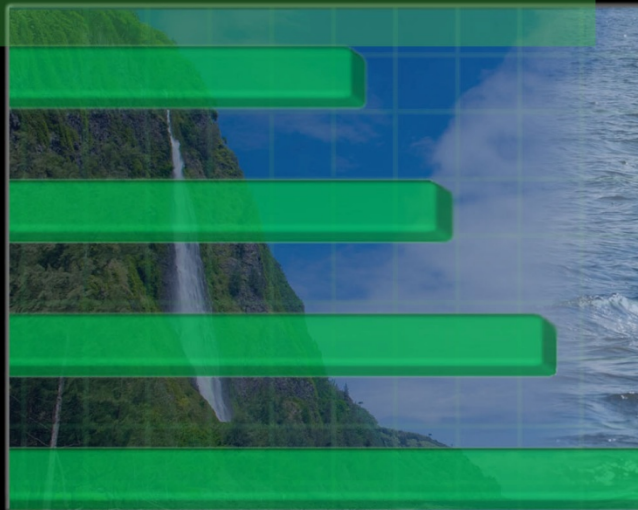




U.S. ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF INSPECTOR GENERAL

STRATEGIC PLAN



2012-2016

2012
2013
2014
2015
2016



Scan this mobile code
to learn more about the
EPA OIG.

Abbreviations

ARRA	American Recovery and Reinvestment Act of 2009
CSB	U.S. Chemical Safety and Hazard Investigation Board
EPA	U.S. Environmental Protection Agency
OIG	Office of Inspector General

Hotline

To report fraud, waste, or abuse, contact us through one of the following methods:

e-mail:	OIG_Hotline@epa.gov	write:	EPA Inspector General Hotline 1200 Pennsylvania Avenue NW Mailcode 2431T Washington, DC 20460
phone:	1-888-546-8740		
fax:	202-566-2599		
online:	http://www.epa.gov/oig/hotline.htm		

Message From the Inspector General

I am pleased to present the U.S. Environmental Protection Agency (EPA) Office of Inspector General (OIG) Strategic Plan for 2012–2016. This plan provides a road map for achieving our strategic goals over the next 5 years. Our approach for developing the new OIG strategic plan was to blend consideration of EPA’s mission and new strategic goals with (1) the OIG’s unique duties, role, authorities, and responsibilities as defined by the Inspector General Act; and (2) my specific management values and vision for inspiring the greatest level of OIG success in performing its mission.

We initiated the process by soliciting input from the OIG’s stakeholders and the entire OIG staff to help define success both internally and externally. By performing a Strengths, Weaknesses, Opportunities, and Threats, or SWOT, assessment and outreach to EPA leadership, congressional committees, state associations, the U.S. Government Accountability Office, and the Office of Management and Budget, we received over 3,000 comments that helped OIG leadership build the plan’s framework. After preparing the first draft, we further refined and validated the framework by conducting town hall meetings with our staff and seeking comments from EPA leadership. Composite stakeholder input, along with OIG leadership priorities, combined to develop the specific strategies and actions to implement the plan’s goals and objectives.

This plan is a living document that will provide a unified direction with clear expectations. I am excited about our future outlook, and look forward to our journey together as we contribute to a better America.



Arthur A. Elkins, Jr.

