



The U.S. Army Audit Agency Strategic Plan

FYs 04–09

**Serving America's Army Into The
21st Century**

March 2004

Message From The Auditor General

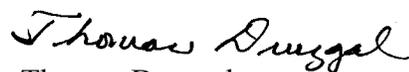
I am pleased to present the FYs 04-09 Army Audit Agency Strategic Plan, which outlines our primary areas of focus for the next 5 years. To develop this plan, the Agency leadership analyzed our internal and external environments to identify the challenges facing us and the strategies needed to overcome them. We will continually assess and update the plan to address new developments as they arise in our changing environment.

It has been 3 years since we published our last strategic plan. That plan focused largely on improving internal operations and our management of human capital so that the Agency could become a world-class workforce. We made considerable progress toward accomplishing the goals of the last strategic plan, including significant workforce improvements. For instance, the Agency developed competencies for our journey grade auditors and aligned training objectives and teaching plans around those competencies. In addition, the Agency adopted several workforce programs, including telework, to improve the quality of life for our employees. Although we take great pride in these accomplishments, we realize that strategic planning is a journey into the future, and we must continuously evolve to meet future challenges and objectives.

The world, the Army and our Agency have changed considerably since the publication of our last strategic plan. Currently, the Nation and its Army are at war with terrorism, both at home and abroad, and the Army expects sustained engagement to be routine instead of the exception. In addition, the Army is transforming into a lighter, more mobile force to be a “more relevant and ready force” now and in the future. At the same time, the auditing profession is undergoing extensive change, with an increased emphasis on independent and objective auditing services.

We developed this strategic plan to assist the Army during one of the most challenging periods in its history. As part of the Army team, the Agency must be prepared—now more than ever before—to ask the hard questions, tackle the tough issues and provide valued service to help the Army accomplish its mission. Our ability to maximize our relevance and value to the Army is closely aligned to how well we operate internally and continuously improve. The focus of this strategic plan is ensuring that we do the right audits at the right time for the Army while sustaining effective and efficient internal operations.

I ask you to support and fully participate as the Agency executes this strategic plan.



Thomas Druzgal
Acting The Auditor General

Mission, Responsibilities, Vision, Organizational Structure and Values

The Army's purpose is to serve the American people, protect enduring national interests and fulfill national military responsibilities. As part of the Army team, the Agency exists to assist the Army in carrying out its mission.

Army Audit Agency's Mission Statement



Army Audit Agency serves America's Army by providing objective and independent auditing services. We help the Army make informed decisions, resolve issues, use resources effectively and efficiently, and satisfy statutory and fiduciary responsibilities.

In fulfilling this mission, Agency employees aim to be role models and innovators, and to perform their duties objectively, fairly and with the highest professional integrity.

Statutory Responsibilities

Public Law 242 of August 29, 1916 provided that the Secretary of War should prescribe regulations for accounting for Army supplies and property; before this each supply corps or Service of the War Department had been responsible for publishing instructions governing the accounting and auditing of supplies and property.

In June 1920 the Finance Department and Chief of Finance position were established and given responsibility for accounting for appropriations and funds, executing audit control over military property, and auditing the accounts of the American Red Cross. Concurrently, the technical services and supply corps employed accountants and auditors to audit contractor claims. However, in a memorandum dated August 28, 1946, the Under Secretary of War recommended establishment of a Central Audit Division.

As a result, Army Audit Agency was established on November 12, 1946 by the issuance of War Department General Order No. 135 and placed under the jurisdiction of the Chief of Finance and responsible to the Under Secretary of War. DA Circular 2, dated January 2, 1948, established the position of Comptroller of the Army to replace the Chief of Finance.

As part of the Army's implementation of the DOD Reorganization Act of 1986, the Agency was placed under the sole jurisdiction of The Secretary of the Army. Subsequent General Orders made The Auditor General responsible for the operational performance of Army Audit Agency in providing internal audit services throughout DA.

