Initials
Full Legal Name of the Entity		
Entity's Principal Address		
Detailed Information		
Name of Ultimate Parent		
Major Shareholder Section	Names of Major Shareholders: 1. 2. 3.	
Principal Officer Section	Number of Principal Officers: Names and Designations: 1. 2. 3.	
Client Function that is the primary service provider for this Entity.	Please Tick: Audit Advisory Tax	
What is the functional organizational unit that is the primary service provider for this entity?		
Industry that most closely describes the primary business of the Entity.		
Entity's Main Business (Provide Description)		
Has firm previously declined to accept this Entity?		
Is the Entity listed or planning to list its securities in any stock exchange in the next twelve months?		
Does the Entity have control or have significant influence over another public		

company?		
Does another public company have control or significant influence over the Entity?		
Is this a public interest Entity?		
Is the industry in which the Entity operates considered higher risk?		
Is the Entity part of a complex legal ownership structure that cannot be justified?		
Is the Entity's business or business model subject to significant uncertainties?		

Ethical considerations

	Yes/No	Comments	Initials
Are we satisfied that there are no threats to objectivity or independence?			
Does the firm have adequate knowledge and resources?			
Can we confirm that acceptance of the client will not create a conflict of interest?			
Are we satisfied that the acceptance of the appointment would not have an adverse effect on the reputation of the practice?			
Are we satisfied that there are no other ethical reasons why the firm should not accept the client?			
Are we satisfied that there are no other reasons why we would not wish to act for the client (for example, financial difficulties or litigation)?			

Change in appointment

	Yes/No	Comments	Initials
Has the previous auditor been contacted in accordance with the Institute's regulations?			
Does any information contained in the reply impact the client acceptance?			

Have the statutory resignation procedures been complied with?			
---	--	--	--

Money laundering

	Yes/No	Comments	Initials
Have we confirmed the identities and addresses of the client and relevant individuals (directors/owners)?			
Are we satisfied that the entity is a bona fide organization?			
Have we carried out a company search?			
Have we addressed all concerns about the integrity of the owners and management of the entity?			

Administration

	Yes/No	Comments	Initials
Has a permanent file been set up?			
Do we have all the necessary details of directors and major shareholders?			
Has a company search been performed, where appropriate?			
Has the letter of engagement been drafted?			
Have the new client's details been included in the firm's time recording system?			
Has the client signed or agreed to sign the necessary authorizations in respect of: <ul style="list-style-type: none"> ● the relevant tax authorities ● the bank ● building societies ● the previous auditor ● solicitors ● others (specify)? 			

Other

	Yes/No	Comments	Initials
Have we established how this new client was gained by the firm?			
Do we have the following? <ul style="list-style-type: none"> • Certificate of incorporation • Memorandum and Articles of Association • Latest annual return • Relevant tax returns • Latest set of accounts • Details of books and records maintained • Fixed asset register • Organization chart • Signed authorities to enable communication with banks, etc. 			
Have we written to the previous auditor for all necessary information?			
Have we written for information from other sources? (Specify)			
In the light of the risk attaching to this client, have we considered the need for a hot review of any work performed?			
Engagement Quality Control Reviewer Required If "Yes" Please specify name:			

The client acceptance process (can/cannot) continue.

If the client has not been accepted, this document should be retained by the partner/director. Its contents should be considered before any disclosure is made to a third party.

Signed.....
Partner/Director

Date

Existing Client Continuance Checklist

Client name:

Period end:

Basic Information

Question	Answer	Initials
Full Name of the Entity		
Entity's Principal Address		
Detailed Information		
Name of Ultimate Parent		
Major Shareholder Section	Names of Major Shareholders: 1. 2. 3.	
Engagement Quality Control Reviewer Required	YES <input type="checkbox"/> NO <input type="checkbox"/> If "Yes" Please specify name:	
Client Function that is the primary service provider for this Entity.	Audit <input type="checkbox"/> Advisory <input type="checkbox"/> Tax <input type="checkbox"/>	

