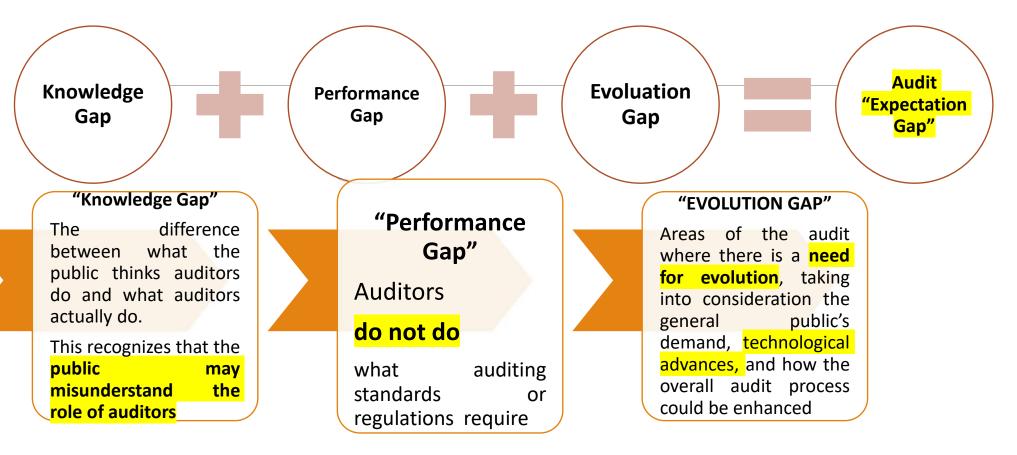
Understanding AQMM in light of Audit Documentation CA R S Balaji Co-opted Member AASB of ICAI

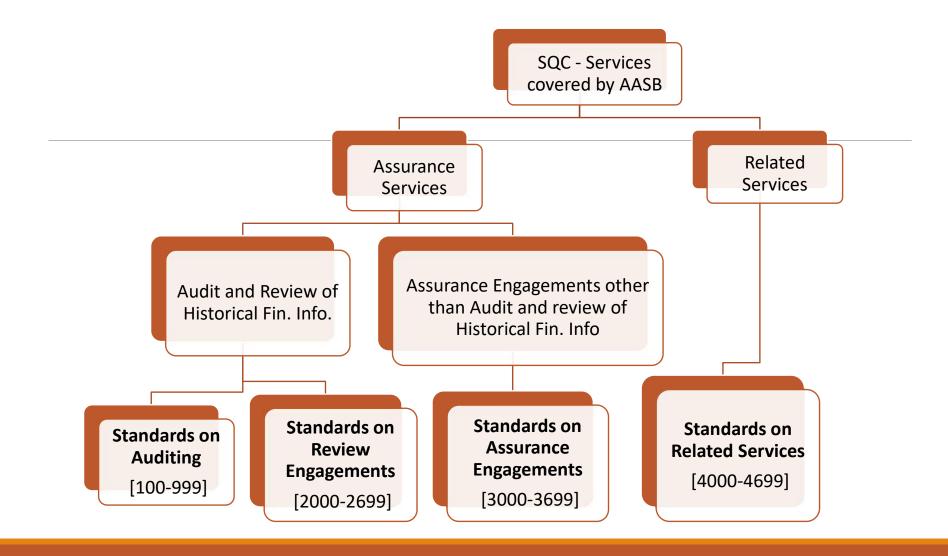
Financial Reporting Eco System



CA R S BALAJI B.COM., FCA

Audit Expectation Gap





CA R S BALAJI, CHENNAI

Technical and Professional Standards

Standards on Quality Control
Accounting Standards & Standards on Auditing
Ethical Standards
Professional Standards
Statements Issued by ICAI
Notifications/Directions, including those of a self-regulatory nature
Relevant Statutes and Regulations
Guidance Notes
CA R S BALAJI, CHENNAI

