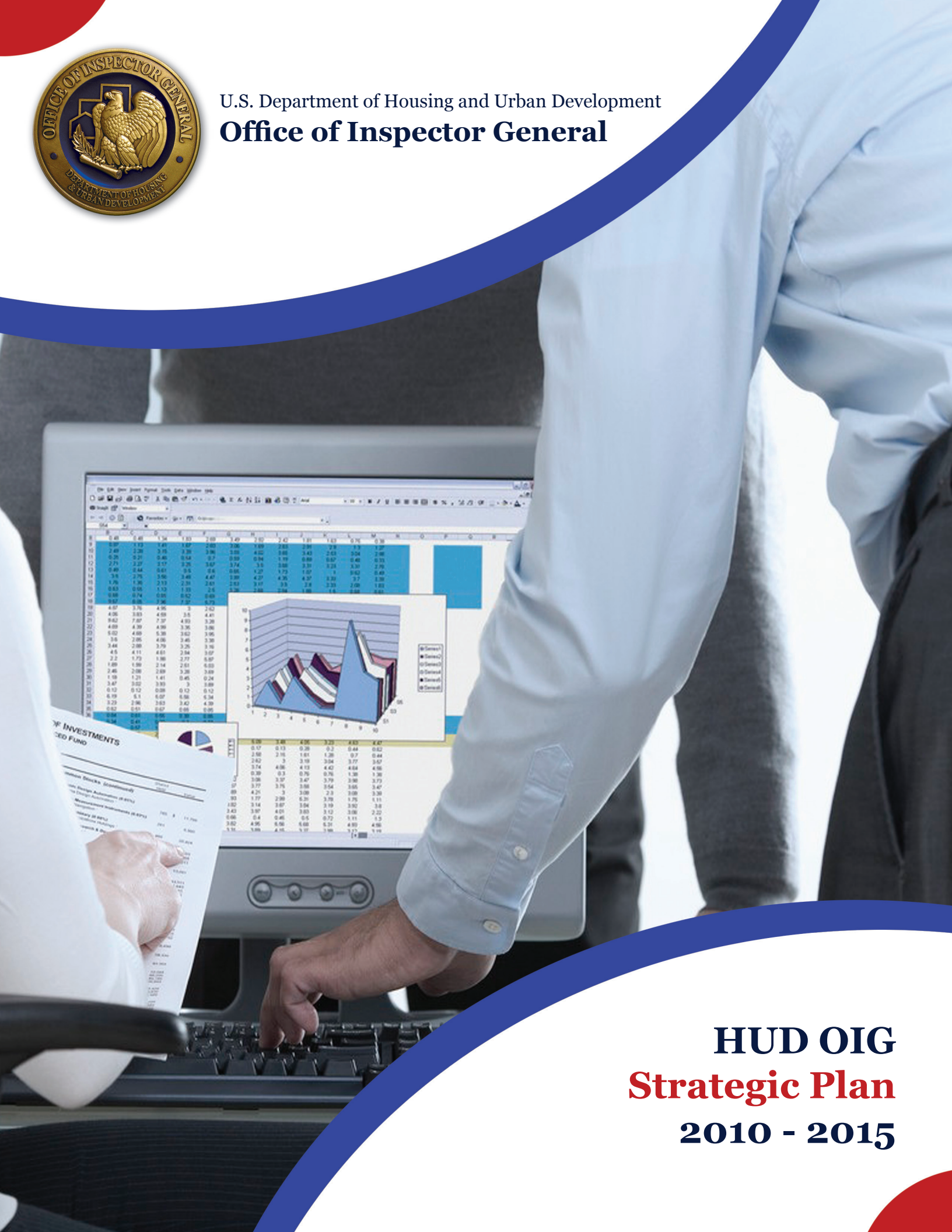




U.S. Department of Housing and Urban Development
Office of Inspector General



HUD OIG
Strategic Plan
2010 - 2015



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Message from the Inspector General



Spring 2010

I am pleased to present the U.S. Department of Housing and Urban Development (HUD), Office of Inspector General's (OIG) 2010-2015 Strategic Plan, which describes our primary areas of focus for the next 5 years. Perhaps more than any other organization in HUD, HUD OIG is uniquely situated to be a proactive force that can effect constructive change. Our objective is to be such a force and serve as a trusted and respected resource for HUD, Congress, and the American public in identifying and mitigating problems, rather than limiting ourselves to solely reacting to allegations of waste, fraud, and abuse. We remain committed to our statutory mission by detecting and preventing waste, fraud, and abuse and promoting the effectiveness and efficiency of government operations.

