



OFFICE OF INSPECTOR GENERAL U.S. DEPARTMENT OF THE INTERIOR

STRATEGIC PLAN 2011-2016

The mission, goals, objectives, and strategies that will guide OIG over the next 5 years.

OIG STRATEGY

MISSION: To provide independent oversight and promote efficiency, integrity, and accountability within the programs, operations, and management of the Department of the Interior.

CUSTOMER: U.S. Public Citizens, DOI, DOI

GPRA PERFORMANCE REPORT

VII. PERFORMANCE GOALS AND MEASURES

MANAGEMENT EXCELLENCE

MISSION SUPPORTING GOAL: Manage the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered and result-oriented

End Outcome GOAL 1: Increase Accountability

End Outcome Performance Measures:

- 101) Percent of reporting entities with unmodified audits (PFMS) (1/1/12 - 100%)
- 102) Percent of business and affairs that resulted and remained in audit (1/1/2012 - 100%)

Perspective	Objectives	Measures	Indicators
Financial Perspective	F1. Achieve positive BEGSA contribution	F1a. BEGSA	
	F2. Maximize savings by selling the right product mix	F2a. Total Efficiency F2b. Contribution Margin per Hour	
	F3. Improve average net selling price	F3a. Gross Margin per Ton F3b. Average Net Selling Price per Ton (NT)	
	F4. Manage GSA costs	F4a. Turn Around from Order Received to Invoice Sent F4b. Cost of Production per Ton	
	F5. Reduce total cost of production	F5a. Fixed Manufacturing Cost Per Unit F5b. Labor Costs Per Ton	
Customer Perspective	C1. Seamless and Competitive Service and Price	C1a. Product Mix Forecast to Plan - Current Quarter	
	C2. Give Me Top Quality Manufacturing Excellence	C2a. Business Win Rate C2b. Percentage of Tons by Profitability Category	
	C3. Continually enhance customer profitability	C3a. Weighted Average Customer Profitability Margin per Ton C3b. Net Number of Tons Registered to higher Profitability Status	
	C4. Increase share with profitable customers		

Introduction

I am pleased to present the Strategic Plan for fiscal years 2011-2016 for the Office of Inspector General (OIG), U.S. Department of the Interior (DOI). This plan lays out the mission, goals, objectives, and strategies that will guide OIG over the next 5 years.

A sustained commitment to continuous improvement and helping the Department address key issues and challenges is a significant driving force behind this Strategic Plan. In this spirit, we implemented a new strategic management system in 2010. Designed to be transparent and collaborative, the system better enables OIG to provide the Department and other customers with high quality products and services by obtaining necessary financial resources, by using those resources more effectively and efficiently, by developing our people to their highest potential, and by achieving operational excellence.

To make a positive contribution to DOI's mission, we believe that OIG must not only report on deficiencies and document problems but also educate and inform our customers in order to promote efficiency and foster prevention. Our products and services provide DOI and its bureaus thoughtful recommendations and examples of best practices for addressing management and program challenges. We best influence programmatic and systemic changes when our products and services lead the Department to take prompt and constructive action.

We will update this plan regularly to ensure that OIG activities are relevant, timely, and responsive to the mission of the Department, Congress, and the interests of the American people. We will maintain its relevance by –

- Consulting with customers, stakeholders, and partners regarding the value of our products and services;
- Targeting categories of work where OIG will have the most significant and immediate impact on the Department;
- Obtaining input from OIG staff to ensure that OIG operates efficiently; and
- Conducting quarterly reviews to assess organizational performance and adjust operations as necessary.

I look forward to working with OIG staff, the Department, and Congress as we implement this Strategic Plan.



Mary L. Kendall
Acting Inspector General

Mission

The mission of OIG is to provide independent oversight and promote excellence, integrity, and accountability within the programs, operations, and management of the Department of the Interior. A highly motivated organization of 275 employees, OIG responds to the significant challenges the Department faces in protecting the country's natural resources, environment, and cultural heritage.

