

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

**Office of
Inspector General**

**Revised Final
FY 2002 Performance Plan**

November 2001

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Strategic Goals

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The Department and the BBG have the necessary financial and support systems and controls to meet legal and operational requirements 13

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OIG Vision

To support the Department of State and the Broadcasting Board of Governors in achieving their missions as effectively, efficiently, and economically as possible.

OIG Mission

The mission of the Office of Inspector General is to serve as an independent, objective reviewer and evaluator of the operations and activities of the U.S. Department of State and the Broadcasting Board of Governors. We analyze those operations and activities with a view toward promoting effectiveness, efficiency, and economy. We seek out instances of fraud, waste, abuse, and mismanagement, and we work to prevent them. We report to the Secretary of State, the Broadcasting Board of Governors, and the Congress, keeping them fully and currently informed of significant developments and serious concerns.

OIG Responsibilities and Authorities

The table below lists the primary legislation and authorities governing the OIG's mission.

| Mission Elements | Statutory or other Authorities |
|---|--|
| <ul style="list-style-type: none">➤ Responsibility as Inspector General of the Department of State➤ Conduct audits and inspections of each overseas post and domestic bureau or office of the Department of State➤ Assess implementation of U.S. foreign policy | Foreign Service Act of 1980 Foreign Relations Authorization Act of 1986-87 Omnibus Diplomatic Security and Antiterrorism Act of 1986 |
| <ul style="list-style-type: none">➤ Conduct audits and investigations of agency programs and operations➤ Promote economy, efficiency, and effectiveness of, and prevent and detect fraud and abuse in, agency programs and operations➤ Keep Congress and the head of agency fully and currently informed of problems and deficiencies in agency programs and operations | Inspector General Act of 1978, as amended |
| <ul style="list-style-type: none">➤ Audit the financial statements of the Department of State | Chief Financial Officers Act of 1990 Government Management and Reform Act of 1994 |
| <ul style="list-style-type: none">➤ Conduct intelligence oversight reviews of overseas missions | Executive Orders 12333 and 12863 |
| <ul style="list-style-type: none">➤ Responsibility as Inspector General of the Department of State and Foreign Service and the Broadcasting Board of Governors | Omnibus Appropriations Act of 1999 |

Strategic and Performance Planning, Implementation, and Reporting Responsibilities

OIG strategic and performance goals and strategies are developed in consultation with OIG's primary customers, including the Department of State (Department), the Broadcasting Board of Governors (BBG), the Office of Management and Budget (OMB), and the Congress. These

goals focus on the key strategic issues and supporting activities that comprise OIG’s mission to ensure economy, efficiency, and effectiveness and to detect and prevent, to the extent possible, waste, fraud, and abuse. These strategic goals are expressed in terms of the impact of OIG’s work on the programs and operations of the State Department and BBG. Annual performance goals focusing on the primary elements of OIG operations, including audits, inspections, investigations, and security and intelligence oversight reviews, are organized around and in support of these strategic issues.