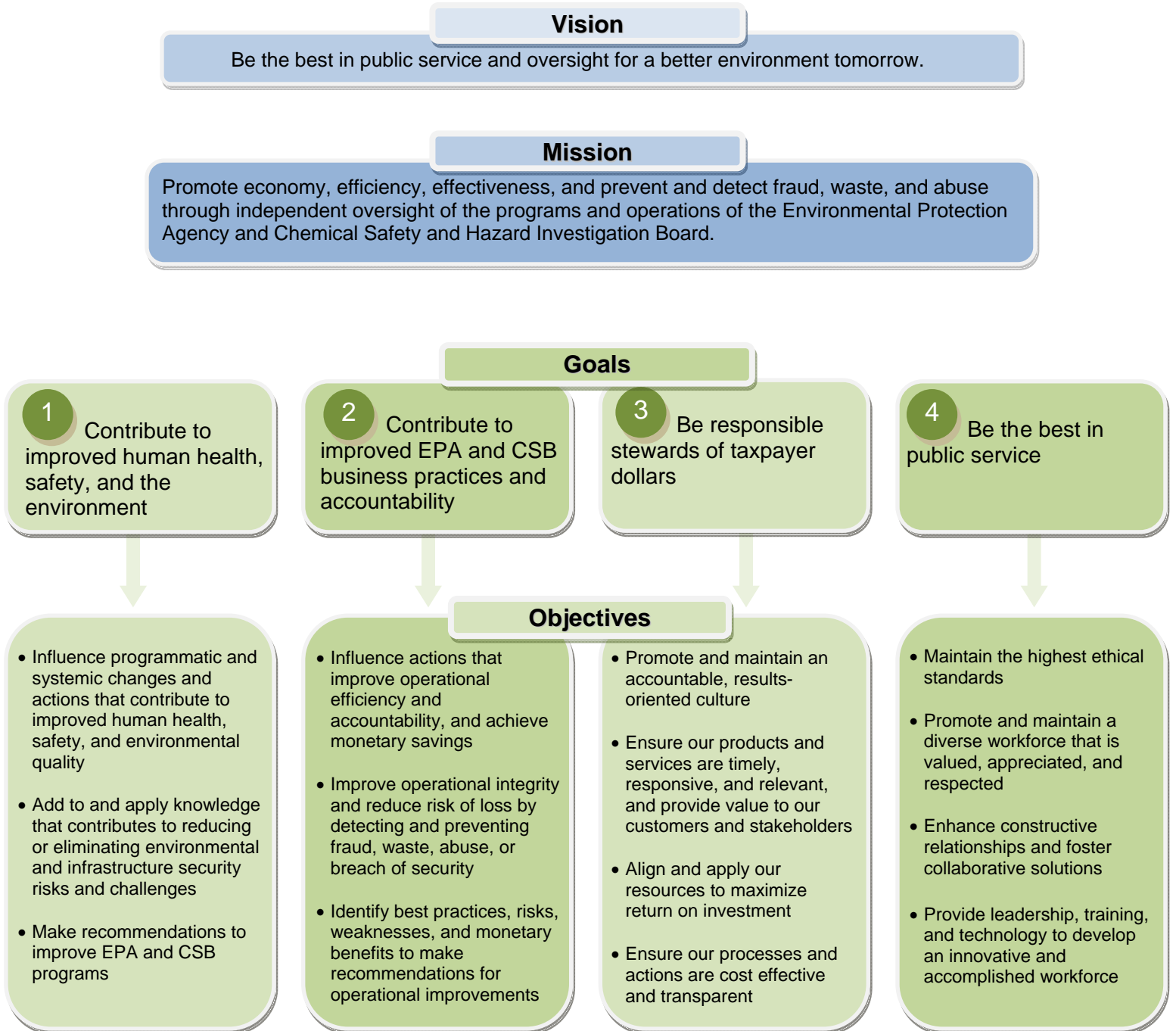
A handwritten signature in black ink that reads "Arthur A. Elkins, Jr." The signature is fluid and cursive.

Arthur A. Elkins, Jr.
Inspector General

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Overview of Office of Inspector General Strategic Plan, 2012–2016



EPA = U.S. Environmental Protection Agency
 CSB = U.S. Chemical Safety and Hazard Investigation Board

Office of Inspector General Roles and Responsibilities

The Office of Inspector General (OIG) is an independent office of the U.S. Environmental Protection Agency (EPA) that detects and prevents fraud, waste, and abuse to help the Agency protect human health and the environment more efficiently and cost effectively. Although we are part of EPA, Congress provides us with a budget line item separate from the Agency's to ensure our independence.

The EPA OIG was created and is governed by the Inspector General Act of 1978, as amended (5 U.S.C. App. 3). The Act established offices of inspector general as independent and objective units to:

1. Conduct and supervise audits and investigations relating to the programs and operations of their agencies
2. Review existing and proposed legislation and regulations relating to the programs and operations of their agencies
3. Provide leadership and coordination, and recommend policies for activities designed to promote economy, efficiency, and effectiveness, and to prevent and detect fraud and abuse
4. Provide a means for keeping the head of the establishment and Congress fully and currently informed about problems and deficiencies, and the necessity for and progress of corrective actions

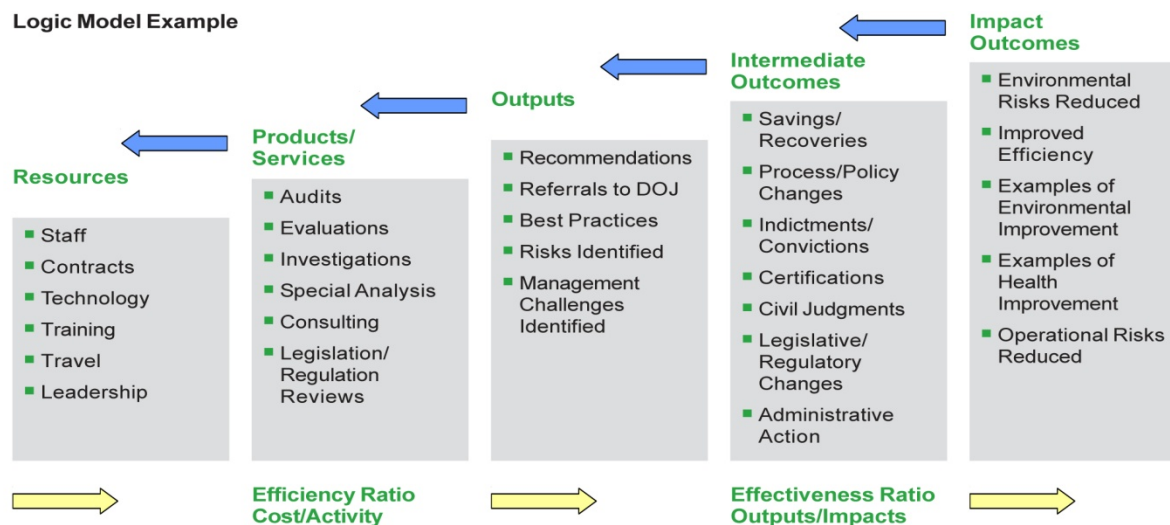
EPA OIG staff members are physically located at headquarters in Washington, DC; at regional headquarters offices for all 10 EPA regions; and at other EPA locations including Research Triangle Park, North Carolina, and Cincinnati, Ohio.