History with client

Question	Answer	Initials
What is the sophistication and experience of the client with regard to the service to be provided?	Please tick below appropriately: <ul style="list-style-type: none"> • Experienced Client • Previously received similar services • New service for this client 	
Is this a public interest Entity?		
Is the industry in which the Entity operates considered higher risk?		
Is the Entity part of a complex legal ownership structure that cannot be justified?		
Is the Entity's business or business model		

subject to significant uncertainties?		
Is the client or the prospective purchaser a Private Equity House or Hedge Fund?	If Yes Describe how this risk will be mitigated	

Specific Considerations

Issues	Yes/No	Comment/action
Have any issues in respect of independence arisen during the audit?		
Have any issues in respect of client integrity arisen during the audit?		
Have any issues arisen in respect of the firm's competence during the audit?		
Do we have reason to believe that the audit will not make an adequate recovery in future?		
Did the Firm previously decline to accept this engagement?		
Are there any other issues that should be taken in to consideration when determining whether reappointment should be sought?		
Conclusion		

Partner _____

Date _____

Candidate Evaluation Form for Professional Employees

Applicant's name:					
	Last		First		Middle

Candidate for:		Grade:		Management		Non-Management
Position						

Discipline:		Assurance		Tax		Advisory	
-------------	--	-----------	--	-----	--	----------	--

1 Person Specifications

	Firm's Requirement	Candidate
	_____	_____
Academic Qualifications	<div style="border: 1px solid black; width: 100%; height: 50px;"></div>	<div style="border: 1px solid black; width: 100%; height: 50px;"></div>
Professional Qualifications	<div style="border: 1px solid black; width: 100%; height: 50px;"></div>	<div style="border: 1px solid black; width: 100%; height: 50px;"></div>
Professional Experience (No. of years)	<div style="border: 1px solid black; width: 100%; height: 50px;"></div>	<div style="border: 1px solid black; width: 100%; height: 50px;"></div>
Computer Skills Level	<div style="border: 1px solid black; width: 100%; height: 50px;"></div>	<div style="border: 1px solid black; width: 100%; height: 50px;"></div>
User <input type="checkbox"/> Competent <input type="checkbox"/>		

SUITABLE CANDIDATE HOLD

2 Overall evaluation of potential to demonstrate skills, knowledge and behaviours as per Global Competency Framework appropriate to this level based on competency ratings on the next page

High Medium Fair

3 Recommendation

Recruit Hold

Interviewed By:

Name

Signature

Date

Please complete this form immediately following the interview and return it to the HR Coordinator

Please ✓ the appropriate rating

Global Skills & Behaviors

<u>High</u>	<u>Medium</u>	<u>Fair</u>
-------------	---------------	-------------

1. Business Focus			
2. Accountability			
3. Drive and Resilience			
4. Feedback and Learning			
5. Developing People			
6. Building Relationship			
7. Problem Solving			
8. Making an Impact			
9. Professionalism			
10. Delivering Quality Service			
11. Technical Knowledge			
Overall Evaluation			

Interview Questions

Name:	Position sought:
Date available:	Salary required:
Other considerations: (Insert specific issues resulting from your review of the application form or relating to the specific job)	
Question (insert specific questions resulting from your review of the application form)	Participant's answer

Juniors and above	Participant's answer
What benefits do you feel a company derives from an audit?	
What do you understand the purpose of an audit of a small business to be?	
What steps would you take to ensure that your work/section was ready for review by your senior?	
How would you achieve the (insert specific objective e.g. completeness) objective when auditing (insert section) for a (insert nature of the business)?	
Why do you attend a stock take?	
What is the purpose of a bank letter?	
Why would you be asked to perform a debtors' circularization?	
How will you organise your work and study time?	

Senior and above	Participant's answer
How would you explain the process of an audit to a junior member of the staff?	
How would you manage a junior's time on an audit and what work/areas do you think they should complete?	
How would you approach discussing a potential audit qualification with a client?	
What would you discuss at the planning meeting with a client in the..... (insert nature of the business)?	
Give some examples of how you would use a spreadsheet to improve the efficiency of your work.	

General questions	Participant's answer
What do you feel are the key communication skills required by an auditor when dealing with a client?	
Give some examples of how you have dealt with multiple projects.	
How would you approach discussing below standard work with a junior?	
How would you prepare for a meeting with a potential client?	
Give an example of how you have responded to constructive criticism.	

