

OIG

OFFICE OF THE INSPECTOR GENERAL

Strategic Plan

2007-2009





Introduction

I am pleased to present the updated 2007-2009 Strategic Plan for the U.S. Government Printing Office (GPO) Office of the Inspector General (OIG). This plan discusses the vision, mission, goals, objectives, and strategies that will guide the OIG during the next 3 years.

The OIG continues to review and assess its role within the Agency as it relates to the GPO *Strategic Vision for the 21st Century*. This updated plan refocuses OIG efforts on those areas of GPO operations that are the most critical to the Agency's future success while at the same time ensuring that the OIG maintains its independence and continues to carry out duties and functions mandated by law.

The basic purpose of any strategic planning process is to determine where an organization is, where it wants to be, and how it will get there. Our plan for 2007 through 2009 provides the blueprint for the OIG while serving as an agent for positive change during the Agency's unprecedented transformation. The plan is a collaborative effort. We believe that stakeholder involvement best reflects customer needs and priorities. We have, therefore, developed the fundamentals of this revised plan with contributions from staff within each OIG component, GPO management, and Congress.

As we revisited our strategic plan, we fine-tuned our vision and mission. We realize as fundamental that the vision and mission will continue to guide the short- and long-term efforts and activities of the OIG. While revisiting the plan, we not only reassessed our strengths and weaknesses but reviewed as well internal and external environmental factors and assumptions about the future that could significantly influence our goals and objectives, and the strategies needed to achieve them. The GPO transformation will continue to provide the greatest challenge to accomplishing our mission.

This strategic plan is intended as an evolving document—a guide that will be updated to ensure that OIG activities are relevant, timely, and responsive to the priorities of both the Public Printer and Congress. As we

continuously redefine our priorities for the future, we will keep working closely with our customers and other stakeholders.

The best strategic plan would be worthless without a team of professionals who, together, are committed to the plan's success. I remain humbled by the dedication and commitment of the OIG staff and look forward to meeting the challenges ahead with this outstanding team.



J. ANTHONY OGDEN
Inspector General
U.S. Government Printing Office

I. VISION

The GPO OIG will be the independent and objective source for relevant, timely, and value-added audits, inspections, and investigations in support of GPO's mission as a 21st century digital information and dissemination agency.

II. MISSION AND AUTHORITY

The mission of the GPO OIG derives from the authority in the GPO Inspector General Act of 1988 and the Inspector General Act of 1978. In accordance with its statutory mandate, the GPO OIG is an independent and objective office whose primary mission is to:

- Provide policy direction for and to conduct, supervise, and coordinate audits, inspections, and investigations relating to the financial and operational programs and activities of GPO.
- Prevent and detect fraud, waste, abuse, and mismanagement.
- Provide leadership and coordination as well as recommend policies that promote economy, efficiency, and effectiveness.
- Provide a way for keeping the Public Printer and Congress fully informed and up to date about problems and deficiencies relating to the administration and operations of GPO.
- Review existing and proposed legislation, regulations, and policies relating to GPO programs and operations.

In carrying out its mission, the GPO OIG is empowered by Congress to:

- Have access to all records, reports, audits, reviews, documents, papers, recommendations or other materials related to GPO programs and operations.
- Conduct investigations and issue reports relating to administering GPO programs and operations as necessary and desirable.
- Request information or assistance from any Federal, state, or local government agency required for carrying out the duties of the OIG.
- Require by subpoena production of information,

documents, reports, records and other data and documentary evidence as may be required to perform the responsibilities of the OIG.

- Administer and take oaths from any person whenever necessary.
- Have direct and prompt access to the Public Printer whenever necessary.
- Enter into contracts and other arrangements and make payments as necessary in accordance with Federal law.

III. GUIDING PRINCIPLES

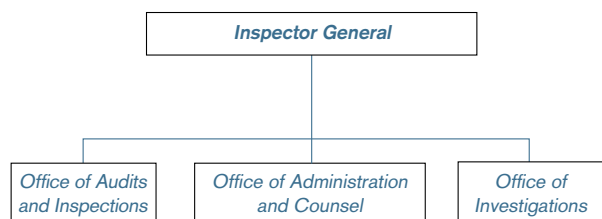
In accomplishing its mission, the GPO OIG is guided by the following fundamental principles:

- **Objectivity and Independence.** Both in appearance and fact, the GPO OIG will carry out its mission with the objectivity and independence contemplated by its statutory authority.
- **Integrity and Credibility.** The GPO OIG will maintain the highest ethical and professional standards and competencies.
- **Customer Service.** The GPO OIG will consistently strive to be aware of the needs of both GPO and Congress and coordinate closely with both as it seeks to accomplish its mission.
- **Innovation.** The GPO OIG will incorporate into its work the latest technology that saves taxpayer dollars and enhances the quality and timeliness of its work product.
- **Relevance and Timeliness.** The GPO OIG will prioritize its work to provide its customers with relevant, timely, and value-added products and services.
- **Teamwork.** The GPO OIG will work collaboratively to maximize its resources and most effectively use the myriad talents, skills, and experience within the office.
- **Employee Satisfaction.** The GPO OIG will provide an environment that fosters respect and values the diverse backgrounds, skills, and perspectives of employees.
- **Commitment to Community.** The GPO OIG will develop and maintain professional contacts with

other Government and nongovernmental entities that enhance OIG operations in a collaborative environment.

IV. ORGANIZATIONAL STRUCTURE

The primary organizational functions of the OIG include the Office of Audits and Inspections, the Office of Investigations, and the Office of Administration and Counsel. The following chart reflects the OIG operational structure:



V. STRATEGIC PLANNING PROCESS

In coordination with the OIG senior management team, the Inspector General (IG) led the strategic planning process for the GPO OIG. While preparing the first draft of this document, the OIG strategic planning team reviewed a variety of documents including previous GPO OIG strategic plans, OIG strategic plans of other agencies, and strategic planning guidance from a variety of Federal Government and other sources. Perhaps most significantly, we also carefully analyzed the GPO *Strategic Vision for the 21st Century*, which is the Agency's blueprint for ongoing strategic transformation. The OIG strategic planning team also met with a broad spectrum of stakeholders, including OIG personnel, GPO management, and congressional staff. In addition, the senior management team at the OIG participated in facilitated strategic planning sessions. Taken together, our efforts were a top-to-bottom, fundamental review of every aspect of OIG operations—the result of which is this document. The OIG senior management team, as part of its commitment to continuous process improvement, will continue to review and assess this plan and update as necessary.

VI. ENVIRONMENTAL FACTORS AFFECTING THE GPO OIG ACHIEVEMENT OF ITS STRATEGIC GOALS

A significant aspect of the strategic planning process is to understand the environmental factors that will likely impact our success as an organization, and, more specifically, our success in achieving the strategic goals we identify. The various factors and their impact on the GPO OIG are discussed below.

GPO is at the center of the change in how people create and use information. For centuries, documents were typeset, printed, and distributed in essentially the same way. Today, however, more documents are created and distributed electronically. GPO estimates that as many as 50 percent of U.S. Government documents are born digital and will never be printed in the conventional sense. Given this sea change in its historical mission, GPO recently embarked on an unprecedented effort to transform itself into a truly 21st century processor and distributor of digital information. Among the strategic goals that GPO seeks to accomplish in the next 3 to 5 years are¹:

- Design and implement a Digital Content Management System.
- Build a new printing and digital information facility.
- Streamline and refocus customer services for Government agencies.
- Create a new internal production platform.
- Focus the Federal Depository Library Program on digital content management.
- Retrain the GPO workforce.
- Develop an enterprise-wide computing platform.
- Redevelop the facilities of the headquarters building.
- Reorganize GPO around identified business lines.

A post-September 11 reality requires a new focus on the security and integrity of documents that GPO creates. This new environment will place additional demands on GPO resources to administer efficient and cost-effective programs, while also presenting opportunities for expanded business lines that assist other agencies with secure printing needs.

¹ See GPO's "A Strategic Vision for the 21st Century" (December 1, 2004).

GPO, like many other Federal agencies, continues to experience limited resources. That decrease in resources has caused a steady decline in the number of full-time equivalents (FTEs) within the OIG and, as a result, a decrease in the number of audits, inspections, and investigations we can conduct. The GPO must reverse this trend and ensure that the OIG has the necessary FTEs to provide the oversight for GPO's successful transformation.

Beyond FTE requirements, other budget issues pose a significant challenge for the OIG in the area of resources for contractors. The increasingly complex nature of GPO operations requires that the OIG conduct audit and inspection work in information technology (IT) and other areas requiring difficult-to-find expertise. To complete this type of work, securing assistance from outside contractors with the requisite experience and technical skills is necessary.

The OIG also faces the challenge of keeping pace with management in the areas of IT hardware and software capability. For the OIG to effectively monitor GPO's rapidly evolving IT infrastructure, we must maintain a commensurate level of sophistication and expertise.