In fiscal year 2004, Congress designated the EPA Inspector General to also serve as the Inspector General for the U.S. Chemical Safety and Hazard Investigation Board (CSB).

Planning Our Work to Achieve Our Goals

We plan our work with the goals of influencing resolution of the Agency's major management challenges, reducing risk, improving practices and program operations, and saving taxpayer dollars, leading to positive human health and environmental impacts, and attaining EPA's strategic goals.

We measure the return on our investment by how efficiently our resources are converted into products, and how effectively our products drive outcomes. The logic model diagram below demonstrates how, starting with the end in mind, we align our organizational factors of performance and implement the plan to achieve our strategic goals.



Products to Implement the Mission

We carry out the statutory mission of the Inspector General Act and the specific strategic mission of the EPA OIG by conducting many types of audits, program evaluations, and investigations for both EPA and CSB. Although our strategic plan focuses on work related to EPA, similar work may be done for CSB when appropriate.

Audits: OIG audit work, conducted primarily by the Office of Audit, focuses on the six areas listed below, and also provides oversight for EPA's implementation of the American Recovery and Reinvestment Act of 2009 (ARRA). Information technology audits are conducted by the Office of Mission Systems. These audits, conducted by auditors, management analysts, and technical specialists, comply with the rigorous *Government Auditing Standards*. Taken together, funds awarded for assistance agreements and contracts account for approximately two-thirds of EPA's budget. Producing timely financial statements remains a priority across the federal government. Equally important is the need to gather and use financial and program performance information to improve EPA's programs by reducing risks and maximizing results.

- **Assistance agreement and contract audits** involve performance audits of EPA's management of contracts, grants, cooperative agreements, and interagency agreements.
- **Financial audits** render opinions on financial statements produced by EPA and CSB, and involve performance audits of EPA financial matters for efficiency and effectiveness.
- **Forensic audits** involve financial audits of EPA assistance agreements and contracts to identify potentially fraudulent actions and determine the acceptability of costs claimed under specific financial instruments. Forensic audits also identify potentially fraudulent matters in EPA

financial transactions, such as use of the government purchase card, and reviews of single audit reports to identify findings affecting EPA funds.

- **Risk assessment and program performance audits** involve performance audits of systems of internal control, manpower analyses, and programs.
- **Efficiency audits** identify ways for EPA programs and operations to improve processes and realize cost savings, thus freeing resources for high-priority environmental projects.
- **Information technology audits** review the economy, efficiency, and effectiveness of the Agency's investments in systems for achieving environmental goals and ensuring integrity of data used for decision making; and review strategies for setting priorities, developing plans to accomplish them, and measuring performance.

Program Evaluations: The work of the Office of Program Evaluation is to examine root causes, effects, and opportunities leading to conclusions and recommendations that influence systemic changes and contribute to the accomplishment of the Agency's mission. Program evaluations and special reviews assess and answer specific questions about how well a program is working. These evaluations are performed at EPA OIG by staff with diverse backgrounds, including accounting, economics, environmental management, and the sciences; and they comply with the rigorous *Government Auditing Standards*. Program evaluations are concentrated in the areas of Air and Research, Water and Enforcement, Land and Superfund, Cross Media, and Special Reviews, and include the following types of evaluations:

- **Process evaluations** assess the extent to which a program is operating as it was intended.
- **Outcome evaluations** assess the extent to which a program achieves its outcome-oriented objectives.
- **Impact evaluations** assess the net effect of a program by comparing outcomes with the absence of the program.
- **Cost-benefit evaluations** compare a program's outputs or outcomes with the costs to produce them.

