

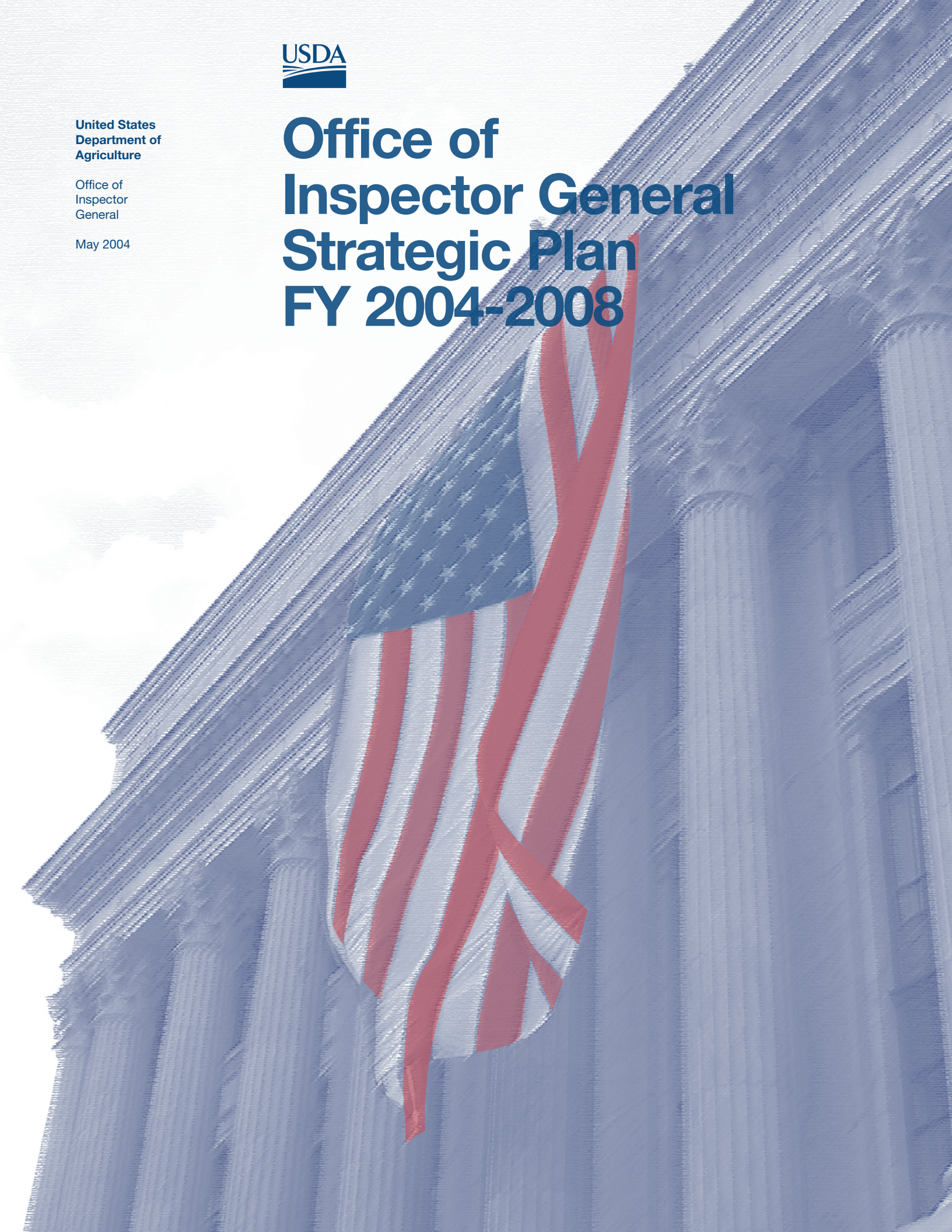


United States
Department of
Agriculture

Office of
Inspector
General

May 2004

Office of Inspector General Strategic Plan FY 2004-2008





UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF INSPECTOR GENERAL
Washington D.C. 20250



As we adopt this strategic plan, we realize how quickly the world changes. Each day we become more and more a part of a global community, new technology and science advance our capabilities, and our capabilities create new vulnerabilities as well as opportunities.