Over the next 5 years, we are resolved to use this strategic plan as a framework to develop our performance criteria, establish the measures by which we will assess our accomplishments, create our budget, and report on our progress. At the same time, we are pragmatic and recognize that planning is a dynamic and evolving process. Therefore, we will continue to evaluate circumstances and modify our direction to improve our service to HUD, Congress, and the American public.

Our employees, senior HUD managers, and congressional staff all provided valuable insights and assistance in developing this strategic plan. We are greatly indebted to everyone who assisted in this effort. We will continue our collaborative efforts to achieve our mutual goals of improving the integrity, efficiency, and effectiveness of HUD's programs and operations.

A handwritten signature in black ink, which appears to read "Kenneth M. Donohue". The signature is fluid and cursive, written over a white background.

Kenneth M. Donohue, Inspector General

Executive Summary

Vision

We are a trusted and respected resource for the U.S. Department of Housing and Urban Development (HUD), Congress, and the American public in ensuring the integrity, efficiency, and effectiveness of HUD programs and operations. We are committed to working jointly with HUD management to achieve its goals.

Mission

- Promote the integrity, efficiency, and effectiveness of HUD programs and operations to assist HUD in accomplishing its mission.
- Detect and prevent waste, fraud, and abuse.
- Seek administrative sanctions, civil recoveries, and/or criminal prosecution of those responsible for waste, fraud, and abuse in HUD programs and operations.

Goal 1 - Effectiveness

Help HUD resolve its “major management challenges” by being a relevant and problem-solving advisor to HUD and our stakeholders.

- **Objective 1:** Contribute to improving the integrity of single-family insurance programs.
- **Objective 2:** Contribute to a reduction in erroneous payments in rental assistance programs.
- **Objective 3:** Contribute to improving HUD’s execution of and accountability for fiscal responsibilities.
- **Objective 4:** Contribute to the effective use of Federal funds in the area of disaster relief oversight and recovery.
- **Objective 5:** Contribute to resolving significant issues raised or confronted by HUD and its stakeholders.
- **Objective 6:** Contribute to the effective use of Federal funds allocated in the American Recovery and Reinvestment Act of 2009.

Goal 2 - Efficiency

Maximize results and provide responsive audit and investigative work for mandated, requested, or self-initiated efforts.

- **Objective 1:** Contribute to a positive change while maximizing results.
- **Objective 2:** Provide timely and quality results to customers and stakeholders.

Goal 3 - Our Employees

Become the “employer of choice” among Offices of Inspectors General.

- Invest in people.
- Invest in the organization.

Vision, Mission, and Values

Vision

We are a trusted and respected resource for U.S. Department of Housing and Urban Development (HUD), Congress, and the American public in ensuring the integrity, efficiency, and effectiveness of HUD programs and operations. We are committed to working jointly with HUD management to achieve its goals.

Mission

The Office of Inspector General (OIG)

- Promotes the integrity, efficiency, and effectiveness of HUD programs and operations to assist HUD in accomplishing its mission.
- Detects and prevents waste, fraud, and abuse.
- Seeks administrative sanctions, civil recoveries, and/or criminal prosecution of those responsible for waste, fraud, and abuse in HUD programs and operations.

We conduct our mission by

- Conducting independent and objective audits, investigations, and other activities relevant to the HUD mission.
- Keeping the HUD Secretary, Congress, and the American public fully and currently informed.
- Working collaboratively with HUD staff and program participants to ensure success in meeting HUD program goals.

Values

- **Integrity:** We strive to maintain the highest level of trust and integrity in all of our activities and understand that by the nature of our mission, we are held to a higher standard.
- **Professionalism:** We work individually and collectively to treat one another with respect. We insist on high standards of professional conduct from employees at all

levels and understand that by the nature of our mission, we are held to a higher standard.

