

Performance Expectations

Program Director

Program Development

Serve as Agency focal point for assigned area, developing a comprehensive knowledge of functional area and a cooperative, open relationship with clients. Stay up-to-date on Army's overarching strategies/initiatives, keeping an awareness of internal/external factors, opportunities, and emerging trends.

- Conduct research.
- Assess risk.
- Participate in functional area symposiums and conferences.
- Build trust and group identity with program area client.

Foster and maintain continuous open communication through a broad band based outreach program to promote clients and stakeholders relations. Efforts should be geared toward helping to achieve corporate goals for overall client and stakeholder satisfaction, and for the individual components of the surveys. Use multiple tools to obtain feedback and measure overall satisfaction and to address clients' concerns. These tools may include:

- Client and stakeholder surveys—continue to issue surveys, encourage recipients to complete the surveys, and emphasize importance of feedback to primary clients/Army leaders. (Specific corporate goals are contained in the Agency's FY 07-12 Strategic Plan.)
- Periodic meetings with key clients and stakeholders such as courtesy calls and command updates for senior Army leaders.
- 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, email or other means.

- Other informal interactions.

Schedule audits that assist Army decision makers to address key Army issues and high priority or high risk areas.

- Generate requested audits so requested average is 25 to 75% of total programmed auditor days.
- Develop 18-month audit plan/strategy and continuously update to deliver relevant and responsive audit services. Design program to deliver PMB for 10% of reports and to contribute to corporate ROI of \$10 to \$1.
- Communicate vision and translate into concrete objectives, plans, priorities, and assignments to and across teams.
- Integrate audit managers into the strategic audit planning process to focus team efforts and reach corporate goals of delivering quality, timely, innovative, and effective solutions to Army challenges.
- Communicate with managers and auditors early in audit planning process to ensure well-planned audits.

Establish processes to monitor command corrective actions taken. Use the status of recommendations in AAAsist to monitor corrective actions taken and to facilitate identification of key recommendations for inclusion in engagement program.

Program Execution

Execute 18-month audit program. Provide technical audit leadership and direction to supervisory staff assigned to audits in functional area with a goal of delivering innovative and effective solutions faster and at lower costs that improve Army operations. Ask questions, offer technical guidance, and approve program changes or terminate projects. Make sound and timely decisions and be able to explain differences between developed program and executed program. Work collaboratively and flexibly with others to achieve team goals.

Facilitate client coordination to achieve access to personnel, systems, and data, when necessary.

Facilitate effective execution of individual audits. Visit audit locations, in person and virtually, and review audit progress to resolve complex technical issues, facilitate the timely completion of audits, manage audit resources (ie: auditor days, travel \$, travel time, etc.), and ensure benefits of the engagements to the Army. Ensure recommendations are focused on root causes and are conducive to follow up.

Facilitate agreement on intended message early enough in audit process to lead to efficient preparation of products.

Ensure audit results, conclusions, and recommendations are fully staffed at appropriate levels during the audit.

Assist in obtaining timely and responsive replies from clients, when necessary.

Release final products only after ensuring products meet technical sufficiency and presentation quality standards following Agency policy or Generally Accepted Government Auditing Standards.

Identify opportunities to inform Army officials and generate action through time sensitive, trend, or advisory reports.

Meet or contribute to meeting corporate goals such as return on investments, timeliness of information delivery, and benefits of engagements as defined in the Agency's FY 07-12 Strategic Plan.

Hold IPRs within 30% of staff days expended for at least 80% of audits. Issue at least 60% of draft reports to command by the date established at the 60% milestone, and complete at least 60% of engagements within the staff days established at the 60% milestone.

Support continuous improvement initiatives by taking initiative to identify improvements within the team and Agency processes and by supporting staff participation in organizational initiatives, membership in professional organizations, and participation in corporate projects and developmental assignments.

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 promptly.
- Ensure compliance with EEO/EO principles, policies, and regulations.
 1. Comply with provisions of DoD Civilian Equal Employment Opportunity (DOD Directive 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.

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

Communicate vision for team and align performance expectations with Agency goals. Communicate duties, responsibilities, and competencies required by employees. Do the following and ensure subordinate raters do also:

- Obtain feedback from other leaders on individual performance for rated employees.
- Provide employees with continuous meaningful feedback on progress toward meeting job expectations/objectives.
- Ensure each employee has adequate supervision and is fully work-loaded.
- Assess and facilitate career development for assigned employees.
- Ensure OJT is executed, and annual CPEs and IDPs are completed.
- Recognize and reward employees for significant contributions to Agency mission.

Develop a professional workforce capable of delivering value-added services to the clients and stakeholders. Contribute to the corporate goal for client satisfaction with effectiveness of audit team by building the technical and professional skills of assigned team members.

- Identify weaknesses and develop mitigating strategies to address shortfalls.
- Build on strengths.
- Collaborate with audit manager to provide employee with experience and assignments designed to meet the employees' career plans.
- Coach, counsel, and mentor employees on developmental needs to aid employees' career advancement.

Support implementation of Agency's human capital strategic plan.

Demonstrate an organizational perspective. Support:

- Rotation program
- Developmental positions in PM
- Long-term training
- Different viewpoints to foster independent thinking
- Risk-taking.
- Hiring and retention goals (retain 85% of workforce)
- Certification and advanced degrees
- Membership in professional organizations

Achieve team workforce satisfaction ratings of 70% for overall rating and for communication, leadership & mgmt, and empowerment, motivation & teamwork.