



Office of Inspector General
U.S. General Services Administration

Strategic Plan

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**OFFICE OF INSPECTOR GENERAL
GENERAL SERVICES ADMINISTRATION**

**STRATEGIC PLAN
2010-2014**

INTRODUCTION

The Office of Inspector General (OIG) was created by the Inspector General Act of 1978 to promote economy, efficiency, and effectiveness and to prevent and detect fraud, waste, and abuse in Agency programs and operations. The functions and mission of, and the expectations for, Inspectors General across the Federal government were enhanced and expanded in the Inspector General Reform Act of 2008 as well as in a variety of other legislative initiatives designed to improve governmental administration.

This Strategic Plan (1) contains the OIG mission, vision, and values, (2) sets forth the OIG's organization, statutory authority, and the environment in which the OIG operates, and (3) explains the OIG's five-year goals, guiding tenets, performance measures, and external factors that can affect the OIG's ability to meet these goals.

The OIG will focus its efforts in areas that can enhance the management and overall performance of GSA and contribute to the general improvement of procurement activities across the Federal government. This includes aligning OIG activities to directly support the General Services Administration (GSA) strategic goals, business objectives, and major challenges and active participation in multi-agency and OMB initiatives to improve the administration of Federal agencies. Our annual performance plans and reports contain the more specific performance measures we use to evaluate our efforts to meet our strategic goals.

MISSION

The OIG helps the GSA effectively carry out its responsibilities by promoting economy, efficiency, and integrity in GSA programs and operations through independent auditing and investigative services.

VISION

The OIG promotes excellence and innovation.

VALUES

The OIG values are:

Independence. We are committed to being objective and impartial. We do not allow conflicts, improper influence, or other impediments to interfere with our work.

Relevance. We focus on significant issues and identify systemic problems. Our products and services are timely, reliable, and add value.

Professionalism. We comply fully with professional standards and foster relationships with our stakeholders that are based on effective two-way communication and cooperation. We carry out our responsibilities in an ethical manner with the highest level of integrity.

Teamwork. Our organization is a team comprised of diverse and talented individuals who work together, with mutual respect, to accomplish our mission. Our work environment encourages cooperation, flexibility, innovation, and integration of OIG resources.

OIG ORGANIZATION

The OIG provides nationwide coverage of GSA programs and activities. We accomplish our mission by performing independent financial, program, systems, and compliance audits; criminal and civil investigations; reviews of proposed legislation and regulations; and by providing other services to senior GSA, congressional and law enforcement officials. Our efforts are designed to help GSA management make effective policy and funding decisions and to ensure oversight and accountability to the American people.

The OIG consists of component offices that work in conjunction to ensure that the organization operates smoothly. These components are:

- **The Office of Audits**, an evaluative unit staffed with auditors and analysts who provide comprehensive coverage of GSA operations through program performance reviews, information technology and systems audits, internal control assessments, and financial and mandated compliance audits. It also conducts external reviews in support of GSA contracting officials to ensure fair contract prices and contractor's adherence to contract terms and conditions.
- **The Office of Investigations**, an investigative unit that manages a nationwide program to prevent and detect illegal and/or improper activities involving GSA programs, operations, and personnel.
- **The Office of Counsel**, an in-house legal staff that provides legal advice and assistance to all OIG components and represents the OIG's interests in litigation arising out of or affecting OIG operations.
- **The Internal Evaluation and Analysis Staff**, a multi-disciplinary staff that manages operational reviews of the OIG components, performs special projects for the Inspector General including research and analysis, provides advice to the Inspector General, conducts internal affairs reviews and investigations, and provides Forensic Audit services.
- **The Office of Administration**, an in-house staff that provides information systems, budgetary, administrative, personnel, and communications services.

The OIG is headquartered in Washington, DC with field offices located in Boston, New York, Philadelphia, Atlanta, Miami, Chicago, Denver, Kansas City (MO), Fort Worth, San Francisco, Los Angeles, Auburn (WA), and Washington, DC.

STATUTORY RESPONSIBILITY

The Inspector General Act of 1978 as amended provides the OIG with statutory authorities and responsibilities, including:

- Conducting, and supervising audits and investigations relating to the programs and operations of GSA;
- Recommending policies, procedures and/or practices for activities to promote economy, efficiency, and effectiveness in GSA programs and operations;
- Preventing and detecting fraud, waste, and abuse affecting GSA programs and operations;
- Keeping the Congress and Administrator fully informed about problems and deficiencies and the progress of corrective actions;
- Reviewing existing and proposed legislation and regulations, and making recommendations concerning their impact;
- Reviewing all Agency records; and
- Issuing subpoenas and administering oaths.