The Department and its eight bureaus – Bureau of Indian Affairs, Bureau of Land Management, Bureau of Ocean Energy Management, Bureau of Reclamation, National Park Service, Office of Surface Mining, U.S. Fish and Wildlife Service, and U.S. Geological Survey – serve to protect America's great outdoors, preserve cultural resources, and power our Nation's energy future. Overseeing about one-fifth of the land area of the United States, the Department regulates energy development; conserves land and water resources; protects wildlife; conducts scientific research; manages national parks, monuments, and heritage areas; and addresses trust and other obligations to American Indians and Alaskan natives.

OIG is required to keep the Secretary and Congress fully and currently informed about problems and deficiencies relating to Departmental programs and operations. We use a range of audit and investigative tools to prevent fraud, waste, and mismanagement. We target our resources by identifying vulnerabilities and developing solutions for the Department's most serious management and program challenges.

Effective implementation of our mandate addresses the public's demand for greater accountability and integrity so that Government programs and operations work better, cost less, and provide clear benefits for the American people.

Values

OIG operates as an independent oversight organization responsible to the American people, the Secretary, and Congress. We abide by the highest ethical standards and have the courage to tell our customers and stakeholders what they need to know and not what they wish to hear. Our core values help us fulfill our mission and maintain high ethical standards:

- We place highest value on objectivity and independence to ensure integrity in our workforce and products.
- We strive for continuous improvement.
- We believe in the limitless potential of our employees.

Implementing the Strategic Plan

The OIG Strategic Plan is a significant component to fulfilling the requirements of the Government Performance and Results Modernization Act of 2010 (GPRAMA) and Office of Management and Budget guidance. We continuously evaluate our efforts to improve the accountability of DOI and OIG's responsiveness to the needs of Congress, the Department, and the public. We seek to develop and maintain an organization whose work and performance is respected and establishes us as a leader in the Federal Government.

Our goals and objectives support several of the Department's own strategic and priority goals, as well as the President's six performance strategies.¹ Our targeted issue areas for investigations and audits in fiscal year 2011 will focus on water; climate change; energy revenues; procurement fraud; scientific integrity; Indian and Insular Areas; and business processes and operations. Our Strategic Plan also advances the Federal Government's performance strategies and the Department's management goals by using technology to reduce travel costs, enacting hiring reforms, increasing the number of youth hired, and reducing high-risk acquisitions through the use of Strategic Sourcing Blanket Purchase Agreements (BPA) in accordance with DOI's 2011 initiative.

