

***CHAPTER 13**
PERFORMANCE ASSESSMENT OFFICE
DETAILED TASK INSTRUCTIONS

1. *TASK - Audit Liaison.

*Introduction: Receives audit announcements from outside audit organizations. Performs periodic analysis of and monitors status of audit and inspection reports (from both internal and external sources) to ensure specific areas discussed in the reports have been corrected. Determines whether systemic or repeat issues have been identified and adequately addressed.

a. OPLOC:

(1) Receive audit announcements. Maintain log of audit announcements for tracking and research purposes. Establish project file folder for each announced audit project. Keep copy of all tasking, correspondence, and reports related to each project.

(2) Identify functional areas/personnel involved and provide them copies of each announcement.

(3) Receive the notification of the initial audit visit on each audit and schedule inbriefing with the auditor and appropriate OPLOC associates. Make meeting room arrangements and advise all participants of the time and place. Attend inbriefing and keep track of attendees.

(4) The Performance Assessment Office will not generally be involved in the audits after the inbriefing. The auditors will deal directly with the functional areas being audited.

(5) Schedule audit exit briefings at the completion of the audits. The exit briefing will generally be requested by the auditors. Set up exit briefing room, time, and invite appropriate attendees. Attend exit briefing and keep track of attendees.

(6) *Receive draft audit reports from the audit agencies or from the Denver Center Customer Service and Performance Assessment Directorate, Operational Review and Internal Control Division (DFAS-DE/PO). Identify the functional area within the OPLOC which has all or most of the functional responsibility.

(7) Task functional area to prepare management comments to the draft report for OPLOC Director's signature by a specific date in order to meet the response date for the draft report. If more than one functional area is involved, the area tasked should be advised to get appropriate input from the other areas. The tasking should request that the response be routed through the Performance Assessment Office for coordination.

**DFAS-DE 7040.1-M, Change 3
July 1998**

(8) Coordinate on management comments to ensure that the suspense is met and the comments address the audit issues.

(9) Receive and distribute copies of final audit reports to the functional areas audited.

(10) Follow-up on management actions until completed and respond to audit agency or higher headquarters' questions concerning status. A copy of the tracking report will be forwarded to DFAS-DE/PO.

(11) ★Any system or repeat issue problems identified during the audit or included in the draft report will be forwarded to DFAS-DE/AM, DFAS-DE/PO, and DFAS-HQ (through DFAS-DE/PO).

b. FSO:

No action required.

2. ★TASK - Investigations.

★Introduction: Conducts internal and external investigations (i.e., loss of funds, Hotline complaints, Inspector General complaints, etc.).

a. OPLOC:

(1) Conduct any required DoD Hotline investigations referred by DFAS-DE/PO. Reporting guidelines are contained in DFAS Regulation 7050.1, Defense Hotline Program. The actual conduct of the investigation can be delegated to functional areas with OPLOC Director concurrence.

(2) Track the progress of the investigation to ensure that suspense dates are met.

(3) Prepare a transmittal memo for OPLOC Director signature to transmit the report of investigation to the DFAS-DE Deputy Director through DFAS-DE/PO.

(4) Conduct any other investigations, special studies or reviews directed by the OPLOC Director.

(5) Conduct any required DoD Hotline investigation referred directly to the OPLOC. Immediately advise the DFAS-DE/PO of any DoD Hotline items referred directly to the OPLOC.

b. FSO:

No action required.

3. *TASK - Review of OPLOC Operations.

*Introduction: Both the Federal Manager's Financial Integrity Act (FMFIA) and the Operation Review Program (ORP) require ongoing valuations and reporting on OPLOC operations. To eliminate duplication and confusion, only one review plan, one set of review guides, one review summary format, and one detailed report format will be necessary for both programs. Descriptions of these programs follow:

***Federal Managers' Financial Integrity Act (FMFIA) Section 2 Reports.** PA assists in the coordination of and oversees the DFAS policy and requirements relative to FMFIA Section 2 reports and provides OPLOC FMFIA certification as to the adequacy of DFAS internal controls.

***Embedded Operational Reviews.** PA continually reviews all OPLOC functions, using the standard performance and management indicators, operational review guides, audit reports, and any local indicators to obtain reasonable assurance that the assets are safeguarded, and applicable laws, regulations, policies and procedures are followed.

***Assessable Units.** The Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO) is responsible for identifying standard assessable units for all Denver Center OPLOCs. Although these assessable units are reviewed yearly under the Operational Review Program, FMFIA requires that high and medium risk units be reported under the FMFIA Program as directed by DFAS-DE/PO. If the vulnerability assessment indicates a high risk, FMFIA reviews (which require additional analysis above and beyond an Operational Review) of the assessable unit must be conducted twice during the 5 year cycle. The FMFIA review needs be done only once for medium risk assessable units.