Conclusion (use this space to record your initial thoughts on the candidates suitability for the post)

Post interview assessment

Candidate name:

Position sought:

Date of interview:

Partner/Manager conducting interview:

Question	Answer/Comment
1. Did the candidate meet the requirements for the position applied for, in terms of: a. Qualification? b. Experience?	
2. What are the salary and benefits expectations of the candidate?	
3. What notice period does the candidate have to give?	
4. What professional training commitment does the individual have?	
5. Does the candidate have any holiday commitments, and can these be easily accommodated?	
6. Will the candidate fit in with the current staff profile?	
7. Was the candidate: a. Well presented? b. Polite? c. Orally competent?	
8. What rating would you give the individual, on as scale of 1-6? 1 being ideal and 6 being unsuitable.	

Letter requesting references

Insert name and address of referee

Dear (insert name)

Re.: (insert applicant's name)

..... (insert applicant's name) residing at (insert applicant's address), has applied to us for the position of (insert details of the job applied for) and has submitted your name as a referee.

In your capacity as referee, we would be grateful if you could complete the questionnaire attached and return it to us in the envelope provided by (insert date).

We thank you for your co-operation.

Yours sincerely,

..... (insert name)

Questionnaire (to be filled by the Referee)

Strictly Private & Confidential

1. In what capacity and for how long have you known (insert applicant's name)?

.....
.....
.....
.....

2. How would you rate (insert applicant's name) in relation to the following:

(1-Very Poor, 2 – Poor, 3 – Average, 4 – Good, 5 – Excellent)

(i)	Motivation	1	2	3	4	5
(ii)	Willingness to learn	1	2	3	4	5
(iii)	Competence	1	2	3	4	5
(iv)	Attendance	1	2	3	4	5
(v)	Timekeeping	1	2	3	4	5

3. Which of the following characteristics would best describe the candidate's personality?

(select any three)

Honest	<input type="checkbox"/>	Mature	<input type="checkbox"/>	Tactful	<input type="checkbox"/>
Cooperative	<input type="checkbox"/>	Diligent	<input type="checkbox"/>	Confident	<input type="checkbox"/>

4. Are you aware of any personal issues, which could affect the candidate's performance?

- Yes
- No

If Yes please describe.

5. How would you describe candidate's communication skills

- Written Fair Good Excellent
- Verbal Fair Good Excellent

6. The key responsibilities necessary for the role applied for are:

.....
.....

.....
..... (insert details).

Please give reasons why you feel (insert applicant's name) would be suitable for this position:

.....
.....
.....
.....

Give reasons why you may hesitate in employing (insert applicant's name) *(if any)*:

.....
.....
.....

7. Is there any other information that you feel is relevant, which should be brought to our attention?

.....
.....

I confirm that I have read this reference form and filled out the details as truthfully and accurately as possible.

Signed:

Dated:

Training Needs Analysis Form

Name of Employee: _____

Department: _____

General

1. Are you a new employee or a long-standing employee of the company? _____

2. How long have you been in your present job? _____

Confirmation of Current Duties

3. Do you have a Job Description for your job? Yes No (Go to Q 6)

4. Is your job accurately described in the Job Description? Yes (Go to Q 14) No

5.A If no, what extra duties do you do that need to be added to your Job Description?

.....

.....

.....

5.B What duties are no longer part of your job and can be deleted from your Job Description?

.....

.....

.....

Job Analysis

6. Describe the tasks you regularly perform that are critical to carrying out your job effectively.

.....

.....

7. Describe the type of equipment you are required to use (for example, computer, machinery, tools of trade, etc).

.....

.....

8. Do you require a high degree of technical knowledge for your job? Yes No

9. How do you work? Please circle

Alone

Part of a team

Other (specify below)

10. If you work as part of a team, do you perform the same or different work to members of your team?

11. To what extent does your job require you to work closely with other people, such as customers, clients or people in your own organization? Please circle.

Very little

Moderately

A lot

12. How much autonomy is there in your job, i.e., to what extent do you decide how to proceed with your work? Please circle.

Very little

Moderately

A lot

13. How much variety is there in your job, i.e., to what extent do you do different things at work, using several skills and talents? Please circle.