It is important, perhaps more than ever before, for OIG to have a plan that addresses what we know to be the current challenges facing American agriculture and that recognizes that we must remain vigilant in identifying new issues that have yet to emerge.

This plan identifies the three most significant challenges we expect to face in the next five years and the three strategic business goals we have established to address them. It also includes a strategic management goal of addressing OIG readiness, to ensure we have the workforce, technology, and infrastructure to meet the challenges ahead. The plan specifies strategies, actions, and measures that we will implement to move us closer to our performance targets and assess our strengths, weaknesses, and results.

Finally, this plan recognizes that alterations may be necessary for it to remain useful and responsive in promoting effectiveness and integrity in the delivery of USDA agricultural programs, particularly as current challenges are met and overcome, and new challenges arise.

By adopting this plan, we in OIG affirm our commitment to influencing change that is positive, timely, and results-driven.

A handwritten signature in black ink, reading "Phyllis K. Fong".

Phyllis K. Fong
Inspector General

**UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF INSPECTOR GENERAL**

**STRATEGIC PLAN
FY 2004-2008**

CORE VALUES

The philosophy of the United States Department of Agriculture (USDA) Office of Inspector General (OIG) is that the values of an individual and an organization are demonstrated by a commitment to specific standards of action. Therefore, as employees and as the OIG entity, the following are our core values and the standards that we will meet to demonstrate them:

- We value **TRUST**, so we will conduct ourselves with integrity and objectivity and believe in each other.
- We value **RESPECT**, so we will treat all individuals fairly and recognize each person's dignity through our words and actions.
- We value **EMPLOYEES**, so we will balance personal obligations and professional commitments to attain results.
- We value **TEAMWORK**, so we will work together with our colleagues, partners, and stakeholders in all that we do.
- We value **RESULTS**, so we will find means by which we can maximize our efficiency and effectiveness.
- We value **PROGRESS**, so we will encourage and recognize innovation, creativity, and continuous improvement.
- We value **COURAGE**, so we will recognize our duty and act responsibly.

**UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF INSPECTOR GENERAL**

**STRATEGIC PLAN
FY 2004-2008**

EXECUTIVE SUMMARY

After considerable thought and deliberation, the Office of Inspector General (OIG) has identified the three most significant challenges we expect to face in the next five years as we accomplish our mission of promoting effectiveness and integrity in the delivery of United States Department of Agriculture (USDA) agricultural programs. Three strategic business goals, five areas of emphasis within the goals, and three initial performance measures have been established to address these challenges and assess our progress in overcoming them.

These challenges, goals, areas of emphasis, and performance measures are combined and form the basis of OIG's Strategic Plan for Fiscal Years 2004-2008.

Challenges and Goals:

Safety and Security: Increasingly we have all come to realize that the world presents greater threats to our well being as individuals and a citizenry in terms of health and resources. Challenges such as those related to maintaining a safe food supply and protecting America's plants and animals from invasive pests are critical. Thus, we have established as a strategic goal **"Support USDA in the enhancement of safety and security measures to protect USDA and agricultural resources and in related public health concerns."**

Program Integrity: USDA's benefit and entitlement programs are intended to enhance the quality of life through such means as funding research to improve the nutritional value of food, meeting nutritional needs through the National School Lunch and Food Stamps programs, sustaining farmers and agricultural production, and creating better living and economic conditions in rural areas. But, sadly, programs such as these that are intended to help meet individuals' basic needs must face the challenge daily of misuse by organized groups or individuals. Thus, we have established as a strategic goal **"Reduce program vulnerabilities and enhance integrity in the delivery of benefits to individuals."**

Protection of Resources: Managing the broad range of USDA’s assets and resources, from the national forests to farm commodity programs, requires timely and effective program decisions to protect and conserve them. In addition, USDA’s information technology and financial management systems must be able to provide the information necessary to make good program management decisions. Thus, we have established as a strategic goal **“Increase the efficiency and effectiveness with which USDA manages and employs public assets and resources including physical and information resources.”**

Areas of Emphasis:

