

DOI OIG Strategic Plan FY 2010 – 2012

INTRODUCTION

Strategic planning is a critical and core responsibility of all managers and executives at the Department of the Interior (DOI) Office of Inspector General (OIG). This strategic plan is a living document that we will regularly modify in response to current mission responsibilities and demands.

MISSION

The mission of the OIG is to provide independent oversight to promote integrity, accountability, effectiveness, and efficiency within the programs, operations, and management of DOI.

RESPONSIBILITIES

The OIG is required to keep the Secretary and the Congress fully and currently informed about problems and deficiencies relating to departmental programs and operations. We focus our resources on independently and objectively identifying and making recommendations to address risks and vulnerabilities that directly impact, or could impact, the Department's ability to accomplish its mission. Effective implementation of our mandate addresses the public's demand for greater accountability and integrity in government programs and operations so they work better, cost less, and get results for the benefit of the American people.

VALUES

The OIG operates as an independent oversight organization responsible to the American people, the Secretary, and the Congress. We must observe and exhibit high ethical standards and have the courage to tell our customers and stakeholders what they need to know, and not that which they simply wish to hear. Our core values help us to achieve our responsibilities and maintain this high ethical standard:

- We place our highest value in the integrity of our employees and our products.
- We strive for continuous improvement.
- We believe in the limitless potential of our employees.

ACCOMPLISHING THE MISSION

The OIG accomplishes its mission by conducting audits, investigations, evaluations, and other reviews of the Department's programs and operations. Our mission and corresponding goals, objectives and strategies are tied directly to the Department's major goals and responsibilities. We target our resources by identifying and developing

solutions for the Department's most serious management and program challenges.

Our strategies are aimed at positioning the OIG to be relevant and respected for its expertise and products. We continuously evaluate our efforts to improve the accountability of DOI and our responsiveness to the needs of the Congress, Department and American people. We seek to develop and maintain an organization whose ideas and performance results make us a leader in the federal government.

GOALS, OBJECTIVES, DATA POINTS, and ANNUAL MEASURES

Organizational goals and objectives are established in four primary areas: customer service; internal operations and processes; people, learning, and growth; and stewardship of our resources. Organizational operations and performance link directly to these goals and objectives: our activities align to them and performance is assessed based on their accomplishment. Individual and organizational performance are linked through a cascading process that ensures each individual's activities and performance contribute to the organizational goals, objectives, and performance.

To gauge the accomplishment of our goals and objectives and, ultimately, our success, we identified a variety of data points for potential collection and analysis. Annual organizational measures are selected for primary areas. Specific organizational or positional performance elements and commitments are used for senior executive performance appraisals.

GOALS, OBJECTIVES, AND DATA POINTS

Goal 1: Provide customers with quality products and services that are value-added.

Objectives:

- Provide quality products and services that are clear, accurate, timely, relevant, and responsive to DOI decision makers, Congress, and the Department of Justice.
- Target resources to assess DOI's most important activities and address its most persistent challenges, including the programmatic issues identified in the Top Management Challenges, the U.S. Government Accountability Office's High Risk List, and the President's Management Agenda.
- Improve the value of our services through communication with and education of our customers on the utility and effective use of our products.
- Engage in proactive prevention efforts, such as providing early notice of questionable circumstances or practices in the Department to decision makers.

Data Points:

- Percentage of external products completed on targeted schedule.
- Percentage of recommendations implemented.
- Percentage of work products generated at the request of or in collaboration with customers.

- Percentage of OIG resources used to conduct reviews in high-risk and high-impact areas.
- Number and type of tangible results from Audits, Inspections, and Evaluations: programmatic changes, policy/regulatory changes, questioned costs, and funds put to better use.
- Number and type of tangible results from Investigations: indictments, successful prosecutions, successful civil actions, personnel and disciplinary actions, suspensions and debarment actions taken, and receivables and recoveries.
- Number of advisories issued, early communications on questionable practices, and other communication and prevention efforts.
- Number and types of external outreach sessions provided on preventative topics, such as fraud awareness.

