

U.S. Department of State
and the Broadcasting Board of Governors

Office of Inspector General



Strategic Plan

2009-2014

Message from the Inspector General

U.S. Department of State and Broadcasting Board of Governors

I am pleased to present the Office of Inspector General's Strategic Plan for fiscal years 2009 to 2014. Since the release of its last strategic plan, OIG has reorganized to better focus on its core functions of audits, inspections, and investigations. During 2008, OIG established its first overseas field office in Amman, Jordan, to provide more effective oversight of the substantial increase of Department of State and the Broadcasting Board of Governors resources in Iraq, Afghanistan, and other crisis and post-conflict regions. The addition of a new OIG field office in Cairo and temporary satellite offices in Baghdad and Kabul will further expand OIG's capabilities to meet its strategic priorities and growing global mission.

This strategic plan sets forth OIG's strategic priorities to promote positive change, maximize efficiency and value in our work, and lead by example in creating a model organization. It further provides the means and strategies by which we will achieve these priorities, and the standards by which we will measure our success. This is an evolving document, which will be updated as necessary to ensure that OIG's work remains relevant, timely, and responsive to global developments and the priorities of the foreign affairs community.

Harold W. Geisel,
Acting Inspector General

March 2009

Introduction

The Office of Inspector General has a leading role in helping the Department of State (the Department) and the Broadcasting Board of Governors (BBG) improve management, strengthen integrity and accountability, and ensure the most efficient, effective, and economical use of resources. OIG's activities are global in scope, supporting the highest priorities of the Department. OIG's oversight extends to the Department's and BBG's 60,000+ employees and more than 270 missions and other facilities worldwide, funded through combined annual appropriations of more than \$8 billion. OIG remains at the forefront of efforts to identify potential savings and cost efficiencies for the Department and BBG, and strives to provide timely, relevant, and useful feedback on the progress of their programs and initiatives.

OIG's mandate includes the traditional areas of emphasis for the Department and BBG—including diplomatic and consular affairs, security, international broadcasting, administrative and financial management, and information technology—as well as new initiatives and priorities. Department initiatives related to the American Recovery and Reinvestment Act of 2009, foreign assistance programs, counterterrorism, and public diplomacy increase OIG's responsibility to provide meaningful and current feedback on these evolving programs.

Prior to 2008, OIG employees were based exclusively in Washington, D.C., and travelled worldwide to conduct audits, inspections, evaluations, and investigations. As the Department continued to commit significant resources to Afghanistan, Iraq, and other crisis/post-conflict areas, OIG recognized the need for and value of overseas field offices to meet its increasing oversight responsibilities in those areas. OIG officially opened the Middle East Regional Office (MERO) in Amman, Jordan, in January 2008 to focus dedicated resources and expertise on high-risk, high-cost programs and operations in the Middle East and South Asia, particularly with respect to U.S. interests in Iraq, Afghanistan, Pakistan, Lebanon, and other post-conflict countries. The Amman regional office will be augmented by three satellite offices: a field office in Cairo, Egypt, and temporary offices in Baghdad, Iraq, and Kabul, Afghanistan. The Baghdad office opened in 2008, and the Cairo and Kabul offices are both scheduled to open in 2009.

OIG's Mission, Vision, and Core Values

OIG's mission is to conduct independent audits, inspections, evaluations, and investigations to promote effective management, accountability, and positive change in the Department, BBG, and the foreign affairs community. OIG provides leadership to:

- Promote integrity, efficiency, effectiveness, and economy;
- Prevent and detect waste, fraud, abuse, and mismanagement;
- Identify vulnerabilities and recommend constructive solutions;
- Offer expert assistance to improve Department and BBG operations;
- Communicate timely, useful information that facilitates decision-making and achieves measurable gains; and
- Keep the Department, BBG, and the Congress fully and currently informed.

OIG's vision is to be a world-class organization promoting effective management, accountability, and positive change in the Department of State, the Broadcasting Board of Governors, and the foreign affairs community. Its "CORE" values are:

- **Credibility.** OIG is committed to the highest standards of accountability, independence, integrity, and professionalism.
- **Objectivity.** OIG's reports and other products are factual, accurate, informative, and reliable.