We identified priority work that cuts across the three broader goals and is the most critical and/or likely to have significant results. OIG will focus its resources upon the following five areas of emphasis:

1. **Public Health and Safety**
2. **Physical and Research Security**
3. **Information Technology Security and Management**
4. **Farm Programs**
5. **Employee Corruption**

Performance Measures:

OIG has established a life-cycle approach to our outputs that will track individual actions at critical milestones to identify the results of our work. We will use the following three measures:

1. **Percentage of resources dedicated to critical risk and high impact work;**
2. **Percentage of audit recommendations where management decision is achieved within one year; and**
3. **Percentage of cases where criminal conviction or civil or other administrative action has been taken.**

These measures address two important questions in assessing OIG’s effectiveness: Are we directing our resources to the most critical work? And does our work cause others to make decisions and take actions necessary to effect change? As data become available, we will develop measures to assess results over the full life cycle of our recommendations, reports, and other activity. These measures will consider milestones such as implementation of corrective or preventive action to address concerns, results of implemented actions, and final overall results as compared to stated goals.

Strategic Plan Implementation:

The OIG Strategic Plan for FY 2004-2008 includes strategies and very specific action to be undertaken in the near-and long-term in support of our strategic goals. It also includes discussion and identification of strategies and actions necessary to achieve our management goal, "Ensure OIG readiness," by establishing workforce, infrastructure, and technical capabilities to meet the challenges ahead.

The goals, strategies, actions, and measures identified in this plan will be used to plan OIG's work, to measure and report our progress and achievements, and to evaluate where and why our work is having its greatest results.

We will review this plan periodically and make any adjustments necessary to address emerging challenges and concerns.

**UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF INSPECTOR GENERAL**

**STRATEGIC PLAN
FY 2004 - FY 2008**

1. INTRODUCTION

The USDA OIG strategic plan reflects work, introspection, and insight at all levels of the organization. It assesses our purpose, our future, and the needs of our mission. It reflects OIG's priorities, focus, and capabilities for the next 5 years in the framework of USDA's goals and management challenges.

This strategic plan establishes our vision and seeks to provide a roadmap for OIG to provide a worthy return on the United States taxpayers' investment.

This plan provides the following:

- Information for the USDA Secretary, Congress, and other stakeholders--including OIG employees and all United States citizens--regarding our mission, vision, and strategic goals; and

- Performance measures that will be applied to assess our progress against this plan.

This plan is expected to result in increased organizational focus on work critical to achieving our strategic goals, solidly founded decisions, and accountability at all levels.

These will be demonstrated by our semiannual reports, our annual plans and budget requests, and our improved organizational performance at all levels.

This plan will adjust and evolve as OIG responds to changes in its mission environment. Such changes may be global, national, or internal to USDA. The plan presented in this document represents our current assessment of the challenges and risks we face in the achievement of our mission and the strategic approach we will take to overcome them.

2. MISSION AND VISION

OIG exists as a statutorily created independent and objective unit within USDA, the purpose of which is to conduct audits and investigations; provide leadership and coordination to promote economy, efficiency, and effectiveness and prevent fraud in USDA's programs and operations; and keep the Secretary and the Congress informed as to deficiencies in such programs and operations. USDA's mission is to provide leadership on food, agriculture, natural resources, and related issues based on sound public policy, the best available science, and efficient management. OIG, though independent, must work toward USDA's effectiveness to serve its statutory purpose.

The OIG USDA mission follows:

OIG's mission is to promote effectiveness and integrity in the delivery of USDA agricultural programs.

And OIG's vision follows:

OIG will be a trusted contributor to the value, safety, and integrity of American agriculture.

3. SITUATIONAL ASSESSMENT

We live in a world where funding intended to provide adequate housing and opportunity for the rural poor or nutritious meals for children may be turned into great personal gain for the unscrupulous. Research necessary to create a reliable food supply for the future may also create opportunities for those who would threaten the health, safety, and economy of our nation. Careful management of USDA programs, assets, and funds is required if the United States is to reduce hunger, agriculture-related disease, and associated fears. Ensuring the integrity of American agriculture has never been more challenging.

