

# Council of the Inspectors General on Integrity and Efficiency

## February 17, 2009

### Strategic Business Plan 2009 – 2010

#### Introduction

In December 2004, the Inspector General (IG) community adopted “A Strategic Framework 2005 – 2010,” setting forth the mission, vision, and goals for the community for a six year period. The recently enacted Inspector General Reform Act of 2008, P.L. 110-409 (IG Reform Act), reaffirmed much of that vision for the community and established the Council of the Inspectors General on Integrity and Efficiency (CIGIE) as a unified council of all statutory IGs. The IG Reform Act charged CIGIE with “address[ing] integrity, economy, and effectiveness issues that transcend individual Government agencies; and increas[ing] the professionalism and effectiveness of personnel by developing policies, standards, and approaches to aid in the establishment of a well-trained and highly skilled workforce in the offices of the Inspectors General.” To further the goals set forth in these documents, CIGIE has devised a charter setting forth its governing principles and procedures.

This plan continues the work begun in those documents by establishing the strategic business goals, supporting objectives, and performance measures that will guide CIGIE activities over the next two years. To establish the Council as a major contributor to Government-wide integrity and effectiveness as envisioned by the IG Reform Act and the IG community, we commit to achieving the following three goals by December 2010.

**Goal 1: Contribute to improvements in program integrity, efficiency, and cost-effectiveness Government-wide by providing cross-agency analysis of OIG findings and recommendations in areas of vulnerability confronting multiple Government programs.**

Recognizing that the Council’s success will be judged by Administration and Congressional stakeholders largely on the Council’s ability to contribute to improvements in Federal operations, the Council will annually identify and perform a minimum of two original cross-cutting studies or combined meta analyses of work performed by OIGs in their individual agencies. The priority work to be accomplished in this area in the next two years includes:

- 1) Perform a survey of possible areas for Council cross-agency efforts and make a decision on two projects for the Council’s first year.
  - a) By March 2009, the Audit, Investigations, and Inspection and Evaluation Committee Chairs will together recommend to the Council two areas for Council substantive work in the coming year. These recommendations should be based on a survey of ideas from members and the results of consultations with other stakeholders, as appropriate.

- b) By April 2009, the Executive Council will identify Council members to lead each of the approved efforts.
  - c) By December 2009, draft reports on each of these projects will be submitted to the Council.
- 2) By January 2010, the Audit, Investigations, and Inspection and Evaluation Committee Chairs will together recommend to the Council two areas for Council substantive work in 2010. The recommendations will be considered by the Council in February 2010, the Executive Council will identify the members to lead the efforts in March 2010, and draft reports on the projects will be submitted to the full Council by December 2010.

**Goal 2: Increase the professionalism and effectiveness of the IG community workforce.**

To reach this goal, the Council will work to establish an IG community-wide training structure, consisting of one or more professional academies, presenting high quality, cost-efficient professional training to IG staff. Building on already existing efforts and keeping a close eye on costs, the Council will work through its committee structure to review existing training opportunities available to OIG staff and identify opportunities for Council members to work together to fill currently unmet training needs. The priority work to be accomplished in this area in the next two years includes:

- 1) As audit, investigation, and inspection/evaluation are the primary professional skills needed by an OIG, the Council will begin its training efforts there.
  - a) By July 2009, the Council's Human Resources (HR) Committee will present to the full Council an analysis of current training available in the community, options for consolidating and/or enhancing current training performed by individual members of the community, and where there remain unmet needs that could most effectively be addressed through an IG academy(ies). In preparing this analysis and recommended action plan, the HR Committee will coordinate and consult with the Audit, Investigations, and Inspection and Evaluation Committees.
  - b) By January 2010, the approved training plans will be implemented and the first sessions of any audit, investigations, or inspection/evaluation classes to be run under the authority of the Council will commence.
- 2) Recognizing that there is a need for leadership, management and other professional expertise within the IG community, the Council will also examine these areas:
  - a) By December 2009, the HR Committee will survey the community to determine if other training needs specific to the IG community could best be met cooperatively by the Council, and provide its recommendations to the Council.
  - b) By July 2010, the Council will begin implementation of the approved Human Resources Committee training recommendations.

