



Council of the
INSPECTORS GENERAL
on INTEGRITY and EFFICIENCY

STRATEGIC PLAN

FY 2012 – 2017

August 16, 2011

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Message from CIGIE Executive Chair, Chair, and Vice Chair

In 2008, The Inspector General Act of 1978 was amended to establish the Council of the Inspectors General on Integrity and Efficiency (Council or CIGIE). The Council was created and is uniquely situated to identify and address issues that transcend individual government agencies and enhance the professional development of the OIG workforce through standards and training. To accomplish our statutory mission, we are pleased to present the first CIGIE Five-Year Strategic Plan, FY 2012 – 2017, which describes the Council Staff's focus for the next five years. Key to this effort will be the CIGIE membership, which will assist and enable execution of this plan. This strategic plan affirms the Council's commitment to its mandate and to serving as a trusted resource for the IG community, the President, Congress, and other stakeholders.

Although this is the Council's inaugural strategic plan, it builds on the ambitious work of our predecessor organizations, the President's Council on Integrity and Efficiency and the Executive Council on Integrity and Efficiency. In addition, we used the framework of the Government Performance and Results (GPRA) Modernization Act of 2010 in selecting goals and measures.

We believe this strategic plan provides the foundation for CIGIE in its mission to improve government operations and to serve and strengthen the IG community.

Mission, Vision, and Values

Mission

Improving government-wide efficiency, effectiveness, and integrity and enhancing the professionalism of CIGIE members.

Vision

Advancing good government through collaboration.

Values

- Integrity
- Accountability
- Transparency
- Collaboration
- Excellence

Goals, Objectives, and Performance Measures

Strategic Goals

1. Deliver timely, relevant products that identify and address cross-government vulnerabilities, opportunities for improvements, and best practices.
2. Promote professional development for the IG community.
3. Improve CIGIE capacity to carry out its mission and vision.

In this plan, the three *goals* define CIGIE's strategic direction; the *objectives* identify how to achieve those goals; and the *performance measures* show progress in meeting objectives and accomplishing our mission. Goals 2 and 3 identify *strategic initiatives*, which are specific projects designed to support goal achievement.

Goal 1: Deliver timely, relevant products that identify and address cross-government vulnerabilities, opportunities for improvements, and best practices.

Objective 1: Coordinate and support CIGIE member activities that address cross-government issues.

Measure: Number of cross-government projects completed and reported.

Target: Three reports published annually.

Responsible Person(s): The CIGIE Executive Council will determine the responsible person.

Measure: Percentage of cross-government projects completed on schedule.

Target: 100% per year.

Responsible Person(s): The CIGIE Executive Council will determine the responsible person.

Objective 2: Educate stakeholders on CIGIE's mission and activities and gather information about stakeholders' needs, priorities, and challenges.

Measure: Number of activities, contacts, or techniques used to educate stakeholders on CIGIE's mission and activities and to gather stakeholder input.

Target: A combination of 12 activities, contacts, or techniques used annually.

Responsible Person: The CIGIE Executive Director is responsible for coordinating with other Council members.

Goal 2: Promote and improve professional development for the IG community.

Objective 1: Provide high-quality training courses and services.

Measure: Number of OIG staff receiving CIGIE-sponsored professional training courses.

Target: 1,000 per year.

Responsible Person: CIGIE Executive Director for the Training Institute

Evaluation of Training Courses

Measure 1: Percentage of participants in CIGIE-sponsored training who submit course evaluations.

Target: 60% per year.

Responsible Person(s): CIGIE Executive Director for the Training Institute

Measure 2: Percentage of positively scored evaluations of CIGIE-sponsored training sessions.

Target: 80% per year.

Responsible Person: CIGIE Executive Director for the Training Institute

Objective 2: Implement and maintain an effective OIG employee development outreach program.

Measure: Number of new resources for employee development established for the OIG community.

Target: Ten opportunities for OIG employee development established annually.

Responsible Person: CIGIE Executive Director

Measure: Number of activities, contacts, or techniques used to educate OIG community with CIGIE's products or information.

Target: A combination of 12 activities, contacts, or techniques used annually.

Responsible Person: CIGIE Executive Director

Objective 3: Champion the formation of IG workforce competency models.

Measure: Number of OIG workforce competency models reviewed or established.

Target: Two competency models reviewed or established annually.

Responsible Person: CIGIE Executive Director for the Training Institute

Strategic Initiatives:

- Develop and implement a plan to achieve course accreditation and develop measures in future plans.
- Develop a comprehensive, multilevel needs assessment to identify relevant courses, determine course objectives, select and design instructional programs, and implement those programs.