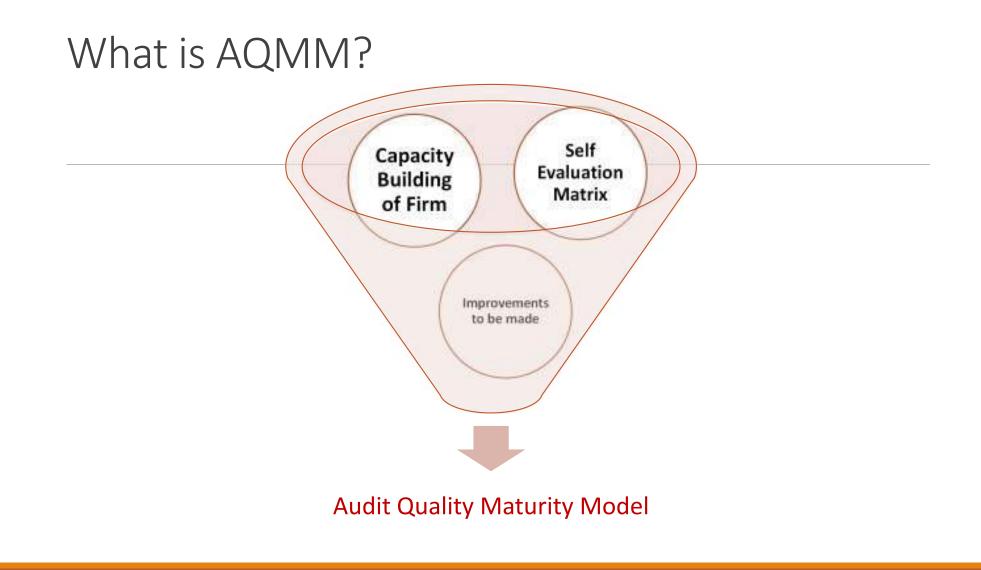




Documentation of procedures performed by the Auditor is of critical importance



Audit Quality Maturity Model – Version 1.0 (AQMM v1.0) developed by CAQ of ICAI



CA R S BALAJI B.COM., FCA

Enhancing Audit Quality



Enhancing Audit Quality

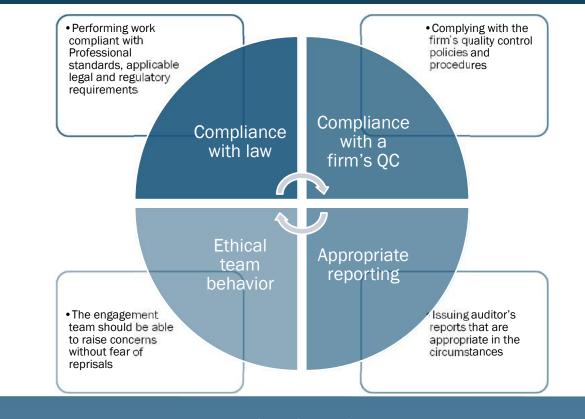
Users depend on Audit Quality to have confidence in financial statements

Audit quality is a complex subject and there is no analysis of it that has achieved universal recognition

Audit quality should be improved at the Engagement, Firm and National levels

How does one measure Audit Quality?





Source: IAASB

Centre for Audit Quality

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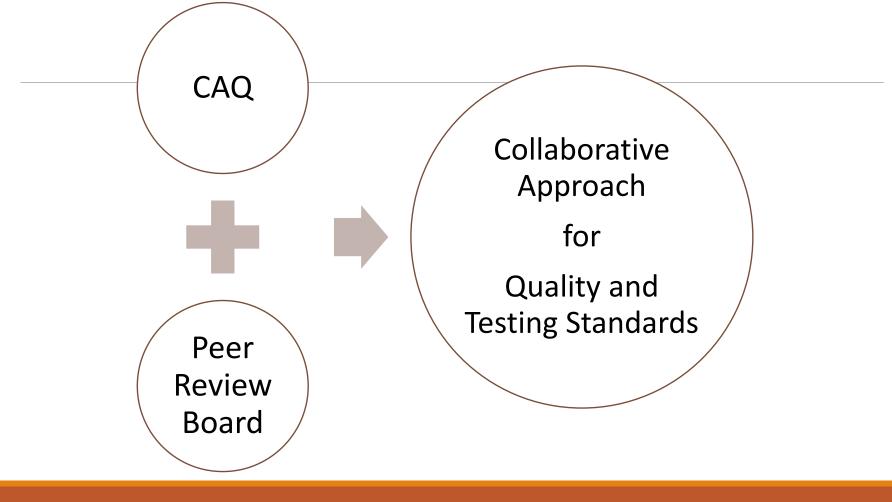
Weakness Identified during Peer Review Audit documentation is not proper

No Practice manual or Quality Review manual maintained

Management Representation Letter not taken

Written communication to those charged with governance not issued

Technical standards not followed



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AQMM v 1.0 developed by Centre for Audit Quality (CAQ)





- The AQMM v 1.0 will apply to firms auditing the following entities:
- (a) A listed entity; or
- (b) Banks other than co-operative banks (except multi-state co-operative banks); or
- (c) Insurance Companies
- However, firms doing only branch audits are not covered.

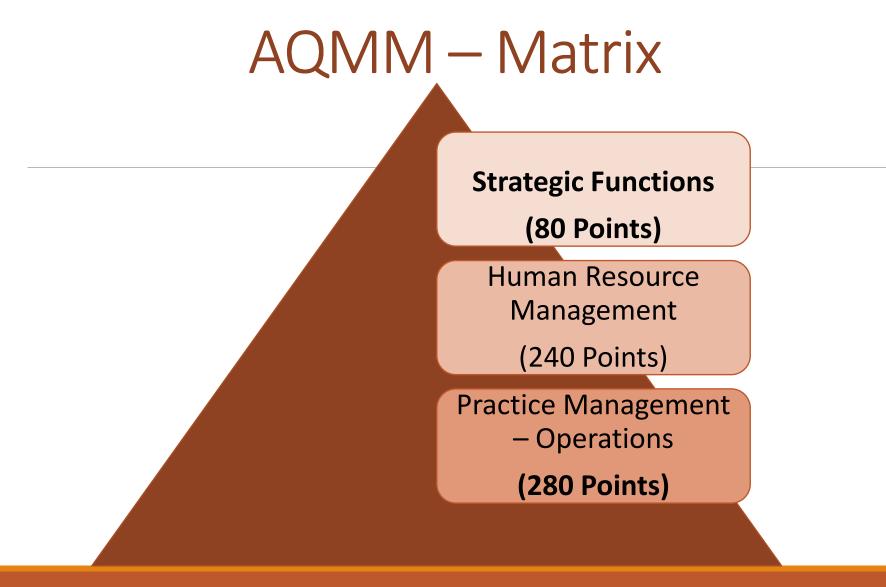
AQMM would apply to firms auditing the above-mentioned entities. It is recommendatory for a year and after a year the Council will review the date from which it would become mandatory.

Firm Audit Quality Maturity Rating



Section Reference	Total Possible Points
Section 1. Practice Management – Operation	280
Section 2. Human Resource Management	240
Section 3. Practice Management - Strategic/Functional	80
Total	600

Basis:	Up to 25% in each section		Indicates that the firm is in very nascent -will have to take immediate steps to upgrade its competency or will be left lagging behind.
	Above 25% to 50% in each section		Indicates firm has made some progress -will have to fine tune further to reach the highest level of competency.
	Above 50% to 75% in each section	LOVOL 3 FILM	Indicates firms which have made significant adaption of standards and procedures - Should focus on optimising further.
	Above 75% in each section		Indicates firms that have made significant adoption of standards and procedures – should focus on optimising further.



