

# **Working with New Auditors**

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# Guiding Principles When Working with New Auditors

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- Focus on staff development and building trusting relationships
- Encourage professional growth and culture of learning
- We're all professionals
- Ensuring auditors are demonstrating they:
  - Can prioritize work and proactively communicate about workload and deadlines
  - Produce quality work through analyses, written products, and oral presentations
  - Develop collaborative relationships and work as part of a team
  - Are receptive to and apply feedback

# Support Systems for New GAO Auditors

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- People who support the new auditors
  - Direct supervisor / designated performance manager
  - Professional development advisor
  - Professional development cohort
  - “Buddy” and other informal mentors
- Required built-in checkpoints
  - Setting expectations
  - Midpoint feedback
  - End of performance feedback
  - Required professional development training
- Additional support
  - Meet and greets with upper-level management
  - Learning and social events tailored to new analysts



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## Key Touch Points for Overseeing and Developing New Auditors

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- Setting expectations
- Onboarding
- Assigning and reviewing work
- Providing feedback

# Setting Expectations

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- Performance expectations
- Audit-specific expectations
- General expectations related to communication
  - Including mutual understanding of communication preferences and learning style

# Onboarding

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- Learning about GAO
- Learning about auditing standards
- Learning about audit subject matter

# Assigning and Reviewing Work

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- In writing with hard deadlines in the beginning
- Tailored to the auditor's abilities
- Provide past examples
- Vector checks

## Providing Feedback

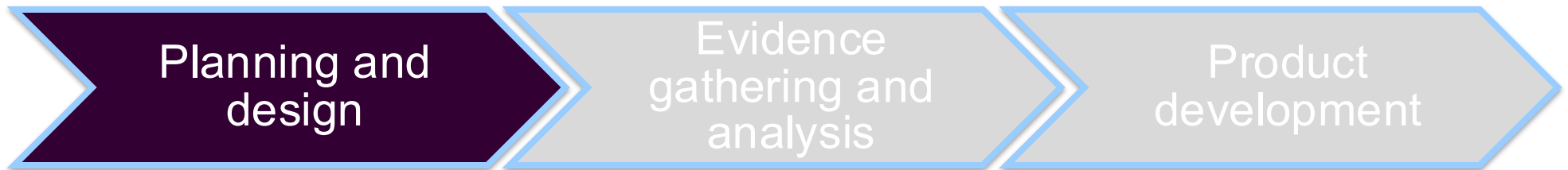
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- Timely and forward-looking
- Providing context and rationale
- Written feedback
  - Higher order vs. lower order



# Developmental Opportunities During Planning and Design

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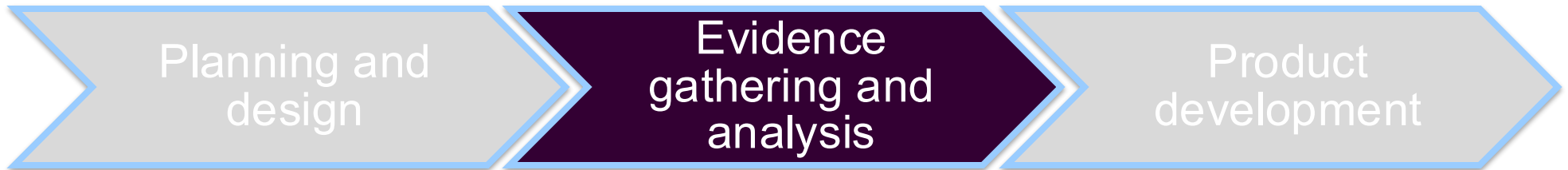


- Crafting neutral research objectives
- Developing and executing various methodologies
  - Data analysis
  - Surveys
  - Document review/qualitative analysis
- Working with stakeholders and related audit teams

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# Developmental Opportunities During Evidence Gathering and Analysis

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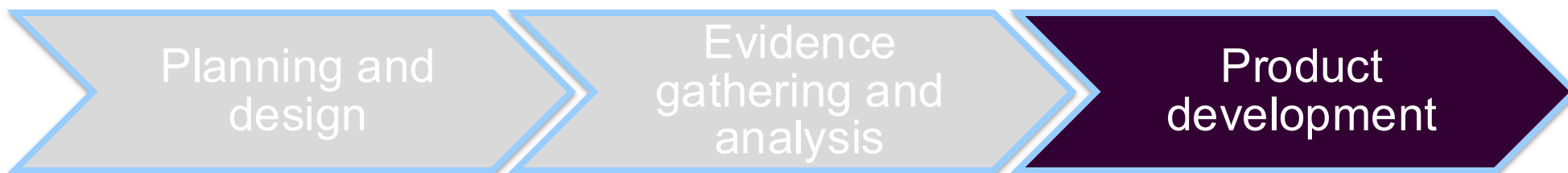


- Drafting interview questions and records of interview
- Drafting records of analyses and summary
- Conducting site visits and leading interviews
- Communicating and coordinating with agency officials
- Developing preliminary observations and findings

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# Developmental Opportunities During Product Development

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- Drafting report
- Incorporating stakeholder feedback
- Incorporating agency feedback
- Incorporating management feedback
- Indexing and referencing
- Briefing on preliminary findings

## **Additional Considerations to Keep in Mind**

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- Brand new professionals
- Mid-career hires
- Working remotely