- **Relevance.** As an independent agent for positive change, OIG provides valuable and timely service.
- **Effectiveness.** OIG makes a difference. OIG’s impact is enhanced by working cooperatively, in a spirit of teamwork, internally and with other organizations.

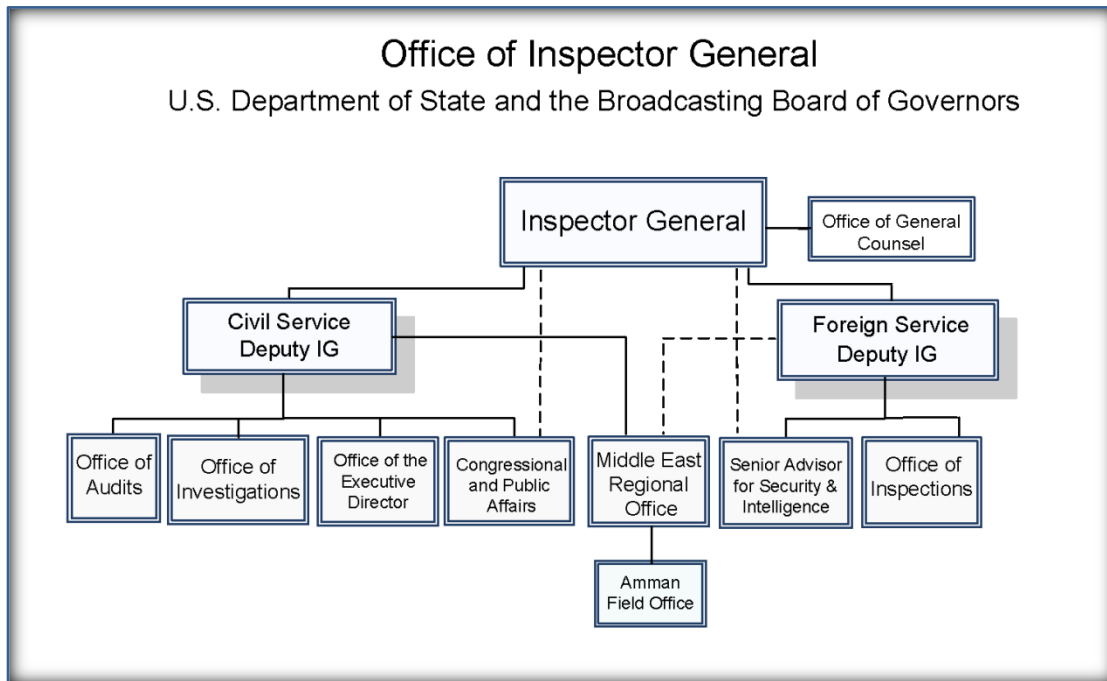
Statutory Responsibilities

The 1978 Inspector General Act, the 1980 Foreign Service Act, and the 1998 Foreign Affairs Reform and Restructuring Act charge the OIG with oversight responsibility for the Department of State and the Broadcasting Board of Governors. These responsibilities include detecting and preventing waste, fraud, and mismanagement, and with assessing whether U.S. foreign policy goals are being achieved, resources are used to maximum efficiency, and all elements of U.S. overseas missions are coordinated.

OIG’s security and intelligence oversight responsibilities were established through the Omnibus Diplomatic Security and Anti-Terrorism Act of 1986 and related Executive Orders. OIG also is responsible for evaluating compliance with other legislation—such as the Chief Financial Officers Act, Federal Managers’ Financial Integrity Act, and the Federal Information Security Management Act—designed to enhance management performance.

OIG Organization

OIG is comprised of four functional offices, as well as executive oversight and support activities. The Office of Audits, Office of Inspections, Office of Investigations, and the Middle East Regional Office conduct audits, inspections, evaluations, investigations, and other reviews worldwide. Executive direction and support activities are provided by the Immediate Office of the Inspector General, Office of General Counsel, Office of the Executive Director, and Congressional and Public Affairs.



