The following milestone events are provided to allow the engagement leader to judge the time necessary to conduct the audit work.

| **Key Steps** | **Should Happen Before** | **Audit Team Planned completion Date** | **Actual Completion Date** |
| --- | --- | --- | --- |
| **Planning Phase** | | | |
| Send Engagement and solicitor-client privilege letter and obtain signed response. | Before starting planning phase work |  |  |
| Optional information session for special examinations – Contact Audit Services to discuss your needs for a general orientation session about current roles, responsibilities, approaches, and tools for special examinations. This may be especially useful for delivering key information to joint auditors. | Start of planning phase |  |  |
| Obtain by email the entity’s language preference for the SE Plan, the PX Draft to management, and the draft report to the Audit Committee. Contact Editorial Services to inform them. | Early in the planning phase |  |  |
| Complete the Engagement Risk Assessment template. | Early in the planning phase |  |  |
| Appointment of the Quality Reviewer (if any) by Audit Services. | Early in the planning phase |  |  |
| Complete risk-based planning templates (FRIT, RCAT, and ALM). | Before completing the draft SE plan |  |  |
| Hold Planning Phase Advisory Committee Meeting (if any). | Two weeks before Planning phase AG briefing (if any) |  |  |
| Attend Planning Phase AG Briefing (optional). | Two weeks before transmission of draft SE plan to management |  |  |
| Prepare the SE Plan and consult internally – The SE Plan must be consistent with the ALM and use the Core systems and practices and standard criteria. |  |  |  |
| If the SE plan is required in two official languages by the audited entity, submit it to Editorial Services for translation. | One week before transmission of draft SE plan to management |  |  |
| Transmission of the draft SE Plan to entity management for comment – Through the SE plan, the Head of the Crown corporation is requested to provide written acknowledgement on the suitability of the audit criteria as a basis for concluding on the audit objective. | Target date agreed to with the Crown corporation |  |  |
| Transmission of the final SE Plan to the Audit Committee.  If there is a QR, the QR needs to sign off before the plan is issued.  If there is any disagreement by the Audit Committee at this stage, it should be resolved with reference to Section 138(4) of the FAA. | One week prior to the Audit Committee meeting |  |  |
| Presentation of the final SE Plan to the Audit Committee. | Audit Committee meeting date |  |  |
| Obtain Examination Approval. | Before starting the examination phase. |  |  |
| **Examination Phase** | | | |
| The team meets with Editorial Services staff to plan key steps in the report production process. | Before the end of examination phase |  |  |
| Hold a meeting with Editorial Services to review and edit the draft finding blocks before they are sent to the AG or the corporation. | Four weeks before Examination Phase Advisory Committee meeting (if one is planned) and two weeks before AG meeting |  |  |
| Submit finding blocks, in preparation for discussion with the AG. | Before the meeting with the AG |  |  |
| Attend finding blocks discussion with the AG. | Two weeks after meeting with Editorial Services (date set by AG’s Office) |  |  |
| Send internal draft to advisory committee members (if any) and/or to internal reviewers for discussion.  The team engages Report Communications in drafting the messages. | Three to four weeks before sending to Editorial Services for substantive edit and one week before any meeting with advisors |  |  |
| Hold Examination Phase Advisory Committee Meeting (if any).  Send draft report and Memorandum for Advisory Committee Meeting at least one week before meeting. | Target date set by team |  |  |
| **Reporting Phase** | | | |
| Submit PX Draft to Quality Reviewer (if any) and Legal Services for review. | One week after Examination Phase Advisory Committee Meeting (if any) |  |  |
| If the PX Draft is required in two official languages by the entity, submit it to Editorial Services for a substantive edit and translation. | Four weeks before sending PX Draft to Entity (date to be discussed with Editorial Services) |  |  |
| If the PX Draft is required in only one official language by the entity, submit the draft report to Editorial Services for a substantive edit. | Three weeks before sending PX Draft to Entity (date to be discussed with Editorial Services) |  |  |
| Attend PX Draft discussion with the AG (optional).  After consulting internal and (if any) external advisors, the audit team works with the writer‑editor to prepare the PX draft for the Auditor General’s review prior to sending it to the Crown corporation’s management. The level of consultation is at the discretion of the engagement leader in consultation with the audit AAG and the AG. | One to two weeks before sending PX Draft to Entity |  |  |