Very little

Moderately

A lot

Training Needs

14. **To perform your current job:** What training do you still need (either on-the-job or a formal course) to perform your current job competently (e.g., Excel, bookkeeping, English as a second language, etc)?

15. **To perform other jobs in the organization:** What other roles in the organization would you be interested in doing if a vacancy became available (e.g. transfer to another section, supervisor position, etc)?

16. **To perform other jobs in the organization:** What training or experience would be required (e.g., machine operation, negotiation skills, Occupational Health and Safety Awareness, etc)?

Future Development Needs

17. What are your career aspirations?

.....
.....
.....

18. What training or development do you need to help make this happen (e.g. external degree study, formal meeting procedures, leadership training, etc.)?

.....
.....
.....

Recognition of Prior Learning

19. What training have you attended within the last three years? (This will help identify if any training sessions have been missed or if any refresher training is required.)

.....
.....

20. What training or skills have you acquired outside your current job that may be relevant to the wider organization?

.....
.....

Action Plan

Agreed training and development to be provided over the next 12 months :

(Record the details of training courses, on-the-job experiences, mentor arrangements, and include the recommended dates the staff member can expect these to occur.)

Training	Date
.....
.....
.....

Signature of Staff Member : **Date** :

Signature of Supervisor : **Date** :

Training needs summary

Year:

Name	Training need identified	Identified by the person Designation	Method of achieving need	Date achieved	Comments

Training assessment form

Name:

Training course attended: (insert course title)

Training course provider:

Date attended:

Course objective:
Course summary:
Work experience that is needed to reinforce the training given:
How is this going to be achieved?
Was the training course effective?
Would you recommend it to someone else?
Attendee _____ Date _____
Action agreed:
Supervisor _____ Date _____

CPD training record

Name:

Position:

Year:

Learning objectives for the period

--

Satisfaction of objectives

Reading

Ref	Details	Comment

Course attendance

Date	Details	Comment

Other

Ref	Details	Comment

Conclusion

Objectives achieved:	
Objectives for next year:	
Conclusion:	
Individual _____	Date _____
Reviewer _____	Date _____

Skills questionnaire – whole firm

Skill	Capacity required (hours)	Capacity available (hours)	Sufficient skill present?	How is gap to be filled?	Comments
Technical					
Audit supervision					
Audit senior					
Audit junior					
Taxation specialist					
Personal tax					
Corporate tax					
Payroll taxes					
Indirect taxes					
Accounts clerk					
Company					
Secretarial					
IT					
Training					
Web design					
Spreadsheets					
Word processing					
Databases					
Presentations					
Other					
Presentations					

Marketing					
Assurance services (specify)					
Insolvency					
Investment Business					
Other (specify)					

Action required by the firm:	By whom	By when

Skills questionnaire – individual

Name:

Position:

Date completed:

Skill	Level expected (1 – 6)	Level attained (1 – 6)	Comments
Technical skills:			
IT skills:			
Analytical skills:			
Judgmental skills:			
Communication skills			
Oral			
Written			

Skill	Level expected (1 – 6)	Level attained (1 – 6)	Comments
Leadership skills			
Ability to organize self			
Ability to organize others			
Mentoring abilities			
Client skills			
Personal qualities			
Other			

Action plan

Development issue identified	Method of satisfying need	Date accomplished

Reviewer's comments

Confirmation and comments on action plan:

Conclusion on level of competence and role that the individual can undertake on assignments:

Reviewer _____

Date _____

Individual _____

Date _____

Assignment of Audit Team

Client:

Date:

Issue	Answer	Comment
Does the team have sufficient practical experience to enable them to undertake this assignment?		
Does the team have sufficient understanding of professional standards and regulatory and legal requirements?		
Does the team have sufficient up to date technical knowledge including knowledge of relevant information technology?		
Does the team have sufficient knowledge of the business and of the industry in which the client operates?		
Does the team have sufficient members who are able to apply sound professional judgment?		
Does the team have sufficient knowledge of the firm's quality control policies and procedures?		
Conclusion		

Partner _____

Date _____

Written agreement for consultation purposes

Insert name and address of consultants

Dear (insert name)

This letter sets out the terms on which (I / we) agree to provide consultation services for your firm. (I / We) will provide your firm with consultation on ethical and audit related issues, where requested and possible.