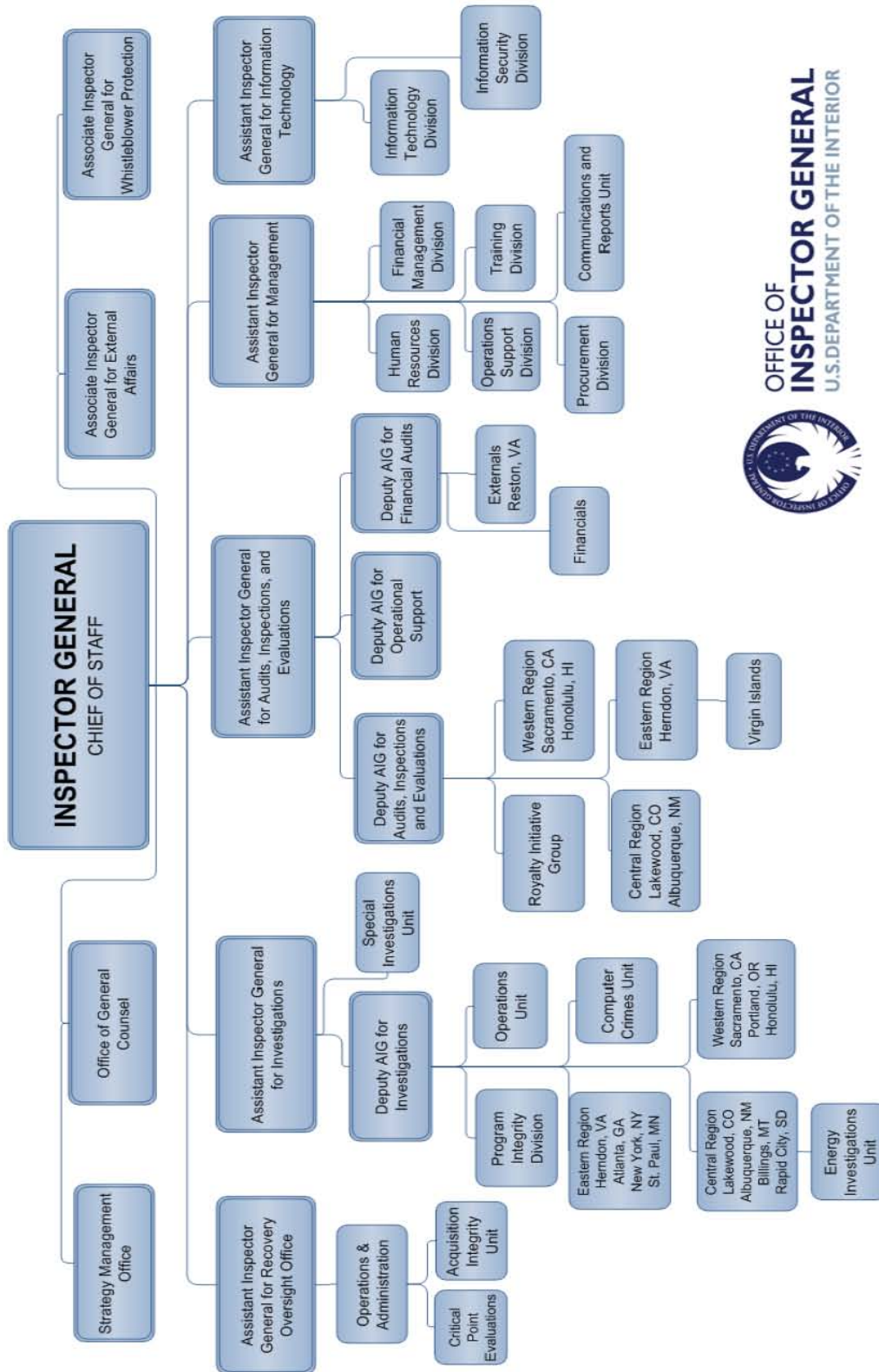
We will track our success in achieving the goals and objectives of this Strategic Plan by –

- Monitoring organizational progress toward meeting performance targets on a quarterly basis;
- Publishing annual performance plans that lay out the audit, investigation, and management priorities for the fiscal year; and
- Reporting the progress of implementing the Strategic Plan in the Semiannual Report to Congress.

The three most significant external factors that might impair our ability to implement the Strategic Plan and meet our objectives are: relationships with leadership in the Department and Congress and their receptivity of our work; ongoing budget uncertainties; and unforeseen significant events, such as the Deepwater Horizon drilling disaster in the Gulf of Mexico in April 2010. Such events can place ongoing investigations and audits on hold as OIG staff is reassigned to address more immediate needs.

¹ The President's performance management strategies include driving agency top priorities, cutting waste, reforming contracting, closing the information technology gap, promoting accountability and innovation through open Government, and attracting and motivating top talent.

Organizational Structure



Strategic Goals

Goal 1: Provide Customers with Top Quality Products and Services

Provide quality products and services that are clear, accurate, timely, relevant, and responsive to DOI decision makers, Congress, and the Department of Justice.

Objectives

1. Provide accurate and actionable information that is relevant and timely; and
2. Be responsive in an open and accountable manner.

Output/Outcome Measures

- Percent of customers who are satisfied with OIG products and services;
- Percent of inquiries with timely acknowledgements; and
- Percent of inquiries with timely completion.

Strategies

- Improve the value of our services through regular communication with and education of our customers on the utility and effective use of our products; and
- Improve our understanding of our internal and external customers' needs, and how we can best address those needs.

Goal 2: Achieve Operational Excellence

Achieve operational excellence through a focus on fraud prevention and high-risk and high-impact areas, improved process efficiency, and quality communication.

Objectives

1. Focus on prevention;
2. Focus on targeted categories;
3. Follow standard approaches to efficient work processes; and
4. Improve internal and external communication.