Strategic and FY 2002 Performance Goals

| Strategic Goal | Performance Goals |
|--|--|
| <i>The Department and the BBG effectively, efficiently, and economically advance the foreign policy interests of the United States</i> | <ul style="list-style-type: none"> ➤ Identify opportunities for improving the management and operations of overseas missions, domestic bureaus, and international broadcasting activities through post management and thematic inspections, audits, and program evaluations. ➤ Evaluate at least eight U.S. Government operations and programs with foreign policy implications—especially those under Chief of Mission authority or related to international broadcasting and the free flow of information around the world; identify obstacles to the Chief of Mission, Department, or BBG oversight and coordination of the operations and programs; and recommend actions necessary to remove or overcome them. ➤ Increase the five-year cycle. |
| <i>The Department and the BBG adequately protect the people, information, and facilities under their control in the United States and abroad</i> | <ul style="list-style-type: none"> ➤ Evaluate at least six Department programs designed to improve security for its people, buildings, and information, and identify any corrective actions necessary to ensure that they meet their stated goals. ➤ Identify vulnerabilities and recommend corrective action with respect to information systems and security at no fewer than 20 overseas missions. ➤ Increase the cumulative number/percentage of missions and selected bureaus receiving security inspections and reviews on a five-year cycle. |
| <i>The Department and the BBG have the necessary financial and support systems and controls to meet legal and operational requirements</i> | <ul style="list-style-type: none"> ➤ Identify challenges and vulnerabilities, with recommendations to address them, for at least 15 Department financial and administrative support programs and activities. ➤ Evaluate Department and BBG progress in measuring performance and linking performance goals to budget, and recommend improvements, as appropriate. |
| <i>The Department and the BBG are free of fraud, waste, abuse, and mismanagement</i> | <ul style="list-style-type: none"> ➤ Identify a minimum of \$3.75 million in potential monetary benefits as a result of audit and investigative recommendations to identify waste, fraud, abuse, and mismanagement and to improve the efficiency of Department operations and compliance with applicable contracts and grant agreements. ➤ Promote awareness and adherence to standards of professional and ethical conduct and accountability; where necessary, conduct thorough and expeditious investigations of fraud, waste, abuse, and mismanagement. |

Allocation of Resources

OIG efforts and resources are concentrated on its core functions, as set forth in the Inspector General Act, namely, audits, inspections (including those related to security and intelligence

matters), and investigations, each headed by an Assistant Inspector General (AIG). In FY 2002, a separate office and an AIG for International Broadcasting Oversight are being established specifically to address matters related to international broadcasting and to emphasize the Inspector General's dual responsibility as the Inspector General for the BBG. The position of AIG for Information Technology was also established at that time, creating an office responsible for both internal OIG information technology functions and external reviews of Department and BBG information technology operations and issues. Support operations are the offices of Congressional, Public Affairs, and Outreach; Planning, Analysis, and Results; Administration; and Counsel.

In FY 2002, two new information systems will be established to enable OIG to track its allocation of resources more closely. The Project Tracking System (PTS) tracks personnel resources, as well as travel, contractor, and other costs related to specific projects. The OIG Timesheet System (OTS) tracks employee time and attendance against specific projects and administrative and support operations. Time data from the OTS is linked to personnel resource data in the PTS, allowing hours and costs to be tracked by employee and by project.

The PTS and OTS will allow OIG to track more closely the allocation of resources, as well as the cost of specific projects. By aligning projects with specific performance goals, OIG can more accurately evaluate expenditure of resources in support of individual goals. FY 2003 will be the first year that both the PTS and the OTS will be in place for the full year and for which prior year data is available as a baseline for comparison. This information will assist OIG in refining its resource estimates and improving the quality of data available for decision-making.

Shown below is the estimated proportion of OIG's FY 2002 budget of \$29 million that has been allocated in support of OIG's four strategic goals. More detailed information about specific work supporting each performance goal is included under the strategic goal sections that follow.

Strategic Goal 1: Foreign Affairs Management

27% of resources, or approximately \$7.8 million

Strategic Goal 2: Security and Intelligence Oversight

22% of resources, or approximately \$6.4 million

Strategic Goal 3: Financial Management and Controls

24% of resources, or approximately \$7.0 million

Strategic Goal 4: Fraud, Waste, Abuse and Mismanagement

20% of resources, or approximately \$5.8 million

Not included in these totals is 7% of resources, or \$2 million, for executive direction.

Requested increases in resource requirements for achievement of specific performance goals are noted under the appropriate goal, along with more detailed information about strategies supporting each goal. Resources required may include specialized skills and expertise to be acquired through training, targeted hiring, or contracting of qualified personnel; cross-training to expand the knowledge and skills of existing OIG personnel; or the use of multidisciplinary teams. Ongoing analysis and restructuring of OIG core processes may also identify the need for further refocusing or reallocating resources. As these resource needs are identified, they will be incorporated into OIG budgetary, personnel, and other management decisions, and reflected in subsequent iterations of our performance plan.