Investigations: The Office of Investigations primarily employs special agents, as well as computer specialists, chemists, and support staff, and contributes to EPA's strategic goals by ensuring that the Agency's scarce resources are not pilfered by unscrupulous individuals or companies. The office also identifies and investigates attacks against EPA's computer and network systems to detect crimes associated with EPA resources, infrastructure, and intellectual property. In addition, the office operates the EPA OIG hotline program. Types of investigations conducted include the following:

- **Assistance agreement investigations** focus on criminal activities related to Agency grants, State Revolving Funds, interagency agreements, and cooperative agreements.
- **Contract and procurement investigations** focus on acquisition management, contracts, and procurement practices.
- **Cyber investigations** focus on criminal activities related to the theft of intellectual property, computer misuse, and attacks against EPA's network.
- **Employee integrity investigations** involve allegations against EPA employees who could threaten the credibility of the Agency.
- **Program integrity investigations** focus on activities that could undermine the integrity of Agency programs and erode public confidence in the Agency.

Leadership and Support

A number of offices provide leadership and support functions critical to (1) the coordination and efficient operations of the OIG; (2) compliance with statutory requirements and professional standards; and (3) the planning, allocation, application, and reporting on resource use. Specific offices and duties include the following:

- **Immediate Office** provides organization-wide leadership and direction, and represents the OIG to the Agency and external stakeholders. The office also provides quality assurance review for compliance of OIG products with professional standards, and internal oversight for OIG operational compliance with applicable laws, regulations, and policies.
- **Office of Chief of Staff** administers and coordinates functions across the OIG such as planning, policy, financial management, audit follow-up, performance measurement and reporting, internal control reviews, facility management, continuity of operations planning, human resource management, and training.
- **Office of Counsel** provides legal advice across the OIG, performs legal sufficiency reviews of products, and coordinates OIG Freedom of Information Act services.
- **Office of Congressional and Public Affairs** coordinates OIG communication with Congress and external stakeholders, including the media; coordinates and prepares Inspector General statutory reports to Congress; and provides editorial and Web services.
- **Office of Mission Systems** provides planning, acquisition, deployment, and acquisition of technology hardware, software, applications design, and services. As noted above, the office also conducts information technology audits.

OIG Vision, Mission, and Core Values

Vision

Be the best in public service and oversight for a better environment tomorrow.

Mission

Promote economy, efficiency, effectiveness, and prevent and detect fraud, waste, and abuse through independent oversight of the programs and operations of the Environmental Protection Agency and Chemical Safety and Hazard Investigation Board.

Core Values

Customer Service—Everyone deserves to be treated with fairness, respect, and dignity.

- We are committed to treating our customers and stakeholders—EPA, CSB, Congress, the public, and each other—with fairness, respect, and dignity.
- We are committed to individual and organizational excellence.
- We are committed to building and sustaining a competent, innovative, diverse, and dedicated workforce.

Integrity—Our people and products are trustworthy.

- We are committed to producing independent, objective, quality, and timely work products that are accurate, factual, thorough, and relevant.
- Our people are committed to teamwork, professionalism, and the highest ethical standards.
- Our processes are transparent.

Accountability—We are individually and collectively responsible for all we do.

- We lead by example and are responsible and accountable to one another.
- Our work returns value to stakeholders, taxpayers, and others.
- We hold ourselves and others accountable for compliance with laws, regulations, policies, and sound business practices.
- We are an independent voice without preference or prejudice.

Overview of EPA and CSB

U.S. Environmental Protection Agency



As America's steward for the environment since 1970, EPA has endeavored to ensure that the public has air that is safe to breathe, water that is clean and safe to drink, food that is free from dangerous pesticide residues, and communities that are protected from toxic chemicals. EPA develops and enforces regulations to implement environmental laws; provides grants to states, tribes, nonprofit organizations, and educational institutions for environmental programs or research; operates laboratories throughout the United States; supports pollution prevention and energy conservation; and promotes environmental education.

We plan our work with the goals of identifying and influencing resolution of the Agency's major management challenges. EPA's management challenges, as reported by

the EPA OIG, are available at <http://www.epa.gov/oig/reports/challenges.htm>.

We also plan our work in support of EPA's five goals for 2011–2015 and EPA's five cross-goal strategies. OIG goal 1 corresponds to EPA's five goals, and OIG goals 1, 2, and 3 correspond to EPA's cross-goal strategies, outlined below. EPA's five goals for 2012–2016 are:

1. Taking action on climate change and improving air quality
2. Protecting America's waters
3. Cleaning up our communities and advancing sustainable development
4. Ensuring the safety of chemicals and preventing pollution
5. Enforcing environmental laws

EPA's cross-goal strategies are:

1. Expanding the conversation on environmentalism
2. Working for environmental justice and children's health
3. Advancing science, research, and technological innovation
4. Strengthening state, tribal, and international partnerships
5. Strengthening EPA's workforce and capabilities

U.S. Chemical Safety and Hazard Investigation Board

CSB was created by the Clean Air Act Amendments of 1990. CSB's mission is to investigate accidental chemical releases at facilities, report to the public on the root causes, and recommend measures to prevent future occurrences. In fiscal year 2004, Congress designated the EPA Inspector General to serve as the Inspector General for CSB.