Review guides for all assessable units will be provided by the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO). This includes FMFIA program guidance and ORP guidance.

a. *OPLOC:

(1) Performance Assessment will validate the standard OPLOC assessable unit's configuration:

DFAS-DE 7040.1-M, Change 3
July 1998

(a) Add any unique assessable units.

(b) Report the structure to DFAS-DE/PO.

(2) Performance Assessment will task functional areas to conduct vulnerability assessments in accordance with guidance from the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO).

(3) Performance Assessment will establish an annual written review plan as directed by the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO). The plan will address all assessable units provided by the Denver Center.

(a) Submit proposed annual plan to the OPLOC Director for approval.

(b) Send the approved plan to the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO).

(4) Performance Assessment will task organizationally independent associates who have had experience in the assessable units/functions, to perform the embedded operational reviews and complete the review reports. Personnel identified to conduct these reviews will familiarize themselves with the applicable provisions of DFAS-DE 7600.11-R, DFAS Operational Program.

Reviewers shall:

(a) Follow review guides provided by the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO).

(b) Ensure that critical review guide steps and associated internal controls are being accomplished. Reviewers must verify this by testing the critical controls.

(c) Give the reviewed area advance notification in order to ensure availability of personnel and records.

(d) Hold entrance, interim (as necessary), and exit conferences. At the exit conference, the manager should be provided a copy of either a report or the review guide and documents pertaining to exceptions.

(e) Personally retrieve review documents from the files in order to avoid prescreening by the area being reviewed.

(f) Determine the cause of any findings and make appropriate recommendations.

(g) Prepare working papers as the review is accomplished, not at the end of the review. They should be maintained as evidence of the work performed and support the report. Utilize the work paper documentation formats provided in Handout 16 of the DFAS-DE embedded ORP training package.

(h) The reviewer will prepare the review summary and detailed reports. The report should be in accordance with the reporting format provided by the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO).

(5) Performance Assessment should coordinate on the reviewer's report before it is sent to the OPLOC Director for signature.

(6) Performance Assessment will submit the following reports to the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO):

(a) Review Plan.

(b) Risk assessments.

(c) Review summaries and detailed reports as directed.

(d) Mid-year status report on open material weaknesses.

(e) Quarterly status reports on reviews and findings.

(f) Assessable unit validation.

(g) Year-end Statement of Assurance.

(h) Material weakness summary reports.

(i) Other reports as directed by the Denver Center Customer Service and Performance Assessment Directorate.

(7) Performance Assessment will track agreed to management actions until completed and ensure follow-up reviews are conducted as appropriate. A status report will be submitted to the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO).

(8) Performance Assessment will review each report for significant issues which may need to be reported to the Denver Center as material weaknesses in

**DFAS-DE 7040.1-M, Change 3
July 1998**

accordance with guidance provided by the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO).

(9) Performance Assessment will review, validate, summarize and analyze data provided through the Management Information System.

(10) Performance Assessment will identify functional experts upon request, to assist the Denver Center Customer Service and Performance Assessment Directorate (DFAS-DE/PO) in performing independent reviews of other OPLOCs.

(11) Performance Assessment will ensure that all Performance Assessment employees have read and understood the DFAS Operational Review Regulation 7600.11-R. They will also ensure that all OPLOC employees have read Chapter 1 of 7600.11-R.

(12) Performance Assessment will verify weekly that amounts reflected on SFs 5515 (Debit Vouchers), and SFs 215 (Deposit Tickets) are reported in Treasury's Cash Link System.

(13) Performance Assessment will verify quarterly:

(a) That the Reject Delete Report listing, PCN SH118VTO, is produced monthly.

(b) It is properly annotated with the reason for deleted transactions.

(c) It is filed as part of the work papers to the monthly Repairable Support Division (FUND Code 64) trial balance.

(14) Performance Assessment will receive, verify and certify daily the Integrated Paying and Collecting (IPC) system Audit File Report, Part I. They will also return the report to Disbursing for retention.

b. FSO:

No Action Required.

4. ★TASK - Performance Management Indicators (PMI).

★Introduction: PA is responsible for developing and implementing the OPLOC performance assessment policies and procedures, and measuring and reporting

significant performance data to DFAS-DE and customers. Prepares charts for internal and external use.

a. ★OPLOC:

(1) Develop and implement OPLOC performance assessment policies and procedures.

(2) Measure and report significant performance data to DFAS-DE and customers.

(3) Prepare charts for internal and external use.

b. FSO:

No action required.

5. ★TASK - High Level Inquiries.

★Introduction: PA is the focal point for coordinating and preparing the OPLOC response to DoDIG and other high level inquiries (excluding congressional inquiries). This includes obtaining the needed data from functional areas to prepare a correct and timely response.

a. ★OPLOC:

(1) Obtain the necessary data from functional areas to prepare correct and timely responses.