Coordination of Crosscutting Issues

OIG has used several approaches to address crosscutting issues affecting our goals and activities:

- Within the Office of Inspector General community, the Inspector General addresses issues of common concern with other Inspectors General within the President's Council on Integrity and Efficiency (PCIE) and the Intelligence Inspectors General Forum.
- OIG works with a network of Government Performance and Results Act coordinators from across the Office of Inspector General community to share information and to address common issues and concerns as they arise.
- As appropriate, we conduct joint audits or reviews of specific issues with the Offices of Inspector General of other interested agencies, such as the U.S. Agency for International Development. These joint reviews will be identified as we develop our FY 2003 annual work plan.

Management Challenges and External Factors Affecting Goal Achievement

OIG faces several of the same management challenges that the Department and other government entities are struggling to address. These include how best to recruit, retain, and manage a highly talented and motivated workforce, reduce layers of middle management to empower front-line staff, and use information technology more effectively to carry out its mission.

OIG also faces serious challenges in its ability, faced with a highly competitive work environment, to attract and retain employees who have the advanced technical skills and knowledge that are essential to the success of our work. To help in addressing these challenges, OIG has established an internal management goal "to attract and retain employees with the requisite professional skills and experience in the areas of foreign policy, financial auditing, investigations, information technology, security, and other areas of need." Strategies for achieving our recruitment goal include identifying vacancies in skills and expertise, developing a recruitment plan for entry and mid-level employees, and using diverse OIG teams to recruit, interview, and select new employees. Strategies for better retaining quality employees include establishing a retention program to identify individual needs and collective interests and to provide training and assignment opportunities, and collecting information from new hires and departing employees for use by senior managers in improving recruitment and retention practices.

Current congressional and agency concerns and interests have been addressed during our annual planning process. However, new foreign policy developments could result in additional demands that have not been planned for and that exceed the resources available for unplanned activities. In keeping with our philosophy that this plan is a "living" document, we will undertake any necessary adjustments as circumstances require.

Measuring Our Success

OIG's success in achieving its strategic and performance goals is measured, for the most part, in terms of traditional measures of OIG operations.

- Recommendations resolved or agreed to by management within six months of issuance indicate the agency's acknowledgment of a problem in a timely manner and a willingness to correct it, resulting in desired improvements.
- Recommendations implemented within one year of issuance indicate that necessary actions have been taken to correct an identified problem in a timely manner in line with OIG recommendation.
- Programs and missions audited, inspected, or otherwise reviewed indicate the scope of OIG's efforts to examine activities, identify deficiencies, and recommend improvements.
- Reports issued indicate the outcome-oriented products that OIG produces.
- Financial measures that include cost efficiencies such as questioned costs and funds put to better use, as well as investigative fines and recoveries, indicate the monetary results of OIG activities.
- Investigative measures that include reductions in the time required to close employee investigations indicate the importance of bringing allegations to resolution in a timely manner.

Performance baselines, targets, and data for these measures are presented under the individual discussions of each performance goal, beginning on page 10.

Verification and Validation of Performance Data

Performance measures are verified and validated in a variety of ways, as appropriate for each measure.

- Many measures, such as those related to completion of a specific activity, are self-measuring, and require little in the way of verification and validation beyond confirmation that the activity has been satisfactorily completed.
- Measures involving recommendations issued, resolved, or implemented are based on compliance information tracked in OIG's Compliance Analysis Tracking System (CATS) database. This database allows OIG to analyze progress and trends in resolution of OIG recommendations by topic and location (overseas posts or domestic bureaus). The status of recommendations is verified monthly with Department and BBG offices responsible for addressing the recommendations and with OIG offices responsible for evaluating and tracking compliance with them.
- Financial measures are based on the mandated measures for audit and investigative operations forth in the Inspector General Act. The figures are based on results tracked in CATS and reported in the Semiannual Report to the Congress and the Annual Report of the PCIE.
- Performance data for investigative measures are tracked in OIG's Case Management System and reported in the Semiannual Report to the Congress and the Annual Report of the PCIE.

