



# Strategic Plan

Office of Inspector General  
U.S. Department of Labor  
Fiscal Years 2007 through 2011

*The Office of Inspector General (OIG) is an independent, objective agency within the U.S. Department of Labor (DOL) that was created by the Inspector General Act of 1978, as amended. Our mission is to serve the American worker and taxpayer by conducting audits, investigations, and evaluations that result in improvements in the effectiveness, efficiency and economy of Departmental programs and operations. We detect and prevent fraud and abuse in DOL programs and have a unique statutory responsibility to carry out a criminal investigations program to combat the influence of organized crime and labor racketeering in the workplace. We provide advice to the Secretary and the Congress on how to attain the highest possible program performance.*

## OIG Vision

The OIG aims to be a world class organization recognized:

- By the Congress – for objective, relevant information;
- By the Administration – for expert advice and reliable assessments; and
- By talented professionals – for careers in an organization that recognizes outstanding public service.

## Strategy

To carry out its mission, the OIG conducts audits of the Department's programs and operations in order to assess performance and recommend improvements. These include financial and performance audits of DOL contracts and grantees. In the investigative area, we investigate fraudulent activity and combat illegal schemes that undermine the integrity of DOL programs. In the labor racketeering area, we will, investigate internal union, labor-management relations, and employee benefit plan corruption.

## OIG Goals

### Goal 1

*Optimize the performance and accountability of employment and training programs*

- Promote the effectiveness of programs in increasing long-term employment, earnings, and self-sufficiency of, and reducing social payments to, program participants.
- Improve the integrity of DOL's training and employment programs.

### Goal 2

*Safeguard and improve worker and retiree benefit programs*

- Promote improved integrity and cost efficiency of the unemployment insurance and Federal disability compensation programs.
- Improve the safeguards afforded to pension and health and welfare benefit programs.

## OIG Goals - Continued

### Goal 3

#### *Optimize the performance and accountability of worker protection and workplace safety programs*

- Enhance the effectiveness of worker safety and health programs.
- Improve the effectiveness of DOL's worker protection programs in fostering equal opportunity and fair wages.
- Improve the integrity of DOL's worker protection and workplace safety programs.

### Goal 4

#### *Assist DOL in maintaining an effective strategic management process*

- Ensure the effectiveness and efficiency of DOL management, financial systems, and information technology.
- Investigate substantive allegations of wrongdoing by DOL employees, grantees, contractors, or service providers.

### Goal 5

#### *Combat the influence of organized crime and labor racketeering in the workplace*

- Protect ERISA-covered union pension and benefit plans from the influence of organized crime and labor racketeering.
- Protect labor-management relations from employers or union officials who engage in labor racketeering activities or are influenced or controlled by organized crime.
- Protect the democratic principles of unions and the rights of the members from union officials who are influenced or controlled by organized crime or who engage in labor racketeering.

## External Factors that Impact Goal Achievement

As an independent, objective agency within the Department, the OIG performs a critical function of identifying problem areas or systemic weaknesses. However, there are factors beyond our control that impact our ability to meet our objectives. For example;

- it is not within the OIG's authority to implement its recommendations,
- we cannot control the results of judicial or administrative proceedings that impact the outcome of our investigative work, and
- it is not within our jurisdiction to collect monetary sanctions imposed by the courts or the DOL as a result of our work.

To mitigate these factors, we:

- work with DOL and the Congress to call attention to and follow-up on, uncorrected deficiencies.
- work cooperatively with U.S. attorneys.
- strive for work products that give stakeholders the best, timely information to make decisions.

## How the OIG Measures its Impact

Impact	Performance Measure	Indicator
<b>Effecting Positive Change</b>	Identify high risk areas or significant management problems	Number identified/resolved
	Achieve resolution of recommendations	Percent resolved
	Achieve implementation of recommendations	Percent implemented
	Achieve concurrence on recommendations for monetary savings	Percent concurred
	Report the amount of inappropriate costs or opportunities for savings identified by OIG audits	Savings identified
	Report the results of significant accomplishments (national, regional, or local) that contribute to: <ul style="list-style-type: none"> <li>➤ re-designs of major programs or systems major enhancements to program effectiveness</li> <li>➤ significant improvements to internal controls</li> <li>➤ terminations of grants or contracts</li> <li>➤ changes in legislation or regulations</li> </ul>	Narrative on significant accomplishments
<b>Reducing Vulnerabilities</b>	Increase OIG cases accepted for enforcement action (e.g., prosecution, civil, administrative, or personnel action)	Number of cases accepted
	Produce quality investigations that result in an adequate conviction rate for cases that resulted in indictment	Conviction rate
	Produce quality investigations that result in civil/administrative actions taken	Number of actions taken
	Report number of indictments and convictions obtained as a result of OIG cases	Number of convictions and indictments
	Report the results of significant accomplishments (national, regional, or local) that contribute toward reducing vulnerabilities. This includes successful investigations of corrupt union officials, plan administrators, service providers, program officials, employees, or participants	Narrative on Case Results
<b>Positive Return on Invested Resources</b>	Report the amount of expected monetary recoveries (fines, penalties, restitutions, debt collections, cost efficiencies, etc) resulting from OIG activities and total invested resources	Return on investment

## How the OIG's Goals Align with the Department's Goals

The OIG's strategic goals generally align with those of the Department. Below is a table that outlines how each OIG goal fits into the Department's strategic goals.

OIG Goal	DOL Strategic Goal			
	Prepared Workforce	Competitive Workforce	Safe and Secure Workplaces	Strengthened Economic Protections
Goal 1: Optimize performance and accountability of DOL employment and training programs	X	X		
Goal 2: Safeguard and improve worker and retiree benefit programs				X
Goal 3: Optimize the performance and accountability of worker protection and workplace safety programs			X	
Goal 4: Assist DOL in maintaining an effective strategic management process	X	X	X	X
Goal 5: Combat the influence of organized crime and labor racketeering in the workplace			X	X

For more information, visit the OIG's website: [www.oig.dol.gov](http://www.oig.dol.gov)

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