| Send PX Draft to Entity Management with recommendations for comments, for their responses to recommendations, and for written confirmation that they have provided all information that has been requested or that could significantly affect the findings or the conclusion. | Planned date in SE Plan  Allow 3 weeks for management to review the PX draft for comments and responses. |  |  |
| Hold meeting with entity senior management to discuss PX Draft. | Within two weeks after sending PX draft to entity |  |  |
| Receive written representation and entity comments on PX Draft, draft responses to recommendations, and any remaining evidence that the entity wishes to provide. | Within three weeks after sending PX draft to entity |  |  |
| Complete the Checklist – Assurance on the Application of Reporting Standards and Policies. | Before obtaining Report Content Approvals |  |  |
| Ensure Quality Reviewer review is completed (if any), consultations are completed, and all differences are resolved. | Before obtaining Report Content Approvals |  |  |
| Submit the Transmission (AC) Draft to AG, AAGs, Legal Services, Report Communications, and Editorial Services. | Before the meeting with the AG |  |  |
| Attend Transmission (AC) Draft discussion with the AG. | If the entity has requested the Transmission Draft in both official languages, this meeting should take place five weeks before the meeting with the corporation’s Audit Committee in order for the AG’s comments to be incorporated in the draft before it’s sent for edit and translation.  If the entity has requested the Transmission Draft in only one official language, this meeting can take place three weeks before the meeting with the corporation’s Audit Committee. |  |  |
| If the entity has requested the Transmission (AC) Draft in both official languages, submit the draft report to Editorial Services for edit and translation. | Four weeks before transmitting draft report to Audit Committee (date to be discussed with Editorial Services) |  |  |
| Obtain Report Content Approvals. | Before transmitting draft report to Audit Committee |  |  |
| Review of the translated and edited version of the Transmission (AC) Draft (If the entity has requested the draft in both official languages). | (Date to be discussed with Editorial Services) |  |  |
| Organize a follow-up meeting with the AG on Transmission (AC) Draft (if considered necessary). | One week after the Transmission (AC) Draft discussion with the AG |  |  |
| If the entity has requested the draft in only one official language, submit the Transmission (AC) Draft to Editorial Services for edit. | Two weeks before transmission of Transmission (AC) Draft to entity (date to be discussed with Editorial Services) |  |  |
| Send Transmission (AC) Draft to Audit Committee – to allow AC members to understand the report and subsequently provide advice to the Board of Directors. The AC is also asked to provide written agreement that the draft report is factually accurate and the responses to the recommendations are final. | One week before Audit Committee meeting.  (Note: this is the date of report that starts the 60‑day file closing requirement) |  |  |
| Meet with Audit Committee to discuss the draft report. | Planned date in SE Plan |  |  |
| Receive Audit Committee sign‑off (report is factually accurate and responses are final). | One week after meeting with the Audit Committee |  |  |
| Submit final changes to Editorial Services. | Target date to be discussed with Editorial Services |  |  |
| Review of the translated and edited version of the Transmission (AC) Draft. | Before transmitting final report to Board |  |  |
| Obtain approvals for submission to the corporation’s Board. | Before transmitting final report to Board |  |  |
| Transmit the final SE report to the corporation’s Board. | One to two weeks before Board meeting |  |  |
| Meet with corporation’s Board to discuss the final SE report. | Planned date in SE plan or as agreed with the corporation after the review by the corporation’s audit committee. |  |  |
| **Post Report Release Phase** | | | |
| Provide locked PDF file of final SE report to the Crown corporation. | Target date to be agreed to between the corporation and the audit team |  |  |
| Ensure return (if any) of all non‑electronic controlled documents. | One week after meeting with Board |  |  |
| Finalize the audit file. | 60 calendar days after the date of the report (date of transmission of the Transmission (AC) Draft) |  |  |
| Pre-tabling activities (need to re‑open the audit file). | Report Communications and Parliamentary Liaison will contact audit team |  |  |