Agreement of independent consultant

1. (I / We) confirm that assignments will only be completed where..... (I am / We are) independent.
2. (I / We) confirm that assignments will only be completed where (I / We) have no conflict of interest.
3. (I / We) confirm that any information obtained during the course of any consultation or review will be treated in confidence and no information will be divulged to any other party, without your prior written consent.
4. The work will be undertaken on the basis that no legal action or other claims will be made against (me / us) by you in respect of any reviews conducted.

Yours sincerely

.....
(name of consultant)

Record of consultation

Client:

Year/Period end:

Problem to be considered:

Name of consultant used and reason for selection:

Actions discussed:

Conclusion:

Preparer _____

Date _____

Reviewer _____

Date _____

EQCR, Hot and Cold File Review Planning and Control Schedule

Engagement Quality Control Review (EQCR) planning and control schedule

Firm:

Period covered:

1. Detail below the people undertaking the EQCRs.

.....

2. Details of files to be reviewed:

Engagement partner/ senior member of staff	Files to be reviewed	Reviewer

Issue	Yes / No
Have all the people detailed above confirmed their independence on the assignments being reviewed and, where appropriate, signed the agreement for consultation purposes?	
Has the scope of the review been agreed?	
Were the findings in line with the review?	

Cold file review planning and control schedule

Firm:

Period covered:

1 Detail below the people undertaking the cold file reviews.

.....

2 Details of files to be reviewed:

Engagement partner/ senior member of staff	Files to be reviewed	Reviewer

Issue	Yes / No
Have all the people detailed above confirmed their independence on the assignments being reviewed and, where appropriate, signed the agreement for consultation purposes?	
Does the sample of files selected give adequate coverage of all audit partners and senior staff in the practice? (Two /three files per partner.)	
Does the sample of files selected give adequate coverage of high risk and special category audits?	
Has the independence register been reviewed to ensure that all necessary files have been included in the sample?	

Hot file review planning and control schedule

Firm

Period covered

1 Detail below the people undertaking the hot file reviews.

.....

2. Details of files to be reviewed:

Engagement partner/ senior member of staff	Files to be reviewed	Reviewer

Issue	Yes / No
Have all the people detailed above confirmed their independence on the assignments being reviewed and, where appropriate, signed the agreement for consultation purposes?	
Does the sample of files selected give adequate coverage of high risk and special category audits?	
Has the independence register been reviewed to ensure that all necessary files have been included in the sample?	

Detailed points from file reviews

Key to files reviewed

File	Client	Period end	Partner	Type of review	Result
1.					
2.					
3.					

File review points

General

Permanent file

Points Raised	Action Taken
Engagement letter	
Background knowledge	
Laws and regulations	
Related parties	
Business risk	
Consideration of controls	
Assessment of accounting system	

Planning

Points Raised	Action Taken
Independence	
Risk and materiality	
Assessment of key & high risk areas	
Preliminary analytical review	
Consideration of fraud and error	
Initial assessment of going concern	
Client meeting	
Staff briefing	
Other planning issues	

Completion and control

Points Raised	Action Taken
Adequate control procedures	
Final analytical review	
Disclosure review	
Post balance sheet events	
Final assessment of going concern	
Representation letter	
Unadjusted errors	
Audit report and conclusion	

Detailed work

Points Raised	Action Taken
Intangible fixed assets	
Tangible fixed assets	
Investments	
Stock	
Debtors	
Cash in hand and at bank	
Creditors	
Long term loans and deferred income	
Provisions	

Points Raised	Action Taken
Capital and reserves	
Direct and indirect taxation	
Profit and loss account – income	
Profit and loss account – expenses	
Profit and loss account – payroll	
Other	

Engagement Quality Control Reviewer Checklist

Client

Period-end

I. Engagement partner		
		Comment
1.	<p>I have not dated the auditor's report, until:</p> <ul style="list-style-type: none"> • I have discussed significant matters arising during the audit engagement, including those identified during the engagement quality control review, with the engagement quality control reviewer, • All comments and issues raised by the engagement quality control reviewer have been satisfactorily resolved, and • The engagement quality control review has been completed. 	
▶	<p>Signature:</p> <p>Partner: _____</p> <p>Date: _____</p>	