There are great risks to American agriculture, and these risks increase as the United States', as well as the world's, reliance upon agriculture grows. The need for the ultimate agricultural product – food – creates vulnerabilities. Some of these vulnerabilities are exploited intentionally; others are jeopardized by human error or natural disaster. To control and reduce these vulnerabilities requires us to recognize that it is not a question of “if” but “when” these vulnerabilities will be exploited. We must consider not “which of these vulnerabilities” but instead “what vulnerabilities are possible.” And we must recognize that not one factor but many will determine the risks we face and how to manage them.

In addition to recognizing and working to eliminate these risks, we must assist USDA in achieving its mission; support the United States Congress in identifying and eliminating fraud, waste, and abuse; and serve the taxpayers—the ultimate customers of our products and services. To do so, we considered USDA's strategic goals, which follow:

1. *Enhance economic opportunities for agricultural producers;*
2. *Support increased economic opportunities and improved quality of life in rural America;*
3. *Enhance the protection and safety of the Nation's agriculture and food supply;*
4. *Improve the Nation's nutrition and health;*
5. *Protect and enhance the Nation's natural resource base and environment.*

4. KEY CHALLENGES and AREAS OF EMPHASIS

Having considered potential risks to American agriculture and the strategic goals of USDA, we have identified three key challenges upon which to focus in the next five years. And we will seek to improve the delivery of USDA's programs by targeting areas of emphasis within these challenges where critical risk and opportunity for high impact activity exist. The areas of emphasis are highly dynamic in nature and cut across all challenges, and they are intended to provide immediate opportunity for OIG to change tactics in response to situational change and needs without requiring rapid or constant alteration to our goals and strategies.

Key Challenges:

During the covered period of this strategic plan, we anticipate continued effort to eliminate vulnerabilities and influence positive change regarding the following three key challenges:

Safety, Security, and Public Health: USDA ensures, as a part of its mission, that the Nation's commercial supply of imported or domestic meat, poultry, and egg products is safe, wholesome, and correctly labeled. Challenges to this include food-borne illnesses and the intentional adulteration of meat and other food products. Protection of America's animal and plant resources requires that they are safeguarded from exotic invasive pests and that trade issues relative to animal and plant health are resolved. However, the greater challenge is to ensure that the programs are working and administered so that the safety risk to those who consume the food products is minimized. The challenge associated with ensuring a safe, secure, and healthy American agricultural system and economy forms the basis of an OIG strategic goal: **Support USDA in the enhancement of safety and security measures to protect USDA and agricultural resources and in related public health concerns.**

Integrity of Benefits and Entitlements Programs: USDA works to harness the nation's agricultural abundance with a goal of ending hunger and improving nutrition and health throughout the country and the world. Benefit and entitlement programs in USDA include many programs that provide payment directly to those individuals or entities in need of support in order to achieve the goals of USDA. The Food Stamp, School Lunch, and other nutrition-enhancing benefit programs are funded and administered; scientific research in the area of nutritional needs is provided; and farm programs to provide means and assistance to American farmers to sustain their productivity and property in good times and bad are managed. These programs, which are extremely high in cost, are also very susceptible to misuse by organized groups and individuals.

USDA helps rural communities – home to approximately 60 million Americans – develop, grow, and improve the quality of life by targeting financial and technical resources to areas of greatest need. Programs include those that help build competitive businesses and community facilities and low-to moderate-income housing. Other programs establish and sustain agricultural cooperatives, and provide modern, affordable utilities. Again, there is great potential for misuse of the funds that USDA administers by organizations and individuals.

The challenge associated with ensuring the integrity of USDA's entitlements and benefits programs, particularly those related to nutrition, farm programs, and rural communities, forms the basis of an OIG strategic goal: **Reduce program vulnerabilities and enhance integrity in the delivery of benefits to individuals.**

Management of Public Resources: To provide for continuity within the Nation's food supply and agricultural business interests, USDA administers programs such as the farm commodity programs, loan and grant programs, and international food assistance programs. Global market opportunities are opened, expanded, and maintained through international trade, cooperation, and sustainable development activities led by USDA. These efforts facilitate marketing of agricultural products and promote fair and competitive trading practices, while others aid in the conservation, maintenance and improvement of America's natural resources. The administration of national forests and grasslands, including restoration and health of the watershed and sustainable forest ecosystem management, is another major concern. The extensive research and educational activities conducted within USDA provide advancement and statistical services that afford opportunities to farmers, communities, public officials, and others involved in basic agricultural and rural asset maintenance and development needs.

