Chapter 10

Substantive testing, computer-assisted audit techniques and audit programmes
Learning objectives

• To describe the substantive procedures an auditor would perform to prove that recorded transactions and figures are genuine, accurate and complete.
• To explain the purpose of selecting a sample when performing substantive procedures.
• To draft suitable conclusions after substantive procedures have been performed.
• To draft a management letter, containing recommendations on internal control and other matters of interest to management and others charged with governance, and to the auditor.
Substantive testing of transactions, balances, disclosures

- Auditors use substantive procedures to test if transactions – processed and controlled by accounting and control systems – are genuine, accurate and complete. Reminder of definitions:

  a) **Substantive procedure** – an audit procedure designed to detect material misstatements at the assertion level. Substantive procedures comprise:

    i. **Tests of details** (of classes of transactions, account balances, and disclosures); and

    ii. **Substantive analytical procedures**.

  b) **Test of controls** – an audit procedure designed to evaluate the operating effectiveness of controls in preventing, or detecting and correcting, material misstatements at the assertion level.
Substantive ‘tests of detail’ and ‘substantive analytical procedures’

- Tests of detail: detailed testing of transactions and balances. Audit objective: to ensure, e.g., turnover includes all despatches of goods.

- Substantive analytical procedures not concerned with detail. If analytical review results are as expected, auditor might accept entity’s controls to ensure, e.g., sales are genuine, accurate and complete.

- Auditors restrict substantive tests to analytical procedures if satisfied company controls are strong. If deemed weak, solely analytical procedures not enough.

- Two reasons why substantive tests always performed:
  1. Auditor’s assessment of risk judgemental: may not be sufficiently precise to identify all risks of material misstatement.
  2. Inherent limitations to internal control including management override.
Setting objectives before designing a programme of substantive tests

- Substantive tests should be designed to prove the validity of financial statement assertions of material account balances and transaction classes (ISA 330).

- Means that auditors must be clear as to what they wish to achieve before designing a programme of substantive tests.

- See Powerbase Case Study 10.1 (on the following slide). Read the original audit programme for purchases and explain why it is inadequate.
Powerbase case study 10.1 – original inadequate audit programme of substantive tests for purchases

- **Cheque payments.** Select a sample of cheque payments for purchases of raw materials and check as described below:
  
  (a) Agree to invoices for goods received.
  
  (b) Agree to goods received notes.
  
  (c) Check calculations and additions on invoices.

- **Purchase daybook.**
  
  (a) Select entries at random and examine invoices and credit notes for price, calculations and authorization, etc.
  
  (b) Check postings of entries to trade payables ledger.

- **Purchase ledger.**
  
  (a) Select a sample of accounts and test check the entries into the books of prime entry, checking the additions and balances carried forward.
  
  (b) Enquire into all contra items.

- **Conclusions.**
  
  Note any conclusions covering any weaknesses and errors discovered during the above tests for possible inclusion in a management letter.
## Final purchases audit programme for Powerbase (1) Figure 10.1

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Final purchases audit programme for Powerbase (2) Figure 10.1 (continued)

| Programme step 6: | (this represents a reperformance of the matching operation that should already have been carried out by company personnel) Select 30 goods received notes on a random basis and trace details to:  
| (a) purchase order (confirm also that the order has been signed by an appropriate responsible official)  
| (b) stock records  
| (c) purchase invoices (confirm also that the invoices contain a completed box showing that all matching steps have been carried out by an appropriate responsible official). |

| Programme step 7: | (this represents a further test on the accuracy of the invoice and is done in conjunction with programme step 6) On the invoices selected check that all calculations and additions have been properly made. |

| Programme step 8: | Trace the invoices selected to:  
| (a) purchase daybook (check amount and cost allocation)  
| (b) trade payables ledger (check amount and name of supplier)  
| (c) cash book entry on subsequent payment (check also to cheque book stub and entry in bank statement). |

| Programme step 9: | (this represents a further test on completeness and accuracy of purchase transactions, but also that trade payables are properly stated at the circulation date) Select 30 suppliers’ balances on a random basis and request the company to ask the suppliers concerned to confirm direct to us (the auditor) the balances in their books relating to the company at 30 November 2015. The date of 30 November 2015 in programme step 9 has been selected for illustrative purposes only. The auditor might prefer to select a circulation date nearer to the balance sheet date. |

| Programme step 10: | Conclude on the completeness and accuracy of the purchase transactions in the six months to 30 November 2015. |
The use of audit software