Army Audit Agency's Vision Statement

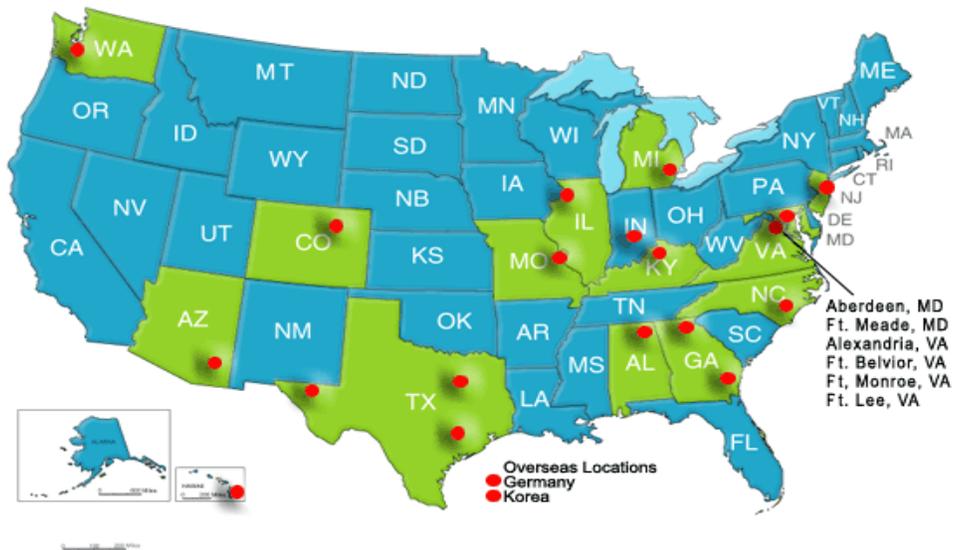
We will be a world-class audit organization of respected professionals that anticipates change and exceeds customer expectations. As an integral part of the Army team, we will improve the Army by providing timely, value-added services and fostering employee growth, innovation, integrity and accountability.

To achieve our strategic goals and objectives, the Agency must maintain a workforce of highly trained professionals. To maximize their productivity, the Agency must continue to invest in information technology and explore ways to accomplish our mission more effectively and efficiently. This strategic plan explains the strategies and action plans the Agency will use to ensure the growth of its employees, business processes, information technology and other resources so that we can effectively carry out our mission and achieve the Agency's vision.

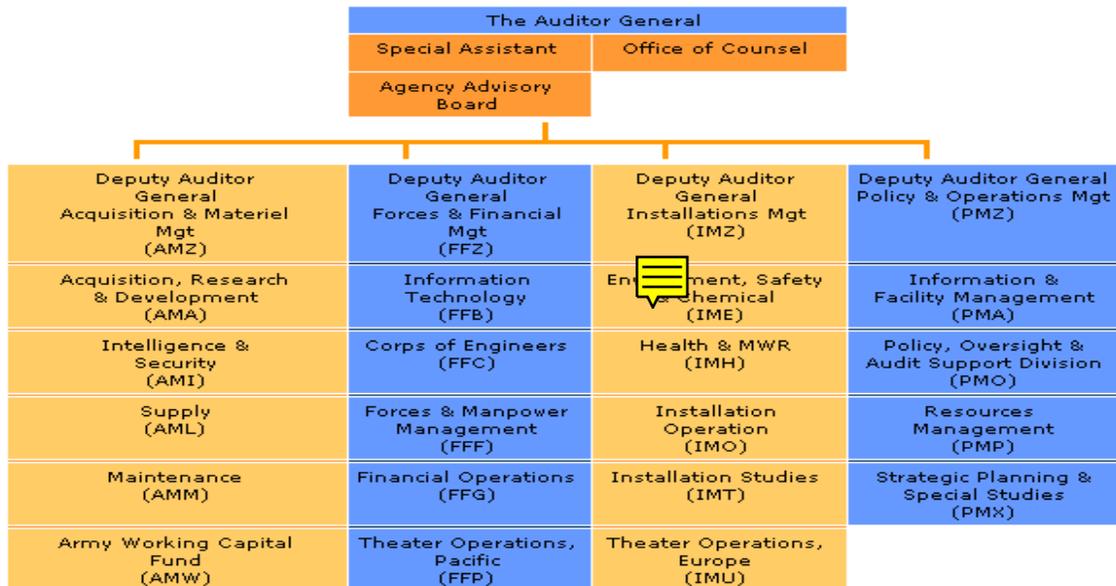


Organizational Structure

The Auditor General of the Army and four Deputy Auditors General, each of whom is in charge of specific aspects of Agency operations (Acquisition and Materiel Management, Forces and Financial Management, Installations Management, and Policy and Operations Management) lead Army Audit Agency. The Agency is headquartered in Alexandria, Virginia, and has 24 field offices—21 in the Continental United States and 3 overseas (in the Republic of Korea, Hawaii and Germany).