USDA program assets are currently over \$120 billion. This includes real property, equipment, land, and commodities as well as money, and the effectiveness and efficiency with which USDA manages these are critical. Two critical elements have been identified in enhancing the capability to do so: information technology and financial management information.

Information technology must be highly functional and secure to support USDA efforts. This requires that adequate security measures be in place to protect financial assets and sensitive data from malicious external intrusions. Many of these systems, if compromised, can create homeland security or other serious vulnerabilities.

In order for managers to make effective program decisions, they must have access to timely financial and operating information. This will allow for the protection of USDA assets and conservation of budget resources. It will also aid in assuring the best performance and accountability over USDA's resources and assets.

The challenge associated with improving the management of USDA assets and resources management, particularly in the areas of information technology and financial management information, provides the basis for an OIG strategic goal: **Increase the efficiency and effectiveness with which USDA manages and employs public assets and resources including physical and information resources.**

Current Areas of Emphasis:

As this plan is implemented, OIG has prioritized its current work opportunities to identify that which is most critical and/or likely to cause significant and important results towards achieving our strategic goals and aligning our efforts with the strategic goals of USDA. These priorities have been categorized as shown below and constitute the areas of emphasis toward which our resources are being targeted:

Public Health and Safety: This area of emphasis includes audit and investigative work related to tainted food products, food safety program integrity, intentional or inadvertent dissemination of animal and plant diseases including mad cow and foot-and-mouth disease, threats against and assault of USDA employees, and other issues that affect or have the potential to affect the physical well-being of individuals.

Physical and Research Security: This area of emphasis includes audit and investigative work related to protection of USDA facilities-including research laboratories-and biological agents, pathogens, pesticides, toxins, and other hazardous materials from use to either implement or finance acts of terrorism; the secure transfer of research and technology including controls over research involving genetically engineered animals, insects, and crops; break-ins and vandalism at research facilities, and other issues that affect or have the potential to affect the security of buildings, laboratories, materials, knowledge, and organisms related to the production and advancement of USDA's scientific achievements.

Information Technology Security and Management: This area of emphasis includes audit and investigative work related to information technology security controls, data integrity and confidentiality, cyber fraud and electronic evidence, future information technology needs, information technology management in areas such as physical and logical access controls, systems documentation, and contingency planning, and other issues that affect or have the potential to affect USDA's ability to securely and accurately provide and protect electronic data for management and decision-making purposes.

Farm Programs: This area of emphasis includes audit and investigative work related to management issues in USDA farm programs such as review of internal control systems for crop insurance claims, financial systems, USDA's implementation of the Improper Payments Information Act of 2002, and other issues that affect or have the potential to affect USDA's ability to manage and control financial assets intended to protect, preserve, and properly disseminate and account for USDA assets and resources that are intended to provide relief and support to American farm programs.

Employee Corruption: This area of emphasis includes audit and investigative work related to USDA employee bribery, conflicts of interest, theft and embezzlement, misuse of computers, or collusion with program participants and other issues that affect or have the potential to affect the integrity of USDA's programs as a result of intentional wrong-doing or exploitation by USDA employees.

5. GOALS, STRATEGIES, AND ACTIONS

To effectively implement a strategic approach to addressing challenges, OIG has established goals that consider the business and management of our mission and work requirements. Our business goals identify the desirable outcome of our mission-related efforts in the three areas identified as key challenges. Our management goal identifies the desirable outcome of our management and administrative efforts to support the achievement of our business goals.

Each goal requires strategies to achieve it, and the strategies require a series of unique and/or constant actions be undertaken to realize them.

Below are the four strategic goals to which OIG has committed and the supporting strategies to be implemented and actions to be taken during FY 2004-FY 2008:

Business Goals

GOAL 1: Support USDA in the enhancement of safety and security measures to protect USDA and agricultural resources and in related public health concerns.