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AQMM – Cross Functional Features



CA R S BALAJI B.COM., FCA

Section 1 - Practice Management - Operation



Evaluation Criteria	Max Scores
1.1. Practice Areas of the Firm	12
1.2. Work Flow - Practice Manuals	16
1.3. Quality Review Manuals or Audit Tool	24
1.4. Service Delivery - Effort monitoring	36
1.5. Quality Control	80
1.6. Benchmarking of Service delivery	16
1.7. Client Sensitisation	16
1.8. Technology Adoption	64
1.9. Revenue, Budgeting & Pricing	16

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Section 2 – Human Resource Management





Section 3 - Practice Management- Strategic/ Functional

Evaluation Criteria		Max Scores		
3.1.	Practice Management	20		
3.2.	Infrastructure – Physical & Others	48		
3.3.	Practice Credentials	12		
Total o	f Section 3.	80		



Audit Quality Maturity Model v 1.0 and its implementation

1. Practice Management - Operation



1.1 Practice Area of the Firm

(i) Revenue from audit and assurance services

- For Yes 4 Points
- For No 0 Point
- Max score=4

Minimum revenue of 50% of the total revenue from audit and assurance services is considered specialisation, when consistently witnessed for a period of 3 years. (Exception applies only in case of acquisition of another firm or a group of professionals).

1. Practice Management - Operation



1.1 Practice Area of the Firm

 (ii) Does the firm have vision and mission statement ?
 Does it address Forward looking Practice statements/Plans? For Yes – 4 Points

- For No 0 Point
- Max score=4

Scoring based on presence and implementation or Not. Answers: Yes/No

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1.2 Work Flow – Practice Manuals

(i) Presence of audit manuals containing the firm's methodology that ensures compliance with auditing standards and implementation thereof.	 For Yes – 8 Points For No – 0 Point Max score=8 	
- LOE - Representation letter	 For Yes – 8 Points For No – 0 Point Max score=8 	

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1.3 Quality Review Manuals or Audit Tool

(i) Usage of client acceptance/engagement acceptance checklists and adequate documentation thereof	 For Yes - 4 Points For No - 0 Point Max score=4
 (ii) Evaluation of Independence for all engagements (partners, managers, staff, trainees) based on the extent required. The firm must identify self – interest threat, familiarity threat, intimidation threat, self- review threat, advocacy threat and conflict of interest. 	 For Yes – 4 Points For No – 0 Point Max score=4
(iii) Does the firm maintain and use the engagement withdrawal/rejection policy . templates etc?	 For Yes - 4 Points For No - 0 Point Max score=4
Centre for Audit Quality	



1.3 Quality Review Manuals or Audit Tool

(iv) Availability and use of standard checklists in performance of an audit for compliance with Accounting and Auditing Standard.	 For Yes – 4 Points For No – 0 Point Max score=4 	
(v) Availability and use of standard formats for Audit documentation of business understanding, Sampling basis, Materiality determination, Data Analyst and Control Evaluation.	 For Yes - 4 Points For No - 0 Point Max score=4 	
(vi) Are the documents related to Quality control mentioned from (i) to (v) above reviewed and updated on a frequent basis (say annually) or with each change in the respective regulation or statue and remedial action taken?	 For Yes - 4 Points For No - 0 Point Max score=4 	
Centre for Audit Quality		-

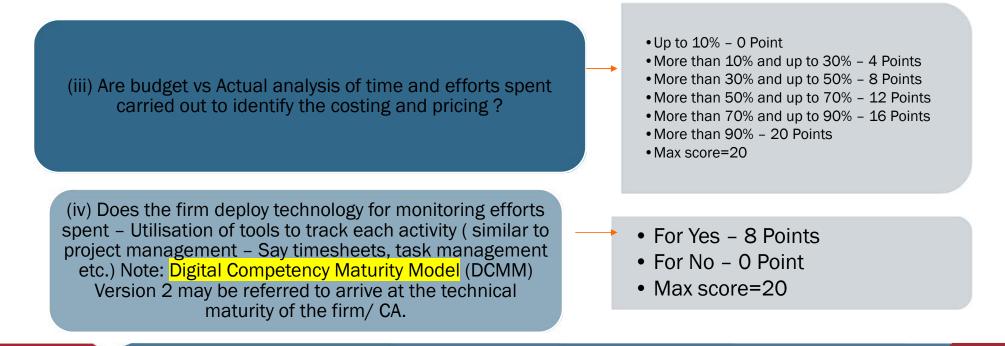


1.4 Service Delivery – Effort Monitoring

(i) Does the firm carry out a Capacity planning for each Engagement?	 For Yes – 4 Points For No – 0 Point Max score=4 	
(ii) Is a process of Budgeting & planning of efforts required maintained (hours/days/weeks)?	 For Yes – 4 Points For No – 0 Point Max score=4 	



1.4 Service Delivery – Effort Monitoring





1.5 Quality Control for engagements

(i) Does the firm have a partner review/ Quality review for all audit assignments and is there a For Yes – 8 Points document of time spent for review of all For No – O Point engagements? • Up to 10% – 0 Point More than 10% and up to 30% – 4 (ii) Total engagements having Points More than 30% and up to 50% – 8 concluded to be satisfactory Points as per quality review vs No of More than 50% and up to 70% – 12 **Points** engagements quality reviewed More than 70% and up to 90% – 16 Points

• More than 90% – 20 Points



1.5 Quality Control for engagements

(iii) No. of engagements without findings by ICAI, Committees of ICAI and regulators that require significant improvements



10% to 30% - 4 Points More than 30% and up to 50% - 8 Points More than 50% and up to 70% - 12 Points More than 70% and up to 90% - 16 Points More than 90% - 20 Points

(iv) Documentation of the firm in accordance with SQC 1



- For the presence of documentation in the critical areas of Ethical requirements, Acceptance and continuance of client relationships and specific engagements, and
- Engagement performance 6
- Points
- For the presence of documentation in the areas of Leadership responsibilities for quality within the firm, Human resources, and Monitoring – 6 Points

Text



1.5 Quality Control for engagements

(v) Does the firm have Accounting and Auditing Resources in the form of soft copies of archives Q&As, firm thought leadership, a dedicated/ Shared Technical desk?