Office of Audits

The Office of Audits conducts and coordinates audits and program evaluations of the management and financial operations of the Department and BBG, including their audited financial statements, internal operations, and external activities funded by the Department through contracts or financial assistance. It also conducts annual reviews of Department and BBG compliance with the Federal Information Security Management Act. The audits evaluate whether established goals and objectives are achieved and resources are used economically and efficiently; assess whether intended and realized results are consistent with laws, regulations, and good business practices; and test financial accountability and the reliability of financial statements.

Office of Inspections

The Office of Inspections assesses domestic and overseas operations and facilities of the Department and BBG. Inspections review executive direction, policy and program implementation, resource management, and management controls. In this context, OIG inspectors: evaluate operations' leaders and managers; review staffing to determine whether operations are right-sized; recommend consolidation and relocation of operations, if appropriate; assess posts' ability to deter, detect, and respond to threats and security vulnerabilities; consider whether counterterrorism and policy implementation efforts are coordinated among agencies overseas; examine consular processes and oversight of visa, passport, and American citizens services; evaluate information management and information security programs; evaluate the extent to which financial, human resources, procurement, and inventory management best practices are employed; and determine whether management controls are in place.

Office of Investigations

The Office of Investigations conducts investigations of criminal, civil, and administrative misconduct related to Department and BBG programs and operations by investigating specific allegations, reports, or other information indicating possible violations of law or regulation. Investigative results are referred to the Department of Justice for prosecution and to the Bureau of Human Resources, the Bureau of Diplomatic Security, or other agencies for administrative or other appropriate action. The office maintains the OIG Hotline, a confidential channel for complaints.

OIG Middle East Regional Office

OIG's Middle East Regional Office was officially established in January 2008 to enhance OIG's oversight for high-cost, high-risk Department programs in the Middle East and other post-conflict areas. MERO is staffed with employees of various disciplines who are capable of reacting with little immediate guidance or supervision to conduct audit or program evaluations within the region. MERO currently operates through its regional field office in Amman, Jordan, and a temporary satellite office in Baghdad, Iraq, supplemented with OIG staff in Washington, DC. MERO is establishing an additional satellite field office in Cairo, Egypt, and a temporary satellite office in Kabul, Afghanistan.

Executive Direction and Support Offices

The functional offices receive direction and support from several other OIG components. The Immediate Office of the Inspector General provides executive direction to all offices. The Office of General Counsel provides legal and policy advice to the Inspector General, senior staff, and others in OIG on the full range of OIG activities; provides advice on internal personnel, ethics, and management issues; and manages OIG's Freedom of Information Act and Privacy Act programs. The Office of the Executive Director provides administrative and management support to OIG in the areas of human resources management,

administrative operations, budget, information technology, security, planning, and reports and publications. Congressional and Public Affairs staff provides liaison with the Congress and the media, and ensures that OIG speaks with one voice to all audiences, including the Department, BBG, the Congress, the media, and the general public.

Stakeholders

OIG's products are directed to and used by a wide range of public and private sector entities. OIG's stakeholders include the Congress; the Secretary of State and other Department officials, managers, and staff; the Board of the BBG, and BBG management and staff; the Council of Inspectors General on Integrity and Efficiency; other U.S. Government agencies; Federal, state, and local law enforcement agencies; and members of the general public – especially the U.S. taxpayer. OIG seeks input from its stakeholders in planning its work, accommodates special requests received outside of the planning process, and welcomes feedback on its products, processes, and services.

General Means and Strategies

The fundamental means for OIG to achieve its strategic and performance goals will continue to be the audits, inspections, evaluations, and investigations that comprise the bulk of its efforts. In addition to fulfilling mandatory requirements and responding to requests, OIG strives to react to the priorities and demands of each year, and proactively review new programs and potential problem areas identified in the course of its work. OIG will continue to review and, as appropriate, revise its own processes and methodologies to get the most value from its resources, better serve its customers and other interested parties, and ensure the achievement of its strategic and performance goals.