We plan our work in support of CSB's five goals for 2007–2012, described below, which most closely correspond with OIG goals 1 and 2.

1. Select and complete accident investigations and recommend actions with a high potential for protecting workers, the public, and the environment
2. Select and complete safety studies and recommend actions with a high potential for protecting workers, the public, and the environment
3. Reduce the likelihood of similar accidents in the future by securing implementation of CSB safety recommendations
4. Promote improved safety practices by broadly disseminating the findings, lessons, and recommendations from CSB investigations and studies
5. Establish the CSB as a recognized world leader in accident investigation and prevention by continuing to improve human capital and infrastructure

CSB's strategies related to these goals are available at <http://www.csb.gov/UserFiles/file/about/CSBStrategicPlan2007-2012.pdf>.

OIG Goals, Objectives, Strategic Themes, and Measures

The OIG has developed strategic themes to provide general direction for external mission-related work and internal operations based upon the strengths, weaknesses, opportunities, and threats identified by our staff, leadership, and stakeholders. We will implement the themes through specific action plans and annual work plans that link staff performance expectations and available resources. Performance metrics measure an organization's activities and performance in relation to its stated goals and objectives, and we have identified a variety of metrics within each goal that collectively measure the progress and success of the supporting objectives.

Goal 1**Contribute to improved human health, safety, and the environment**

Goal 1 represents how the OIG will specifically promote the effectiveness, as specified by the Inspector General Act, of EPA's operations and its environmental mission. The OIG will pursue this goal through audits and evaluations addressing EPA's mission, media programs, and thematic areas of concentration. As noted, this goal corresponds to EPA's five goals and cross-goal strategies for 2011–2015.

Objectives

- Influence programmatic and systemic changes and actions that contribute to improved human health, safety, and environmental quality
- Add to and apply knowledge that contributes to reducing or eliminating environmental and infrastructure security risks and challenges
- Make recommendations to improve EPA and CSB programs

Strategic Themes and Areas of Concentration

- **Air Quality:** Millions of people live in areas where urban smog, very small particles, and toxic pollutants pose serious health concerns. Children are even more susceptible to air pollution, and many air pollutants remain in the environment for long periods and are carried by the winds hundreds of miles from their origin. Although EPA has made substantial progress in cleaning up some air pollutants, tremendous challenges in reducing air toxics, particulate matter, and ozone remain. As EPA works to improve air quality and address climate change, we will pursue audits and evaluations on topics such as permitting, air toxics, climate change, air regulations, mobile sources of pollution, reducing diesel emissions, National Ambient Air Quality Standards, air pollution in major urban areas, accuracy of air quality models, and multipollutant strategies for air pollution.
- **Water Quality:** EPA enforces federal clean water and safe drinking water laws, provides support for municipal wastewater treatment plants, and takes part in pollution prevention efforts aimed at protecting watersheds and sources of drinking water. Further, the National Strategy for Homeland Security designates EPA as the lead agency for the water sector. The Clean Water Act and Safe Drinking Water Act are decades old and do not address complex multimedia issues such as hydraulic fracturing. Application of old laws to new and emerging issues creates challenges to EPA's regulatory authority. Concerns over water infrastructure financing and the security of our nation's water supply are at

critical stages. Projections for needed drinking water and wastewater infrastructure spending are in the hundreds of billions of dollars. We intend to undertake work that examines EPA's efforts in strategic areas such as drinking water; surface water pollution, including pollution in great bodies of water, estuaries, and coastal waters; infrastructure; the ability to respond to emergencies; and Clean Water Act secondary treatment requirement waivers.