The OIG's role has expanded as a result of new legislation such as: the Chief Financial Officers Act of 1990 (requires the OIG to audit GSA's financial statements); the Federal Managers' Financial Integrity Act of 1982 (the OIG reviews the Agency's assurance statement on the adequacy of its system of controls and provides an assessment of the significant management control weaknesses in the Agency); the Federal Information Security Management Act of 2002 (requires the OIG to report to the Office of Management and Budget (OMB) with the annual budget submission on the results of independent evaluations of the Agency's information security programs and controls for select systems); and the Reports Consolidation Act of 2000 (requires the OIG to provide Congress with information on the Agency's most serious management challenges along with an assessment of the Agency's efforts to meet these challenges).

GSA ENVIRONMENT

GSA's mission is to help Federal agencies to better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services, and effective management policies.

GSA GOALS

Goal 1

Stewardship: Lead Federal agencies in the economical and efficient management of Federal assets by spearheading effective policy development and by the exemplary management of the buildings/workplaces, motor vehicles, and personal property provided by GSA.

Goal 2

Superior Workplaces: Deliver and maintain productive workplaces consisting of office space, furnishings, technology, supplies, and related services.

Goal 3

Best Value: Develop and deliver timely, accurate, and cost-effective acquisition services and business solutions.

Goal 4

Innovation: Develop new and better ways of conducting business that result in more productive and effective Federal policies and administrative operations.

Congress created GSA in 1949, through the Federal Property and Administrative Services Act, to serve as a centralized procurement and property management Agency of the Federal government. GSA carries out this responsibility through its primary organizations: the Public Buildings Service, the Federal Acquisition Service, the Office of the Chief Information Officer, and the Office of the Chief Financial Officer.

Today GSA is a 12,000-person Agency that acts as a catalyst for over \$70 billion in Federal spending. The Agency oversees Federal buildings, major supply and procurement programs, a fleet of 200,000 vehicles worldwide, telecommunications systems, and childcare facilities. GSA also provides policy and leadership in areas such as acquisition, electronic government, travel, and real and personal property for the entire Federal government.

GSA acknowledges that changes in today's environment require it to be flexible in its business approach and innovative in developing integrated solutions to workforce needs. The Agency also recognizes that it faces many longstanding and new challenges.

One of the major new challenges for GSA – and for the OIG -- is meeting the requirements of the American Recovery and Reinvestment Act of 2009 (ARRA). That Act significantly increased the amount of funding given to GSA and set very short timeframes for obligating that money.

STRATEGIC MANAGEMENT SYSTEM

The OIG strategic management system is a critical foundation for setting and managing our organizational goals and strategies. It identifies our organizational direction and provides the flexibility needed to modify our plans to respond to changes affecting the government, GSA, and our own organization.

The integrated documents in our strategic management system define the OIG’s goals, long-term agenda, short-and intermediate-term initiatives and projects, the activities we will implement to accomplish our goals, and the reports we will use to measure our progress and achievements.

- **The Strategic Plan**, which articulates our mission and tactical direction for the next five years, identifies priorities, organizational goals and objectives, and corresponding implementing strategies.
- **The Annual Performance Plan** identifies what we intend to accomplish in a specific fiscal year within the context of our strategic plan. The Plan identifies the specific performance measures and outcomes we use to monitor progress in accomplishing our goals. It is prepared in conjunction with the OIG budget cycle, which occurs one to two years in advance of the fiscal year in which the budget will be implemented. Accordingly, our annual budget requests are based on the activities needed to implement the performance plan.
- **The Annual Performance Report** tracks how successful we have been in accomplishing our goals, plans, and performance measures. This report is submitted to the OMB at the end of the fiscal year.

OIG STRATEGIC DIRECTION

Our objective is to make a real difference in GSA’s programs. Over the next five years, we will build on our accomplishments and enhance our operations to better meet the challenges of the 21st century.

Goal 1

Value: Promote the economy, efficiency, and effectiveness of GSA programs and operations and ensure optimum value for the taxpayer.

Goal 2

Integrity: Protect the integrity of GSA programs and operations.

Goal 3

Innovation: Develop new and better ways of conducting business to enhance our organizational performance and promote a healthy environment for our workforce.

We will focus on the most important issues that face GSA and our own organization. Under our agency-focused goals, we will assist GSA in carrying out its dual roles of policy leadership and provider of space, products, and services to the Federal workforce by helping ensure the Agency’s programs are conducted at an optimal level of efficiency, effectiveness, and integrity. Our resources will be devoted to areas in which focused management attention can achieve greater efficiencies for both GSA and the taxpayer.