Information from systems used to track OIG performance data is periodically reviewed and verified, and is considered adequately reliable for purposes of decisionmaking. The OIG's Office of Planning, Analysis, and Results works with OIG management and staff, as necessary, to oversee and coordinate the verification and validation process; develop the processes

necessary to verify and validate performance measures and to coordinate, consolidate, and analyze data collected by OIG offices; and recommend changes to strategies, indicators, and measures, as appropriate.

Ensuring Operational Integrity and Effectiveness

In addition to performance goals supporting our four strategic goals, OIG also has established a performance goal on human resources and a performance goal on the time it takes to complete projects, along with several other initiatives related to internal management improvements.

Our performance goal on human resources addresses strategies planned and results measured to address OIG’s human resource needs, as required by OMB Circular A-11. This goal—to *attract and retain employees with the requisite professional skills and experience in the areas of foreign policy, financial auditing, investigations, information technology, security, and other areas of need*—focuses on strategies to improve OIG recruitment and retention of quality employees through a focused attrition reduction initiative. This goal will be achieved within existing resources, although several retention strategies requiring additional resources have been postponed because of budgetary limitations. These include financial incentives such as premium pay, recruitment and retention bonuses, college tuition assistance, and student loan repayment plans.

Strategies to support this goal include:

- Identifying vacancies in skills and expertise, and developing a recruitment plan for entry and mid-level employees.
- Using diverse OIG teams to recruit, interview, and select new employees.
- Identifying and recruiting exceptionally qualified FS-02 officers for hard-to-fill positions in consular and public diplomacy specialties, and working with the Bureau of Human Resources to develop formal “short tour” opportunities of less than two years for Foreign Service officers.
- Establishing a retention program to provide training and assignment opportunities, including development of leadership competencies, for interested and qualified staff.
- Using individual development plans and periodic employee surveys to identify individual needs and collective interests, and providing employees with developmental opportunities in line with their interests and OIG-wide priorities and requirements.
- Collecting information from new hires and departing employees for use by senior managers in improving recruitment and retention practices.

Success in meeting OIG’s human resources performance goal is based on achieving necessary staffing levels and a decrease in annual rates of attrition.

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Staff on-hand at | 256 | 218 | 223 | 225 |

| | | | | |
|-----------------------|-----|-----|-----|-----|
| end of year | | | | |
| Annual Attrition Rate | 17% | 17% | 16% | 15% |

Our performance goal on the time it takes to complete projects—to issue a final report or other product within seven and a half months (225 days) days of starting a project—focuses on strategies to plan projects in phases that build upon each other, have narrower scopes, and staff them more aggressively. This goal will be achieved within existing resources, although it will require us to change not only the way we plan but also the way we do some of our work.

Strategies to support this goal include:

- Identifying discrete phases of a project that can be conducted separately to produce individual reports/products that can be completed in 120 days or less, with each succeeding project phase building on prior phases.
- Where practicable, assigning additional staff to ensure more timely completion.
- Tracking projects in the project tracking system and, where necessary, taking steps to ensure that milestones are met.

Success in meeting OIG’s project completion goal is based on averaging no more than 7.5 months from the time OIG projects are started until they are completed and a report or other product is issued.

| Measures | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|---|----------------|----------------|----------------|-----------------|
| Average number of days from project start to product issuance | 277 | 267 | 252 | 225 |

Other management improvement initiatives include enhancing OIG’s responsiveness to Department, BBG, and Congressional requests by improving the quality and timeliness of its reports by ultimately reducing the average time from project start to product issuance to no more than six months. Strategies for achieving this goal include streamlining OIG report production and distribution, implementing a policy of expeditiously posting reports on OIG’s website, establishing and implementing uniform criteria for OIG report recommendations, establishing a formal program to measure customer satisfaction with OIG products and services, and using information from customer surveys to improve OIG products and services as appropriate. OIG’s success will be measured by the percentage of reports that meet established milestones and by improvements in customer satisfaction responses.

