

SUMMARY

The Navajo Nation Office of the Auditor General (OAG) conducted a supplemental follow-up review of the Navajo Area Agency on Aging (NAAA) corrective action plan (CAP) implementation in accordance with 12 N.N.C Section 7. The supplemental follow-up review was to determine whether NAAA implemented its CAP to resolve the findings presented in audit report no. 04-06.

Our supplemental CAP follow up review found:

Finding I

- 1 of 2 corrective measures have been implemented,
- 1 of 2 corrective measures have not been implemented.

Finding II

- 2 of 2 corrective measures have not been implemented.

Finding III

- 1 of 1 corrective measure has not been implemented.

Finding IV

- 3 of 9 corrective measures have been implemented,
- 6 of 9 corrective measures have not been implemented.

Overall 10 of 14 corrective measures remaining from the NAAA's CAP reported in audit report no. 04-06 have not been implemented. In the five months since the Department Manager was sanctioned, NAAA has not made sufficient improvements to the operation of the program.

In order to effectively manage NAAA, the Department Manager needs to be a strong leader. Without proper leadership, program operations and services are administered ineffectively. Throughout our review it became apparent that the Department Manager is not successfully demonstrating the implementation of the corrective actions in a manner that will ensure the department operates effectively and efficiently. With a department of over 300 employees, a strong leader is imperative to properly guide the staff in implementing the CAP, to clarify roles and responsibilities, to facilitate working relationships among the agencies, to strengthen communication, and to demonstrate support for improvements. A strong leader would also recognize the benefits of long term solutions as opposed to quick fixes that are less productive. Since the audit in 2004, NAAA has yet to demonstrate collective improvements that would sustain the program for the long-term. During this follow up review, the NAAA staff was continually reminded the CAP implementation was to remove these sanctions applicable to the Department Manager. However, NAAA should remain cognizant of the objective of the CAP which is to improve services for the Navajo elderly population. The Department Manager should not lose sight of NAAA's purpose and objectives while implementing the CAP.

Title 12 N.N.C. Section 8 imposes upon NAAA the duty to implement the corrective action plan according to the terms of the plan. The supplemental follow-up review shows NAAA failed to implement its corrective action plan according to the terms of the plan. Therefore, in accordance with the provisions of 12 N.N.C. Section 9 (C) the Office of the Auditor General recommend the sanction on the NAAA Department Manager remain in place until such time the department has fully implemented its corrective action plan and resolved all audit findings.