Functional teams align the Agency with our Army clients:

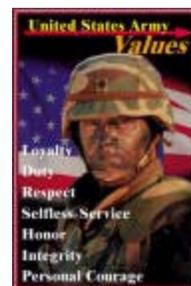


The Agency assigns auditors to these teams so that they can develop functional expertise and produce audit results more efficiently, allowing our clients to make timely decisions on significant issues. This organizational structure also serves as a succession planning tool that allows the Agency to retain the knowledge of supervisory auditors while providing excellent opportunities for auditors to develop mentoring relationships with Agency leaders.

Our Values

The following values support the Army values, characterize the culture of our Agency and communicate our philosophy in approaching our mission:

- **Quality Services** – Agency personnel provide high-quality, customer-focused service that is useful, timely, responsive and in keeping with professional standards.
- **Personal Growth** – The Agency provides fair, equal 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 communicate openly and work as a team to accomplish the Army’s and the Agency’s mission, goals and expectations.
- **Independence** – The Agency maintains its freedom to perform its mission.



- **Ethics** – Agency personnel demonstrate integrity, credibility and commitment to accountability.
- **Progress** – Agency personnel anticipate and adapt quickly to change, exploit new technologies, 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.

Situational Assessment

In charting the Agency’s work over the next 5 years, the strategic plan takes into account the issues that have shaped or will shape the international climate, military forces, the Army, the Federal Government, and the accounting profession, and the Agency’s role in that environment. This section discusses those issues, which form the basis for what the Agency hopes to accomplish—its goals and objectives.



Service to the Client and Corporate Integration

The Army is engaged in significant strategic and tactical changes as it evolves from a Cold War army with a defined enemy to an army that must respond quickly and lethally to an unknown enemy located anywhere in the world. It is transforming to a lighter and more mobile force while maintaining a relevant and ready current force. Concurrently, the Army is actively fighting the Global War on Terrorism, which requires it to adopt new alignments, doctrine, skills, training and technology to dominate effectively. As part of this fight, the Army continues to experience increased worldwide operations and deployments. These complex and far-reaching changes affect many Army programs and activities. The Agency must respond accordingly when planning and executing audit workload to help the Army effectively overcome these formidable challenges and meet its mission goals. Our business environment will change as Army priorities change, and our workload will shift as we respond to those changes.

The Army is a critical component of the Joint Team that includes the Air Force, Navy, Marines and other DOD activities. Instead of independent operations and activities, the joint components conduct sustained operations as one unit when mobilized. The next step is for the Services to move rapidly to joint interdependence in all operations. Consequently, the Agency will be involved in more joint efforts and audits with our sister Service audit organizations and other DOD audit organizations. We must also keep abreast of changes to the Army footprint overseas and base

