
THREE-YEAR STRATEGIC BUSINESS PLAN

ACTION PLAN FY 2011

★ October 1, 2010 ★

OIG
PROJECT
5.0

U.S. Department of Commerce
Office of Inspector General

MISSION To improve the programs and operations of the Department of Commerce through independent and objective oversight.

CORE VALUES

INTEGRITY

We are honest, ethical, and objective.
We hold ourselves to high standards and are willing to take tough stands.
We honor our commitments to each other and our stakeholders.

EXCELLENCE

We are forward-looking and seize opportunities to improve the Department's performance.
We deliver timely, relevant, and high-impact products and services.
We encourage risk-taking that leads to new ideas and innovative solutions.

ACCOUNTABILITY

We operate as independent, transparent, and trusted brokers serving our stakeholders.
We are passionate about delivering results that drive positive change.
We are trustworthy and can be counted on to do what we say.

VISION

We work as a seamless integrated team delivering valuable products to serve the public and to support decision-makers in the Department of Commerce, OMB, and Congress.
We are a trusted broker to our stakeholders.
We are catalysts for positive change throughout the Department.
We are fully staffed and have the resources to get the job done.
We have a diverse, competent, enthusiastic, and productive workforce and a cadre of effective managers at every level of the organization.
We execute risk assessment processes to drive strategic and operational plans, priorities, and programs.
We have efficient, effective processes and a state-of-the-art infrastructure.
We have performance metrics to drive high performance and accountability.

STRATEGIC GOALS

Deliver timely, relevant, and high-impact OIG products.
Attract and retain a highly motivated, multidisciplinary workforce.
Institute effective processes for planning and prioritizing work.
Develop a robust infrastructure to support a high-performing OIG.

GOAL #1: DELIVER TIMELY, RELEVANT, AND HIGH-IMPACT OIG PRODUCTS

Timely delivery of OIG products.

Valuable, high-quality information is available to stakeholders.

Clear guidance to staff on how we accomplish our mission.

Strategies

Identify requirements and establish effective, efficient processes for audits, evaluations, investigations, and support functions.

Engage stakeholders in the design and roll-out of key processes.

Communicate and train staff on relevant processes.

Establish performance metrics and tracking system to monitor results.

GOAL #2: ATTRACT AND RETAIN A HIGHLY MOTIVATED, MULTIDISCIPLINARY WORKFORCE

OIG is fully staffed with capable people.

Workforce is truly integrated across headquarters and regions.

Cadre of strong managers and supervisors at every level of the organization.

High-performance culture in place.

Strategies

Hire or contract for additional HR resources.

Develop and implement a strategic staffing plan and succession plan.

Establish and communicate transparent and effective mechanisms for recruiting, developing, managing, promoting, and rewarding staff.

Define career ladders and succession plans.

Create and reinforce an OIG culture that drives high performance.

GOAL #3: INSTITUTE EFFECTIVE PROCESSES FOR PLANNING AND PRIORITIZING WORK

Risk-based audit and evaluation work plan.
Process in place to rapidly deploy investigative resources when needed.
Staff understands strategic direction and alignment of their work.
Methodologies in place to identify and prioritize highest-value work.
OIG plans and programs are transparent to stakeholders.

Strategies

Benchmark the time it takes to complete audits to calibrate expectations.
Develop risk assessment methodology and plan.
Engage key agency officials to incorporate their input into risk assessment plan.
Map investigation process and institutionalize mechanism for effectively responding to investigation requirements.

GOAL #4: DEVELOP A ROBUST INFRASTRUCTURE TO SUPPORT A HIGH-PERFORMING OIG

Stable funding to support mission accomplishment.
Efficient and effective workspace that supports expansion of workforce, collaboration, and high performance.
Electronic document management/records management across all units.
Regular program in place to refresh and upgrade IT hardware and software.

Strategies

Develop budget based on strategic and operational plans and priorities.
Explore flexible work arrangements, alternative workspace options, etc.
Institute better systems for identifying/prioritizing requirements and rolling out new elements.