• Generalized audit software
• Software developed for use in specific industries
• Statistical analysis software
• Expert system software

1. Generalized audit software can only be used after the event
2. (a) Systems weaknesses can be discovered using audit software, but difficult to assess likelihood of error.
   (b) Not used continuously and conclusions not timely.
   (c) Not very useful in detecting where system breakdowns are likely, e.g. when system overload.
Generalized audit software and software developed for specific industries

• Interrogation tools primarily for substantive testing.
• Can confirm systems operating satisfactorily – e.g. confirm no blank fields in customer data.
• Software designed for use in specific industries – similar to generalized software but additional functions
• Generalized audit software can:
  – access files with different characteristics and manipulate data, e.g. sorting and merging files.
  – select data on basis of predetermined criteria and perform arithmetical functions on data selected.
  – analyse selected data statistically and stratify into desired categories.
  – create and update files from the company’s own files.
  – produce reports for auditor in desired format.
Statistical analysis

- Software packages with regression analysis capabilities enable auditors to form a view on company trends.
- Generalized audit software to extract ratios and balances for comparison with previous periods/external data.
- Generalized audit software can select data on statistically sound basis:
  - select customers for circularization
  - select inventory items for audit purposes.
- The software report writing facility might be used to:
  - prepare summaries of customers selected
  - list selected inventory items.
- Use of generalized audit software is supplement to statistical sampling techniques
The use of computer-assisted audit techniques (CAATs)

- CAATs may enable more extensive testing of electronic transactions and account files, which may be useful when the auditor decides to modify the extent of testing, for example, in responding to the risks of material misstatement due to fraud. Such techniques can be used to select sample transactions from key electronic files, to sort transactions with specific characteristics, or to test an entire population instead of a sample. (ISA 330, para 16)
CAATs: examples (1)

Sales and trade receivables

1. Listing large sales transactions for special investigation.
2. As part of cut-off tests matching dates of SDNs and sales invoices; matching dates of goods returned notes and credit notes.
3. Listing prices differing from official price lists and discounts exceeding a certain percentage. Recalculating sales discounts.
4. Analysing sales per product line.
5. As part of completeness of recorded sales test, listing quantities despatched and quantities invoiced.
7. Listing credit note transactions, particularly those of high value or near the year-end.
8. Testing additions on invoices and trade receivable accounts.
9. Testing that sales have correctly entered the costing record.
CAATs: examples (2)

Inventories and production cost

1. Listing material changes in standard costs from previous year or period.
2. Comparing finished inventory records with sales data.
3. Identifying obsolete inventory by calculating inventory turnover statistics.
4. Identifying abnormal usage or costs.
5. Testing overhead cost allocations.
6. Comparing production usage with issues of raw materials and components from inventory.
7. Comparing proportions of materials, components, labour and overheads in production costs with those included in inventories.
8. Comparing inputs to production processes with outputs.
CAATs: examples (3)

Purchases and trade payables
1. Listing large purchases of goods and services for later examination.
2. Analysing purchases of goods and services for each month or year.
3. Comparing goods received data with recorded purchase invoices as part of the cut-off test.
4. Listing details of new suppliers.
5. Comparing outputs from financial accounting records of purchases to inputs to costing records.

Wages and salaries
1. Listing details of new or dismissed/resigning employees for later checking to supporting records.
2. Comparing date of first entry or last entry of employees on the payroll with date of appointment/leaving in personnel records.
3. Testing mathematical accuracy of tax, social security and other deductions.
4. Testing payroll casts and cross-casts.
5. Testing outputs from financial accounting records of wages and salaries to inputs to costing records.
6. Comparing records on personnel and payroll files for consistency.
CAATs: examples (4)

Non-current tangible assets
1. Retrieval of non-current asset records to check that records for assets known to be in existence, themselves exist.
2. Analysing assets by type, age and location.
3. Listing details of fully depreciated assets.
4. Testing reconciliation of assets recorded in non-current assets accounts to non-current assets register.
5. Reconciling non-current asset budget entries with subsequent purchases and printing material variances.

Investments
1. Testing that income from all assets held is complete and accurate.
2. Listing changes in investment balance sheet values.
3. Comparing costs with investment market values.