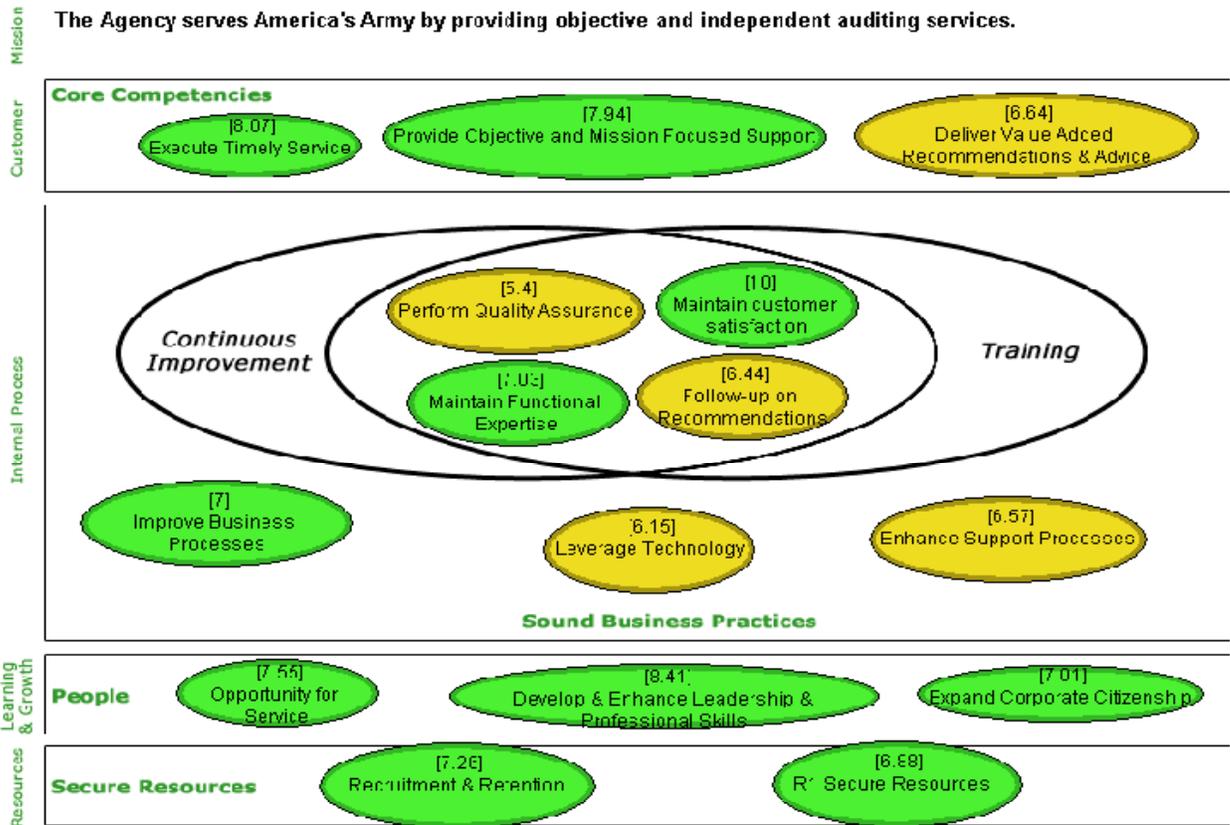


realignment and closure actions, which may affect the Agency's future organizational structure.

Changes to generally accepted government auditing standards have altered the types of services the Agency can provide. The changes triggered a renewed emphasis on offering independent and objective services, and the Agency has responded by significantly reducing our nonaudit services workload. However, because our Army clients continue to realize the benefits of those services, we believe client-requested work will continue to account for a substantial percentage of total available auditor-days. Our challenge is to balance customer needs with adherence to professional standards.

The Agency is an active participant in the Army's Strategic Readiness System, which the Army uses to link its strategic objectives to its actions and decisions. We will incorporate our updated strategic plan into our balanced scorecard, which supports the Strategic Readiness System, so that our Army clients can see how the Agency supports the Army mission. Our strategy map portrays how well the Agency is meeting its strategic targets (green bubbles) and identifies those areas that need additional emphasis (amber bubbles):

Strategy Map for US Army/AAA/AAA Scorecard : Oct-03



Army leaders use the information in the Strategic Readiness System to make strategic decisions involving resource allocation within the Army. Therefore the Agency prioritizes alignment of its strategic objectives with those of the Army to make sure we are providing maximum return on the Army's investment in us.

One of the five major initiatives in the President's Management Agenda is Improved Financial Performance, which Federal agencies achieve by producing auditable financial statements. To date the Army has been unable to produce auditable financial statements because of unreliable finance and accounting systems. As a result, the Agency will devote more resources to financial statement audits to achieve the Army's initial favorable opinion.



The Agency's focus on completing the right audits at the right time and maximizing our partnership with our Army clients is displayed in the strategies and action plans for the goals of Corporate Integration and Valued Service that are included in this strategic plan.