II. Engagement quality control reviewer		
		Comment
2.	<p>I confirm that I have performed an objective evaluation of the significant judgments made by the engagement team, and the conclusions reached in formulating the auditor's report, by:</p> <ul style="list-style-type: none"> a. Discussing significant matters with the engagement partner and, if appropriate, others. b. Reviewing: <ul style="list-style-type: none"> i. The financial statements, ii. The proposed auditor's report, and iii. Significant written communications and other reports to those 	

charged with governance, management or, where applicable, other parties such as regulatory bodies prior to issuance of such communications and other reports.

(Note: such communications and other reports are those that the engagement quality control reviewer or the engagement partner has determined to be significant.)

- c. Reviewing selected audit documentation relating to the significant judgments the engagement team made and the conclusions they have reached, including:
 - i. Significant risks identified by the engagement team and the response to those risks, including the engagement team's assessment of and response to risk of fraud, and
 - ii. Other activities and documentation related to significant judgments.

(Note: such activities and documentation are those that the engagement quality control reviewer or the engagement partner has determined to be appropriate for review.)

- d. Considering:
 - i. Whether the proposed auditor's report is appropriate,
 - ii. Whether the financial statements are presented in conformity with the applicable financial reporting framework,
 - iii. The engagement team's evaluation of Firm's independence.
 - iv. Whether appropriate consultation has taken place on matters involving differences of opinion or other difficult or contentious matters, and the conclusions arising from those consultations, and
 - v. Whether audit documentation reviewed reflects the work performed in relation to the significant judgments made and supports the conclusions reached.

- 3. I confirm that I have met the necessary experience and training requirements for IFRS/AFRS or the necessary waivers are in place if applicable.
- 4. I confirm that, if I had reason to believe that the engagement team collectively may not have the appropriate competence and capabilities, I have discussed the matter on a timely basis with the engagement partner and, if the matter was not resolved to my satisfaction, I have discussed the matter with the risk management partner.
- 5. I am satisfied that:
 - a. The required engagement quality control review procedures have been performed.
 - b. The engagement quality control review has been completed on or before the date of the auditor's report.
- 6. I have confirmed with the engagement partner that there are no unresolved matters that would cause me to believe that the significant judgments the

<p>engagement team made and the conclusions they reached were not appropriate.</p> <p>7. Based on my review and the relevant facts and circumstances of which I have knowledge, no matters have come to my attention that cause me to believe that:</p> <ul style="list-style-type: none"> a. The entity's financial statements covered by our report are not in conformity with the applicable financial reporting framework in all material respects, b. The audit was not performed in accordance with the relevant auditing standards and Firm's requirements, or c. Auditor's report is not appropriate in the circumstances. 	
---	--

	<p>Signature: _____</p> <p>Engagement quality control reviewer: _____</p> <p>Date: _____</p>
--	--

Engagement Quality Control Review

Client name:	
Period end:	
Audit engagement partner:	
EQC reviewer:	
Reason for the review:	
Scope and extent of the review:	
Detailed findings:	
Issue	Clearance
Conclusion:	

Annual Audit Compliance (ISQC 1) Review Questionnaire

Issue		Yes /No /NA	Comments
Detail below the structure of the practice, along with the details of the partners.			
Practice Structure:			
Partners			
1			
2			
3			
4			
5			
6			
7			
8			
Is there a partner (or other person with sufficient and appropriate experience and authority) responsible for monitoring the effectiveness of the quality system and compliance as well as a partner responsible for establishing the system. Name:			
Are these roles allocated to the most suitable individuals? If no what is the suggested action?			
Is sufficient time allocated to enable the individuals to fulfil their roles?			
If no state what remedial action is being taken?			
Consider whether this structure:			