> For Yes – 8 Points For No – 0 Point

> > Max score=8

(vi) Is appropriate time spent on understanding the business, risk assessment and planning an engagement? How have risks been mitigated through performance of audit procedures?

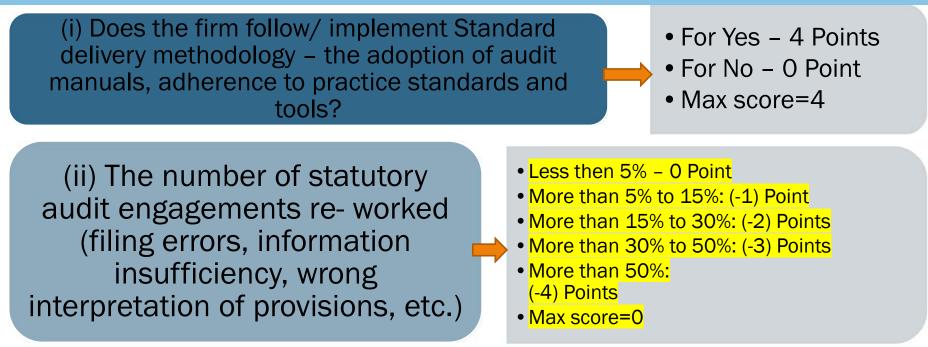
For Yes – 12 Points

For No – 0 Point

Max score=12



1.6 Benchmarking of service delivery





1.6 Benchmarking of service delivery

(iii) Number of client disputes (other than fees disputes) and how they are addressed.

- Less then 5% 0 Point
- More than 5% to 15%: (-1) Point
- More than 15% to 30%: (-2) Points
- More than 30% to 50%: (-3) Points
- More than 50%: (-4) Points
- Max score=0

 (iv) Are the timing of audit interactions with management planned in such a way that integrates with the auditor's requirements so that audit timelines can be met? [Review frequency of back- log, engagement agreed upon and not commenced, WIP, etc. (Excl. of client-side delays)]

- For Yes 12 Points
- For No O Point
- Max score=12

Text



1.7 Client Sensitisation

(i) Awareness meetings and knowledge
dissemination meetings/ articles / documents sharing with clients including :
1) Updating client on audit issues, formally – effectiveness of the process of communication with management and those charged with governance;
2) Updating client on changes in accounting.

- Iegal, audit aspects etc. with client specific impact; and
- 3) Follow through on previous audit observations and updates to management and those charged with Governance.

For Yes – 8 Points For No – 0 Point Max Score -8 (ii) Monitoring planned hours vs actual hours across engagement; the focus is on the existence of a monitoring mechanism

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1.8 Technology Adoption

(i) Technology Adoption at Office

- Internal communication chats (for Yes 4 Points, for No 0 points)
- Has the firm automated its office with automated Attendance System and Leave management? (for Yes – 4 Points, for No – 0 points)
- Project or activity management/ Timesheet management, (for Yes 4 Points, for No 0 points)
- Digital storage of records (scan, etc.), (for Yes 4 Points, for No 0 points)
- Centralised server/ Cloud (for Yes 4 Points, for No 0 points)
- Digital Library (Own or ICAI) (for Yes 4 Points, for No 0 points)
- Client interaction (Alerts, updates, availability of information in website, etc), (for Yes 4 Points, for No 0 points)





1.8 Technology Adoption

(i) Technology Adoption at Office

- Video conferencing facilities adopted, (for Yes 4 Points, for No 0 points)
- Does the firm use only licensed operating system, software etc.? (for Yes 4 Points, for No 0 points)
- Own E-mail domains, E-mail usage policies, etc. (for Yes 4 Points, for No 0 points)
- Use of anti-virus and malware protection tools, (for Yes 4 Points, for No 0 points)
- Data security, etc (for Yes 4 Points, for No 0 points)
- Cyber security measures (for Yes 4 Points, for No 0 points)

Text



1.8 Technology Adoption

(ii) Awareness and Adoption of Technology for Service delivery – Say, use of Audit tools, usage of analytical tools, use of data visualisation tools or adoption of an audit tool. Note: DCMM Version 2 may be referred to arrive at the technical maturity of the firm/ CA

For Yes – 12 Points For No – 0 Point

Max Point - 12



1.9 Revenue, Budgeting & Pricing

(i) Whether the client wise revenue is in com Ethics (currently fees from one client should revenue) and once the deferred clauses of Par will be reduced to 15%.	not exceed 40% of total	 For Yes - 4 Points For No - 0 Point Max score=4 	
 (ii) Fee considerations and scope of services should not infringe upon the quality of work and documentation as envisaged in SQC 1 under . For No - 0 Point Leadership is responsible for quality within the firm. 			
(iii) Adherence to a minimum scale of fees standards recommended by ICAI.	 For up to 50% of the engagements- 2 Points For More than 50% of the engagements - 4 Points For None - 0 Point 		

• For None – 0 Point

2. Human Resource Management



2.1 Resource Planning & monitoring as per the firm's policy

(i) Does the firm have a process of Employee/
Resources Planning for the engagements based on skill set requirement, experience etc.?

(ii) Methods/Tools used by the firm for Resource Allocation (use of spreadsheets, work-flow tools, etc.)