Taxes on income
1. Identifying and analysing repairs above a certain amount to check validity of the capital/revenue decision.
2. Listing subscriptions and donations to check for allowability as a charge against taxable income.
3. Listing motor vehicle usage by, and pension scheme contributions on behalf of, individuals for checking to benefits in kind calculations.
Expert systems

- Expert systems useful when system or other area can be broken down into a series of rules.
- Auditor answers questions on screen and program prepares report containing action required, if critical.
- Checklists have been turned into a rules-based expert system, such as EDP/IT checklists.
- Expert systems make expertise available to persons not experts themselves – used for evidence collection and evaluation of risk, for instance:
  - Is the company likely to face going-concern problems?
  - Are any serious breaches in security likely?
  - Appropriate audit programme steps after systems evaluation.
  - Check legislation and accounting standards complied with.
Directional testing

- Substantive procedures should be designed to test for both over- or understatement. One way to do this is to direct tests of detail of debit items to detect overstatement and to test credit items to detect understatement.
- Apart from these tests of details, it would also be appropriate to perform analytical procedures.
Substantive audit programmes for wages and cash and bank balances

• Suggested audit programmes are given in Appendix 10.1 and Appendix 10.2.
Communication of audit matters to TCWG (management letter)

• One objective of communicating to TCWG is:

  To provide TCWG with timely observations arising from the audit that are significant and relevant to their responsibility to oversee the financial reporting process.

• The directors and others charged with governance have duty to ensure internal controls are adequate – auditor informs them as soon as possible of any weaknesses. This will help auditors in fulfilling their duties if weaknesses are remedied. Weaknesses are likely to result in increased audit time and TCWG should be informed of the reasons.
Management letter

- Management letter has a title and intended recipients clearly stated.
- The introduction explains why the letter came to be written.
- Responsible officials with whom the memorandum has been discussed.
- If auditor no reason to doubt integrity of officials, say so.
- A section stating the main conclusions.
- The main conclusions are then followed by detailed comments: brief description, possible consequences and recommendations.
- Minor matters already cleared with management should not clutter the report.
- Auditors indicate willingness to discuss matters at greater length with TCWG and asks for a response.
Further matters of importance relating to the management letter

1. May be circumstances where not appropriate to discuss findings direct with management, if integrity or competence is in question.

2. Where small entities have insufficient staff for full segregation of duties – letter emphasizes importance of supervision by management.

3. Auditors report weaknesses that have resulted or may result in misstatements in financial statements.

4. If no remedial action taken re significant weaknesses in controls raised previously, current letter to refer to it. Auditor to ask why no remedial action taken.

5. Auditors of public sector entities may have special responsibilities for reporting internal control matters, e.g. compliance with regulations of legislative authorities.
Audit management with the computer

Some ways in which audit automation is used:

• Risk assessment, planning and allocation of staff and other resources to the audit assignment
• Information retrieval and analysis
• Interpretation and documentation of results
• Review and reporting activities
• Manuals and checklists on computer file

Two warnings:

1. Computer security applies equally to data held by the auditor on computer file.
2. Spreadsheets can be an invaluable tool but their preparation needs careful control.
Figure 10.1 Powerbase plc purchases audit

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Figure 10.2 Directional testing example (all figures in thousands)

Sales account
P&L  2500
Goods  2500 → 2500

Trade receivables
Op. bal  4750
Bank  1125 → 1125
Cl. bal  1375

Bank account
Cl. bal  5875

Bank account
Op. bal  5525
800 ← Bank  800

Trade payables
1500 ← Goods  1500

Purchases account
1500

Cl. bal  4725
Cl. bal  700

5525
5525
1500
1500
1500
1500
Figure 10.3 Communication of audit matters to those charged with governance (internal control section) at Broomfield plc

JOHN GUNN & Co., Public Accountants

The directors and chair of audit committee of Broomfield plc

MEMORANDUM ON INTERNAL CONTROL AND OTHER MATTERS OF INTEREST TO THOSE CHARGED WITH GOVERNANCE ARISING FROM OUR INTERIM EXAMINATION

As you are aware we have recently carried out our interim examination of the books and records of Broomfield plc for the year ended 31 December 2015. As part of our examination we reviewed and tested the company’s systems of accounting and internal control. We did this to the extent we considered necessary to evaluate the systems with the objective of establishing the nature and extent of our audit procedures necessary to express an opinion on the truth and fairness of the financial statements at 31 December 2015. We also performed a special examination of the system for the control of purchases and trade creditors in accordance with your instructions dated 24 June 2015.

During our review and testing of the aforementioned systems certain matters came to light which we believe should be brought to your attention in order to safeguard the assets of the company and of maintaining reliable accounting records for the preparation of financial statements. We have discussed the internal control matters contained in this memorandum with your chief accountant, Mr Philip Moscow, and he is in agreement with our comments unless otherwise stated. We would mention that none of the comments made below should be taken as questioning the integrity of any member of the staff of your company.