As part of an effort to ensure the effectiveness of recommendations and the quality of reviews, OIG has expanded its program of compliance follow-up reviews at previously inspected posts. Compliance follow-up reviews will be conducted on approximately 20 percent of post management inspections and 25 percent of security inspections. These reviews will include a quality assurance review of how well the original inspection was conducted. Success will be

measured by the degree to which OIG recommendations have been implemented, and how effective those recommendations have been in achieving desired improvements.

Broadcasting Board of Governors

The Inspector General for the Department also serves as the Inspector General for the BBG. To emphasize this dual responsibility, in FY 2002, OIG will establish an AIG for International Broadcasting Oversight and expanded its interaction with the BBG. The AIG oversees and coordinates all audit, inspection, and other activities related to the BBG and international broadcasting issues. The results of these activities and related products will be reported as part of our performance results in support of our four strategic goals.

Foreign Affairs Management

The Department and the BBG effectively, efficiently, and economically advance the foreign policy interests of the United States

Performance Goal 1: Identify opportunities for improving the management and operations of overseas missions, domestic bureaus, and international broadcasting activities through post management and thematic inspections, audits, and program evaluations.

Strategies:

- Provide senior Department and BBG management, overseas missions, and domestic bureaus with assessments of their performance and the quality of their management and operations through a comprehensive review of three primary areas: policy implementation, resource management, and management controls.
- Identify systemic and mission, bureau and other entity-specific impediments and process improvements.
- Induce positive change; encourage self-evaluation and correction, where appropriate; provide counseling and advice to employees; and identify problems and recommend solutions at overseas missions, domestic bureaus, and international broadcasting facilities.
- Perform post management and thematic inspections, audits, and program reviews of at least 50 posts and bureaus.

Measures:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|--------------------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Recommendations Resolved in 6 mos. | 82% | 86% | 63% | 91% |
| Recommendations Implemented in 1 yr. | 51% | 63% | 73% | 70% |

Resources: OIG has not obtained additional resources to support this performance goal.

Performance Goal 2: Evaluate at least eight U.S. Government operations and programs with foreign policy implications—especially those under Chief of Mission authority or related to international broadcasting and the free flow of information around the world—identify obstacles to Chief of Mission, Department or BBG oversight and coordination of the operations and programs, and recommend actions necessary to remove or overcome them.

Strategies:

- Focus audits, thematic inspections and other reviews on issues relating to consular, counter-narcotics, law enforcement, international broadcasting and other activities with foreign policy implications that are under Chief of Mission authority or related to international broadcasting and the free flow of information.
- Identify impediments to the effectiveness and efficiency of these activities and, where appropriate, recommend corrective actions.
- Specific issues to be reviewed in support of this goal include:
 - Domestic passport operations
 - BBG performance as a foreign policy tool and its responsiveness to U.S. foreign policy interests
 - BBG Television programming and the role of television in international broadcasting

Measure:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|--------------------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Programs Reviewed and Reports Issued | 8 | 9 | 7 | 8 |

Resources: OIG has not obtained additional resources to support this performance goal.

Performance Goal 3: Increase the cumulative number/percentage of missions and selected bureaus inspected on a five-year cycle

Strategies:

- Perform post management and thematic inspections, audits, and program reviews of at least 50 posts and bureaus.

- Increase the number of missions and selected bureaus inspected and the frequency of inspections so that, by FY 2007, each mission and bureau is inspected no less than once every five years.
- Ensure that the missions and selected bureaus that have not been inspected for six or more years constitute a majority of those inspected in FY 2003.
- Where possible, link scheduled domestic bureau and mission inspections to capitalize on regional and/or thematic issues.
- Conduct compliance follow-up reviews on at least 20% of previously inspected posts.