(iii) Is there a method of tracking the employee activity, to identity resource productivity (e.g. timesheet)?

For Yes – 4 Points For No – 0 Point Max score=4





2.1 Resource Planning & monitoring as per the firm's policy

(iv) Does the firm maintain a minimum Staff to Partner Ratio, Partner to Manager, Manager to Articles, Client to Staff ratio, etc.	 For Yes – 8 Points For No – 0 Point Max score=8 	
(v) Does the firm monitor the Utilisation & Realisation rate per employee	 For Yes – 4 Points For No – 0 Point Max score=4 	
(vi) Does the firm document the resource plan for each engagement and file it for reference during the engagement?	 For Yes - 4 Points For No - 0 Point Max score=4 	



2.2 Employee Training and development

(i) Does thefirm have anemployeetraining policy?

For Yes – 4 Points For No – 0 Point Max Score – 4 points (ii)Number of Professional Development hours/days spent (Frequency) as a firm – per employee

60 Hours per year for junior – Level: 2 points for general training and 6 points for specialized technical training.

30 – 60 per year for Mid- Level: 2 Points for general training and 6 points for specialized technical training.

More than 30 hours for partners: 2 Points for general training and 6 points for specialized technical training.



2.2 Employee training & Development

(vi) Whether the firm has a performance management culture that rewards high performing employees and those who demonstrate high levels of quality and ethics?

For Yes – 8 Points For No – 0 Point Max score=8

Text



2.3 Resource Turnover & Compensation Management

(x) Special policies to provide people time to rejuvenate especially after busy audit seasons

> For Yes – 4 Points For No – 0 Point Max score=4

(xi) Focused policies and support for staff well - being, engagement and communication

> For Yes – 8 Points For No – 0 Point Max score=4

 (xii) An established mechanism to listen to people and their views and suggestions. Credible Employee survey and its outcome demonstrate how well people are taken care of and heard.

> For Yes – 8 Points For No – 0 Point Max score=8

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Text



2.3 Resource Turnover & Compensation Management

(xiii) Standards of recruiting people – Assessment methodology, evaluation of quality and fitment to the job and culture

> For Yes – 4 Points For No – 0 Point

Max score=4

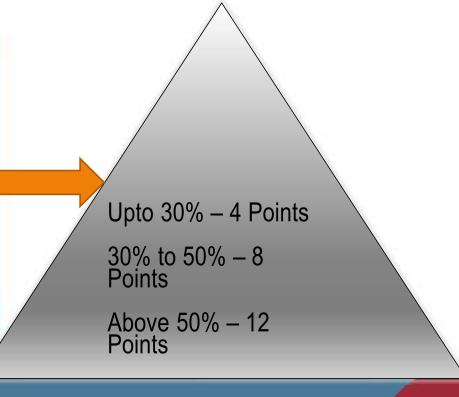
(xiv) Are the employees of the firm compensated as per a defined approach where salary is mapped to the knowledge and experience level of the employee?

> For Yes – 4 Points For No – 0 Point Max score=4

2.4 Qualification Skill Set of employees and use of Experts

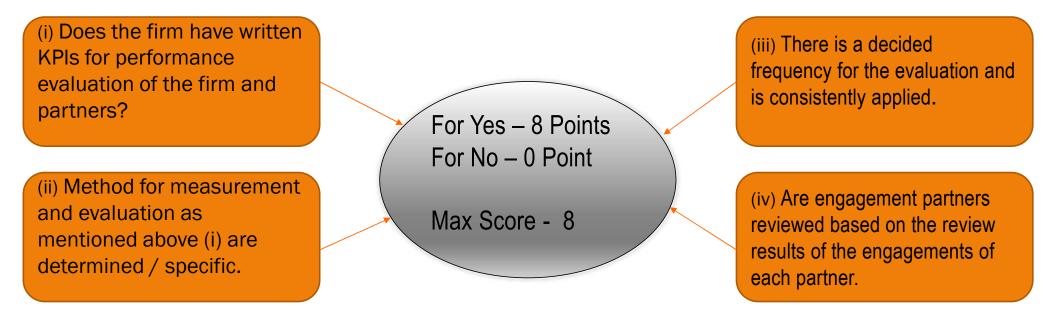


(iii) Members with Specialisation
 courses or Certifications – (Ranking
 can be based on newer areas or
 international qualification – say, Dip.
 IFRS or Firm Ind AS / IFRS
 Accreditation Requirements, etc.)



2.5 Performance evaluation measures carried out by the firm (KPI's)







3.1 Practice Management

Does the firm Manage the following attributes relating to Assurance partners to maintain the same at optimum levels as deemed fit for the respective organisations?

(i) Does the firm have a balanced mix of experienced and new Assurance partners? For average partner experience of partners > 5 years – 4 Points

For average partner experience of partners > 10 years – 8 Points Max score=8



3.1 Practice Management

Does the firm Manage the following attributes relating to Assurance partners to maintain the same at optimum levels as deemed fit for the respective organisations?

(ii) Is the firm compliant with the ICAI Code of Ethics, Companies Act 2013 and other regulatory requirements in relation to Professional Independence and Conflict of Interest?

For Yes – 8 Points For No – 0 Point

Max score=8



3.1 Practice Management

Does the firm Manage the following attributes relating to Assurance partners to maintain the same at optimum levels as deemed fit for the respective organisations?

(iii) Is there is a 'whistle blower' policy?

