

Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

*TRADOC Memorandum 36-2

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Audit

Staff Procedures for Audits Conducted by External Audit Agencies

FOR THE COMMANDER:

OFFICIAL:

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Summary. This memorandum prescribes Headquarters (HQ), U.S. Army Training and Doctrine Command (TRADOC) administrative policy and staff procedures relating to audits conducted by external agencies. Office of Internal Review and Audit Compliance (IRAC) is the command's focal point for all audits, as referenced in AR 11-7, paragraphs 4-1(11) and 6-1 and AR 36-2, paragraphs 1-6(j) and 1-15. Audit agencies are required to provide written notification of upcoming audits to IRAC. If a staff office is contacted by an external audit agency without prior coordination with IRAC, the director or a designated representative must notify IRAC immediately by phone or e-mail.

Applicability. This memorandum applies to all staff offices within HQ TRADOC.

Proponent and exception authority. The proponent of this memorandum is TRADOC IRAC. The proponent has the authority to approve exceptions or waivers to this memorandum. Proponent may delegate this approval authority, in writing, to a staff chief or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Staff may request a waiver to this memorandum by providing justification that includes a full analysis of the expected benefits and must include formal review by the staff's senior officer. All waiver requests will be endorsed by the senior leader of the requesting staff and forwarded through its chain of command to Director, IRAC (ATIR), 193 Bernard Road, Fort Monroe, VA 23651.

*This regulation supersedes TRADOC Memorandum 36-2, dated 14 May 2002.

Contents	<u>Paragraph</u>	<u>Page</u>
Purpose.....	1	2
References.....	2	2
Explanation of abbreviations	3	2
Responsibilities	4	3

1. Purpose

This memorandum prescribes U.S. Army Training and Doctrine Command (TRADOC) administrative policy and staff procedures for audits performed by external audit agencies, including, but not limited to, the Government Accountability Office, the Department of Defense Inspector General, and the U.S. Army Audit Agency.

2. References

Required publications are listed below.

- a. AR 11-7, Internal Review and Audit Compliance. (Cited in paragraph 4c(6).)
- b. AR 36-2, Audit Services in the Department of the Army. (Cited in paragraphs 4c(6) and 4c(12).)
- c. AR 380-5, Department of the Army Information Security Program. (Cited in paragraph 4c(7).)

3. Explanation of abbreviations

- a. CGCommanding General
- b. COS.....Chief of Staff
- c. DA.....Department of the Army
- d. DCGDeputy Commanding General
- e. DCSDeputy Chief of Staff
- f. HQheadquarters
- g. IMCOM.....Installation Management Command
- h. IRACOffice of Internal Review and Audit Compliance
- i. TRADOCU.S. Army Training and Doctrine Command

4. Responsibilities

a. IRAC will-

(1) Serve as the command representative and point of contact for all external audit agencies on reviews, surveys, and audits involving mission operations. Monitor and track external audit activities, facilitate the audit and associated reply process, and conduct follow-up on command agreed-to or Headquarters (HQ), Department of the Army (DA) approved audit recommendations.

(2) Notify Deputy Commanding General (DCG)/Chief of Staff (COS)/staff offices of upcoming audits. Request staff offices assume lead based on functional area of audit.

(3) Through HQ, Installation Management Command (IMCOM) IRAC, provide notification of upcoming audits to appropriate IMCOM regions and subordinate IRAC offices that provide audit liaison support to TRADOC commanders.

(4) Schedule entrance conferences, inprocess reviews, and exit conferences in coordination with staff sections cognizant of the audit's interests.

(5) Keep appropriate staff offices informed on status of audits and assist in evaluating the validity of tentative findings and recommendations presented by the external audit agencies. Facilitate negotiations with external agency officials to attempt to resolve disagreements on findings and recommendations.

(6) With input from staff sections, help prepare the overall command response to audit reports. When a response does not appear to be adequate, negotiate with management officials to improve its substantive content. Prepare and coordinate a HQ TRADOC Form 30-R-E for COS approval and signature for any reply involving a nonconcurrency to an audit report.

b. Staff Offices will-

(1) In collaboration with IRAC, arrange/participate in entrance and exit briefings with the auditors at the beginning/end of each audit.

(2) Make arrangements to meet with or discuss the audit's progress with the audit team throughout the audit, requesting inprocess reviews.

(3) Given the audit's objectives and thorough knowledge of staffs' missions, assist IRAC by ensuring that the notification of pending audit contact/visit is coordinated with other TRADOC staff offices that may have a functional interest in the audit's outcome.

(4) Provide requested documents and information as appropriate to the audit.

(5) Review and provide comment on draft and final audit reports.

(6) Ensure audit recommendations that are accepted by TRADOC or HQDA are implemented by the target implementation dates. Keep IRAC informed of implementation status, including during necessary follow-up work, providing new target dates, if necessary, until implementation is complete.

c. Audit focal point. Upon notification by IRAC of an upcoming audit, lead staff section will appoint a colonel-level (or equivalent) director who will be a subject matter expert on the audit subject and will-

(1) As soon as possible, but not later than 2 weeks prior to the initial visit, conduct necessary research to determine the reason for the visit. For example, determine the purpose of the visit, the real issues, and the name or identity of the person or people who commissioned the audit. This research must be undertaken even if the visit is tentatively scheduled. Research must go beyond written documents provided by the audit agency. For example, an assigned TRADOC action officer may discuss the genesis of the audit with a HQDA counterpart. This information must be provided to the appropriate staff office, which will then provide it to the DCG/COS for further guidance, as appropriate.

(2) Assist IRAC in finding suitable space for entrance/exit briefings.

(3) Attend entrance/exit briefings.

(4) Arrange for entrance/exit briefings to the responsible Commanding General (CG), DCG/COS, and/or staff sections, if the audit subject matter or its high visibility requires senior leadership involvement.

(5) Send an e-mail situational report through IRAC to the DCG/COS after the entrance briefing or initial visit (if an entrance briefing has been waived by the command) that includes what happened, their assessment of the visit to include any implications on the program under scrutiny, and recommendations for DCG/COS and CG actions.

(6) Furnish auditors the information available consistent with regulations AR 11-7, paragraph 6-1; AR 36-2, paragraphs 1-6(c)-(d), 1-15(b), and 2-13, 3-3; and command policy. Provide assistance necessary to complete the audit.

(7) Make official records available for examination by auditors. Classified records and documents will be released under the provisions of AR 380-5, paragraph 10-17, for review by auditors having authorized security clearances and the need to know.

(8) Coordinate all release of sensitive information with IRAC prior to its release.

(9) Avoid offering extraneous comments or opinion to the auditors.

(10) Establish and maintain a complete file relating to the audit.

(11) Advise IRAC immediately whenever significant disagreements exist between the responsible staff section and auditors over tentative or final audit results.

(12) Review and comment on all draft and final audit findings and recommendations. Ensure replies to audit findings and recommendations are responsive and prepared in a timely manner as specified in AR 36-2, paragraphs 1-16, 2-5(b) and 2-7.

(13) Provide DCG/COS the opportunity to be engaged in the response to the formal reports.