SUMMARY OF WEAKNESSES IN INTERNAL CONTROLS

A. Purchases and trade payables

MAJOR FINDINGS

1. The system should be programmed to produce the official purchase order rather than the requisition note and the opportunity taken to strengthen the controls over setting and changing minimum inventory levels (see findings 2a and 2b).

2a. A responsible official outside the buying department should be authorized to change minimum inventory levels.

2b. Budgets and minimum inventory levels should be reviewed regularly to ensure that they are still valid. Significant changes should be authorized by the board.

3. Bids should be sought in sufficient time to ensure best prices and terms are obtained.

4. The buying department should decide how the items on the exception report should be dealt with after the purchase order run. Similarly the accounting department should decide on the disposition of items on the exception report after the inventory/ trade payables update run.

5. The buying department should compare official purchase orders with the initial orders as there is a risk that official orders are incorrect.

6. Accounting department staff should have ‘read-only’ access to current prices and terms of suppliers to enable an independent check of their validity.

7. Coding of purchase invoices should be independently checked.

DESCRIPTION OF WEAKNESS, POSSIBLE CONSEQUENCES AND RECOMMENDATIONS

1/2. The system should be programmed to produce the official purchase order rather than the requisition note and the opportunity taken to strengthen the controls over setting and changing minimum inventory levels.

This is an efficiency as well as a control matter. Currently, purchase requisitions are automatically prepared by the program when minimum inventory levels are reached, such requisitions forming the basis for the preparation of the purchase order in the buying department. The requisitions are sent to Ior Jordan who, having decided whether it is appropriate, prepares a purchase order which is the source document for the purchase order run and the preparation of the official purchase order. In our view this is a very long-winded procedure, which may result in time delays and transcription errors, and we believe that it would be appropriate to change your system so that the official purchase order is prepared automatically when minimum inventory levels are reached.

However, a change of this nature is carried out through we believe that changes are required to your system for determining minimum inventory levels and for authorizing and changing reorder levels. As you are aware, minimum inventory levels forming the basis of reorder levels are based on the purchases budget (prepared by Ior Jordan and agreed by the directors). However, during the year it became clear that goods were being reordered when not really required, as minimum inventory levels had been set too high at the time that the budget had been prepared. Consequently, Ior Jordan has taken the liberty to disregard a requisition if he believes that the goods are not really required and, in addition, has been allowed to change minimum inventory levels on the inventory master file. However, no independent responsible officer reviews the new minimum inventory levels or the adjustments to them on the inventory master file, with the result that inappropriate amendments may be made.

Recommendation

1. We believe that you should consider changing your existing purchase order routine to allow for the official purchase order to be automatically prepared once predetermined minimum inventory levels have been reached.

2. Coupled with this recommendation are two further recommendations:

a. An instruction should be prepared outside the buying department to change minimum inventory levels and that a review be made of all changes to the inventory master file during the current year.

b. A change to the system should be sure that all parts are still valid. Significant changes should be authorized by the board.

3. Bids should be sought from suppliers to ensure best prices and terms are obtained.

It is not clear that best prices, terms and qualities are obtained from suppliers as your company does not require them to make written bids before orders are placed with them. In consequence, the company cannot be sure it is obtaining the goods it requires on the most advantageous terms.

Recommendation

We would advise you to introduce a system requiring potential suppliers to submit bids before they become recognized suppliers, such bids to include details of prices at various quantity bands, purchase rebate and payment terms, including cash discounts. We recommend that the chief buyer and a responsible official from production review the bids before acceptance and that goods be tested as being suitable for production as part of the process. You should also inform staff at all times of any changes in suppliers, details in a suppliers’ master file and we suggest that you consider the feasibility of automatic selection of the most appropriate supplier at the time that the purchase order is prepared. In the meantime we suggest that supplier selected by the buying department are assessed by the independent office.

4. The buying department should decide on disposition of items on the exception report after the purchase order run. Similarly the accounting department should decide on the disposition of items on the exception report after the inventory/ trade payables update run.

5. The buying department should compare official purchase orders with the initial orders as there is a risk that official orders are incorrect.

