



OFFICE OF THE AUDITOR GENERAL
OAG Executive Leadership Development Framework
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1.0 Introduction

The Office of the Auditor General has a Strategic Plan developed for a three year period, from FY 2018 – FY 2021.

1.1 The Vision:

Excellence in Public Sector Auditing

1.2 Mission:

- i. To provide world class, independent and objective value adding Service
- ii. To provide a working environment that allows our people to excel

1.3 Core Values:

- i. Impartiality , objectivity and fairness in our reports
 - a. Due diligence and 3Es in all facets of our auditing which encompasses reducing costs of input (economy), the right effort allocation (efficiency) and to achieve the goals (effectiveness).
- ii. Continuously align all processes and procedures to international best practices.
- iii. Utmost of honesty and integrity displayed by our people.

1.4 The four key strategic goals identified for the Auditor General Office are:

Customer

- Awareness – Role of OAG and how it is carried out.
- Customer feedback considered for continuous improvement.
- Customer Advisory Services

People

- Professional development and training
- Performance Management Systems
- Work – life balance
- Staff benefits.

Processes

- International Standards on Auditing
- International Standards for Supreme Audit Institutions
- AFROSAI – E Financial Audit Manual
- Corporate Services
- Quality Assurance and Research
- Follow – up audits
- IT Audits

Systems

- Upgraded automated Audit Management Software – Teammate
- Use of Audit Command Language (ACL) software for data analytics
- Bio-metric system for attendance management

1.5 The strategies identified to deliver the above goals are:

- Action plans and resources allocations which would allow achievement of strategic goals.
- Implementation process are properly monitored and this includes evaluation stage – strategic action plans and revised when required.
- All employees of the Office of the Auditor General are to take ownership of the plan and ensure to live the vision and mission of OAG on a daily basis.

The Strategic Plan is the Roadmap for the Executive Leadership Development Framework of OAG as the success of the program is measured against deliverance of the Strategic Plan objectives.

2.0 Vision for Executive Leadership Development Framework

Executive Leadership team shall have Balanced Capabilities with a wide view of the OAG's Operations. This means challenging conventional thinking, valuing diverse perspectives, taking and outside – in view, managing risks and trade-offs, collaborating and applying OAG values as a compass

3.0 Scope

OAG Executive Leadership Development Framework Program is open to all potential employees that meet the program criteria from staff to management positions.

4.0 Objectives

The main objective of this Framework is to develop people so that we have leaders with the desired capabilities readily throughout the organization to take up Leadership roles in line with the Succession Plan.

The outcomes of this objective are to ensure:

4.1 Value Adding Service

- Improve audit service delivery
- Create more visibility for OAG

4.2 International standards and best practices

- Reduce Operational Cost
- Improve Audit turnaround time
- Fully realize the returns on investments on TeamMate Software
- Improve quality of audit processes
- Move towards full autonomy – OAG to have the functional and organizational independence required to accomplish its task.
- Improve OAG participation and contribution in International Forums
- Modern and Responsive Corporate Service

4.3 Conducive / Ideal Work Place

- Implement open and transparent Performance Management System (PMS)
- Provide opportunities for training and professional development.

To achieve the above, OAG will promote leadership throughout the organization based on the following principles.

5.0 Principles

5.1 OAG Executive Leadership Development Framework is aligned to the OAG's Business Plan and Strategic Plan FY 2018 - 2021.

OAG Executive leaders are responsible for driving performance in their teams to deliver the strategies of the business. Having leaders with the right competencies and attributes will ensure the successful delivery of the business plan. Furthermore, Executive Leadership potential assessment is not to be considered permanent as the assessment of an employee's leadership potential can change with time and circumstances.

To achieve this:

- Identify and determine the OAG Key Executive Leadership and Growth Competencies based on the approved Strategic Plan.
- Executive Leadership & Growth Competencies formulation will be part of the Strategic Plan Formulation Process.
- OAG will review and evaluate employee's leadership potential every two years.

5.2 Identification and selection of potential candidates into the Executive Leadership Program will be transparent and based solely on selected quantifiable criterion.

The credibility and the success of the Program, depends on the selection of the right potential candidates with the right qualifications, leadership competencies and attributes to take up future leadership roles in OAG.

To achieve this:

- All selected candidates must at least have a Degree as a minimum qualification and high performance rating based on the OAG's Performance Management System (constantly exceeding targets)
- All selected Degree holders with high performance rating and "Standout Potential" rating in their Leadership Competencies will be eligible for the leadership program.
- Line Managers will assess and nominate potential candidates, Corporate Service Division to calibrate assessment to ensure that nominated staff meets the criteria before submission to the Executive Management Committee Meeting for decision.
- All selected candidates with "Well Placed" ratings in their Leadership Competencies Assessment will be developed through HR coordinated Training & Development Programs.

5.3 Executive Leadership Development Framework Plan will be individualized based on gaps identified in the Leadership Competency and 360% assessment with the individual responsible for its implementation.

Executive Leadership development Framework plan is individualised and linked to OAG Performance Management Framework and OAG culture by ensuring that the plan addresses the gaps identified in the assessments and promote the strengths of the individual through accelerated leadership development opportunities to ensure individuals and OAG are fully realising their leadership potential.

Key part of the training program is Business Acumen Training where OAG can develop leaders to have a better understanding on how their actions and their behaviour impact their decision making and how this in turn affects OAG outcomes at the unit and the corporate level.

To Achieve this:

- Individual Training and Development will be based on the Competency Assessment undertaken and on approved individual development program.
- The Office will develop Individual Development Plan that will compromise the following principles;
 - Job based assignment -70%
 - Relationships/Coaching -20%
 - Formal Program -10%
- Business Acumen Training
- Support through Executive/Management coaching, development roles / Experience and Opportunities.

5.4 Candidates identified for the OAG Executive Leadership Development Framework Program will have on-going monitoring of Performance and Development.

To achieve this:

- The Corporate Service Division will collate the results of the candidates' performance results and submit to the Executive Management Committee Meeting within two months of the annual year discussion.
- OAG Executive Management Committee will select and de-select candidates from the Leadership Development Program based on the recommendation from Line Managers/Coaches and recommendation submitted by the Corporate Service Division.

5.5 OAG will ensure return on its investment on all Leadership Development Training Programs it provides to all OAG employees who are eligible for the program.

OAG needs to put a mechanism in place to ensure that all employees who are developed through this Executive Leadership Development Framework Program are maintained and to minimize high staff turnover. OAG needs to be committed in its Succession Planning Program and not just a program identified potential leaders go through for Training & Professional Development.

To achieve this:

- OAG will ensure that its succession planning is implemented and identified potentials do actually fill vacant Leadership Roles within the OAG.
- OAG will bond all employees identified as potential leaders for the two year Executive Leadership Development Framework Program they go through.