- **Communication:** We have “zero” tolerance for discrimination and harassment and encourage open communication that is “risk free” in the workplace. We foster an environment in which management, supervisors, and employees are involvement in an open, honest, and respectful exchange of ideas and information.
- **Equal Employment Opportunity:** We promote high standards of equal employment opportunity (EEO) for employees and job applicants at all levels. Our management is committed and proactive in the prevention of discrimination and ensuring freedom from retaliation for participation in the equal employment opportunity process in accordance with the departmental policies and procedures.
- **Valuing Employees:** We recognize that a diverse workforce is our most valued asset. We foster a work environment that is characterized by mutual respect, trust, and a common commitment to OIG’s mission to enhance the employee’s professional and individual growth.
- **Mission Driven:** We are a cost-effective, mission-oriented organization committed to excellence in all of our activities and focused on prioritizing our efforts on relevant issues with the aim of improving performance through measurable results.

Strategic Goal 1 - Effectiveness

**Help resolve HUD's
"major management challenges"
by being a relevant and problem-solving
advisor to HUD and our stakeholders**

Alignment with HUD Goals:

- **Manage the business operations of HUD in a way that supports the values of HUD's mission and assures quality administration free from fraud, waste, and abuse.**
 - **Objective 1:** Contribute to improving the integrity of single-family insurance programs.
 - **Objective 2:** Contribute to a reduction in erroneous payments in rental assistance programs.
 - **Objective 3:** Contribute to improving HUD's execution of and accountability for fiscal responsibilities.
 - **Objective 4:** Contribute to the effective use of Federal funds in the area of disaster oversight and recovery.
 - **Objective 5:** Contribute to resolving significant issues raised or confronted by HUD and its stakeholders.
 - **Objective 6:** Contribute to the effective use of Federal funds allocated in the American Recovery and Reinvestment Act of 2009.

Strategies

- a. OIG will prioritize audits and investigations to meet the above objectives and identify emerging management and program area challenges.
- b. OIG will promote fraud awareness to HUD, industry groups, and program participants to maximize deterrence.
- c. OIG will join with other law enforcement agencies to leverage resources and maximize productivity.
- d. OIG will solicit feedback from HUD and key stakeholders on its focus and findings.

Strategic Goal 2 - Efficiency

Maximize results and provide responsive audit and investigative work for mandated, requested, or self-initiated efforts

Alignment with HUD Goals:

- **Manage for results: Create an organization that is customer centered, responsive to employee feedback, and focused on results.**
 - **Objective 1:** Contribute to a positive change while maximizing results.

Strategies

- a. OIG will set goals for investigations to promote the most efficient use of staff resources.
 - b. OIG will perform both significant and positive return audits and inspections and evaluations.
 - c. OIG will contribute to HUD's goal of implementing recommendations.
- **Objective 2:** Provide timely and quality results to customers and stakeholders.

Strategies

- a. Achieve turnaround times for issuance of work products to meet customer and stakeholder needs.
- b. Achieve positive customer and stakeholder satisfaction on the usefulness and timeliness of products.

Strategic Goal 3 - Our Employees

Alignment with HUD Goals:

- **Build capacity:** Create a flexible, collaborative, and high-performing learning organization with a highly motivated, skilled workforce.
- **Culture change:** Create a healthy, open, and flexible work environment.
 - **Objective 1:** Invest in people.

Strategies

- a. Recruit, hire, and retain a diverse and skilled workforce.
 - b. Promote personal growth through professional development and HUD program training.
 - c. Foster mutual respect, open communications, and teamwork.
- **Objective 2:** Invest in the organization.

Strategies

- a. Ensure timely and reliable administrative and legal services.
- b. Utilize strategic planning and monitor budget execution to maximize OIG internal operations.
- c. Provide a cost-effective and secure information technology system.
- d. Ensure proactive prevention of discrimination and harassment in the workplace.
- e. Make EEO a fundamental part of the OIG culture by adhering to EEO policies and procedures on hiring and recruitment practices, reasonable accommodations, religious accommodations, annual self-assessments, elimination of employment barriers, and other relevant diversity issues.



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