
U.S. Army Audit Agency

Strategic Plan

FYs 2001 - 2005

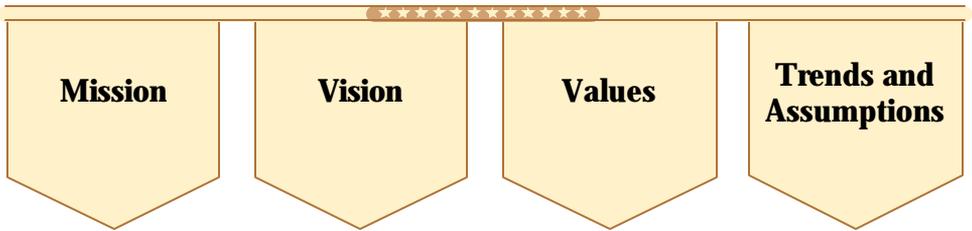


Introduction

To meet the challenges of the 21st century, we need a roadmap that will help us navigate our ever-changing environment. Strategic planning is the mechanism for developing that map. It is a continuous and systematic process that considers our internal strengths and weaknesses, external opportunities and threats, and speculation about the future. We will use our strategic plan to guide our decisions as we balance the often competing demands of mission, employees and customers.

The Agency’s strategic plan covers FYs 2001-2005. The preamble delineates our mission, vision and values, and the trends and assumptions that can affect them. The goals identify those aspects of our mission and vision we need to concentrate on to be successful.

Preamble



Defines the business we are in: what we do, for whom and how.

Depicts what we want the Agency to be in the future.

Express the beliefs and ideals we want to use to succeed. They are the organizationwide guideposts to help in decision-making.

Are internal and external factors that could significantly affect our mission, vision and values. Some factors are within our control but all are assumptions that may or may not occur.



Mission

The Agency serves America’s Army by providing objective and independent auditing and consulting services. These services help the Army make informed decisions, resolve issues, use resources effectively, and satisfy statutory and fiduciary responsibilities.



Vision

We will be the best audit organization serving the Federal Government. As an integral part of the Army team, we will exceed our customers’ expectations through timely, value-added services and foster employee innovation and ingenuity in accomplishing our mission.



Values

Quality Services: Agency personnel provide high-quality, customer-focused service that is useful, timely and responsive and in keeping with professional standards.

Personal Growth: The Agency provides fair, equitable and stimulating opportunities for all employees to flourish and express themselves in an environment that supports empowerment, risk-taking and innovation.

Teamwork: Agency personnel at all levels work as a team to accomplish the Agency’s Mission and Goals.

Independence: The Agency maintains its freedom to perform its Mission.

- Quality Service*
- Personal Growth*
- Teamwork*
- Independence*
- Ethics*
- Progress*
- Professionalism*
- Quality of Life*

Ethics: Agency personnel are recognized for their integrity, credibility and commitment to accountability.

Progress: Agency personnel quickly adapt to change, exploit new technologies, and look for and institute innovative approaches and techniques.

Professionalism: Agency personnel are highly dedicated, ethical and committed to continuous professional advancement through education and active participation in professional organizations.

Quality of Life: The Agency encourages a culture that promotes the well-being, job satisfaction and morale of all employees. It also provides and promotes a quality work environment that improves efficiency and productivity.

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Trends and Assumptions

As we developed this plan, we considered factors we believe could seriously affect our ability to carry out the Agency's mission and accomplish its vision. Some of these trends and assumptions are controllable, such as increasing functional expertise in the workforce and improving our use of technology. Others are uncontrollable, such as the aging workforce and the increasing emphasis on privatization.

Goals

We identified four areas (goals) we need to focus on to successfully carry out our mission and move toward our vision.



Within each goal we:

- ◆ Define the strategies (what is to be achieved).
- ◆ Synopsize the detailed action plans. The detailed plans identify the day-to-day operations, resource requirements and projected milestones necessary to accomplish the related strategy.
- ◆ Identify the performance measures (the mechanisms to gauge our progress). Good performance measures can give us insights about our operations and simplify day-to-day management of the organization.



Customer Satisfaction

We developed two strategies to achieve this goal.

Our first strategy will help ensure that we provide exceptional service and maintain or enhance overall customer satisfaction as measured through our customer questionnaire process. We will highlight and track customer ratings for four significant indicators: benefits of the engagement, timeliness of delivery, satisfaction with audit teams, and customers' willingness to make repeat requests.



Exceed customer expectations through timely, value-added services.



Our second strategy will help us exceed customers' expectations by anticipating and responding to their needs. We will explore the feasibility of establishing a research process to evaluate environmental and business process changes and to identify actions we need to take to respond to those changes.



Workforce

This goal encompasses human resource issues such as the skills of the workforce, communications and teamwork, recognition, recruitment and retention, personnel and career management, and quality of life.

We identified four strategies to help us accomplish this wide-ranging goal. One strategy focuses on developing and enhancing the skills of the workforce by creating a corporate and functional skill matrix. The matrix will be used to evaluate and modify Agency training and to identify individual training requirements.

Recruit, develop and retain a highly motivated and skilled workforce that is fully empowered to innovate and take risks.

A second strategy addresses the Agency's need to offer an environment where all communications barriers are eliminated, teamwork is a reality, pay is directly linked to performance, and the quality of life enhances employee commitment to the organization. A key to putting this multifaceted strategy into action is identifying successful practices other Federal agencies use and that we could adopt.

Today's highly mobile workforce demands a strategy that focuses on attracting and retaining high-quality personnel. The final strategy also seeks to improve retention by recognizing that the Agency needs to enhance personnel and career management in the organization. These last two strategies

involve assessing and improving existing policies and practices.

The key to measuring our success in this goal is the employee satisfaction survey.

**Organizational
Effectiveness
& Efficiency**

*Operate the most
effective and
efficient audit
organization.*

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This goal focuses on the Agency's internal business processes, including costs of the engagement, information technology and support processes.

Our overarching strategy in this area builds on the results of other strategies addressing employee skills, service to the customer, and information technology. It seeks to ensure that efficiencies are balanced throughout the organization.

Two strategies specifically address enhancing the engagement and support processes by implementing activity-based costing/activity-based management. We will use these tools to define, cost out and assess the Agency's processes and then apply management techniques to make improvements. Another strategy explores ways to leverage information technology for both corporate and individual requirements.

The final strategy outlines the requirement to track, analyze and report on the status of the strategic plan and performance measures.

The performance measures for organizational effectiveness cross multiple strategies and are aimed at areas such as reducing our cycle

time, increasing the percentage of recommendations that fix problems, increasing our return on investment to the Army, and increasing the percentage of claimed savings that are realized from audit results.

Corporate Citizenship

Corporate citizenship entails contributing to the well-being of the Army and its community, as well as to the community at large.

One strategy focuses on fully integrating the Agency into Army functions by using developmental assignments and participating in Army activities (such as steering groups and committees).

Expand corporate citizenship by fully integrating the Agency into Army functions, performing community service, and actively participating in professional activities.

Other strategies seek to expand our citizenship role by advocating volunteer services that benefit the civilian and Army communities and by encouraging active participation in professional organizations.