Under our internally focused goal, we will continue our efforts to refine the way we operate. The rapid growth in Federal contracting and procurement has far outpaced the changes in OIG staffing and budgetary resources. In addition, the effects of an aging workforce are imminent. We must better develop and capitalize on our staff’s skills and abilities to address emerging challenges.

We have begun aligning resources to core leadership components and will continue to adapt our organizational structure to maximize its effectiveness. We need to intelligently apply valuable technology and human capital resources to ensure that we have sufficient capabilities to enhance efficiencies and manage the risk inherent in change. All OIG components are clearly committed to providing timely, cost-effective customer service. We will use the opportunities presented with e-government to ensure secure and reliable access to our products and services.

OIG STRATEGIC GOALS

The OIG's strategic goals identify both how we intend to help GSA meet its mission and confront its challenges and deal with the issues facing our own organization. Our three goals are:

- Promote the economy, efficiency, and effectiveness of GSA programs and operations and ensure optimum value for the taxpayer.
- Protect the integrity of GSA programs and operations.
- Develop new and better ways of conducting business to enhance our organizational performance and promote a healthy environment for our workforce.

OIG Strategic Goal 1: VALUE- Promote the economy, efficiency, and effectiveness of GSA programs and operations and ensure optimum value for the taxpayer.

Over the next five years, our organization will focus on helping GSA enhance its overall management and performance, and our activities will directly support the strategic goals and objectives of the Agency. Our organization, by statutory design, is in a unique position to provide management with objective evaluations of Agency operations. Our audits, investigations, policy and legislative reviews, and other work will identify opportunities for increased economy and efficiency in Agency programs. Our work will help GSA managers identify and address significant challenges where management actions would produce greater effectiveness for the Agency and achieve substantial savings for the American taxpayer.

Implementing Strategies

- We will perform annual risk assessments of GSA operations in an effort to identify the most significant management challenges, high-risk areas, and major opportunities for improvement in GSA programs, operations, and related activities.
- We will target the most significant of the challenges and vulnerabilities facing GSA by planning and conducting audits, investigations, and other efforts in these areas.
- We will leverage our knowledge and expertise by discussing and collaborating with policy makers on legislative and policy initiatives before they become program requirements.

OIG Strategic Goal 2: INTEGRITY-Protect the Integrity of GSA Programs and Operations.

One of the OIG's fundamental responsibilities is combating and preventing fraud, waste and abuse in GSA programs and operations. As part of this effort, we will identify and suggest ways to mitigate management control weaknesses and other systemic problems that could allow fraud,

waste, or abuse to occur. The OIG will coordinate audit, investigative, and other resources and take a risk-based approach to focus expertise on areas most susceptible to fraud, including new programs. These efforts will increase the awareness of GSA managers regarding the prevention of fraud and waste; improve the detection of and response to corruption; and decrease the overall level of fraud, waste and abuse. We will focus particular attention on identifying and mitigating control weaknesses, systemic problems, or other unintended adverse side effects of implementing new initiatives.

Implementing Strategies

Our strategies to improve awareness of the potential for and to detect fraud, waste, and abuse include the following. We will:

- Annually assess the vulnerability to fraud, waste, and abuse in GSA and target at-risk areas for audit or investigative effort.
- Focus management's attention on illegal activities and vulnerabilities through awareness initiatives.
- Initiate joint ventures coordinating audit, legal, and investigation functions focused on one or a combination of problems pertaining to fraud, waste, and abuse.
- Concentrate investigative resources on high impact cases and respond to indications of illegal activities or abuse in a timely and direct manner.
- Use our resources to actively work with GSA officials to pursue administrative remedies and with the Department of Justice to pursue criminal or civil remedies.
- Develop short-term, highly focused efforts to intensively and quickly impact selected high profile issues that may or may not evolve into more protracted audits and investigations.
- Increase our use of forensic auditing.

Strategic Goal 3: INNOVATION- *Develop new and better ways of conducting business to enhance our organizational performance and provide a healthy environment for our workforce.*

We will emphasize both technology and people in conducting our business to promote more efficient services and a healthier environment. Timely, cost effective, and quality products and services are critical in today's fast paced and changing environment. Our work products must be responsive to Agency and customer needs. Continued improvements in timeliness and operating efficiency will require reassessing existing business processes, employing technology to the extent possible, and improving management coordination efforts. We must better utilize the power of e-government to make our products and services more accessible to our customers.

We will improve and integrate administrative activities and processes to support our strategic planning, human capital initiatives, and business goals. Real-time fiscal information,

comprehensive information system support, and full-range human resources support are essential to improving our operations.