Measure:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|--|---------------------------|---------------------------|---------------------------|----------------------------|
| Missions Inspected within last 5 years | 64% | 66% | 65% | 77% |

Resources: OIG has not obtained resources to support this performance goal.

Security and Intelligence Oversight

The Department and the BBG adequately protect the people, information, and facilities under their control in the United States and abroad.

Performance Goal 1: Evaluate at least six Department programs designed to improve security for its people, buildings, and information, and identify any corrective actions necessary to ensure that they meet their stated goals.

Strategies:

- Examine the management administration of security programs, determine the systemic causes of the problems and vulnerabilities, and identify ways to remove or mitigate them.
- Evaluate intelligence coordination and oversight issues between the Department and other federal entities.
- Specific issues to be reviewed in support of this goal include:
 - Security at the Department’s headquarters in Washington, DC and domestic annexes
 - Continuity of emergency and evacuation communications with headquarters
 - Management of classified holdings overseas
 - Government Information Security Reform Act review
 - Security of consular information technology systems
 - Department and BBG information warfare efforts

Measures:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|--------------------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Programs Reviewed and Reports Issued | 2 | 6 | 6 | 6 |
| Recommendations Resolved in 6 mos. | 52% | 61% | 71% | 67% |
| Recommendations Implemented in 1 yr. | 38% | 75% | 59% | 82% |

Resources: OIG has not obtained additional resources in support of this performance goal.

Performance Goal 2: Identify vulnerabilities and recommend corrective action with respect to information security and systems at no fewer than 20 overseas missions.

Strategies:

- Use the methodology developed and piloted in FY 2002 to assess the effectiveness of information security systems and programs at overseas missions.
- Continue to modify, as appropriate, and to expand usage of the methodology to assess the effectiveness of mission information security programs; including, where applicable, its use by OIG inspection and security inspection teams.

Measure:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|-------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Missions Reviewed | N/A | N/A | N/A | 10 |

Resources: OIG has not obtained additional resources to support this performance goal.

Performance Goal 3: Increase the cumulative number/percentage of missions and selected bureaus at which security inspections and reviews are conducted each year until all missions receive a security inspection at least once every five years.

Strategies:

- Include at least one security specialist on every inspection team.
- Maintain a program of security inspections, security evaluations, and security personnel assisting OIG inspection teams that ensures that each mission and bureau (where appropriate) has at least a limited security review by OIG once every five years.
- Where possible, obtain detailed security specialists from other federal entities to assist in OIG security inspections.
- Perform full or limited scope post security inspections of no fewer than 50 overseas missions.

Measure:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|--|---------------------------|---------------------------|---------------------------|----------------------------|
| Missions evaluated within last 5 years | 67% | 74% | 80% | 85% |

Resources: OIG has not obtained additional resources to support this performance goal.

Financial Management and Controls

The Department and the BBG have the necessary financial and support systems and controls to meet legal and operational requirements

Performance Goal 1: Identify challenges and vulnerabilities, with recommendations to address them for at least fifteen Department financial and administrative support programs and activities.

Strategies:

- Continue to perform all mandated and, where resources allow, requested audits and reviews relating to the Department’s financial statements, grants, and other federal assistance, and other applicable support services and activities.
- Assess whether the Department is using the most cost-effective means of providing services overseas.
- Review Department workforce planning efforts, with particular emphasis on overseas staffing issues identified by the Overseas Presence Advisory Panel.
- Review the adequacy of the steps the Department has taken to maintain their investments in human capital.
- Determine the adequacy of the Department’s efforts to “right-size” its operations, especially in overseas missions.
- Focus on Department internal information technology and communications systems, the ability of Department systems to interface and communicate effectively and efficiently with other federal entities, as appropriate, and the Department’s efforts to promote U.S. information technology issues successfully abroad.
- Review the Department’s efforts to replace aging, existing systems with modern alternatives in areas such as messaging and logistics management.
- Assess the Department’s efforts to incorporate public key infrastructure into its information security program.
- Specific issues to be reviewed in support of this goal include:
 - Department systems development
 - Enforcement of export controls
 - Compliance with the National Energy Conservation Policy Act
 - Collections from the public
 - The consolidation of financial services at the Charleston Financial Service Center
 - Department implementation of the Federal Activities Inventory Reform Act of 1998

