

# AUDIT FINDING TEMPLATE

The 5 C's Framework — Writing Audit Reports — pisec.ca

Audit / Engagement Title: \_\_\_\_\_

Finding Reference #: \_\_\_\_\_

Audited Area / System: \_\_\_\_\_

Date Prepared: \_\_\_\_\_

Prepared By: \_\_\_\_\_

Risk Rating:  High  Medium  Low

**Complete all five spans.** A finding is not complete until every span is present. Use the **Finding Self-Assessment Rubric** to score your finding before submission.

SPAN 1  
**CRITERIA**  
The Should Be

## Source Document & Section:

Name the policy, regulation, or standard. Include document name and section number.

Document: \_\_\_\_\_

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Section: \_\_\_\_\_

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## The Standard Requires:


State the specific requirement(s) in plain language.

\_\_\_\_\_

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\_\_\_\_\_

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 **Tip:** Strong Criteria is specific, cited, and relevant. The organization must be bound by the source you cite.

SPAN 2  
**CONDITION**  
The What Is

## What the Audit Found (Facts Only):

State facts only. No conclusions or opinions. Replace all superlatives with numbers.

Population tested: \_\_\_\_\_

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Sample size: \_\_\_\_\_

—

Exceptions found: \_\_\_\_\_

\_\_\_\_\_

—

\_\_\_\_\_

—

 **Tip:** Every statement must be traceable to your working papers. Replace 'several / many / often' with specific numbers.

SPAN 3  
**CAUSE**  
The Why

**Root Cause(s) Identified:**

Ask 'why did this happen?' one level deeper than the obvious answer. Write process failures, not people failures.

**Root Cause 1:**

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**Root Cause 2 (if applicable):**

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**Root Cause 3 (if applicable):**

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 **Tip:** Alignment check: does your Correction below directly address each root cause listed here? If not, revise one or both.

SPAN 4  
**CONSEQUENCE**  
The So What

**Run the Consequence Multiplier™:**

**1. What specifically could go wrong?**

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**2. What does it cost? (cite source)**

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**3. Is any part of this happening now?**

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**4. Which regulation / commitment is at risk?**

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 **Tip:** Do not rely on the risk rating to convey urgency. Make the argument in plain language that a non-technical executive can feel.

SPAN 5  
**CORRECTION**  
The What Now

**Recommendation(s) — one per root cause:**

*Direction, not prescription. Give management a clear destination with flexibility on the path.*

**Recommendation 1 (addresses Root Cause 1):**

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**Recommendation 2 (if applicable):**


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**Recommendation 3 (if applicable):**

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**Target completion date:**

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 **Tip:** Alignment test: if management implements this recommendation fully, does each root cause above go away? If not, revise.

**MANAGEMENT RESPONSE (complete after Fact Sheet discussion)**

**Agreement:**  Agrees with finding  Disagrees — reason: \_\_\_\_\_

**Corrective Action Plan:**

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**Responsible Person / Role:** \_\_\_\_\_

**Target Completion Date:** \_\_\_\_\_

 **Note:** Management responses should be collected via the Fact Sheet process during fieldwork — before the final report is written. See Module 3B.

**Before You Submit:**

- Run the Finding Self-Assessment Rubric
- Score is 9–10? You are ready to submit.
- Score is below 9? Identify the weak span and revise.

**Working Paper Reference:**

**Working Paper Ref:**

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**Fact Sheet Ref:**

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**Rubric Score:**

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