- **Land Reuse and Revitalization:** EPA is encouraging the appropriate reuse and revitalization of brownfields, underground storage tank fields, Superfund sites, Resource Conservation and Recovery Act sites, base realignment and closure sites, and other federal properties through voluntary action and the use of economic incentives, as well as through appropriate compliance and enforcement tools. EPA's Superfund, Brownfields, and Resource Conservation and Recovery Act programs have made progress toward these goals. However, as these programs have matured, challenges and questions have emerged. We will help EPA meet these challenges by examining EPA's efforts in strategic areas such as long-term stewardship of contaminated land sites; measuring and reporting on long-term site safety and reuse; managing backlogs in inspections, permitting, assessments, and clean-up actions; managing waste streams (electronic, medical, pharmaceutical, industrial, agricultural, pesticides); use of cost effective clean-up and site management strategies; use of Superfund removal/emergency funds; cost determination and recovery; assessment of the clean-up and continuing operations of brownfields, underground storage tank fields, and base realignment and closure sites; and use of voluntary action and economic incentives to encourage site clean-up.
- **Cross Media:** EPA is responsible for acting on numerous multifaceted environmental threats to our communities and ecosystems that transcend air, water, and land. The National Strategy for Homeland Security designates EPA as the lead agency for the chemical industry and hazardous materials sector. Chronic and emerging environmental health threats, and at-risk and vulnerable populations that EPA, and by extension the OIG, will be examining in the coming years include fish consumption advisories; blood lead levels/lead paint removal; asbestos removal; polychlorinated biphenyl, or PCB, disposal and clean-up; replacement and disposal of ozone depleting substances; synthetic biology; coal-tar-based sealants; children's health; risk communication; adoption of innovative pollution control strategies; environmental justice; emergency preparedness and disaster response; environmental impacts on autism; assessment of contaminants and new chemicals; cost and benefit of voluntary programs; energy and natural resource exploration; sustainability relationship to Agency decision making; tribal programs; international programs; and EPA's relationship with regions and states.

- **Consistency of Enforcement and Regulatory Process:** Enforcement of environmental laws and regulations is often fragmented and inconsistent, as it is carried out differently among various federal, state, tribal, and local government entities. The regulatory process is extremely complex, and questions related to jurisdiction, interpretation, and coordination can undermine program effectiveness. EPA should oversee delegated programs to ensure consistent achievement of environmental mission and accountability for program implementation. Opportunities may exist to streamline and improve the integrity of the regulatory process. We will undertake work that examines EPA’s relationship with states and tribes; compliance assurance and enforcement practices; and alternatives to regulations and the rule-setting process, including retrospective cost-benefit analysis of regulations, costs and benefits of voluntary programs, the use of waivers and interim guidance, regulatory reform, and the elimination of duplicative programs. For CSB, we will review those CSB safety studies and recommended actions with the highest potential for protecting workers, the public, and the environment, and examine how well CSB promotes improved safety practices that reduce the likelihood of similar accidents.
- **Integrity in Science and Information:** The Agency’s research and application of science is the foundation of its standards setting, prevention policies, regulatory process, and remedial and enforcement actions. We will examine EPA’s efforts to assure the integrity of research processes and how research needs are prioritized. We will also address EPA’s use of technology, duplicative data systems, requirements for state oversight and standards, consistency and quality of data collected for critical risk assessment, decision and rule making, and performance assessment.

OIG Measures

- Environmental/health/safety improvements or behavior changes made
- Environmental and infrastructure security risks reduced or eliminated
- EPA program policy, directive practice, process change, or action implemented
- Recommendations/advice/suggestions/best practices identified for environmental/health improvement
- Environmental/health/safety/infrastructure security risks identified
- Percent of OIG environmental recommendations/advice/suggestions implemented
- Verifications, validations, and attestations provided for action or certification
- Unimplemented environmental recommendations acted on after reporting
- Congressional, stakeholder, or public environmental concerns addressed/resolved

Goal 2

Contribute to improved EPA and CSB business practices and accountability

Goal 2 represents how the OIG will specifically promote economy and efficiency, and detect and prevent fraud, waste and abuse, as specified by the Inspector General Act, in EPA's and CSB's use and control of operational resources. EPA delivers its environmental programs through a number of interrelated organizational systems. Having the right people, processes, systems, controls, and information in place is essential for the Agency and CSB to efficiently and effectively carry out their missions, and provides a strong deterrent to fraud, waste, and abuse.

Objectives

- Influence actions that improve operational efficiency and accountability, and achieve monetary savings
- Improve operational integrity and reduce risk of loss by detecting and preventing fraud, waste, abuse, or breach of security
- Identify best practices, risks, weaknesses, and monetary benefits to make recommendations for operational improvements

Strategic Themes and Areas of Concentration

- **Program oversight and application of operational controls for mission results, stewardship, and sustainability:** Managing and ensuring the integrity of the Agency's resources in relation to measureable results is critically important to Agency mission success and sustainability. Internal, contractor, and grantee monitoring and accountability are critical to mitigating risks of resource waste or loss, compromise of crucial business information, environmental danger to the public, or failure to accomplish mission objectives due to a lack of controls or fraud. We will examine EPA's progress in implementing the Federal Managers' Financial Integrity Act and the Government Performance and Results Modernization Act. We will also review oversight of delegated programs including relationships with other federal agencies, regions, and states.
- **Process and resources efficiency and information systems:** EPA should consider the operational efficiency, management processes, and use of technology in how it can best apply its limited resources in effectively achieving its environmental mission outcomes. EPA should determine whether it has the correct skills in the correct places, along with the appropriate processes, data, and information systems. These

determinations require valid and reliable data linked to the resources applied and the actions taken by EPA and by its federal, state, and grantee partners. Without independent verification, data are vulnerable to manipulation and can be misused to influence decisions. Without a careful assessment of operational needs and processes, EPA cannot make the best organization-wide use of its scarce resources. We will examine EPA's efforts in strategic areas such as data quality and database security, information technology and data management, information system development and implementation, cyber attack response capabilities, Federal Information Security Management Act compliance, and processes to protect and secure information systems. We will also examine opportunities for operational efficiency, including consolidation of functions and facilities, streamlining of processes, workforce assessments, and elimination of duplicative functions.