Workforce



People are the Agency's most important asset. In the last strategic plan, we emphasized workforce issues to make the Agency an employer of choice that was committed to the development, satisfaction and retention of its employees. The Agency achieved many of its workforce goals, including a 26-percent increase in overall employee satisfaction from FY 97 to FY 03. In fact, benchmarking results have consistently shown that Agency employees are more satisfied overall than other Army and Federal Government employees. Although pleased with these results, the Agency will continue to emphasize effective personnel management and quality of life issues to maintain these favorable satisfaction ratings from employees.

Another of the five major initiatives in the President's Management Agenda is the Strategic Management of Human Capital. This initiative emphasizes the development of high-performing workforces by attracting and retaining the right people, in the right places, at the right time. The Agency is committed to this initiative because high-performing employees with the right skills and competencies improve our ability to respond to the Army's needs on a daily basis and in challenging times.

When charting its course for strategic workforce planning, the Agency also identified several workforce challenges it is facing or will face in the future:

- The workforce is aging. Therefore we must expect higher than normal retirements, which will increase requirements for recruiting, training and succession planning. This condition will also provide additional opportunities for advancement and diversity in the workforce.

- Generational differences exist in our workforce. The Agency must remain aware of the differences while ensuring that it maintains a professional environment and organizational credibility at all times.
- Passage of the Defense Transformation Bill will trigger changes in personnel and pay rules. The Agency must develop a new annual appraisal system that encompasses the tenets of pay for performance and virtually eliminates the current pay structure we have always used.
- The skill mix required of our employees will change as electronic government (E-government) initiatives continue, and the Agency must continuously train our employees to stay up-to-date with the changes.
- The Agency will continue its commitment to employees attaining functional expertise, which will allow the Agency to respond to clients' needs more quickly and with higher quality products. The need for contract administration and contract requirement skills will increase in response to the Army's increase in competitive outsourcing initiatives.
- Competition for a finite pool of employees—notably auditors—will continue, especially with the renewed emphasis on public service since September 11, 2001.

The Agency's consideration of these challenges and its commitment to the management of human capital is portrayed in the workforce strategies and action plans outlined in this strategic plan.

Organizational Effectiveness and Efficiency

We believe that total Agency funding, personnel authorizations and grade structure will remain stable. However, we also believe that our operational requirements and the complexity of our audits will continue to increase because of the changing Army mission. At the same time, the total audit capability in the Army will decrease because of the mission changes facing internal review activities. Therefore the Agency must continuously seek to improve effectiveness and efficiency in all operations so that we have enough resources available to fulfill all our operational requirements and meet Army needs.



Emphasis on the expansion of E-government and automated processes will continue. Advances in technology will require management scrutiny to ensure affordability and a reasonable return on investment. Additionally, technological improvements in our clients' business processes will require us to continuously assess our audit processes and operating practices to ensure maximum efficiency and effectiveness. Finally, we need to preserve information from our work and share knowledge among our employees to retain the Agency's vast institutional knowledge.

Audit quality will remain a primary focus of Agency operations to maintain our professional credibility and adherence to government auditing standards. We will face increased scrutiny on the implementation of new government auditing standards—especially standards for independence. The Agency will share lessons learned from internal quality assurance efforts, external peer reviews and audit followup efforts.

Another of the five major initiatives under the President's Management Agenda is Budget and Performance Integration. To implement this initiative, the Agency will need to link our performance to our budget, show the Army the return on its investment in our budget, and justify the number of personnel authorizations it provides us. To do this, we must maximize the use of activity based costing analysis to identify areas where we can improve the use of our time. We must also develop a system that qualitatively assesses our outputs to determine our true contribution to the Army's mission.

The Federal Government will continue to emphasize competitive sourcing because it is another major initiative of the President's Management Agenda. This focus presents the Agency with several challenges, such as obtaining access to Army information and functions that are under contractor control, facing a new competitive sourcing challenge for Agency operations, and providing resources for audits of Army commercial activities studies.

The Agency outlines its emphasis on the continuous improvement in internal operations in the strategies and action plans for the goal of Organizational Effectiveness and Efficiency that are included in this strategic plan.