OIG will ensure the utmost transparency in utilizing its resources, executing its work, and reporting results. OIG will continue its efforts to solicit regularly the views of and obtain feedback from principal customers and other interested parties through consultations and follow-up reviews to ensure that its products and services are meeting their needs. OIG will continue to be proactive in addressing the challenges of the foreign affairs agencies; work with them to anticipate and address potential problems in new and developing initiatives and programs; and continue a consultative approach in communicating OIG's activities, findings, and recommendations.

OIG will continue to pursue authorization for the personnel authorities and financial incentives needed to recruit the staff and skill sets needed for its work assignments throughout the world, including Afghanistan, Iraq, and other post-conflict areas. OIG will continue to promote professional development of its staff with a variety of educational and career development opportunities. These will include both formal training at high quality institutions, and on-the-job experiences internally and through temporary details to functional positions in the Department and other U.S. Government agencies.

OIG will pursue its strategy of establishing overseas field offices staffed with employees of all disciplines who can provide immediate response for evaluation, audit, or investigative needs in the region. OIG's overseas presence will continue to focus on the Middle East and South Asia, including Iraq, Afghanistan, Pakistan, and Lebanon. OIG will also consider establishing temporary field operations in other post-conflict areas to provide more timely information and assistance with respect to regional issues and priorities.

Finally, OIG will “follow the money” to help decision-makers within the Department, BBG, and the Congress manage scarce financial resources. In planning audits, evaluations, and inspections, OIG will target high-cost programs and operations to provide Department and BBG managers with information that

will assist them in making spending decisions. In this context, OIG will explore the feasibility of co-locating staff at the Department's Global Financial Services Centers in Bangkok, Thailand, and Charleston, South Carolina, to develop audits and investigations proactively at these regional hubs for the flow of funding.

Key Factors That Could Affect Goal Achievement

Numerous external factors could affect OIG's ability to achieve its goals and targets. Major pandemics or world events on the order of the September 11 terrorist attacks could impair OIG's ability to carry out planned activities because of travel restrictions or security concerns. Evolving foreign policy developments could result in additional demands that have not been anticipated and that exceed the resources available for unplanned activities. On-the-ground developments in Iraq and Afghanistan will affect the scope and timing of OIG's work in those countries. Additional significant oversight responsibilities could transfer to OIG with the future "sunset" of the Special Inspector General for Iraq Reconstruction and the Special Inspector General for Afghanistan Reconstruction.

Other factors that could affect goal achievement include an increase in the number of unfunded Congressional requests and mandates that require OIG to redirect its resources and activities, reducing the resources available for planned discretionary activities. Funding constraints and the unanticipated departure of trained staff would also adversely affect OIG's ability to meet its strategic goals and performance targets.

The Department of State's Strategic Plan

In addition to its own strategic plan, OIG is included in the Department's plan, specifically as a component of the Department's strategic goal of *Strengthening Consular and Management Capabilities*. This Department goal encompasses visa and passport services, human resources, information technology, security, facilities, planning and accountability, administrative services, and rightsizing and regionalization.

OIG's contribution to the Department is broader than this single strategic goal, however. The Department recognizes this fact in its methodology for estimating the resources attributable to each strategic goal. In preparing its annual performance report, the Department categorizes OIG as providing global support to the Department, rather than allocating OIG resources to individual goals.

OIG Strategic Goals, Strategies, and Performance Measures

GOAL ONE: Positive Change

Support and assist the Department and the BBG in strengthening management and consular capabilities and program effectiveness.

STRATEGIES

- Ensure OIG's work addresses issues of concern to its stakeholders, and periodically reassess areas of emphasis to reflect changing priorities of the Administration, Congress, the Department, and BBG.
- Utilize a risk management approach to identify mission-critical systems and operations, potential vulnerabilities, and priority areas for evaluation.

- Through audits, inspections, evaluations, and compliance follow-up reviews, assess Department and BBG progress in correcting management control weaknesses.
- Identify systemic issues and best practices found in the course of individual inspections, audits, evaluations, and investigations, and recommend global solutions to strengthen Department and BBG management and programs.
- Deploy multifunctional teams of auditors, inspectors, information technology specialists, and security professionals to leverage OIG resources in addressing high priority work in Afghanistan, Iraq, and other post-conflict areas.