To ensure that we maintain a highly skilled, focused, flexible, and diverse workforce, we will become an employer of choice. We will recruit, develop, train, retain, and reward a workforce that possesses the skills required for us to meet the changing and challenging demands. We will advance initiatives that allow for a satisfying worklife balance. Our organization will increase its commitment to both technical and managerial training to sustain functional expertise and encourage professional development. Further, we will adopt practices that improve the environment as part of an environmental management framework, integrating technology, worklife balance initiatives, and efficient business processes.

Implementing Strategies

We will improve our organizational processes and infrastructure to better carry out our mission by:

- Developing more efficient and responsive business processes to enhance our planning methods and improve the quality and delivery of products and services.
- Developing and implementing an IT service approach that provides all employees with state-of-the-art technology; ensures that hardware, software, and skills are in place to carry out our long and short-term strategies; provides timely and efficient technology support to the office; and enhances customer access to OIG products and services through e-government.
- Developing and implementing policies that promote a satisfying work life balance.
- Continually reassessing our long-range organizational strategies to integrate and better use all OIG resources, maintain minimum layers of management, and support changes that enhance our physical environment.
- Improving administrative support services to all OIG operations.
- Adopting an environmental management framework that will promote a healthy environment and raise the awareness of environmental, health, and safety considerations.

PERFORMANCE MEASURES

The OIG agenda over the next five years is intended to help GSA improve its programs and operations so that taxpayers receive optimum value and to better position the organization to face future demands. To evaluate our progress in reaching our goals, we have established several quantitative and qualitative performance measures. These measures demonstrate how successful we are at bringing about improvements in GSA, identifying and addressing emerging issues, responding to waste and wrongdoing, and providing timely quality products and services. A summary of our metrics follows.

The OIG's agency-focused goals center on improving GSA's performance and protecting the integrity of its operations. We measure how we utilize our resources, the number of OIG

products in these areas, and the financial and other benefits resulting from our work. Our measures will identify the percentage of products with a positive impact on the Agency, including audit reports and investigative efforts. These measures will also gauge the level of customer satisfaction with our products.

The OIG’s internally focused goals play a critical role in our ability to improve the Agency’s performance and protect the integrity of its programs. Our measures will center on how successful we are at providing timely, quality, and useful services and products; responding to our human capital concerns; and addressing our physical and technological infrastructure needs. We will measure timeliness and quality of products and services, progress in developing and implementing a human capital management plan, and our level of completion of specific initiatives for ensuring a healthy and balanced work environment.

Key Performance Measures	
Goal	Measure
<p>Value: Promote the economy, efficiency, and effectiveness of GSA programs and operations and ensure optimum value for the taxpayer.</p>	<p>Total number of audit products issued.</p> <p>Value of these results: Dollar value of avoidances and recoveries identified. Dollar value of management decisions attained.</p> <p>Percentage of performance audits with a positive impact.</p> <p>Reviews of legislative/regulatory or policy initiatives.</p>
<p>Integrity: Protect the integrity of GSA programs and operations.</p>	<p>Percentage of OIG products (audit reports or evaluations, investigations, and awareness initiatives) that have an identifiable positive impact on protecting the integrity of the Agency’s programs and operations.</p> <p>Number of investigative results such as criminal and civil referrals, civil settlements and successful prosecutions. Percentage of high priority investigations.</p> <p>Funds recovered.</p>

Key Performance Measures	
Goal	Measure
Innovation: Develop new and better ways of conducting business to enhance our organizational performance and promote a healthy environment for our workforce.	<p>Customer satisfaction survey results for various services such as audits and IT support.</p> <p>OIG employee assessments.</p> <p>Timeliness measures for various processes such as audits, investigations, hiring, and providing legal advice.</p> <p>Measures for various initiatives such as teleworking, increasing awareness of environmental responsibilities, and migrating to a paper-less environment.</p>

EXTERNAL FACTORS

A changing business environment, adequate funding levels and availability of high-quality professionals have a significant impact on both the environment that GSA operates in and our ability to carry out this strategic plan.

Change. GSA will continue to respond to local, national, and global events. Technology, security, economic growth, and new administration mandates will affect how GSA does business. This will affect the OIG’s workload, staffing, and organizational structure.

Funding levels. The OIG’s funding level will affect our ability to provide dynamic oversight to GSA’s operations and contribute to the OIG and law enforcement communities.

High-quality professionals. Attracting, training and retaining high-quality professionals are imperatives for the government as a whole and our organization in particular. With the near-term exodus of large numbers of older and more experienced staff, the OIG is faced with the dilemma of a greater volume of work, increasingly complex procurements, and the challenge of rapidly recruiting and training audit and investigative staff. Technological innovations will affect how we do our work and the environment that we service. Addressing these changes will require a continuing funding commitment to recruiting, training, and equipping our workforce.

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1800 F Street, NW
Washington, DC 20405
<http://www.gsa.gov/inspectorgeneral>