Corporate Integration

Goal

Be a highly sought after and integral part of the Army through partnership, participation and value-added audit service and products.



Background: The intent of this goal is to maximize our partnerships with Army clients by increasing communications and interactions, developing different methods for assessing our continuing relationships, and increasing our participation in Army task forces, events and community service activities. In addition, the Agency needs to develop a process to justify our resource and budget requests using the Army's program and budget process.

Performance Objectives and Anticipated Outcomes

We intend our work in this area to influence the following outcomes:

- Continuous improvement in two-way open lines of communication with our clients.
- Favorable Program Director and Deputy Auditor General assessments of client relations from Strategy VS3.
- Overall favorable ratings from external sources, including tools from Strategy VS3 in conjunction with traditional customer satisfaction ratings.
- Increase in active participation in key Army task forces, working groups and committees by FY 08.
- Agency resourced at 100 percent of resource and funding requests.
- Continued 5-percent annual increase in employee participation in community service.
- Increase in employee participation in military events such as change of command and hail and farewell ceremonies.

Corporate Integration

Strategy CI1

Build better relations with Army/DOD leadership through periodic meetings and communications.

The Agency intends to define its client base—including all Army levels (installation, major command and headquarters) and joint activities, programs and functions. We will then identify additional opportunities for providing timely and pertinent information to Army executives and managers and will document these opportunities so that Agency leadership and the workforce can communicate our accomplishments to our Army clients.

Strategy CI2

Expand active participation in key Army task forces, working groups and committees.

The Agency will determine what constitutes key Army task forces, working groups and committees and identify the groups that would benefit from Agency participation. Program Directors will request participation, and Agency participants will record their time as such to determine baseline participation and establish a participation goal.

Strategy CI3

Consistently attain maximum funding and resources required to deliver audit services and products needed by the Army.

The Agency will determine what it needs to justify our resource and budget requests through the program and budget process. Using the information gathered from other strategies (VS2, OE1, OE2 and OE4), the Agency will determine and implement the process. Agency senior leadership will leverage relationships with Army leadership obtained from CI1 to obtain support for the Agency's budget.

Strategy CI4

Support Army goals and objectives through expanded participation in Army and community events.

The Agency will define what events qualify for reporting as Army and community events and evaluate the current reporting system.

Valued Service

Goal

Provide timely and valued services that improve the Army by doing the right audits at the right time, achieving desired results, and exceeding customer expectations.

Background: The intent of this goal is to ensure that Agency services and infrastructure are aligned with the Army's highest priority focus areas to maximize our return on investment to the Army. In addition, we want to develop and use multiple tools to assess how well our services add value to the Army instead of relying solely on our current customer satisfaction questionnaire process.



Performance Objectives and Anticipated Outcomes

We intend our work in this area to influence the following outcomes:

- Have audit issue areas identified, prioritized and vetted by senior Army leaders by FY 05.
- Align the workforce and workload to accommodate requirements identified through the VS1 process and significant events.
- Develop a documentation system to capture the Agency's audit universe of focus areas.
- Develop baselines for new tools (quantitative as well as qualitative) and develop associated performance goals by FY 05.

Valued Service

Strategy VS1

Develop and implement a process to anticipate the Army's evolving needs for audit services through solicitation of client inputs, assessment of risks, prioritization and buy-in by senior leadership.

The Agency will develop a process for senior Army leaders to identify, prioritize and vet audit issue areas. This includes determination of potential information sources and how the Agency will use those sources to identify the highest priority issue areas facing the Army. The Agency will then validate those issue areas with key Army leaders to ensure we are doing the right audit at the right time to provide maximum benefit to the Army. Finally, the Agency will determine how to best align our resources to effectively accomplish our mission and institutionalize the process.

Strategy VS2

Develop a documentation system for all workload requirements.

The Agency will develop a documentation system that contains all of its workload requirements. Audit Program Directors will use the information in the system to develop specific audit engagements.

Strategy VS3

Develop and use multiple tools to assess how well Agency services add value to the Army and to identify additional opportunities for improving customer relations and services.

The Agency will develop additional tools to assess the satisfaction of top Army leadership and selected mid-level managers with Agency services and their use of the services.

Organizational Effectiveness and Efficiency

Goal

Operate a highly effective and efficient audit organization that continuously evaluates and improves audit and support processes to deliver timely, value-added services.



Background: The intent of this goal is to ensure that internal Agency operations are performed as efficiently and effectively as possible to maximize our return on investment to the Army and to implement the President's Management Agenda initiatives on Expanded Electronic Government and Budget and Performance Integration. This area increases our focus on implementing activity based costing procedures throughout the Agency and furthering our use of automated systems and techniques.

Performance Objectives and Anticipated Outcomes

We intend our work in this area to influence the following outcomes:

- Capture qualitative benefits of audits beginning in FY 05.
- Achieve return on investment (based on formal and additional monetary benefits) of 20 to 1 based on a rolling 5-year period.
- Maximize the percent of recommendations that fix problems. Identify why remaining recommendations did not fix problems.
- Realize claimed monetary benefits.
- Achieve customer satisfaction rating for benefit of audit of 4.00 (on a 5.00 scale).
- Provide quality assurance and followup results to all employees annually beginning in the 3d quarter FY 04.
- Reduce average cost (auditor-days and travel) for each audit report by 15 percent by FY 07.
- Improve direct to indirect auditor time.
- Reduce cycle time for audits by 15 percent from FY 03 baseline to FY 06.
- Increase the number of audits that use applied technology.

- Adjust the Agency's information technology structure to comply with the Army's strategies for Army Knowledge Management and E-government.
- Deploy a document and content management system Agencywide by FY 05.
- Develop baselines for support processes, analyze the baseline data and determine which processes should be scheduled for review by FY 06.
- Start scheduled reviews beginning in FY 06 and implement recommendations that will increase effectiveness and efficiency.

Strategy OE1

Improve the effectiveness of the audit process by assessing the benefits of audits, emphasizing outcomes and using lessons learned from the quality assurance program.

The Agency will develop qualitative benefits and outcome-oriented measures for audits and a method for capturing and reporting those benefits. Once qualitative benefits are established and captured, Agency personnel will communicate the benefits to Army clients. In addition, the Agency will begin to provide lessons learned reports to the workforce based on the results of annual followup reviews and internal quality assurance engagements to ensure that employees correct noted weaknesses. Finally, the Agency will establish an employee suggestion program to encourage employee ideas for improving and streamlining the effectiveness and efficiency of all internal operations.

Strategy OE2

Reduce costs and cycle time by assessing high cost drivers and optimizing efficiencies.

The Agency will analyze activity based costing and budget data to identify reasons for high auditor-day and travel costs within engagement processes. Audit teams will be responsible for acting on the lessons learned from the analyses. The Agency will institutionalize the use of activity based costing and budget analyses at the Program Director level to continuously improve audit efficiency and, as appropriate, to apply management techniques to reduce costs. Finally, the Agency will review reasons for significant indirect auditor time, identify ways to reduce the indirect time, and provide review results to all auditors for implementation and use throughout the Agency.

The Agency will also assess audit cycle time by using AAASIST data to develop a baseline of the average cycle time for each phase of an audit and to identify best practices for each phase based on phases that take significantly less time than similar audits. Program Directors will ensure that audit teams implement best practices.

One year after implementation of the new command-reply process, the Agency will review the process and recommend ways to reduce the time needed, as necessary.

Strategy OE3

Leverage technology to improve the effectiveness (Strategy OE1) and efficiency (Strategy OE2) of the audit process.

The Agency will try to increase the use and effectiveness of applied technology techniques by defining applied technologies (including access to client databases), establishing a baseline of audits that used applied technologies, and tasking the Applied Technology Team with developing a process to capture and capitalize on the use of applied technologies. As part of this process, the Agency will update its schools to make sure they train auditors on the availability, capability and use of information technology. Finally, audit teams will provide requests for entrance conference memorandums to the Applied Technology Team, which will review scheduled audits and determine if teams can use applied technologies to improve the effectiveness and efficiency of the audit.



The Agency will also determine the impact of Army Knowledge Management and E-government strategies on the Agency's information technology structure and identify the actions needed to address the impact. This effort includes the development of a document and content management system for easy storage, retrieval and management of corporate documents.

Strategy OE4

Improve support processes by evaluating what needs to be done, who should do it, when it needs to be done and when best to do it.

The Agency will develop a list of support functions and processes performed in the Operations Center and field offices and determine which processes are most critical to supporting the Agency's mission, vision and goals. Using activity based costing and budget data, we will focus streamlining efforts on the most critical functions and highest cost drivers. The Agency will include an objective in employees' performance standards to review and recommend ways to improve and streamline their functions.

Workforce

Goal

Foster a culture that recruits, develops and maintains a highly professional and ethical workforce that is empowered to be entrepreneurial and accountable for delivering value-added services.



Background: The intent of this goal is to ensure that the Agency maintains its current favorable employee satisfaction ratings and that the President's Management Agenda initiative on Strategic Management of Human Capital is implemented within the Agency. We also want to continue the development of competencies at the supervisory levels to finish the process started in the previous strategic plan.

Performance Objectives and Anticipated Outcomes

We intend our work in this area to influence the following outcomes:

- Maintain a 97 percent or better fill rate.
- Maintain a 6 percent or less loss rate to other employment opportunities.
- Maintain or improve employee ratings for:
 - Work environment.
 - Recognition.
 - Empowerment, motivation, accountability and teamwork.
 - Communication between teams and communication of information pertaining to the Agency.
 - Personnel and career management.
 - Training.
 - Leadership.
- Increase employee core competency ratings.
- Maintain world-class levels of the percentage of employees with certifications, advanced degrees, memberships and participation in professional organizations.

Workforce

Strategy WF1

Attract and maintain high-quality personnel by continuing to emphasize the recruiting program, providing a state-of-the-art work environment, and recognizing the best performers.

The Agency will maintain the recruiting process, be selective, manage fill rates more closely, and continue to monitor loss rates, analyze trends and make necessary recommendations to maintain employee retention. The Agency will bring 100 percent of field offices into compliance with the standard office configuration determined by the work environment working group. The Agency will monitor travel issues, review employee recognition issues and make necessary improvements. Finally, the Agency will develop a new appraisal system process in accordance with the President's Management Agenda and the FY 04 Defense Transformation Bill that incorporates pay for performance methodology.

Strategy WF2

Optimize workforce capabilities by continually assessing, developing and enhancing employee knowledge and skills.

The Agency will develop core competencies for the supervisory levels (GS-13 through GS-15), continuing the process started in the previous strategic plan. The Agency will then revise or develop tools to measure the performance of core competencies and evaluate the linkage of current performance objectives to competencies and make necessary revisions. The Agency will also review the DAMIS training module, Individual Development Program process, and implementation of the on-the-job training program and make necessary revisions.

Strategy WF3

Foster a culture conducive to a high-powered organization by establishing and conveying to the workforce the values, expectations and actions that will support the Agency's strategic goals.

The Agency will enhance its expectations (professionalism, ownership, ethics, accountability, risk-taking, innovation, entrepreneurialism) of the workforce and determine ways to integrate those expectations into Agency recruiting, training, town hall meetings and other communications, including performance standards. After implementation, the Agency will conduct a gap analysis (including interviews with

Agency personnel) to identify areas where expectations are not assimilated into Agency culture and develop ways to close the gap.

Strategy WF4

Improve communications and teamwork within the Agency by instilling pride and a sense of belonging for all Agency personnel.

The Agency will design and publish an annual performance report detailing the Agency's mission and human capital accomplishments. Additionally, the Agency will review internal communications (with emphasis on cross-team communication), including the relevancy of questions in the annual employee questionnaire related to communications, to determine if additional actions are necessary for improvement.

Strategy WF5

Continue to identify and act on opportunities for improving personnel and career management processes.

The Agency will review current performance and career management processes, including reviewing the annual employee satisfaction questionnaire to determine the adequacy of the questions related to career management issues and to resolve career management issues, as necessary. The Agency will also develop a Human Capital Management Plan, which includes succession planning, in accordance with the President's Management Agenda.