GOAL 2: Reduce program vulnerabilities and enhance program integrity in the delivery of benefits to individuals.

GOAL 3: Increase the efficiency and effectiveness with which USDA manages and employs public assets and resources including physical and information resources.

Business Strategies

Strategy B1. Continuously monitor and assess risks and areas of emphasis in USDA programs and operations to identify those that are critical;

Strategy B2. Target resources to address critical risks in USDA vulnerabilities in areas of emphasis related safety and security, program integrity, and resources management; and

Strategy B3. Increase quality and frequency of communication and information sharing with USDA liaisons and other organizations to enhance OIG effort in the areas of emphasis of safety and security, program integrity, and resources management.

Business Actions

1. Develop internal systems capabilities and reporting requirements to track progress against performance measures and goals.
2. Develop criteria to establish priorities in terms of dollars; level of congressional, Departmental, or public interest; risk factors; or other concerns.
3. Continuously review priorities for needed change to areas of OIG emphasis/focus.
4. Review proposed and pending legislation to assess effect on strategic goals and strategies.
5. Identify liaison/information gathering/collaboration opportunities with parties in areas of emphasis.
6. Develop and retain inventory of resources to include ad hoc experts.
7. Develop prevention and detection methods to reduce program losses through identification of trends.
8. Develop training, self-assessment mechanisms, and other tools for USDA agencies that may be used to identify fraud, waste, and abuse in internal and program operations.
10. Review current processes and requirements for external information exchange to identify opportunities to increase quality and frequency of contacts with USDA program officials, liaisons, and other stakeholders.

Management Goal

GOAL 4: Ensure OIG readiness to achieve its strategic goals.

Management Strategies

Strategy M1. Develop and maintain a workforce with skills and abilities to meet OIG challenges.

Strategy M2. Acquire and deploy state of the art technology and equipment.

Strategy M3. Develop a culture that is excellence based.

Strategy M4. Structure the OIG organization for maximum efficiency.

Management Actions

1. Develop a workforce and succession plan.
2. Develop management and leadership training and identification programs.
3. Increase USDA program knowledge and other necessary areas of expertise.
4. Maximize benefit of information technology capabilities.
5. Benchmark OIG and study best practices to develop approaches and processes.
6. Increase communication throughout all levels of OIG by tools such as newsletters and networking opportunities.
7. Identify efficiencies and opportunities to streamline internal processes.
8. Evaluate effectiveness of organizational structure to align with strategic goals.
9. Develop milestones and metrics for measuring timeliness and effectiveness of internal and external communications.

6. PERFORMANCE MEASURES

Baseline

A baseline of information for Fiscal Year 2003 (FY 03) was developed and provided the foundation against which our FY 04 performance targets were established. As OIG begins to operate under this plan, we will improve and expand our ability to collect meaningful data. Our first “business action,” specified earlier, is to establish reporting systems and requirements that will enable us to more accurately identify work-including efforts that are not as quantifiable as audit recommendations, criminal convictions, or administrative actions-in terms of its importance and relevance to our goals. Once designed and implemented, these systems and requirements will also provide a means by which to track the results of our work as it progresses from our recommendation, report, or other action through the external decision, implementation, and effect stages. In this way, we will be able to measure the actual results of our work (outcome) and how well we are doing in achieving our goals.

Targets

OIG will measure progress toward strategic business goals by assessing the strategic risk to which resources are dedicated and the level of action taken in response to OIG’s efforts. These measures are intended to assess two key concerns: are we working on the most important matters, and are we getting results?

As we implement this Plan, OIG will assess its progress towards our business goals using the following three measures:

Performance Measure	TOTALS	
	BASELINE FY 03	TARGET FY 04
1. Percentage of direct resources dedicated to <u>critical risks*</u> or <u>high impact activities*</u> related to the improvement of USDA’s safety and security, program integrity, or resources management.	81%	90%
2. Percentage of audit recommendations where management decisions (MD) are achieved within one year.	78%	85%
3. Percentage of cases where criminal, civil, or administrative action is taken in response to investigative reports.	61.6%	65%

In applying these measures, OIG will apply the following standards in determining what constitutes a ‘critical risk’ and what sort of activity is considered to be ‘high impact’:

CRITICAL RISK: A matter of such significance that failure to identify and address vulnerabilities in an immediate and effective manner will create health, safety, integrity, or resources management crisis conditions.