- The Department's domestic administrative support functions
- The Foreign Service "Up or Out" system
- Personal property management overseas
- The timeliness of Civil and Foreign Service retirement claims and payments
- BBG controls on equipment
- The BBG board structure
- BBG human capital management

Measures:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|--------------------------------------|-------------------|-------------------|-------------------|--------------------|
| Programs Reviewed and Reports Issued | 13 | 14 | 15 | 15 |
| Recommendations Resolved in 6 mos. | 77% | 70% | 58% | 79% |
| Recommendations Implemented in 1 yr. | 65% | 81% | 75% | 92% |

Resources: OIG has not obtained additional resources to support this performance goal.

Performance Goal 2: Evaluate Department and BBG progress in measuring performance and linking performance goals to budget, and recommend improvements, as appropriate.

Strategies:

- Include steps in every audit and inspection plan to review and assess performance goals and measures related to the program or mission being reviewed.
- Monitor Department efforts to establish and use performance goals and measures, and recommend improvements, where necessary.
- Evaluate Department success in achieving specified performance goals and linking performance goals to its budget.

Measure:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|----------------|-------------------|-------------------|-------------------|--------------------|
| Reports issued | 4 | 4 | 4 | 5 |

Resources: OIG has not obtained additional resources to support this performance goal.

Fraud, Waste, Abuse, and Mismanagement

The Department and the BBG are free of fraud, waste, abuse, and mismanagement.

Performance Goal 1: Identify a minimum of \$3.75 million in potential monetary benefits as a result of audit and investigative recommendations to identify fraud, waste, abuse, and mismanagement and to improve the efficiency of Department operations and compliance with applicable contracts and grant agreements.

Strategies:

- As part of the audit and inspection process, identify opportunities for cost savings and avoidance of costs.
- Audit selected non-governmental organizations, Fulbright commissions, and selected contractors to ensure that they are adequately accounting for federal funds and meeting grant agreements or contract requirements.
- Identify and address financial malfeasance and vulnerabilities and, where appropriate, recommend efforts to effect monetary recoveries.
- Specific issues to be reviewed in support of this goal include:
 - Erroneous domestic vendor payments
 - The Department and BBG travel card programs

Measure:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|---|-------------------|-------------------|--------------------|--------------------|
| Cost Savings, Efficiencies, Recoveries, and Fines | \$9.36 million | \$3.23 million | \$12.49 million | \$3.75 million |

Resources: OIG has not obtained additional resources to support this performance goal.

Performance Goal 2: Promote awareness and adherence to standards of professional and ethical conduct and accountability; where necessary, conduct thorough and expeditious investigations of fraud, waste, abuse, and mismanagement.

Strategies:

- Expand outreach to employee audiences on standards of conduct and accountability, through presentations to courses for new officers, deputy chiefs of mission, ambassadors, and other appropriate audiences.
- Reduce the time that employee investigative cases are open.

Measures:

| Measure | FY 1999 Actual | FY 2000 Actual | FY 2001 Actual | FY 2002 Planned |
|--|---|---|---|--|
| Days cases open at end of year | Not Available | 45% < 100 30% @100-200 0% @201-300 25% >300 | 26% < 100 21% @100-200 16% @201-300 37% >300 | 45% < 100 30% @100-200 5% @201-300 20% >300 |
| Days to close cases closed during year | 20% < 100 19% @100-200 15% @201-300 46% >300 | 27% < 100 20% @100-200 10% @201-300 43% >300 | 53% < 100 20% @100-200 7% @201-300 20% >300 | 45% < 100 15% @100-200 5% @201-300 35% >300 |

Resources: OIG has not obtained additional resources to support this performance goal.