For Yes – 4 Points For No – 0 Point

Max score=4



3.2 Infrastructure – Physical & Others

Branches in the same city shall have only one point, branches in Metro and Tier -1 cities shall have additional points, team size per branch shall have additional points

(i) Number of Branches & Associates and network firms and affiliates

Upto 3 – 2 Points 4 to 7 – 4 Points 8 to 15 – 6 Points More than 15 – 8 Points



3.2 Infrastructure – Physical & Others

Branches in the same city shall have only one point, branches in Metro and Tier -1 cities shall have additional points, team size per branch shall have additional points

(ii) Are branch level activities Centralised/ Decentralised in accounting, Invoicing, and Payroll processing

Centralised – 8 Points Decentralised – 4 Points

Max score=8



3.2 Infrastructure – Physical & Others

Branches in the same city shall have only one point, branches in Metro and Tier -1 cities shall have additional points, team size per branch shall have additional points

(iii) Physical & Logical Security of Information are extended and implemented across locations?

For Yes - 8 PointsMaxFor No - 0 PointScore=8



3.2 Infrastructure – Physical & Others

Branches in the same city shall have only one point, branches in Metro and Tier -1 cities shall have additional points, team size per branch shall have additional points

(iv) Are there adequate Data Analytics tools and IT infrastructure available and are they being used for the relevant assignment?

For Yes - 12 PointsMaxFor No - 0 Pointscore=12



3.2 Infrastructure – Physical & Others

Branches in the same city shall have only one point, branches in Metro and Tier -1 cities shall have additional points, team size per branch shall have additional points



What are the credentials of the firm that distinguish the firm or stands as testimony to the quality of the firm:

(i) Is the firm ICAI Peer Review certified?

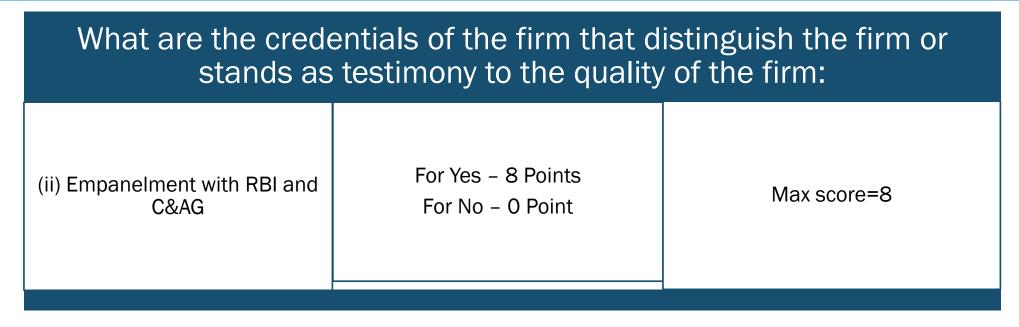
For Yes – 4 Points For No – 0 Point

Max score=4

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What are the credentials of the firm that distinguish the firm or stands as testimony to the quality of the firm:

(iii) Is there an advisory as well as a decision, to not allot work due to unsatisfactory performance by the CAG office?

For Yes – (-5) Points For No – 0 Point

Max score=0



What are the credentials of the firm that distinguish the firm or stands as testimony to the quality of the firm:

(iv) Have any Government Bodies/ Authorities evaluated the performance of the firm to the extent of debarment/ blacklisting?

For Yes – (-10) Points For No – 0 Point

Max score=0



What are the credentials of the firm that distinguish the firm or stands as testimony to the quality of the firm:

(v) Any negative assessment in the report of the Quality Review Board?

For Yes – (-5) Points For No – 0 Point

Max score=0



What are the credentials of the firm that distinguish the firm or stands as testimony to the quality of the firm:

(vi) Has there been a case of professional misconduct on the part of a member of the firm where he has been proved guilty?

For Yes – (-5) Points For No – 0 Point

Max score=0

Effect of Audit Documentation



AuditDocumentationprovidesevidencethattheauditcomplieswithSAs

(SA 230- Para A7)



SA 230

Audit Documentation



Meaning of Audit Documentation

The record of -• audit procedures performed • relevant audit evidence obtained and • conclusions reached



Objective of the Auditor is to prepare documentation that provides

Sufficient & Appropriate record of basis for the auditor's report Evidence that audit was planned and performed in accordance with SAs & L&R

Meaning of the term "Audit File"



Audit File

one or more folders or other storage media

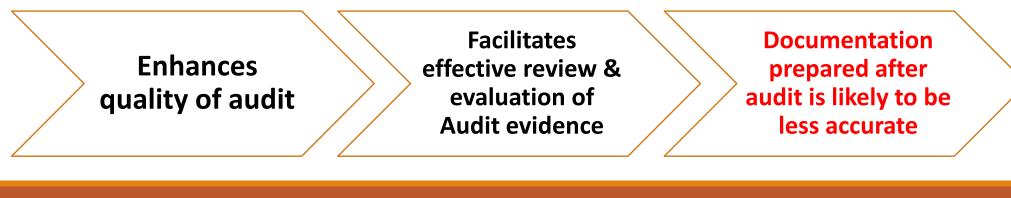
- in physical or electronic form
- containing records that comprise audit documentation for a specific engagement



Requirement 1: Timely Preparation of Audit Documentation

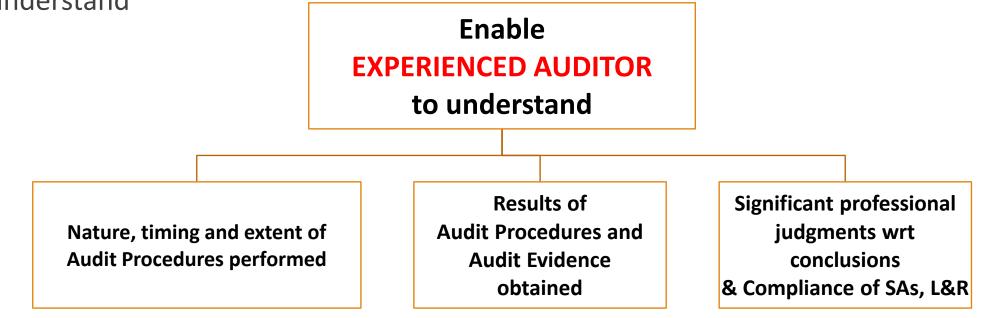
Auditor shall prepare the audit documentation on Timely basis. It shall be prepared before the Audit report is finalised.