**OIG FY 2011
STRATEGIC
DELIVERABLES**

CROSS-CUTTING INITIATIVES

STRATEGIC DELIVERABLE

LEAD

DUE

<p>1. Develop an OIG Balanced Scorecard that is consistent and aligned with the Department's Balanced Scorecard.</p>	<p>Judy Gordon</p>	<p>December 2010</p>
<p>2. Launch new OIG website.</p>	<p>Lisa Allen Ben Bergersen</p>	<p>December 2010 (interim) March 2011 (final)</p>
<p>3. Develop and implement OIG Human Capital Plan including:</p> <ul style="list-style-type: none"> · Strategic staffing plan including temps, terms, interns, new staff · Strategic training plan · Implement new performance plans (including a communication element for managers) and implement IDPs · Diversity plan (Scott Dahl – Champion) · Competency models for all jobs. 	<p>Kerry McDonnell</p>	<p>December 2010 on going</p>
<p>4. Revamp the budget formulation process to add rigor and align the budget with OIG's strategic priorities.</p>	<p>John Webb</p>	<p>February 2011</p>
<p>5. Revamp the contracting function to improve timeliness and responsiveness.</p>	<p>John Webb</p>	<p>March 2011</p>
<p>6. Establish a component of the Office of Counsel dedicated to proactive disclosure and management of information pursuant to the Administration's transparency initiative.</p>	<p>Wade Green</p>	<p>September 2011</p>
<p>7. Identify, prioritize, and implement a defined set of upgrades and improvements to IT infrastructure and Office of the Chief Information Officer operational processes to create a more secure, robust, and high-performing OIG. Establish a transparent mechanism for staff to track the status of IT improvements.</p>	<p>Ben Bergersen</p>	<p>September 2011</p>

**OIG FY 2011
STRATEGIC
DELIVERABLES**

AUDIT AND EVALUATION

STRATEGIC DELIVERABLE

LEAD

DUE

8. Develop FY11 Audit and Evaluation Plan.

David Sheppard

October 2010

9. Develop and roll out an Audit and Evaluation process flow, typical project timeline, key milestones, and benchmark performance metrics.

John Bunting
Richard Krasner

January 2011

10. Complete FY11 Risk Assessment.

Mark Zabarsky
Carol Rice

July 2011

11. Successfully implement the FY11 Audit and Evaluation Plan.

Ann Eilers

September 2011

12. Develop FY12-13 Audit and Evaluation Plan.

David Sheppard

September 2011

**OIG FY 2011
STRATEGIC
DELIVERABLES**

	STRATEGIC DELIVERABLE	LEAD	DUE
INVESTIGATIONS	13. Complete internal Quality Assurance Review (QAR) and pass the external peer review (summer 2011).	Ken Clair	February 2011
	14. Successfully implement timely, relevant investigations and reporting. Ensure every agent opens one developmental investigation resulting in at least one civil or criminal case per agent.	Tom Cox	September 2011
	15. Build a capability to perform administrative inquiries/investigations. Set up people, policy, process, and infrastructure.	Erika Vincent	September 2011
	16. Build capacity to conduct proactive operations. Define the operating concept and set up people, policy, process, and infrastructure.	David Heil	September 2011
	17. Develop and implement a program to provide for whistleblower protection. Incorporate training, outreach, liaison, coordination, and Office of Special Counsel certification.	Rick Beitel	September 2011

**OIG SENIOR
LEADERSHIP TEAM
OPERATING AGREEMENT**

FOCUS AND PLANNING

We maintain a collective focus on the strategic business plan.

We support the plan and communicate results on IG Eye and in OIG forums, staff meetings, etc.

We all look for opportunities to contribute to the plan, even though there are identified leads.

We incorporate elements of the plan into our annual operating plans and individual performance plans.

COMMUNICATION AND TEAMWORK

We work to eliminate barriers and stovepipes in headquarters and the regions.

We assume good intent on the team.

We work issues openly, honestly, and directly with one another.

We learn from our mistakes - and we forgive each other's mistakes.

We ask for help and "jump in" to help each other get results.

ACCOUNTABILITY

We all take full ownership for achieving the OIG mission, vision, and goals.

We are willing to make the hard choices and tough decisions.

We regularly monitor our action plans in staff meetings.

We convene periodic check-ups to ensure we are moving forward.

We hold each other accountable for results.

We recognize those who contribute to the success of the plan.

We celebrate our successes.