Goal 2: Improve internal operational efficiency and effectiveness.

Objectives:

- Improve our understanding of customers' needs, both internal and external, and how we can best address those needs.
- Create, use, and deliver products and services that are tailored to problems identified, serve the needs of the customer, and produce desired results.
- Improve communication at all organizational levels to encourage information sharing that results in improved operations.
- Develop processes to allow for continuous improvement and innovation in our products and services.
- Improve employee performance management system.

Data Points:

- Implementation of new methods to solicit input and feedback from customers.
- Increases in operational efficiency, effectiveness, and communications as a result of new technology, and/or workflow processes or other internal processes.
- Number of cross-functional teams established and/or joint activities implemented that produce tangible results.
- Percent reduction in time to complete products (internal and external) as a result of new processes and improved communications.
- Reduction in average length of time to complete audits, evaluations, and investigations.
- Average cost of audits/investigations.
- Number of innovative products or services developed that are tailored to the problems identified and (internal and external) customer needs.
- Results of internal and external reviews of program performance and adherence to applicable quality standards, and regulatory and administrative requirements.
- Successful revision of performance management system—including implementation of processes to create a culture of continuous performance feedback—and delivery of associated training.

- Percentage of internal deadlines met or rescheduled within accepted and agreed-upon timeframes.

Goal 3: Improve organizational capacity

Objectives:

- Leverage technology to increase organizational capacity.
- Provide support for increasingly mobile workforce with an emphasis on improved collaboration, streamlined information sharing, increased transparency, and reduced cost of operations.
- Create culture of continuous improvement, innovation, and learning.
- Create an environment that encourages and rewards continuously striving for excellence and ingenuity in meeting the needs of the customer.
- Develop highly competent and flexible workforce.
- Enhance work-life balance.
- Be recognized by employees as a desired place to work.

Data Points:

- Introduction of new technology adopted with tangible results.
- Reduction of time necessary to complete tasks.
- Reduction of need for multiple entries of data.
- Number of new ideas submitted by employees and accepted by senior leadership.
- Percent of employees with established individual developmental plans.
- Percent of employees who completed required training.
- Percent of employees who successfully complete leadership and mentoring programs (of the total who begin the programs).
- Number of on-line courses taken by employees.
- Number of new learning opportunities developed.
- Number of cross-functional training opportunities offered.
- Percent of employees participating in OIG's tele-work program.
- OIG attrition rates.
- Results of periodic employee surveys (percent favorable responses on each question and overall).

Goal 4: Ensure effective stewardship of budget and resources.

Objectives:

- Align budget and resources with organizational priorities and regularly review the alignment and expenditures to ensure effective resource use.
- Effectively allocate budget and resources across organizational components.
- Consolidate resources wherever practical.
- Collaborate with the Department and other U.S. Government agencies to leverage resources.
- Reduce the use of gasoline and electricity.

Data Points:

- Location of personnel compared to location of work activities.
- Percent of budget used to complete identified organizational priorities.
- Number of reviews conducted that identified improvements or consolidations in the Department.
- Cost avoidance for non-discretionary travel, through increased use of technology.
- Number of joint offices or use of equipment shared with other agencies.
- Dollars saved as a result of decreased use of gasoline for OIG vehicles.
- Number of green activities and practices initiated.

2010 Organizational Performance Initiatives:

- *The OIG will establish baseline information for percent of budget used to complete organizational operational priorities and develop a 5-year plan with incremental milestones to be reached for each year.*
- *The OIG will deploy a redesigned website with improved search capability, enhanced information, and timely update of information on the work of the OIG.*
- *The OIG will establish an internal quality assurance program and review schedule that examines each OIG component for adherence to applicable laws, rules, regulations and standards.*
- *The OIG leadership ensures that 100 percent of OIG employees have Individual Development Plans in place.*