- **Financial management:** EPA must reduce the cost of operations, eliminate unnecessary spending, collect receivables, and leverage resources to apply a greater percentage of available funds to directly solving the greatest environmental problems. We will undertake work that examines EPA's efforts in strategic areas such as timely billing and recovery of Superfund costs from responsible parties, Superfund cost management, lead and radon fee collection, and grant and contract administration. We will also conduct annual financial statement audits and assessments of costs claimed by grantees and contractors, including costs payable with ARRA funds; evaluate the effectiveness of billing cost determination/estimating and recovery, and the Working Capital Fund; and examine EPA's progress in establishing cost accounting systems.
- **CSB:** We will conduct financial statement audits of CSB and assessments of how CSB addresses its critical mission objectives. We will examine how CSB develops, reports, and follows up on the implementation of its safety recommendations.
- **ARRA:** One of the major features of ARRA is specific statutory responsibility for transparency, accountability, and direct oversight by the OIG. ARRA, through grantees at the state, tribal, and local levels, creates a unique combination of opportunities, challenges, and risks for both the Agency and the OIG. Based on the time-lag nature of audit and investigative work, we expect to be following up on ARRA-related work through at least fiscal year 2014.
- **Strategic application of management principles:** EPA must employ sound management principles to achieve its mission in the most cost-efficient manner possible. Organization-wide goal setting based on consistent criteria, risks, and opportunities improves coordination for better efficiency and prevents otherwise fragmented and competing operations. EPA should accurately assess workforce allocation,

organizational structure, and facility management to determine the correct number, location, and skills of staff; and establish processes to ensure its resources are appropriately aligned to prevent duplication and gaps, and to achieve the desired results. Policies and procedures should be unified to provide the basis for consistency, criteria, or control of actions across EPA. The Agency needs clear and consistent performance measurement to recognize progress, assess its return on investment, and provide a basis for accountability. It also needs consistent and timely oversight to identify operational and program-related risks, as well as noncompliance with laws and regulations, so that appropriate enforcement and corrective actions may be taken. Finally, the Agency needs systems of reporting and accountability to ensure timely action for operational and program integrity. Because EPA operates among many federal, state, tribal, and local partners, EPA and its partners must collaborate to efficiently and effectively achieve their common environmental goals. We intend to help EPA meet these performance challenges by assessing needs, considering risks and opportunities, and recommending practical improvements.

OIG Measures

- Business/operational practice improvements or behavior changes made
- Business/operational risks reduced or eliminated
- EPA business/operational policy, practice, process actions taken
- Actions taken to correct management challenges or control weaknesses
- Recommendations/advice/suggestions identified for management improvement/change
- New management challenges or internal control weaknesses identified
- Dollars in questioned costs
- Dollars in cost efficiencies
- Dollars in fines, penalties, settlements, restitutions, recoveries
- Criminal convictions, indictments
- Administrative actions taken
- Civil actions taken
- Allegations disproved

Goal 3**Be responsible stewards of taxpayer dollars**

Goal 3 addresses how the OIG plans to improve the way it works, its processes, and methods of allocating resources and systems of accountability to meet the needs of our stakeholders and provide the greatest return on investment. We will develop specific action plans based on an analysis of our strengths, weaknesses, opportunities, and threats, as well as input from our stakeholders.

Objectives

- Promote and maintain an accountable, results-oriented culture
- Ensure our products and services are timely, responsive, and relevant, and provide value to our customers and stakeholders
- Align and apply our resources to maximize return on investment
- Ensure our processes and actions are cost effective and transparent