Examples: Fraud that met prosecutorial guidelines or conditions that involved serious bodily injury to USDA employees or others; criminal activity related to food-borne illnesses and hazardous pest invasions; a 7-day letter was issued; statutorily mandated work; or audit work that involved major weaknesses that would impact USDA strategic goals or operations or support OIG strategic goals.

HIGH IMPACT: A matter of such significance related to USDA assets and resources, health and safety, government costs, congressional or public interest, or program vulnerability that addressing, assessing, and assuring the effectiveness of control systems will be instrumental in avoiding crisis conditions.

Examples: OIG affirmed the integrity and controls were adequate and provided a basis for communication of this information to reduce public or high level (e.g., Congressional, USDA) concern; investigative results were used to exonerate suspects; criminal investigation resulted in indictment, prosecution, and conviction; OIG audit recommendations related to critical risk resulted in positive management decision and swift action (6 months) to implement recommended changes.

Life Cycle Measures

It is expected that the reporting systems discussed under “Baseline” will provide not just increased and better data but information that will result in more refined and additional performance measures that will allow for assessment of the outputs we are now measuring against (i.e. recommendations and criminal, civil, and administrative actions) in terms of the actual outcome they effect.

OIG recognizes that we have only limited control, primarily in our ability to influence others, over the action taken in response to our work and that many of our statutorily mandated functions (e.g., audit and investigation) have lengthy external decision and implementation processes associated with them. Additionally, external factors-from emergency situations to shifting priorities or resources-often intervene between OIG’s initial provision of recommendations, reports, or other actions. Neither of these negate OIG’s responsibility in terms of bringing about positive change. However, these considerations necessitate a measurement process that is patient and recognizes the various stages of our work and outputs that are necessary as we work with our stakeholders to bring about change.

Therefore, we will take a life cycle approach to our recommendations and actions and measure our performance in the stages required for OIG to ultimately influence change:

Are we doing the most important work (Measure 1)?

Are our recommendations and actions motivating response (Measures 2 and 3)?

Has the response to our work been implemented (future)?
Has the response had the desired improvement effect (future)?
How does this improvement manifest itself as progress toward OIG's and
USDA's goals (future)?

Measure 1 addresses the resources applied to the most critical risk or high impact activities and speaks to the question "Are we working on the most important matters?" Clearly, if we are not dedicating the necessary resources to the most important work, OIG cannot expect optimum results in terms of its goals.

Measures 2 and 3 address the initial external actions in response to our audit recommendations and investigative reports and speak to the question "Are we getting results?" The results reported in these measures are critical to the final effect of our work because, without audit recommendations being resolved or investigative work resulting in action, no significant change can be expected.

As data are gathered and analyzed regarding the initial stages and measures, new measures will be developed to address the later stages through the final assessment of our work's ultimate effect upon our strategic goals.

Measures will also be developed to address progress toward our management goal of "Ensure OIG readiness" that will assess the efficiency of OIG management and operational administration in terms of administrative resources required to maintain a consistent or improved level of performance against the business goals. Again, the data to be gathered for the three initial performance measures will be critical to establishing measures for this assessment.

Performance Within and Across Goals

Overall target levels have been established for each performance measure without regard to individual strategic goals. We plan, however, to report annually on our results against each of the goals in order for OIG to track trends and better use these measures for purposes of planning activities to best address critical risks and, if necessary, realign strategic goals to meet the needs of all concerned.

The data used to compile the FY 03 baseline totals were reviewed across and within goals and will be used to assess where our resources are getting the most in terms of results; identify areas appropriate for benchmarking, identifying process improvements, or best practices; and evaluate areas where there may be a growing or lessening need for OIG attention.