Responsible Person: CIGIE Executive Director for the Training Institute

Goal 3: Improve CIGIE capacity to carry out its mission and vision.

Objective 1: Recruit and develop a diverse staff to enhance CIGIE's competency.

Measure: An open and inclusive recruitment process that attracts a diverse hiring pool with knowledge, skills, and expertise necessary for CIGIE operations.

Target: Hiring decisions comply with established Federal timeframes, 90% of the time.

Responsible Person: CIGIE Executive Director

Measure: Number of educational opportunities afforded CIGIE staff personnel.

Target: Average of two educational opportunities per employee annually.

Responsible Person(s): CIGIE Executive Director

Objective 2: Leverage technology to advance CIGIE capacity.

Measure: Implementation of technology to increase staff efficiency.

Target: CIGIE's identification and improvement of one process per year.

Responsible Person: CIGIE Executive Director

Objective 3: Serve as a clearinghouse for best practices to continually improve IG community business operations.

Measure: Number of formal OIG professional quality standards and peer review guides that have been assessed to determine if updates are needed.

Target: 100% of standards or guides reviewed annually.

Responsible Person: CIGIE Executive Director

Measure: Number of products describing and identifying best practices that are posted on CIGIE's website.

Target: Two products describing best practices and methods posted on CIGIE's website each year.

Responsible Person: CIGIE Executive Director

Objective 4: Administer CIGIE resources efficiently.

Measure: Results of an annual financial statement audit, including review of the Council's internal control systems.

Target: Unqualified opinion annually.

Responsible Person: CIGIE Executive Director

Measure: Follow-up on annual financial statement audit recommendations.

Target: 100% of accepted recommendations closed within established timeframes.

Responsible Person: CIGIE Executive Director

Measure: Variance within major budget object classes in projected annual budget.

Target: Less than 20%. Approval obtained from governing body for all variances over 20%.

Responsible Person: CIGIE Executive Director

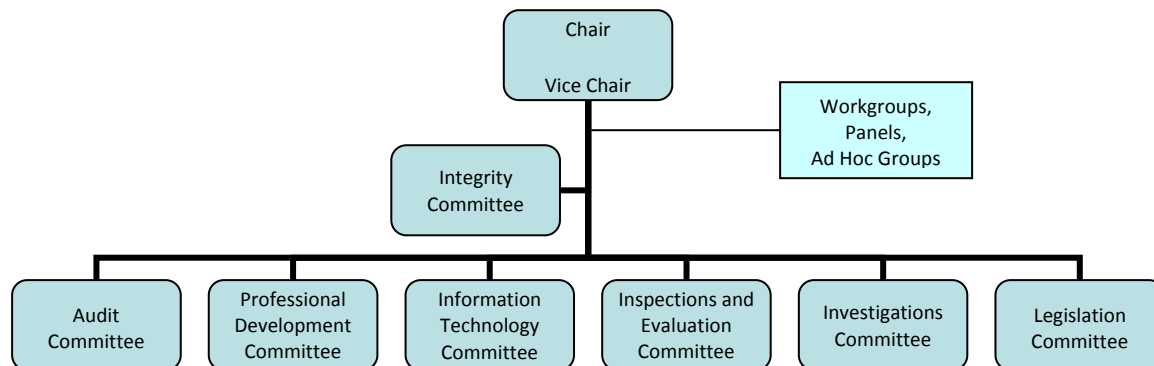
Strategic Initiative: Implement and maintain a sound financial management system.

Responsible Person: CIGIE Executive Director

CIGIE Organization Chart

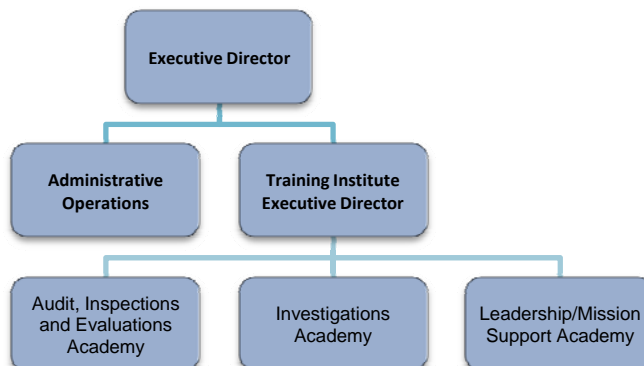
CIGIE is led by the elected Chairperson, Vice Chairperson, and members of the Executive Council. The Executive council provides corporate leadership and long-term planning for the IG community.