Outcome/Output Measures

- Percent of OIG hours spent on fraud prevention activities;
- Number of persons who received fraud prevention training;
- Percent of completed assignments that address targeted categories;
- Percent increase in efficiency of core processes; and
- Average aggregate score on employee perception of OIG's effectiveness at communicating.

Strategies

- Conduct outreach activities in the Department and contact recipients of Department funds to raise awareness of fraud, fraud indicators, and fraud prevention;

- Follow a process for identifying and ranking high-risk, high-value audits, evaluations, and investigations that will have the greatest impact on the Department;
- Undertake a comprehensive inventory and review of significant work processes for purposes of standardizing processes across OIG and reducing inefficiencies; and
- Develop and implement plans for internal and external communication.

Goal 3: Improve Organizational Capacity by Developing Our People and Expertise

Create a culture of success and continuous improvement by investing in our people, anticipating workforce needs, and aligning technology to aid operational efficiency, communication, knowledge management, and collaboration.

Objectives

1. Foster collaboration, continuous improvement, and innovation;
2. Improve workforce planning;
3. Recruit, develop, and retain a quality workforce; and
4. Enable the organization through technology.

Outcome/Output Measures

- Average aggregate score on employee perception of collaboration, continuous improvement, and innovation in OIG;
- Percent of OIG operational readiness;
- Percent of eligible staff participating in the telework program; and
- Percent increase in the number of meetings conducted through teleconferencing or webex.

Strategies

- Provide support for increasingly mobile workforce and enhance work-life balance through increased use of technology, flexible work plans, and telework;
- Develop a culture of continuous improvement through revised performance management and awards systems;
- Develop a workforce plan that is tied to the Strategic Plan and prepares the organization for shifting short-term and long-term conditions;
- Create an environment that encourages and rewards excellence and ingenuity in meeting the needs of the customer; and
- Develop a highly competent and flexible workforce through targeted training opportunities.

Goal 4: Ensure Effective Stewardship of Budget and Resources

Maximize efficient use of budget and resources through strategic planning to identify efficiencies and cost savings.

Objective

1. Efficiently plan, manage, and use resources according to the Strategic Plan.

Outcome/Output Measures

- Percent of appropriations obligated and expended by the end of the fiscal year; and
- Percent of purchases made using Strategic Sourcing Blanket Purchase Agreements (BPA) in accordance with DOI's 2011 initiative.

Strategies

- Determine programs and activities annually to which OIG devotes primary attention based on high-risk and high-impact programs and activities; Departmental and Congressional input; and continued OIG assessment and review plans for audits, investigations, management, and other oversight activities; and
- Monitor the allocation of funds on a quarterly basis.

Program Evaluation

As required by the Council of Inspectors General on Integrity and Efficiency (CIGIE), OIG's Office of Audits, Inspections, and Evaluations and the Office of Investigations are subjected to a peer review by an outside organization. These peer reviews ensure that we conduct audits and investigations according to CIGIE standards. The Department of Treasury OIG reviewed the Office of Investigations in 2010. The OIG at the Office of Personnel Management reviewed the Office of Audits, Inspections, and Evaluations in 2011.

The Department of Defense OIG will conduct a peer review in 2012 of our office of Human Resources, which will assess OIG's recruitment, selection, and placement procedures.

Areas of Responsibility

Immediate Office

The Immediate Office (IO) provides senior-level support to the Inspector General and includes the Chief of Staff, Office of General Counsel (OGC), Office of External Affairs, Whistleblower Protection Program, and the Strategy Management Office (SMO).

- The Chief of Staff is responsible for the day-to-day management of OIG operations and coordinates the activities of each OIG component.
- The Office of General Counsel provides independent legal advice to the Inspector General and OIG staff. This legal guidance covers the full range of activities within OIG, including investigations, audits, inspections, and evaluations. OGC manages the OIG ethics program and the Freedom of Information Act and Privacy Act programs.
- External Affairs serves as a liaison to Congress and the media.
- The OIG Whistleblower Protection Program ensures that employees who disclose allegations of serious wrongdoing or gross mismanagement are free from fear of reprisal for their disclosures.
- SMO oversees the development and implementation of OIG's Strategic Plan.