(2) Coordinate and prepare the OPLOC response to DoDIG.

(3) Coordinate and prepare the OPLOC response for other high level inquiries (excluding congressional inquiries).

b. FSO:

No action required.

6. ★TASK - Customer Service Surveys.

★Introduction: PA is the focal point for customer service surveys, as deemed appropriate. Prepares and distributes survey letters to vendors, DoD organizations (Contracting, Budget, Comptroller, Major Commands, etc.) and other customers.

**DFAS-DE 7040.1-M, Change 3
July 1998**

Consolidates the returned surveys and briefs the OPLOC Director and the appropriate Deputy Director.

a. ★OPLOC:

(1) Prepare and distribute survey letters to vendors, DoD organizations (Contracting, Budget, Comptroller, Major Commands, etc.) and other customers.

(2) Consolidate the returned surveys and brief the OPLOC Director and the appropriate Deputy Director.

b. FSO:

No action required.

7. ★TASK - Customer Service Visits.

★Introduction: PA coordinates customer service visits for the OPLOC Director/Principal Deputy Director. Solicits customers' concerns and prepares briefing material addressing those concerns. Provides briefing material to the Director/Principal Deputy Director for their use during the visit and tracks identified action items. Focal point for responding to all OPLOC related customer issues for DFAS-DE Director's Customer Service Visits. (At Omaha, this function is performed by the customer's ombudsman).

a. ★OPLOC.

(1) Coordinate customer service visits for the OPLOC Director/Principal Deputy Director.

(2) Solicit customers' concerns.

(3) Prepare briefing material addressing those concerns.

(4) Provide briefing material to the Director-Principal Deputy Director for their use during the visit.

(5) Track identified action items.

b. FSO:

No action required.

8. ★TASK - Operation Mongoose.

★Introduction: PA is the focal point and conducts reviews for all OPLOC Operation Mongoose issues.

a. ★OPLOC:

(1) Conduct reviews for all OPLOC Operation Mongoose issues.

(2) Submit quarterly extract submissions to the Defense Manpower Data Center.

b. FSO:

No action required.

9. ★TASK - Special Projects/Studies.

★Introduction: PA conducts special projects, studies, and analyses of finance and accounting operations as directed (i.e., FY Close-Out Plan).

a. ★OPLOC:

Conducts special projects, studies, and analyses of finance and accounting operations as directed (i.e., FY Close-Out Plan).

b. FSO:

No action required.

10. ★TASK - Voucher Reviews.

★Introduction: PA conducts voucher reviews for the Vendor Pay Reinvention initiative and performs Post Payment Audit for travel vouchers paid under the Travel Re-engineering program.

a. ★OPLOC:

(1) Conduct voucher reviews for the Vendor Pay Reinvention initiative.

(2) Perform Post Payment Audit for travel vouchers paid under the Travel Re-engineering program.

b. FSO:

**DFAS-DE 7040.1-M, Change 3
July 1998**

No action required.

11. ★TASK - Audit Retrieval Tracking System (ARTS).

★Introduction: PA maintains and updates the ARTS, which must include FMFIA's, assessable units, risk assessments, audit information, embedded ORP reviews, and special projects/reviews.

a. ★OPLOC:

- (1) Maintain and update the ARTS
- (2) Ensure that ARTS includes:
 - (a) FMFIA's
 - (b) Assessable units
 - (c) Risk assessments
 - (d) Audit information
 - (e) Embedded ORP reviews
 - (f) Special projects/reviews.

b. FSO:

No action required.

12. ★TASK - Process Improvements, Standardization and Training.

★Introduction: PA is the focal point for process reviews and other initiatives with customers and other OPLOCs which focus on improving overall OPLOC service. Gathers data on problem areas, prepares charts and letters to appropriate customers. Reviews customer inquiries/complaints for trends and possible signs of OPLOC inefficiencies. Provides internal training and standardization of performance practices.

a. ★OPLOC:

- (1) Gather data on problem areas
- (2) Prepare charts and letters to appropriate customers.

(3) Review customer inquiries/complaints for trends and possible signs of OPLOC inefficiencies.

(4) Provide internal training and standardization of performance practices.

b. FSO:

No action required.

13. *TASK - Workcount Analysis.

*Introduction: PA analyzes workcount information within operational areas for validity and efficiency. Uses workcount and budget information data to provide the Director with efficiency of budget execution and unit costs per customer. (This duty may be performed by OPLOC Administration or Resource Management personnel).

a. *OPLOC:

(1) Analyze workcount information within operational areas for validity and efficiency.

(2) Use workcount and budget information data to provide the Director with efficiency of budget execution and unit costs per customer. (Or delegate this duty to OPLOC Administration or Resource Management personnel).

b. FSO:

No action required.

14. *TASK - Other duties as assigned.

a. *OPLOC:

Other duties as assigned.

b. FSO:

No action required.