Strategic Themes and Areas of Concentration

- **Customer-focused strategic and annual planning:** The OIG develops a strategic plan that covers a 5-year period and is updated every 3 years. The strategic plan is based on the OIG’s vision, mission, core values, goals, objectives, and thematic areas. The strategic plan is implemented through an annual plan of audits, evaluations, and investigations. Research and input from stakeholders and partners on current and emerging areas of weaknesses, opportunities, and threats or risks within EPA help determine priorities. We will evaluate and select specific assignments and products based on available resources and potential results. Customer input helps us focus on areas and ways in which we can improve the value of our work.
- **Follow-up:** As part of the OIG’s results-oriented culture, we perform follow-up assessments to determine whether planned actions by the Agency in response to OIG recommendation were taken. We will selectively determine whether action taken resulted in intended operational, program, or environmental changes or improvements. We will ensure that the Agency is informed of the status of OIG recommendations and is fulfilling its responsibility for managing and reporting on the timely resolution and implementation of recommendations.
- **Performance measurement, financial control, and accountability:** The OIG will measure, monitor, and regularly report on the progress, performance, and results of its operations in relation to its goals,

objectives, and application of resources. OIG operational and performance measures will be linked through a logic model and arrayed in a balanced scorecard to demonstrate efficient and effective use of resources for overall return on investment. We will link the measures of cost, quality, timeliness, productivity, and customer service with staff expectations to assess individual, divisional, and office performance. To monitor and control the costs of our products and services, we will apply activity-based costing to report monthly on the use of resources and quarterly on progress and performance against the plans and targets.

OIG Measures

- Planned assignments completed consistent with estimates
- Percent of assignment and operational process milestones met
- Percent of expiring funds used
- Percent of authorized full-time equivalents used
- Percent of direct vs. indirect and overhead time and funds used
- Savings from internal actions/process improvements
- Average staff days/calendar days for completion of projects
- Customer service survey results (both internal and external)
- Percent of planned assignments responsive to stakeholder interests
- Cost-benefit or return on investment of expenditures, actions, and decisions

Goal 4**Be the best in public service**

Goal 4 addresses how the OIG plans to enhance and leverage its staff competencies, technology, diversity, and innovation to maximize our performance potential, be the employer of choice, and foster an impeccable reputation. We will develop specific action plans based on an analysis of our strengths, weaknesses, opportunities, and threats, as well as input from our stakeholders.

Objectives

- Maintain the highest ethical and quality standards
- Promote and maintain a diverse workforce that is valued, appreciated, and respected
- Enhance constructive relationships and foster collaborative solutions
- Provide leadership and training, and leverage technology to develop an innovative and accomplished workforce

Strategic Themes and Areas of Concentration

- **Professionalism:** In our pursuit of excellence, OIG staff will be objective, impartial, independent, and conscientious. We expect individual behavior and ethical character to be exemplary. Constant pursuit of quality and integrity, beyond reproach, is essential to our success. We will carry out our work with the highest regard for our individual and collective professional reputation.
- **Skills inventory:** We will continuously identify gaps between our existing and needed skills to efficiently and effectively accomplish our mission. This skills inventory will drive our recruiting and contracting strategies, and help ensure that we have the personnel with the needed skills and competencies to carry out our current and future work.
- **Organizational design and workforce inventory:** We will carefully examine our current organizational structure, workforce, and work flows to determine what organizational design changes and allocation of functions and resources will help us fulfill our mission; achieve our strategic goals; and service our clients, stakeholders, and partners.
- **Diversity in staffing and ideas:** We will continue our commitment to employing a workforce that is representative of the overall national civilian workforce. The OIG will promote equal opportunity for all, which

enriches our organizational culture, relationships, and products. In addition to staff diversity, the OIG is committed to encouraging critical thinking and respecting multiple points of view.

- **Collaboration:** To be the best in public service, we will seek opportunities to influence positive change by developing cooperative working relationships across product lines and functional areas within the OIG and with EPA, CSB, and Congress. We will also foster collaborative partnerships with the U.S. Government Accountability Office, the Council of the Inspectors General on Integrity and Efficiency, and other auditors and the law enforcement community to promote the benefit of joint work.
- **Training and development:** We will continue promoting a culture of continuous learning and sharing of knowledge to improve OIG performance. The OIG training and development strategy is designed to provide our employees with the leadership, management, technical, and team skills to accomplish our current work and prepare us for future work. We value individual initiative in pursuit of advanced degrees and professional certification. A critical component of our training and development strategy is the implementation of succession planning and functional cross-training to provide developmental activities that expand our collective competence.
- **Technology:** We will maximize our efficiency and effectiveness by promoting the application of advanced technology, developing information systems for timely measurement and accountability, and ensuring that staff has state-of-the-art hardware and software. We will provide staff with access to comprehensive information and training to effectively develop and apply technology. Further, we will pursue innovative ways to improve and expand the electronic accessibility of our products.

OIG Measures

- Degree to which OIG staff diversity is in parity with the civilian labor force
- Percent of projects/assignments done by multidisciplinary teams
- Product, process, and technological innovations implemented within the OIG
- Percentage of staff meeting professional continuing education standards and/or Individual Development Plan targets
- Improved employee viewpoint survey results
- Turnaround time on staffing, funding, procurement, training, review services and responses to requests and inquiries
- Number of outreach actions to train, brief, and promote IG mission
- Scores from product quality, external peer, and internal control reviews