CIGIE consists of seven (7) standing committees, six (6) of which represent the functional responsibilities with the IG community. The seventh, the Integrity Committee, is a statutory committee established by the IG Reform Act of 2008 that serves as an independent and objective investigative mechanism for addressing allegations of misconduct against IGs and or their staff members. The following organizational chart represents the Council’s organizational structure.



CIGIE Staff Organization Chart

The Council maintains its own permanent staff for which the Chairperson provides oversight. Council staff is responsible for supporting the activities of the Council, including, but not limited to, preparing minutes of all Council meetings, drafting Council reports such as the annual report, administering the peer review activity, maintaining the Council’s website and archives, maintaining a Training Institute for the professional training of OIG personnel, and additional functions. Below represents the Council’s staff organizational structure.



Strategic Plan Implementation

To implement the Five-Year Strategic Plan, CIGIE will develop a business plan every year. Annual business plan objectives, measures, and strategic initiatives will correspond with the Five-Year Strategic Plan, with many expected to continue in subsequent years. The annual business plan also will describe the anticipated work of CIGIE for that year. In the annual *Progress Report to the President*, CIGIE will report performance measures and progress on strategic initiatives.

By the end of FY 2012, all CIGIE employee performance plans will be linked to the CIGIE Strategic Plan.

Factors That Could Affect Achievement of CIGIE Goals and Objectives:

Several factors could impinge on CIGIE's ability to meet its goals and objectives. The first is funding. A decrease in the CIGIE budget would limit our ability to staff and support work related to CIGIE's mission. A second factor is additional unexpected and unfunded legislative mandates that would require redirecting operational resources and would reduce resources available for planned activities. A third factor is external requests – including from Congress, the Administration, and the public – which could stretch resources beyond what is anticipated. External requests and responses to extraordinary events, such as disasters or other emergencies, also may require redirection of operational resources.

The Council

Council Membership

- All Inspectors General (IGs) whose offices are established under either section 2 or section 8G of the IG Act, or pursuant to other statutory authority (e.g., the Special IGs for Iraq Reconstruction, Afghanistan Reconstruction, and Troubled Asset Relief Program)
- The IGs of the Office of the Director of National Intelligence or, at the time of appointment, the IG of the Intelligence Community and the Central Intelligence Agency
- The IGs of the Government Printing Office, the Library of Congress, the Capitol Police, the Government Accountability Office, and the Architect of the Capitol
- The Controller of the Office of Federal Financial Management
- A senior-level official of the Federal Bureau of Investigation (FBI) designated by the Director of the FBI
- The Director of the Office of Government Ethics
- The Special Counsel of the Office of Special Counsel
- The Deputy Director of the Office of Personnel Management
- The Deputy Director for Management of the Office of Management and Budget (OMB)

Representatives of other Government organizations may be invited to attend, observe, or contribute to Council meetings and activities.

Officers and Executive Council

Executive Chairperson – The Deputy Director for Management of OMB serves as the Executive Chairperson. The Executive Chairperson presides over Council meetings and provides summary reports of Council activities and other relevant information to agencies' heads.

Chairperson – The Chairperson is an elected IG member of CIGIE and serves a two-year term. The Chairperson:

- Convenes meetings of the Council
- Presides over meetings (in the absence of the Executive Chairperson)
- Appoints the Vice Chairperson
- Exercises the functions and duties of the Council
- Oversees the administrative and business functions of the Council
- Establishes standing committees of the Council (in consultation with the membership)
- Serves as an ex officio member of each of the standing committees
- Prepares and transmits the annual report to the President and Congress on the activities of the Council

In addition, the Chairperson, in consultation with the Executive Council, develops procedures for conducting elections. Candidates for Chairperson may be nominated by any member of the Council or self-nominated.

Vice Chairperson – The Vice Chairperson, an IG member of CIGIE, is appointed by the Chairperson. The Vice Chairperson assists the Chairperson in carrying out the functions of the Council and acts in the absence of the Chairperson.

Executive Council

The Executive Council consists of the Council Chairperson and the Vice Chairperson, the chairs of each of the standing committees, the immediate past Council Chairperson and Vice Chairperson, and, at the discretion of the Chairperson, an at-large member. The Chair of the Integrity Committee is not a member of the Executive Council but may be consulted by the Chairperson or the Executive Council. The Executive Council assists the Chairperson in Council governance.