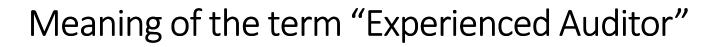
Timely preparation of Audit Documentation:



Requirement 2: Documentation of the Audit Procedures Performed & Audit Evidence Obtained

Auditor shall prepare audit documentation that is sufficient to enable an **Experienced Auditor**, having no previous connection with the audit to understand

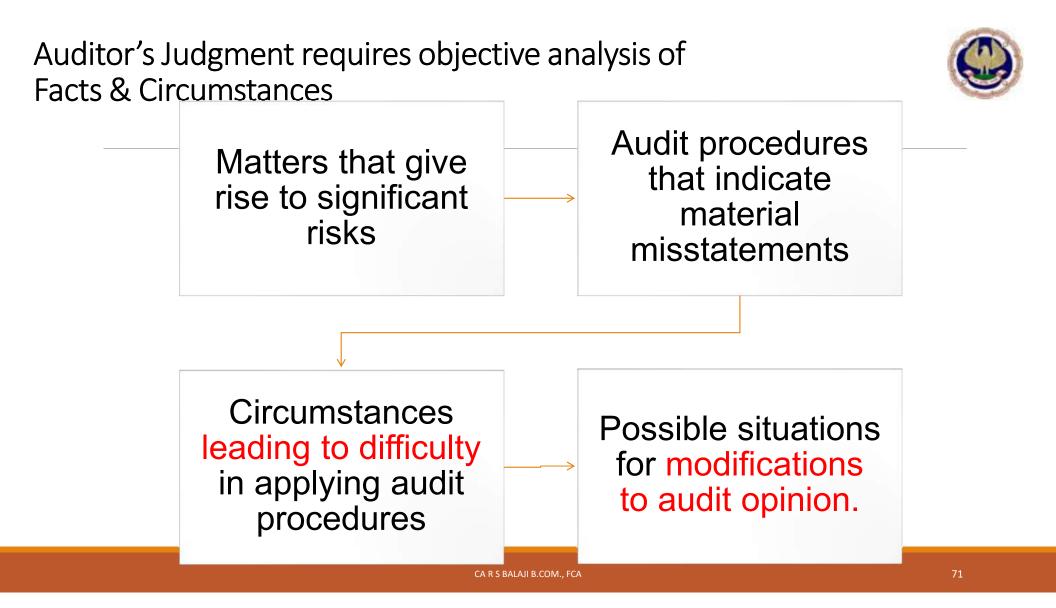






An individual (whether internal or external to firm) having practical audit experience, and a reasonable understanding of:

- Audit processes
- SAs and applicable L&R requirements
- Business environment
- Auditing and financial reporting issues





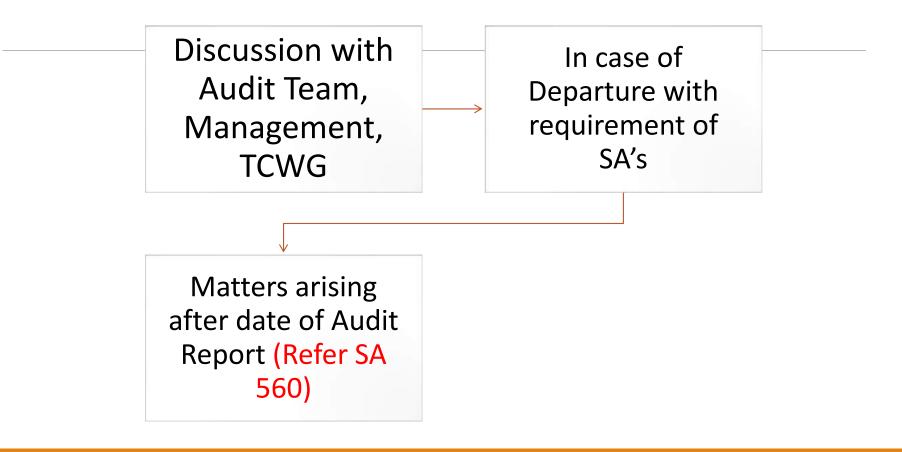
Significant Matters that requires Documentation

Basis of conclusion on reasonableness of areas of subjective judgment. Basis for conclusion authenticity of a document when authenticity is in doubt. (Also Refer SA 500)

When SA 701 applies, the auditor's determination of the key audit matters or the determination that there are no key audit matters to be communicated.



Specific Aspects for Documentation





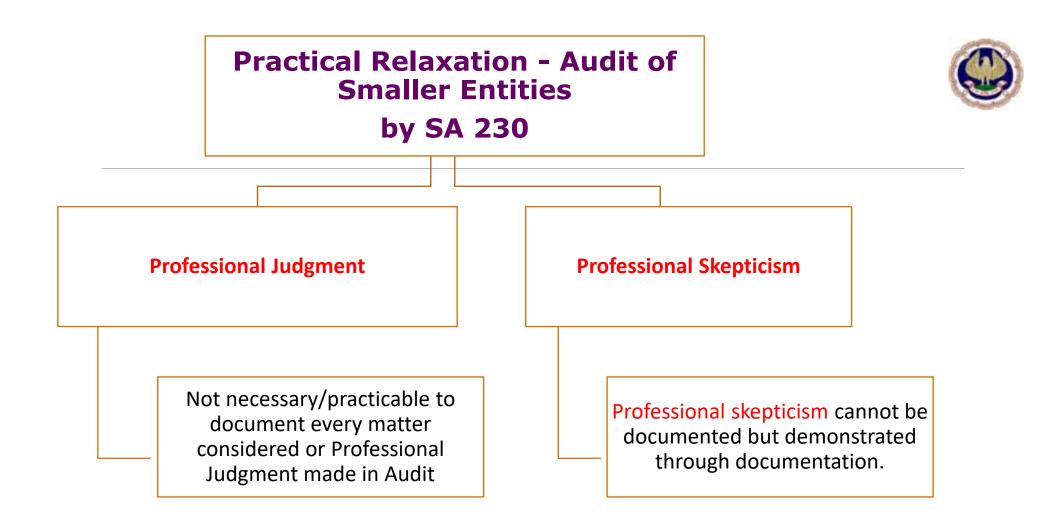
Requirement 2: Specific Aspects in case of Smaller Entities