Issue	Yes /No /NA	Comments
➤ Is acceptable?		
➤ Reflects the position recorded on the annual return?		
Consider the number and nature of audits undertaken, have these been adequately covered in the cold reviews undertaken?		
Where there have been changes since the previous review have these been properly and timely notified to the Institute? List changes:		
Has the firm taken adequate steps to demonstrate that it is a fit and proper practice? Including: ➤ Completing a fit and proper declaration for the firm as a whole? ➤ Ensuring all staff and partners involved in audit (and others if desired) have completed a fit and proper declaration and that there is evidence to show that all negative answers have been considered by the partner in charge of compliance and dealt with adequately.		
Has the firm demonstrated that they have considered the competence of the staff and partners working on audits, paying particular attention to: ➤ Completion of appraisals (partners and staff), including setting objectives ➤ Production of a training plan ➤ Follow up of any action plan from the previous appraisal ➤ Consideration of the adequacy of the CPD training including where there are special category audits		
Does the firm have adequate audit partners to ensure that the work of all staff is adequately supervised?		
Consider whether the firm uses sub contractors on any of its audits, if so:		
➤ How many have been used and in what capacity?		
➤ Have they been required to sign an agreement that covers their responsibilities, supervision and confidentiality?		

Issue	Yes /No /NA	Comments
➤ Has their competence been assessed?		
➤ Have they been required to complete a fit and proper questionnaire and statement of independence?		
➤ Has the cold file review confirmed that their work has been adequately planned, controlled and reviewed?		
<p>Has the firm taken steps to ensure that the firm and its employees remain independent, in particular covering the following issues:</p> <ul style="list-style-type: none"> ➤ Undue dependence on an audit client or group of clients ➤ Personal or family relationships ➤ Beneficial interests in trusts which have an investment in an audit client ➤ Involvement as a trustee in an audit client ➤ Mutual business interests ➤ Signing power on any client bank account ➤ Long association with the client 		
➤ Other: specify		
<p>Where any of the above has been recognised as a problem have adequate steps been taken to mitigate the risks?</p> <p>List below the steps taken</p>		
<p>Has the firm appointed an Ethics Partner? Name:</p>		
<p>Does the firm have adequate arrangements to ensure that it prevents undue influence from being applied by any person? specify below:</p>		

Issue	Yes /No /NA	Comments
Do the above procedures ensure that there is a process for dealing with conflicting views regarding important matters between audit staff, between audit staff and the audit engagement partner and between the audit engagement partner and the independent partner?		
<p>Do the firms procedures for appointment and reappointment cover the following areas:</p> <ul style="list-style-type: none"> ➤ Competence? ➤ Resources? ➤ Independence? ➤ Consideration of the integrity of the owners, directors and management of the entity? ➤ Consideration of whether the rules have been complied with in respect of a change in appointment? 		
Does the firm have adequate procedures for ensuring that if any issues arise during the course of the audit there is consideration of whether the firm should continue acting?		
Is particular attention paid to whether the firm should seek reappointment at the end of the audit?		
Does the firm have adequate procedures to demonstrate compliance with the Money Laundering Legislation?		
Has the firm received any claims or complaints in respect of their audit work or any other work undertaken in the practice?		
Is the firm aware of a potential claim or complaint resulting from their audit work or any other work undertaken in the practice?		
If so has action been taken to ensure that the action resulting in the complaint will not be repeated? Identify action taken:		

Issue	Yes /No /NA	Comments
<p>Does the firm have policies and procedures in place to comply with ISQC 1 in respect of:</p> <ul style="list-style-type: none"> ➤ Leadership responsibilities ➤ Ethics ➤ Acceptance and continuance of appointment ➤ Human Resources ➤ Engagement performance ➤ Monitoring ➤ Documentation 		
<p>Consider the documentation used for carrying out audits and ensuring compliance in the financial statements:</p> <ul style="list-style-type: none"> ➤ Are there suitable programmes and disclosure checklists for all types of work? ➤ Are these kept up to date? ➤ Where there are specialist audits, is suitable and up to date documentation used? ➤ Are there procedures in place to ensure that any changes to the system have been notified to the staff? ➤ Are there procedures in place to ensure that all new staff is thoroughly briefed on the use of the documentation? 		
<p>Does the firm have adequate procedures for consultation that have been notified to all staff and sub contractors?</p>		
<p>Does the firm have a procedure to ensure that an independent review is undertaken whenever necessary?</p>		
<p>Does this procedure cover the procedures to be adopted for the following:</p> <ul style="list-style-type: none"> ➤ Listed companies? ➤ Public interest audits? ➤ High risk audits? 		
<p>Has an independence register been completed including a list of files that should be subjected to cold or hot review?</p>		