Office of Audits, Inspections, and Evaluations

The Office of Audits, Inspections, and Evaluations (AIE) reviews the efficiency and effectiveness of DOI programs and operations, including program results, compliance with applicable laws and regulations, and the accuracy of financial statements. AIE evaluates the revenues and expenditures of the Insular Areas governments and DOI funds provided under the Compact of Free Association. AIE audits DOI grants and contracts awarded to State, local, tribal, and Insular Areas governments; for-profit and non-profit organizations; and educational institutions. It serves as the Federal audit agency responsible for determining compliance with the Single Audit Act of 1984, as amended, and oversees the work of non-Federal auditors.

Office of Investigations

The Office of Investigations (OI) investigates allegations of fraud, waste, abuse, or mismanagement against DOI employees, contractors, grantees or other entities doing business with or receiving funds from DOI resulting in significant financial loss to DOI. OI examines and assesses allegations involving senior DOI officials, misconduct by law enforcement supervisory personnel, and felony criminal misconduct or domestic abuse by DOI law enforcement officers.

Office of Information Technology

The Office of Information Technology (IT) oversees and evaluates DOI's information technology and security programs. The office implements, manages, and supports all IT functions for OIG users throughout the United States, as well as the U.S. Virgin Islands. IT is comprised of the Information Security Division, which focuses on IT security and supports the requirements of the Federal Information Security Management Act by conducting evaluations and assessments of the Department's information security programs, and the Information

Technology Division, which manages network operations and provides the technology-based tools and services necessary to support OIG.

Recovery Oversight Office

The Recovery Oversight Office (ROO) has principal responsibility for conducting quality control reviews of DOI's use of American Recovery and Reinvestment (ARRA) funds. ROO educates and trains DOI and its bureaus on contract and financial assistance fraud and aims to improve single audit reporting through auditor education and training opportunities. Using rapid response reporting and focused reviews, ROO reviews planned or ongoing major projects to identify potential problems, monitors contract databases, and conducts other forensic analysis to detect suspicious or irregular activity.

Office of Management

The Office of Management (OM) is the administrative arm of OIG. Among its many responsibilities, OM oversees budget development and execution, acquisitions and contracts, travel and credit card management, human resources functions, facilities management, communications, editorial standards and processes, and training.

OIG STRATEGY

MISSION: TO PROVIDE INDEPENDENT OVERSIGHT AND PROMOTE EXCELLENCE, INTEGRITY, AND ACCOUNTABILITY WITHIN THE PROGRAMS, OPERATIONS, AND MANAGEMENT OF THE DEPARTMENT OF THE INTERIOR

CUSTOMER
U.S. PUBLIC
CONGRESS
DOJ
DOI

C1: "PROVIDE ACCURATE AND ACTIONABLE INFORMATION THAT IS RELEVANT AND TIMELY"

C2: "BE RESPONSIVE IN AN OPEN AND ACCOUNTABLE MANNER"

...IN ORDER TO PROVIDE TOP QUALITY PRODUCTS AND SERVICES TO OUR CUSTOMERS AND FULFILL OUR MISSION.

INTERNAL PROCESSES

I1: FOCUS ON PREVENTION

I2: FOCUS ON TARGETED CATEGORIES

I3: FOLLOW STANDARD APPROACHES TO EFFICIENT WORK PROCESSES

I4: IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS

...AND ACHIEVE OPERATIONAL EXCELLENCE

PEOPLE, LEARNING, AND GROWTH

P1: FOSTER COLLABORATION, CONTINUOUS IMPROVEMENT, AND INNOVATION

P2: IMPROVE WORKFORCE PLANNING

P3: RECRUIT, DEVELOP, AND RETAIN A QUALITY WORKFORCE

P4: ENABLE THE ORGANIZATION THROUGH TECHNOLOGY

...DEVELOP OUR PEOPLE AND EXPERTISE

FINANCIAL RESOURCES

F1: EFFICIENTLY PLAN, MANAGE, AND USE RESOURCES ACCORDING TO THE STRATEGIC PLAN

...OBTAIN AND MANAGE FINANCIAL RESOURCES

WE WILL