Audit Documentation for Audit of Smaller Entity

Generally less extensive than that for the audit of a larger entity.

No Documentation requirement for Team Discussions or Supervision

But "Experienced Auditor" condition still applicable





Assembly of Final Audit File

Set Policy of Documentation as per SQC 1

Time limit for assembly of final audit file shall be not more than 60 days after the date of Auditor's report

Should retain it for a minimum period of 7 years from the date of Auditor's report

Audit Documentation is the Property of the Auditor.

Firm Audit Quality Maturity Rating



Section Reference	Total Possible Points
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Total	600

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	Above 50% to 75% in each section	LOVOL 3 Firm	Indicates firms which have made significant adaption of standards and procedures - Should focus on optimising further.
	Above 75% in each section		Indicates firms that have made significant adoption of standards and procedures – should focus on optimising further.

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Section 1 - Practice Management - Operation



Evaluation Criteria	Max Scores
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1.8. Technology Adoption	64
1.9. Revenue, Budgeting & Pricing	16

280

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Section 2 – Human Resource Management



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Audit procedures can be performed using a number of tools or techniques, which can be manual or automated (and often involving a combination of both).

Practitioners may use various terms in practice to describe tools or techniques that are automated.



For example, applying automated analytical procedures to data during risk assessment procedures are sometimes referred to as data analytics.

In planning an Audit, it shall be helpful when the auditor uses Automated Tools and Techniques (ATT) Audit Tools & its Automation

Efforts of ICAI in Audit Tools

The Committee for Members in Practice of ICAI is coming out with a bunch of 4 audit tools-

- 1. Audit documentation tool, (Audit Trail, proper RMM identification)
- 2. Data Analytics tool,
- 3. Digital Library
- 4. Practice Management tool.

These go-to-market tools will provide a one-stop solution to all the audit documentation and monitoring requirements of the firm. The audit documentation tool will include audit and accounting standard checklists.

Practical Aspects for Conceptual Clarity & Compliance



Specific Audit Documentation

Acceptance Related Matters

Pre-Audit Correspondence

Appointment Letter

Consent Letter

Communication with Previous Auditor

Client Acceptance Checklist

Engagement Letter

Specific Audit Documentation

Communication & Work Aspects

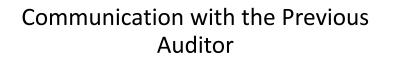
Letter of Confirmation

Representations by the Management

Correspondence Concerning Significant Matters

SA 240, SA 260, SA 265, SA 701

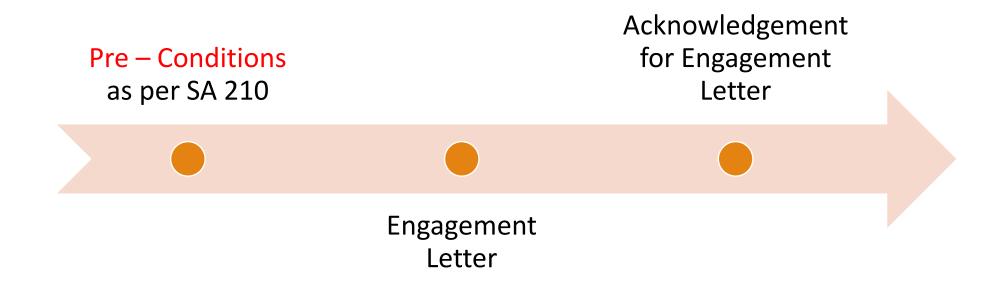
Sequence of Events – Step 2



Clause 8 of Part 1 of First Schedule

Verification of Validity of Appointment Clause 9 of Part 1 of First Schedule

Sequence of Events – Step 3



Practical Implications of Certain Important Standards

SA	Important SA's Regarding Ensuring Quality and base Work
210	Agreeing The Terms Of Audit Engagements
220	Quality Control for an Audit of Financial Statements
240	The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements
250	Consideration of Laws and Regulations in an Audit of Financial Statements
300	Planning an Audit of Financial Statements
315	Identifying & Assessing the Risks of Material Misstatement Through Understanding the Entity and its Environment
330	The Auditor's Responses to Assessed Risks
450	Evaluation of Misstatements Identified during the Audit
550	Related Parties
570	Reporting on Going Concern
600	Using the Work of Another Auditor
700 701-705 720	Forming an Opinion & Audit Report Format Key Audit Matters Reporting - Modifications in Audit Reporting Other Information

Peer Review Enabler Module in Audit tools

Useful Reference Materials from ICAI

- **1. Practitioner's Guide to Audit of Small Entities**
- https://resource.cdn.icai.org/58215aasbpg2020.pdf
- 2. Implementation Guide to SA 230 Audit Documentation
- https://resource.cdn.icai.org/53548aasb42961.pdf
- **3. E- Booklet on Sample Check List on SAs:**
- **Ready Referencer for Practitioners & CA Firms**
- https://resource.cdn.icai.org/54214ccbmp43510.pdf