



Auditor of Public Accounts  
Staci A. Henshaw, CPA

[www.apa.virginia.gov](http://www.apa.virginia.gov)

# OUR MISSION

The Auditor of Public Accounts serves Virginia citizens and decision makers by providing unbiased, accurate information and sound recommendations to improve accountability and financial management of public funds.



# OUR CORE VALUES

## **Collaborative**

We work together to create greater value.

## **Engaged**

We see what needs to be done and participate or become involved.

## **Knowledgeable**

We are well-informed and insightful.

## **Professional**

We act in a manner that reflects favorably on ourselves, our co-workers, and the APA.

# AUDITOR OF PUBLIC ACCOUNTS 2020 - 2025 STRATEGIC PLAN

## *Objective*

To develop a strategic plan that focuses on addressing a digital transformation of the Auditor of Public Accounts (Office) and reflects awareness of the future of the auditing profession.

## *Strategic Directive 1: Enhance engagement with external stakeholders*

**Initiative 1-A** Improve stakeholder experience by increasing understandability and usability of information in reports and external communications

## *Strategic Directive 2: Leverage technology to strengthen internal operations*

**Initiative 2-A** Automate routine processes and administrative tasks

**Initiative 2-B** Implement a more collaborative and formalized approach for evaluating operations and driving continuous improvement

## *Strategic Directive 3: Cultivate innovative solutions to enhance project quality*

**Initiative 3-A** Utilize technology to better collect and analyze human capital data for decision making

**Initiative 3-B** Enhance automation of audit engagement management

**Initiative 3-C** Incorporate continuous improvement into audit approach

**Initiative 3-D** Develop a formalized process for evaluating audit innovation opportunities

## *Strategic Directive 4: Foster an environment that emphasizes knowledge sharing*

**Initiative 4-A** Enable more office-wide collaboration

**Initiative 4-B** Improve technology training and learning opportunities

**Initiative 4-C** Increase competencies surrounding information technology concepts

## *Strategic Directive 5: Enrich our culture through a continued focus on human capital*

**Initiative 5-A** Ensure Office culture supports diversity, equity, and inclusion

**Initiative 5-B** Enhance talent acquisition process

**Initiative 5-C** Formalize employee engagement programs

**Initiative 5-D** Enhance and create awareness of career development paths



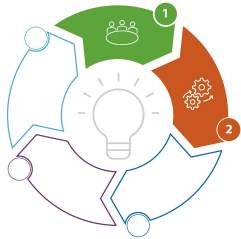
## **Strategic Directive 1**

### **Enhance engagement with external stakeholders**

Continue to highlight the importance of the Office’s mission by enhancing our stakeholder engagement and external communication to provide clear and useful information to assist with making sound and reliable decisions.

#### **Strategic Projects**

- Implement data visualizations for reports and communications
- Identify solutions that will provide more dynamic and valuable information on the Office’s website and other digital communications
- Implement automations and visualizations for the local Comparative Report and other locality reports and data



## **Strategic Directive 2**

### **Leverage technology to strengthen internal operations**

Explore technology opportunities that will strengthen our resources and increase efficiencies to promote continued collaboration and participation throughout the Office’s internal processes and operations.

#### **Strategic Projects**

- Identify opportunities to use automation for administrative tasks
- Develop mechanisms to obtain input and feedback from staff to drive continuous improvement
- Consider a formalized process for engaging Office team members in the evaluation and implementation of resources and equipment
- Enhance IT governance framework to align the evaluation of new opportunities with the Office’s strategic direction



### **Strategic Directive 3**

#### **Cultivate innovative solutions to enhance project quality**

Leverage technology and other solutions to further enhance the quality of our projects with a focus on improvements to staffing projects, managing audit engagements, refining our audit approach, and fostering a mindset of innovation.

#### **Strategic Projects**

- Evaluate and use human capital data to track various elements to assist with staffing decisions on audits and other projects
- Use automation to create efficiencies with standardized audit tools and resources
- Cultivate ideas continuously throughout the audit process
- Evaluate opportunities for centralized audit work on statewide systems and standardized audit procedures across similar clients
- Consider developing subject-matter experts for data analytics and other specialized audit areas
- Evaluate opportunities for implementing a formal innovation program



### **Strategic Directive 4**

#### **Foster an environment that emphasizes knowledge sharing**

Encourage a cooperative mindset and provide opportunities for colleagues to work together to share our insights, specialties, and knowledge to continue to foster an environment of office-wide collaboration.

#### **Strategic Projects**

- Consider implementing a formal knowledge sharing program among staff
- Evaluate opportunities for creating a digital community to support each other and to share ideas and innovations
- Create focused training and a knowledge base around the Office's existing and upcoming technology and automation tools
- Increase the competencies of auditors, who are not IT specialists, with a focus on improving their understanding of data analytics and other baseline IT concepts



## Strategic Directive 5

### Enrich our culture through a continued focus on human capital

Continue to foster our positive work culture and emphasize our values of professionalism and collaboration by promoting and supporting diversity, equity, and inclusion. Continue to focus on the enrichment of our staff by enhancing talent acquisition, highlighting employee engagement, and improving career development.

#### Strategic Projects

- Evaluate our culture to ensure we are supportive of a diverse workforce and consider the best ways to implement diversity, equity, and inclusion strategies
- Evaluate opportunities and improvement to processes for recruiting talent
- Continue to improve our digital brand with a focus on recruitment
- Create mechanisms for promoting employee recognition and appreciation
- Develop programs to build staff rapport and networking
- Enhance and formalize our process for obtaining feedback from employees about retention and turnover
- Explore opportunities to improve the performance feedback process
- Consider implementing a formal coaching or mentoring program
- Identify ways to enhance visibility of career growth and recognition

# 2020 - 2025 STRATEGIC PLAN AT-A-GLANCE