Currently, Eric Dower, the head of the data control section is responsible for reviewing the exception reports forming part of the output of the purchase order run and the inventory/payables update run. Neither the buyer (Ior Jordan) nor the accounting department (Janet Black) receive copies of the exception reports and play no role in the resolution of discrepancies, even though they have a considerable interest in the accuracy of data emanating from their departments. While it is true that progress may be the result of inputting errors in the computer department, there may be other errors, such as non-existent inventory or supplier number, that should be reviewed by Ior Jordan and Janet Black. In this connection we note that receipt (Ior Jordan) do not currently compare official purchase orders with the original purchase orders that he has prepared. In consequence, he has no chance to pick up potential differences between original and official purchase orders, particularly as he does not see the exception reports that contain the control totals.

Recommendation

We recommend that exception reports be passed to Ior Jordan and Janet Black for checking control totals, for comparison with source documentation and for a decision as to disposition. If you decide to put in the new system discussed in 1/2 above, we would recommend that Ior Jordan review purchase orders for reasonableness before they are sent to suppliers.

Use with The Audit Process: Principles, Practice and Cases, 6th edn
6. Accounting department staff should have ‘read-only’ access to current prices and terms of suppliers to enable an independent check that these are in order. We noted that Janet Black kept her own database of suppliers’ terms, culled from previous purchase invoices, and that she used this database to check suppliers’ terms on current invoices. This can hardly be regarded as a satisfactory procedure as her database may not be up-to-date and may contain errors.

**Recommendation**
We strongly recommend that Janet Black in the accounting department be given ‘read-only’ access to suppliers’ prices and other terms on the suppliers’ master file. We would remind you in this connection that one of the advantages of a database is that everyone in the company is using the same data. We recommend that you ensure that the use of personal databases is kept to a minimum.

7. Coding of purchase invoices should be independently checked.
Janet Black is currently responsible for entering general ledger codes on the face of the purchase invoice prior to processing. However, the coding is not independently checked and errors might not be brought to light by the review of purchase invoice listings and cost summaries by the chief accountant.

**Recommendation**
We recommend that an independent official within the accounting department check that the purchase invoice cost codes are accurate. The review of listings and summaries by the chief accountant should continue but the independent check will in our view give a heightened sense of security that the figures are reliable.

8. **Other areas (not discussed here)**

**CONCLUSION**
The above matters we believe to be of sufficient importance to be put into effect as soon as possible. In our view, your system of control over purchases and related trade payables and also the general efficiency of your company would be much improved if our recommendations were to be put into effect. We are willing to discuss these matters with you further if you wish. We should be pleased if you would let us know your decisions in due course. We would mention that it would help our work at the final examination if the recommendations were put into effect before the year-end. A number of other minor matters came to our attention during our examination and these we have discussed with company officials.
Figure 10.4 Audit programme for substantive tests of production wages (Troston plc)

Troston plc
Year ended 31 December 2015

Objectives are to determine:
- That the money paid out by the company for production wages and related costs and described as such in the financial accounting and costing records reached the persons for whom it was intended.
- That the wages paid have been in return for services performed for the benefit of the company.
- That the financial accounting and costing records contain an accurate, complete and valid record of production wages, including proper allocation within the costing system to various expense, fixed assets and stocks.

Global audit tests

1. Summarize the labour costs for production wages by reference to departmental reports in terms of number of employees and amount for the year to date, the corresponding period last year and total for the whole of last year, the labour costs to be assessed as to grades of staff, amounts paid on a time basis and amounts paid for bonus, and incidental costs such as employer’s social security contributions.
2. Review the above information and obtain explanations from management on trends and changes, where system’s work has not provided the required insights.
3. Obtain summaries of production reports from the production control department and estimate total production wage costs on the basis of known labour content of production cost and compare that estimate with total of actual production wages to date.
4. Estimate production bonus on the basis of normal production quantities and actual production quantities and bonus agreement, and compare with actual production bonus to date.
5. Apply known wage percentage increases to corresponding period basic production wages total and compare to the same period in this year, after adjusting for known changes in numbers.
6. Review the labour costs for selected product appearing in the costing records and enquire into any significant changes in costs as compared with previous periods this year and last. Review the company’s variance analyses in conjunction with this work.

Tests of detail

(a) Select four weekly payrolls in the period to date on a random basis and check the gross amounts to the wages control account and the general ledger expense account. Check the net totals to the cash book entry.
(b) Confirm that the selected payrolls have been signed by the two wages and salaries personnel and by the chief accountant.
(c) Scrutinize the general ledger accounts containing entries emanating from the payroll (check (a) above) and enquire into any postings of an unusual nature, particularly those originating in the payroll.
(d) Select two of the payrolls on a random basis and using audit software (CAAT 1), recreate the following listings:
   - new staff
   - loans
   - hours less than 40
   - overtime hours
   - overtime over ten hours
   - recorded production hours and total possible payroll hours and shortfall
   - bonus calculation and reconciliation to production report.

