**Appendix A. Systematic Analysis Operations (SAO) Report Format**

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| --- | --- |
| **Change Date** | January 25, 2016, Change 1   * This entire section has been updated. |

**Department of Memorandum**

**Veterans Affairs**

**Date:**

**From: Loan Guaranty Officer (26)**

**Subj:** (**State the SAO title)**

**To: Director (00)**

1. **Description of Review**
2. Date of Review:
3. Reviewer:
4. Scope:
5. Period Covered:
6. **References**

Cite the Loan Guaranty Central Office and/or local directive(s) requiring the analysis. Also cite any other pertinent documents. Check references to ensure they are current. If the SAO is locally directed, state that in this section.

1. **Areas of Concern**
2. Present relevant facts and data in a brief, clear, and thorough manner
3. No analysis, opinion, or explanation should be included in this section
4. Identify numbers and types of errors found, performance data, staffing numbers, etc.
5. Include summary of results of the review to include any identified risks
6. Note criteria used and sampling techniques

*Continued on next page*

**Appendix A. Systematic Analysis Operations (SAO) Report Format,** continued

1. List all subtopics for the subject area being discussed and outline specific conclusions for each subtopic per subtopic *example* below of C&V Field Reviews:

* Review of each individual appraiser’s work according to VA requirements
* Review of 20 percent loss liquidation cases
* Reconsideration of value cases

1. **Conclusion**

Evaluate the area under review; state the assessment of the condition of the operation and any determined causes; compare findings with established program requirements or guidelines; and specify any deficiency. Include references used in making the determinations. No conclusions should be presented that are not supported by the facts and analysis presented.

1. **Previous Reviews/Action**

List recommendations made on the prior SAO and describe the actions completed, dates they were completed, and the status of actions not yet completed or ongoing. Also list any actions from Site Visit Surveys or other audits and give the status of each.

1. **Recommendations**

All recommendations made must have a basis in the substance of the report. Recommendations should flow logically from the Analysis and Conclusion sections. All areas for improvement identified in the report should have at least one proposed countermeasure. Provide substantial actions that will be taken to correct deficiencies, or state that no action is required based on the conclusions. If previous actions have not solved identified issues, your recommendations should include new actions to rectify the situation. All recommendations are to include who is responsible and the date by which each action will be completed.

*Continued on next page*

**Appendix A. Systematic Analysis Operations (SAO) Report Format,** continued

**Attachment**

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(Name) Date

Reviewer

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Name) Date

Assistant Loan Guaranty Officer

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(Name) Date

Loan Guaranty Officer

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(Name) Date

Assistant Director

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(Name) Date

Director