PERFORMANCE INDICATORS

1-1. Percentage of recommendations resolved within the appropriate timeframe.

Recommendations are a major product of OIG’s audits, inspections, and evaluations, and serve as the vehicle for correcting vulnerabilities and realizing positive change in the Department and BBG. Resolution of recommendations reflects management’s willingness to take the actions recommended by OIG to correct identified problems and improve their programs and operations. The percentage of recommendations resolved within six months (inspections) or nine months (audits and program reviews) indicates to what extent management has agreed to take timely action to correct identified problems in line with OIG recommendations, or has identified acceptable alternatives that are expected to result in improved programs and operations.

1-2. Percentage of OIG reports and investigations that focus on Department and BBG management challenges.

OIG audits, inspections, and reviews evaluate Department and BBG efforts to achieve results-oriented management, identify major management challenges, and recommend improvements. OIG investigations that address alleged malfeasance with respect to Department and BBG management challenges also contribute to management improvement initiatives. The percentage of OIG work related to agency management challenges demonstrates the degree to which OIG’s work is focused on improving the areas of greatest vulnerability in agency operations.

GOAL TWO: Efficiency and Value

Produce timely, quality work and products with relevant, credible, reliable information that is useful to Department, BBG, and Congressional decision-makers, particularly in managing resources.

STRATEGIES

- Perform risk assessments in planning audits, inspections, evaluations, and investigations to identify opportunities for cost savings and avoidance of costs.
- Review and recommend internal control improvements in programs and functions of the Department and BBG that are vulnerable to misappropriation, loss, or waste of resources.

- Assess the economy, efficiency, and effectiveness of interagency program support services, including whether the most cost-effective means are used in providing services to foreign affairs agencies overseas.
- Maintain internal quality assurance and review programs to ensure the reliability and credibility of OIG products.
- Maintain transparency in conducting and reporting the results of OIG audits, inspections, and evaluations.
- Maximize the use of appropriate technologies to start jobs sooner, finish them quicker, disseminate the results broadly, and facilitate the storage and retrieval of reports.

PERFORMANCE INDICATORS

2-1. Monetary benefits: questioned costs, funds put to better use, cost savings, recoveries, efficiencies, restitutions, and fines.

OIG's audits, inspections, evaluations, and investigations result in potential and actual cost savings and efficiencies to the Department and the BBG. Monetary benefits from OIG's work result in more effective and efficient use of U.S. taxpayer dollars, and are a primary mandate of the Office of Inspector General.

2-2. Percentage of Hotline complaints converted to full investigations, referred to other entities, or determined to be unsubstantiated within 30 days.

OIG's investigations contribute to accountability through improved management, efficiency, and effectiveness of Department and BBG programs, operations, and activities. The percentage of Hotline complaints converted to full investigations, referred to other entities, or determined to be unsubstantiated within 30 days measures OIG's ability to make a rapid assessment of allegations and initiate appropriate action.

GOAL THREE: People

Lead by example in providing a model OIG work environment that facilitates timely, quality work and products.

STRATEGIES

- Focus recruitment efforts on requisite skill sets such as auditors with expertise in financial audits, information technology, and contracts and grants; investigators with proficiency in computer forensics and contracts and grants; and inspectors in all diplomatic specialties, with particular emphasis on attracting former ambassadors as team leaders.
- Encourage all employees to complete Individual Development Plans, ensure that all employees fulfill mandatory training requirements, and support employees in their pursuit of developmental training.

- Encourage and support employees' efforts to achieve appropriate professional certifications, such as the designation of Certified Public Accountant, Certified Internal Auditor, and Certified Information Systems Auditor.
- Provide the support structure and technological tools and equipment that will assist employees in producing quality and timely products.

PERFORMANCE INDICATOR

3-1. Annual rate of attrition for Civil Service employees.

OIG's products and services are only possible through its people. OIG's success is predicated on attracting and retaining highly qualified employees with functional and/or subject-matter expertise in auditing, program evaluation, and investigations, as well as foreign policy, information technology, security, and public diplomacy. Employee retention is measured in terms of annual attrition of Civil Service employees, who represent approximately 90 percent of OIG staff.