Issue	Yes /No /NA	Comments
Has this register been followed when undertaking cold reviews?		
Where an independent review has been deemed necessary has this been undertaken before the audit report has been signed?		
<p>Has the firm undertaken a series of cold file reviews? Covering all of the following:</p> <ul style="list-style-type: none"> ➤ Ensuring that all partners and senior staff have been covered? ➤ All files identified as needing a cold review on the independence register have been reviewed? ➤ All audits have been completed in accordance with the auditing standards? ➤ All financial statements comply with the relevant disclosure requirements? ➤ An appropriate audit opinion has been signed? ➤ All audit reports have been signed using the correct registered name, with registered auditor displayed prominently? ➤ Identified action where needed and assessed that the firm has the ability and resources to carry it out? 		
<p>Detail below the action points arising from the previous compliance review:</p> <ul style="list-style-type: none"> ➤ ➤ ➤ ➤ ➤ ➤ 		
Has appropriate action been taken in all of these areas?		
<p>Detail below the main action points arising from the previous series of cold file reviews:</p> <ul style="list-style-type: none"> ➤ ➤ ➤ ➤ ➤ 		
Has appropriate action been taken in all of these areas?		
Have any managers/partners in the firm consistently failed to produce work of an acceptable standard?		

Issue	Yes /No /NA	Comments
If so what action has been taken to address this issue?		
<p>Does the firm have a readily accessible technical library containing the following manual or computerised versions of:</p> <ul style="list-style-type: none"> ➤ Company's legislation? ➤ Audit regulations? ➤ Institute's member's handbook/ Rulebook? ➤ Auditing and accounting standards? ➤ Institute's magazines? ➤ Specialist audit literature and documentation? ➤ Other?: Specify 		

Public Interest Client Register

Firm name _____

Date completed _____

Client name	Entity type Listed (L)/ Unlisted (UL) / Private (P)/ RBF*	Date Of Accept ance	First Year of Audit for Rotation Purpose	Last year of Audit for Rotation Purpose	Partners and staff competent in the sector (Engagement Partner / Engagement Quality Review partner and Client Service)	EQCR Appointm ent Year	Last year of EQCR	Confirmati on of ability to act	Action require d/com ments

File Review Follow Up Schedule

Issue arising	Required action	By whom	By when	Comments

Sub-contractor agreement

Firm Name:
Name of sub-contractor:
Office:
Date on which work commenced:

I/We confirm that:

I/We have completed the statement of independence and confidentiality and confirmation of fit and proper status.

I/We have read the firm's *ISQC 1 Compliance Manual* and confirm my/our understanding of the firm's auditing procedures and my/our agreement to comply with them.

I/We will undertake adequate audit CPD necessary to maintain competence and comply with the regulations. Structured CPD will be paid for by myself/ourselves/the firm.

I/We have read and understood the office rules and procedures and will comply with them when carrying out work on behalf of the practice.

I/We am/are responsible to
when carrying out work on behalf of the practice.

Signed:

Sub contractor: _____

Date: _____

Partner in Charge of Compliance: _____

Date: _____

Independence Checklist

Completed by:	Date:	Ref:
Reviewed by:	Date:	

When answering the questions below, consideration should be given to the contents of the Code of Ethics for Cost and Management Accountants of the Institute.

Issue	Yes/ No	Details	Proposed action
Are there any issues that could result in a self interest threat?			
Are there any issues that could result in a self review threat?			
Are there any issues that could result in an advocacy threat?			
Are there any issues that could result in a familiarity or trust threat?			
Are there any issues that could result in an intimidation threat?			
Do we have adequate resources and skills to complete the assignment?			
Are there any other reasons why we may not wish to act for this client?			

Conclusion

Partner _____ **Date** _____

Signed _____ **Date** _____

Complaints Form

Client name _____

Date _____

Client partner _____

Partner responsible for dealing with the complaint: _____

Nature of the complaint:

Detail below the results of the investigation into the complaint:

Detail below the action that needs to be taken:

Detail below the clients response:

Are there any issues that need to be communicated to staff? If so, state how this has been dealt with: