

Performance Expectations

Supervisory Auditor/Audit Manager

Program / Audit Planning

Assist the Program Director in program planning.

- Conduct research to develop potential audit areas.
- Provide input to the Program Director in support of development of the 18-month audit plan.
- Communicate program-level vision to team and share across individual audit teams.

Develop client relationships at a level appropriate for assigned functional area through various means to promote clients and stakeholders relations. Efforts should be geared toward helping to achieve corporate strategic goals for benefit of engagement for client and stakeholder satisfaction. Use multiple tools to obtain feedback, measure overall satisfaction and address client concerns. These tools may include:

- Client/Stakeholder surveys—continue to issue surveys, manage recipients to complete the surveys, and emphasize importance of feedback to primary clients/stakeholders. (Specific corporate goals are contained in the Agency's FY 07-12 Strategic Plan.)
- Feedback received during audit specific meetings such as entrance conferences, IPRs and command updates.
- Participation in Army integration activities such as Army task forces, working groups, and committees.
- Routine contact and coordination via telephone and or email.
- Other informal interactions.

Plan audits to benefit the Army.

- Plan audits to realize envisioned benefits (monetary and non-monetary) and meet GAGAS/Agency policies.

- Ensure appropriate announcements and coordination with all clients and stakeholders.
- Be involved in planning early and continuously. Hold planning meetings with AICs to communicate the direction, goals, and potential outcomes. Develop and approve audit objectives.
- Guide AIC in developing specific audit approach (locations, scope, audit tests) to fully answer objectives. Approve survey and audit guide.
- Assist PD in monitoring status of recommendations and command corrective actions taken for the purpose of encouraging command to complete corrective action and to facilitate planning for follow up audits.

Audit Execution

Manage audits through application of advanced technical knowledge and effective working relationships with staff to ensure timely delivery of services and stewardship of resources. Work collaboratively and flexibly with others to achieve team goals.

- Approve changes to audit programs. Ensure audit guides contain steps necessary to identify PMB. Ensure audit fieldwork and the results of audit tests provide sufficient evidence to fully answer objectives.
- Manage audits to meet milestones, use resources effectively (auditor days, travel dollars, and travel time) and achieve expected benefits. Contribute to corporate ROI goal of \$10 to \$1.
- Remain continuously involved in audits with a goal of holding IPRs within 30% of expended staff days for 80% of engagements. Ensure IPRs result in meaningful outcomes (presentation of processes and controls, survey results, potential conditions, recommended go/no go decision, and revisions to audit approach and scope, and planned milestones).
- Hold 60 percent review and facilitate team development of message outline for draft report.
- Deliver a draft audit report that's issuable (complete, technically accurate, logically organized, understandable, grammatically correct, tonal and properly formatted) after some back and forth with the PD. Issue 60% of draft reports by milestones established at the 60% review to help the Agency achieve its goal for timeliness of information delivery.
- Ensure audit teams and products comply with GAGAS and Agency quality assurance requirements in timely manner (to include supervisory review of working papers before information is released, independent review of products,

and completion of quality assurance checklist). Note: PCIE standard for work paper review is within 60 days of completion.

- Ensure full staffing of results and products with all appropriate levels.
- Facilitate timely and responsive command replies.
- Prepare/approve final report package (distribution, recommendations for potential follow-up, protective markings and legal review, Forms 328, management control matrix, etc.).
- Complete audits within approved staff days established at the 60% review.

Maintain updated corporate information (for example, AAAsist).

Support continuous improvement initiatives by taking initiative to identify improvements within the team and Agency processes.

Workforce Development

Execute full range of HR and fiscal responsibilities within established timelines and IAW DOD 1400.25-M and SC1940.5.7.4:

- Adhere to merit principles in all employment decision processes.
- Adhere to performance management regulations and fiscal responsibilities.
- Maintain safe work environment and address noncompliance allegations.
- Ensure compliance with EEO/EO principles, policies and regulations:
 1. Comply with provisions of DoD Civilian Equal Employment Opportunity (DoDD 1440-1).
 2. Comply with provisions of the Equal Employment Opportunity Commission's Management Directive 715.
 3. Communicate EEO policies to employees.
 4. Seek early dispute resolution through Alternative Dispute Resolution techniques.
 5. Promptly address reasonable accommodation requests.
 6. Follow policies governing prohibited personnel practices and promptly address allegations of prohibited discrimination, harassment, and retaliation.
 7. Ensure EEO related training requirements are met.

Communicate vision for team and align performance expectations with Agency goals.

Model a high standard of performance and professional conduct for others.

Communicate duties, responsibilities, and competencies employees require at each level.

Develop a professional workforce capable of delivering value-added services to help the Agency achieve its goal for effectiveness of audit team for client satisfaction by building the technical and professional skills of assigned team members. Specifically:

- Assess and facilitate career development for assigned employees. Identify weaknesses and develop mitigating strategies to address shortfalls. Build on strengths.
- Coach, counsel, and mentor employees on developmental needs to aid employees' career advancement.
- Provide employees with experience and assignments designed to meet the employees' career plans.
- Ensure each employee has adequate supervision and is fully work-loaded.
- Work with AICs to target areas for OJT and ensure OJT is executed.
- Obtain feedback from AIC and other leaders on individual performance for rated employees, and ensure AICs provide constructive feedback to assigned team members.
- Provide employees with continuous meaningful feedback on progress toward meeting job expectations/objectives.
- Prepare IDPs that enhance employee development through training.
- Ensure all assigned team members complete IDPs and meet annual CPE requirements.

Recognize and reward employees for significant contributions to Agency mission, team, and audit goals.

Take specific actions to promote a work environment that encourages empowerment, leadership, motivation, accountability, and teamwork, contributing to overall team workforce satisfaction rating of 70%.

Balance resources while ensuring productive and trained staff.

Support the Agency's strategic plan, corporate goals, and key initiatives.

Demonstrate an organizational perspective. Support:

- Rotation program
- Developmental positions in PM
- Long-term training
- Different viewpoints to foster independent thinking
- Risk-taking

Encourage membership in professional organizations attainment of professional certifications and advanced degrees.