**Goal 3: Create an effectively functioning Council able to meet its vision, mission, and goals.**

For the Council to deliver the results expected of it, it must be effectively organized in terms of budget, staff, and membership committees. The priority work to be accomplished in this area in the next two years includes:

- 1) Establish permanent Council operations to effectively support Council goals in a manner that promotes cost-efficiency and integrity. To this end, the Council will establish an administrative operations task force, reporting to the Executive Council, which will:
  - a) By July 2009, recommend for agreement by CIGIE:
    - a staffing plan, including necessary position descriptions and organizational charts;
    - a financial plan, including funding, budget formulation, and expenditure controls;
    - an established revolving fund for monies to be transferred in (IGATI, IG CIA, etc.);
    - an accountability plan, including how the Council staff will meet the Office of Management and Budget (OMB) A-123 management control requirements, secure annual financial audits, maintain staff performance accountability, and report to the full membership on its activities; and
    - any other necessary administrative arrangements pertaining to facilities, equipment, procurement, etc.
  - b) By October 2009, oversee full implementation of the approved plans.
  - c) By April 2010, provide to the full Council an evaluation of the first six months of full Council operations and recommend any necessary adjustments.
- 2) To most effectively use the time and expertise of its members in the furtherance of our joint mission, vision, and goals, the Council will:
  - a) Work through the current committee leadership to update the committee structure and charters, with special attention paid to meeting new requirements (e.g., Integrity Committee provisions regarding coverage of senior OIG staff, investigation procedures, and reports) set in the IG Reform Act. The revised structure and charters will be submitted to the full Council for consideration and elections will be held for new committee chairs by April 2009.
  - b) Work through the Deputy IGs to review the Strategic Framework, Charter, and Strategic Business Plan, and recommend updates and changes. The revised documents will be submitted to the full Council for adoption by December 2010.

**Performance Measures:**

The Executive Council will continually monitor progress on the activities necessary to reach the outlined goals. During the first year of operations, we will track each of the following measures in order to establish a baseline of operations. Using this information, the Executive Council will then set performance targets for each of these measures for the second year of operation. Targets and performance measures will be revised by the Executive Council annually and shared with the full membership.

- Percentage of Strategic Business Plan milestones that are met by the Council.
- Results of an independent review of the management structure and controls covering Council operations.
  
- Results of a 2010 financial audit of Council operations.
  
- Results of a 2010 member satisfaction survey on Council activities, including any training functions.
  
- Percentage of Council program improvement recommendations that are actively considered and/or adopted by Administration or Congressional decision-makers.
  
- Results of feedback on Council activities solicited from Administration and Congressional stakeholders.

## Areas of Responsibility

**Chairperson:** Convene meetings of the Council and, in the absence of the Executive Chairperson, preside over meetings; manage the administrative and business functions of the Council including making payments, executing contracts, and managing Council staff; establish standing committees of the Council (in consultation with the membership); and prepare and transmit an annual report to the President on the activities of the Council.

**Vice Chairperson:** Assist the Chairperson in carrying out the functions of the Council and act in the absence of the Chairperson.

**Executive Council:** Assists the Chairperson in governance of and long range planning for the Council.

**Integrity Committee:** Serves as an independent investigative mechanism for allegations of administrative misconduct brought against IGs and, under certain circumstances, members of their staffs. Upon receipt of allegations, the Committee reviews them, and, where necessary, refers them for investigation either to an agency with jurisdiction over the matter or to an investigative team composed of selected investigators supervised and controlled by the Committee's Chairperson.

**Audit Committee:** Serves as the lead in improving audit quality, coordinating government-wide audits, and enhancing the audit professionalism.

**Human Resources Committee:** Provides educational opportunities for members and assists in developing competent personnel.

**Information Technology Committee:** Facilitates effective information technology (IT) audits, evaluations, and investigations by Inspectors General, and provides a vehicle for the expression of the IG community's perspective on Government-wide IT operations.

**Inspection and Evaluation Committee:** Promotes the use of evaluative techniques in the Inspector General community.

**Investigations Committee:** Advises the Inspector General community on issues involving criminal investigations, criminal investigations personnel, and establishing criminal investigative guidelines.

**Legislation Committee:** Serves as a centralized point-of-contact and liaison for the CIGIE to ensure regular and ongoing communication with congressional committees, committee staff, other congressional contacts, and GAO regarding issues of common interest. The Legislation Committee is responsible for providing input to and receiving feedback from Congress on legislation affecting the IG community as a whole.