The following information will be considered and updated as OIG continues to work under this plan:

Performance Measure 1:

Resources dedicated to critical risk/high impact activities were distributed across the three goals as follows:

- 19.9% were dedicated to work that fell under Goal 1
- 33.6% were dedicated to work that fell under Goal 2
- 46.5% were dedicated to work that fell under Goal 3
- 100% of resources dedicated to critical risk/high impact activities

Within each individual goal, the percentage of resources dedicated to critical risk/high impact activities follows:

- 99% of resources applied to Goal 1 addressed critical risk/high impact activities
- 64% of resources applied to Goal 2 addressed critical risk/high impact activities
- 91.7% of resources applied to Goal 3 addressed critical risk/high impact activities

Performance Measure 2:

Percentage of audit recommendations where management decision (MD) was achieved within one year were distributed across the three goals as follows:

- 25% of all MD achieved applied to Goal 1
- 30% of all MD achieved applied to Goal 2
- 45% of all MD achieved applied to Goal 3
- 100% of audit recommendations where MD was achieved within one year

Within each individual goal, the percentage of audit recommendations where MD was achieved within one year follows:

- 68% of recommendations under Goal 1 achieved MD
- 75% of recommendations under Goal 2 achieved MD
- 93% of recommendations under Goal 3 achieved MD

Performance Measure 3:

Percentage of cases where criminal, civil, or administrative action is taken in response to investigative reports were distributed across the three goals as follows:

- 6.8% of actions taken fell under Goal 1
- 70.1% of actions taken fell under Goal 2
- 23.1% of actions taken fell under Goal 3
- 100% of cases where action was taken in response to investigative reports

Within each individual goal, the percentage of cases where criminal, civil, or administrative action is taken in response to investigative reports follows:

- 53.7% of cases that fell under Goal 1 had action taken in response
- 68.2% of cases that fell under Goal 2 had action taken in response
- 49.3% of cases that fell under Goal 3 had action taken in response

7. EXTERNAL FACTORS

No plan can be expected to anticipate every event, all possible scenarios, or every necessary shift in priorities. For this reason, OIG understands that we must establish ourselves as a flexible entity. We must be able to redirect and shift our focus and resources when the external environment demands so, and we must be timely in doing so.

OIG does not always have discretion regarding the events and issues to which it must respond, and some unforeseen events may simply have to take precedence over our stated goals and strategies. This may seem at odds with the purpose of a strategic plan. However, a strategic plan is subject to change as necessitated by the environment, and this includes social, political, and economic realities as well as mission-related priorities. The purpose of this plan is to strategically identify and meet current and future challenges; its unaltered execution is unlikely.

Therefore, constant assessment of the environment in which we operate is necessary to ensure that this plan anticipates, to the degree possible, challenges and factors that may affect OIG operations. When necessary, this plan will be updated to ensure that OIG applies resources and efforts where needed to achieve its mission.

8. RELATIONSHIP TO ANNUAL PLANS

This strategic plan provides a basis for decisionmaking and action regarding OIG's priorities, the utilization and deployment of our resources, and the performance and evaluation of the work we do. It will drive the annual planning processes and annual performance plans, which will integrate budget with performance. Other plans that will be driven by this strategic plan are performance plans such as mission activity plans, the OIG Annual Plan, and performance management plans of managers and employees.

Additionally, OIG's accomplishments under this plan will be reported in our semi-annual reports to Congress. This information will be reported along with legislatively mandated traditional output and activity results including the following:

- Number of audit reports issued;
- Number of audit recommendations made;
- Amount of dollars recovered or put to better use;
- Number of indictments; and
- Number of convictions.

Finally, based upon this strategic plan and any changes made to it over time, an annual management work plan will be developed that includes the specific actions (identified under 5. Goals, Strategies, and Actions above) OIG has identified for undertaking and for which necessary resources are available to be applied. This annual management work plan will identify actions and accountability by organization and function.

The performance period for this annual plan will parallel the management performance appraisal period, and it will be used by supervisors and managers at all levels to cascade the organization's goals from the senior management level through to the working level of OIG.

By using an annual management work plan to establish performance objectives in employee performance plans, the strategic direction and goals of OIG will be able to be realized on an action by action, employee by employee basis.