The ambitious goals set forth in the Agency's vision can be accomplished only by an extraordinarily well-led, well-managed organization which, to the extent possible, is free from fraud, waste, abuse, and inefficiency. Therefore, the GPO OIG must have the strategic vision, management, leadership, and resources for overseeing the unprecedented transformation GPO is undergoing. It is in the context of a changing environment that the OIG drafted its own strategic plan.

VII. GOALS, OBJECTIVES, STRATEGIES, AND REQUIRED RESOURCES

The OIG established four fundamental goals that define its strategic direction for the next several years. For each goal, several objectives provide further detail on what we want to accomplish and the strategies we will employ to achieve their implementation. Those goals and objectives are:

GOAL 1: Focus GPO OIG resources on those products and services that best facilitate the goals and objectives of GPO's vision for the 21st century.

Objectives:

1. Audit those programs and functions that pose potential significant risks to the Agency's strategic vision.
2. Evaluate whether GPO continues to meet in the most efficient and cost-effective manner possible the printing needs of Congress and other customers.
3. Review GPO's proposed new business lines for organization, staffing, and funding in a way that will maximize their efficiency and success.

Strategies:

- a. Review the status of projects, satisfaction of user needs, and cost effectiveness of GPO's Digital Content Management System.
- b. Evaluate GPO's customer service for appropriate focus, staffing, and alignment with the GPO strategic vision.
- c. Evaluate GPO's human capital strategy for aligning the size and skill sets of the GPO workforce with the Agency's strategic vision.
- d. Evaluate for appropriate staffing, funding, and focus GPO's new Security and Intelligent Documents line of business.
- e. Review GPO's policies, directives, and legislative proposals and evaluate whether they are an economic, efficient, and effective means of meeting the Agency's obligations and strategic objectives.
- f. Evaluate GPO's acquisition strategies and determine whether the Agency can efficiently and effectively acquire the high-technology goods and services required for continuing transformation efforts.
- g. Update and include in each semi-annual report to Congress the top ten challenges that Agency management faces.

GOAL 2: Align GPO OIG’s human resources to adequately support the OIG mission and values.

Objectives:

1. Require that the OIG workforce possesses the skills and experience to accomplish its mission.
2. Ensure that the OIG’s leadership development and succession planning meet future challenges.
3. Create and sustain a results-oriented, high-performance culture within the OIG.

Strategies:

- a. Secure the resources for making investments necessary for skills training and leadership development.
- b. Reorganize the OIG to one that reflects priorities and leadership succession that are up to date.
- c. Provide adequate training and career development opportunities to OIG personnel.
- d. Update position descriptions as appropriate for each position within OIG.
- e. Develop and update goal-based and results oriented performance plans that are aligned with the OIG strategic vision.

GOAL 3: Improve OIG internal operations and Productivity

Objectives:

1. Require that OIG internal operations conform to OIG community and Federal government best practices.
2. Require that all OIG products are relevant and meet the highest quality standards for accuracy, clarity, and timeliness.
3. Secure appropriate levels of resources and manage the same efficiently and effectively.
4. Create and maintain an environment within the OIG where employees feel valued, appreciated, and respected.

Strategies:

- a. Progress toward a “paperless” operation.
- b. Update policy and procedure manuals.

- c. Improve internal quality assurance programs.
- d. Enhance coordination between the Office of Audits and Inspections and the Office of Investigations.
- e. Develop standard formats for OIG communications products, including reports, memoranda, and correspondence.
- f. Implement an effective telework program that will enhance flexibility and efficiency in the workplace.
- g. Assess periodically and provide training to enhance the organizational health of the OIG.

GOAL 4: Improve coordination, communication, and information sharing with customers, Congress, the IG community, and others.

Objectives:

1. Continue to improve relations and communications between the OIG and GPO management.
2. Maintain effective and regular communications with Congress.
3. Maintain an excellent reputation within the IG community and among our stakeholders.

Strategies:

- a. Conduct regular meetings with GPO senior management to discuss emerging issues.
- b. Conduct bi-annual briefings with GPO management and congressional staff to discuss OIG operations and seek feedback for strategic and work planning purposes.
- c. Develop and maintain liaison between OIG personnel and GPO business units.
- d. Develop new methods for communicating the results of OIG work.
- e. Maintain an up-to-date and easy-to-find Web page within GPO’s Web site.
- f. Increase participation in OIG community activities.
- g. Conduct regular communications with key Department of Justice officials.

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732 North Capitol Street NW ■ Washington, DC 20401 ■ 202.512.0039 ■ www.gpo.gov/oig