CAAT 1 to include producing reports of new or dismissed/discharging employees for comparison with supporting documentation, and comparing date of entry on payroll with date of appointment or leaving (using data on separate file).

(e) For the two payrolls check the cash and cross-casts and reconcile to recorded times using audit software (CAAT 2).
(f) For the two payrolls check the mathematical accuracy of deductions using audit software (CAAT 3).
(g) For selected employees (20) check names to tax cards and social security documentation.

(ii) For the selected employees check hours worked per the payroll to recorded times listing (Note: This work should be backed up by proving the validity of the encoded clock cards of the selected employees held by them.)
(i) Check listings (a), (b) and (c) to the personnel master file hard copy. Back up this by checking the master file to the hard copy on a random basis, and for the selected employees check to employee contracts, and wage and bonus rates, ensuring that these are properly authorized.
(j) Check listings (d) to (g) to verify authorization forms and production reports and related BETs, checking that DAIs have been approved by the head of PCD and that BETs bear the signatures of group heads, employees and inspector. (Obtain specimen signatures for the purpose of this work.) Check sequence of the BETs. (Note: It may be possible to use audit software to test the reconciliations to the production reports and costing records generally.)

(k) Review the accounting records in the general ledger and check:
   - That the details agree with returns submitted to the departments and bodies entitled to the deductions.
   - That payments appear to be on a timely basis.
   - That reconciliations are regularly made between returns and the relevant accounting records.
   - For the selected employees, check to copies of the bank transfer forms and to entries in the cash book and bank statements.

Use with The Audit Process: Principles, Practice and Cases, 6th edn
**Figure 10.5 Audit depth test: production wages (Troston plc)**

<table>
<thead>
<tr>
<th>Employees</th>
<th>Rates basic OT</th>
<th>Hrs</th>
<th>Bonus</th>
<th>Gross</th>
<th>Tax</th>
<th>NIC</th>
<th>Trade union</th>
<th>Deduction</th>
<th>Net</th>
<th>Personnel</th>
<th>Tax cards</th>
<th>NIC records</th>
<th>Payroll no.</th>
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<tr>
<td>Hanwell</td>
<td>√ 8.00</td>
<td>×</td>
<td>&lt;59</td>
<td>α 499.00</td>
<td>α 93.40</td>
<td>α 29.94</td>
<td>γ 4.00</td>
<td>&gt; 127.24</td>
<td>&gt; 371.66</td>
<td>β</td>
<td>β</td>
<td>β</td>
<td>3</td>
</tr>
<tr>
<td>W</td>
<td>√ 12.00</td>
<td>×</td>
<td></td>
<td></td>
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<tr>
<td>Hassan</td>
<td>√ 6.00</td>
<td>×</td>
<td>&lt;41</td>
<td>α 353.00</td>
<td>α 60.20</td>
<td>α 21.18</td>
<td>γ 4.00</td>
<td>&gt; 85.38</td>
<td>&gt; 267.62</td>
<td>β</td>
<td>β</td>
<td>β</td>
<td>10</td>
</tr>
<tr>
<td>R</td>
<td>√ 9.00</td>
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<tr>
<td>Sykes</td>
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<td>&lt;38</td>
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<td>α 41.70</td>
<td>α 16.98</td>
<td>γ 4.00</td>
<td>&gt; 62.68</td>
<td>&gt; 220.32</td>
<td>β</td>
<td>β</td>
<td>β</td>
<td>25</td>
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<tr>
<td>E</td>
<td>√ 10.50</td>
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<tr>
<td>Popat</td>
<td>√ 5.00</td>
<td>×</td>
<td>&lt;25</td>
<td>α 277.50</td>
<td>α 42.20</td>
<td>α 16.65</td>
<td>γ 4.00</td>
<td>&gt; 62.85</td>
<td>&gt; 214.65</td>
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<td>β</td>
<td>β</td>
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</tr>
<tr>
<td>A</td>
<td>√ 7.50</td>
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<td>α 38.60</td>
<td>α 15.69</td>
<td>&gt; 54.29</td>
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</tbody>
</table>

- ✓ Checked to pay agreements
- √ Checked to recorded hours list and OAFs
- < Checked to bonus agreement and BETs
- α Checked calculations
- γ Checked to personnel files (agreement to have TU dues deducted from salary)
- > Checked cross casts
- β Checked to records indicated