Permanent Committee(s)

Integrity Committee

The Integrity Committee is required by the IG Act and is chaired by the FBI official serving on the Executive Council. The committee consists of four CIGIE member IGs appointed by the Council Chairperson for four-year terms. In addition, the Special Counsel of the Office of Special Counsel and the Director of the Office of Government Ethics are members. The Chief of the Public Integrity Section of the Criminal Division of the Department of Justice, or designee, serves as legal adviser. In conjunction with the Council Chairperson, the Integrity Committee develops its own policies and procedures, which are submitted to the congressional committees of jurisdiction.

Standing Committees – The following are the current standing committees:

Audit Committee

The Audit Committee provides leadership to and serves as a resource for the Federal IG audit community. The committee sponsors and coordinates audits that address multi-agency or government-wide issues, maintains professional standards for OIG audit activities, and administers the audit peer review program. The committee advises the Chairperson, Vice Chairperson, and Executive Director on audit services contracting for CIGIE.

Professional Development Committee

The Professional Development Committee provides educational opportunities, through the Training Institute, for members of the IG community. The Committee solicits input from CIGIE committees on the training and the development needs of the IG community. The committee also seeks opportunities to improve training methods, enhance the development of the OIG workforce, and establish training to meet continuing educational requirements.

Information Technology Committee

The Information Technology Committee facilitates effective OIG information technology (IT) audits, evaluations, reviews, and investigations, and provides the IG community's perspective on government-wide IT operations.

Inspection and Evaluation Committee

The Inspection and Evaluation Committee provides leadership for the CIGIE inspection and evaluation community's effort to improve agency program effectiveness by maintaining professional standards; leading the development of protocols for reviewing management issues that cut across departments and agencies; promoting the use of advanced program evaluation techniques; and fostering awareness of evaluation and inspection practice in OIGs.

Investigations Committee

The Investigations Committee contributes to improvements in program integrity, efficiency, and cost effectiveness government-wide by providing analysis of investigative issues common to federal agencies. In addition, the committee provides the CIGIE community with guidance and support in planning, conducting, and reporting high quality investigations.

Legislation Committee

The Legislation Committee ensures that CIGIE is kept abreast of matters in the congressional arena that are of interest to the IG community. In addition, the committee develops, coordinates, and represents the official IG community positions on legislative issues.

The Chairperson, in consultation with the members of the Council, may establish additional standing or ad hoc committees, redefine committee purposes and responsibilities, or abolish existing committees as the Chairperson determines best meets the needs of the Council and the IG community. Committee Chairs are elected bi-annually from among all IGs on the Council. Committee Chairs select committee members, who must be IG members of CIGIE. Committees generally have the authority to act within their areas of jurisdiction; however, the issuance of any community-wide report or guidance, other than the Council's annual report, which the Chairperson approves and issues, shall require a vote of the full Council. Additionally, the Chairperson must approve any expenditure of Council funds. Committee Chairs provide the Chairperson and the Council with regular reports on their committee activities.

Functions and Duties of the Council

- Continually identify, review, and discuss areas of weakness and vulnerability in federal programs and operations with respect to fraud, waste, abuse, and mismanagement.
- Develop plans for coordinated, government wide activities that address these problems and promote economy and efficiency in federal programs and operations, including interagency and inter-entity audit, investigation, inspection, and evaluation programs and projects to deal efficiently and effectively with those problems concerning fraud and waste that exceed the capability or jurisdiction of an individual agency or entity.
- Develop policies that will aid in the maintenance of a corps of well-trained and highly skilled OIG personnel.
- Maintain a website and other electronic systems for the benefit of all IGs as the Council determines are necessary or desirable.
- Maintain a Training Institute with one or more academies for the professional training of auditors, investigators, inspectors, evaluators, and other OIG personnel.

- Submit recommendations of individuals to the appropriate appointing authority for any IG appointment under either section 2 or section 8G of the IG Act, or any other open IG appointment, as appropriate.
- Make such reports to Congress as the Chairperson determines are necessary or appropriate.
- Perform other duties within the authority and jurisdiction of the Council, as appropriate.

The CIGIE Staff

CIGIE's staff provides support to the Council in order for the Council to meet its mission, vision, and legislated activities and federal mandates required of an Executive branch entity. Further, the staff provides a professional education program designed to continually increase the professionalism of the IG community workforce as the community's gateway to responsive, high-quality, cost-effective, state-of-the-art, specialized training.