

Office of the Inspector General
Department of Defense
Strategic Plan, FY 2007 - FY 2011

VISION:

One professional team strengthening the integrity, efficiency, and effectiveness of the Department of Defense.

MISSION:

Promote integrity, accountability, and improvement of Department of Defense personnel, programs and operations to support the Department's mission and serve the public interest.

CORE VALUES:

- Accountability
- Integrity
- Efficiency

GOAL 1: Improve the economy, efficiency, and effectiveness of Department of Defense personnel, programs and operations.

Objectives:

1. Provide independent and objective audits, evaluations, and investigations of DoD programs and operations and fully inform the Secretary of Defense and the Congress about potential problems and deficiencies.
2. Identify and execute projects focused on improving efficiency and effectiveness in key strategic areas as identified by the Inspector General, including:
 - a. President’s Management Agenda¹
 - b. Secretary of Defense Focus Areas¹
 - c. Deputy Secretary of Defense Priorities¹
 - d. IG Management Challenges for the Department¹
 - e. GAO High Risk Areas for the Department¹
 - f. Congressional Requests
3. Recommend solutions to resolve identified risks and weaknesses.
4. Provide independent and objective information products to the Department, Congress, other Government agencies, and the public.

¹ – As outlined in Appendix A.

Means and Strategies:

- Conduct audits, investigations, inspections, assessments and evaluations
- Integrate the Global War on Terror (GWOT) and Southwest Asia (SWA) efforts of IG components
- Secure and allocate adequate resources to meet core mission requirements and implement GWOT/SWA efforts
- Leverage resources within IG and DoD oversight communities
- Evaluate and monitor program performance
- Demonstrate the inherent value of our products to stakeholders
- Evaluate impact of DoD IG findings and recommendations
- Develop oversight policy for DoD audit and investigative functions

Key Factors:

- GWOT
- Force Protection
- Resource constraints
- Catastrophic events (e.g., “9/11,” “Hurricane Katrina”)
- Department operational and personnel tempo
- Volume and complexity of congressional inquiries
- Increased demands from stakeholders (DOD, Congress, public)
- Internally generated initiatives by IG management
- Buy-in from stakeholders (DoD, Congress, public)

- Delays by DoD in implementing DoD IG recommendations

Program Evaluations:

- External reviews (i.e., PCIE, GAO, OMB)
- Oversight by Congress

Performance Measures/Indicators:

- Return on Investment – Monetary benefits gained or recovered through DoD IG work products to improve program efficiency
- Non-monetary benefits achieved (i.e., prevention, improved effectiveness)
- Percentage of reports that address the key strategic areas identified in Appendix A
- Action taken by DoD management regarding IG recommendations
- Other benefits as further defined

GOAL 2: Eliminate fraud, waste, and abuse in the programs and operations of the Department.

Objectives:

1. Improve the ability of the Department to accomplish its mission by detecting and preventing fraud, waste, and abuse.
2. Promote accountability, ethics and integrity within the Department.
3. Provide independent and objective information products to the Department, Congress, other Government agencies, and the public.
4. Promote public confidence in DoD leadership and programs.

Means and Strategies:

- Conduct audits, investigations, inspections, evaluations, and assessments
- Integrate GWOT/SWA efforts of IG components: one team, one mission
- Operate and promote the DoD Hotline program
- Secure and allocate adequate resources to meet core mission requirements and implement GWOT/SWA efforts
- Leverage resources within IG and DoD oversight communities
- Demonstrate the inherent value of our products to stakeholders
- Communicate through a wide variety of products (e.g. testimony, reports, briefings, internet, periodicals, and information releases)
- Perform audit, investigative, and inspection policy oversight

Key Factors:

- GWOT
- Force Protection
- President’s Management Agenda¹
- Secretary of Defense Focus Areas¹
- Deputy Secretary of Defense Priorities¹
- IG Management Challenges for the Department¹
- GAO High Risk Areas for the Department¹
- Resource constraints
- Catastrophic events (e.g., “9/11,” “Hurricane Katrina”)
- Department operational and personnel tempo
- Volume and complexity of congressional inquiries
- Increased demands from stakeholders (DOD, Congress, public)
- Buy-in from stakeholders (DoD, Congress, public)
- Competing investigative priorities
- Delays by DoD in implementing DoD IG recommendations

1 – As outlined in Appendix A

Program Evaluations:

- External reviews (i.e., PCIE, GAO, OMB)
- Oversight by Congress

Performance Measures/Indicators:

- Percentage of investigations accepted by the U.S. Attorney for prosecution
- Percentage of investigations related to Secretary of Defense Focus Areas, force protection, GWOT and SWA
- Monetary benefits gained or recovered (separately identify amount associated with SECDEF Focus Areas, force protection, GWOT and SWA)
- Non-monetary benefits achieved (i.e., prevention, improved effectiveness)
- Percentage of fraud, waste and abuse recommendations implemented (separately identify percentage associated with SECDEF Focus Areas, force protection, GWOT and SWA)
- Percentage of DoD and congressional priorities and requests addressed in a timely manner
- Other benefits as further defined

GOAL 3: Ensure the efficiency and effectiveness of DoD IG work products, processes, and operations.

Objectives:

1. Establish short and long term priorities for the DoD IG.
2. Support the President's Management Agenda.
3. Ensure accountability for mission accomplishment.
4. Ensure accountability for strategic human capital management and merit system principles.
5. Improve the planning and use of DoD IG resources to ensure that relevant and timely information is provided to senior-level decision makers on critical issues.
6. Ensure that DoD IG performance measures focus on outcomes and impacts.
7. Improve component unique operations.
8. Capitalize on opportunities to integrate efforts of IG components.
9. Optimize jointness/coordination with other oversight agencies (leverage resources).
10. Ensure IG personnel receive the training and education needed to develop their full potential.

Means and Strategies:

- Ensure that resource requirements are fully considered in the budget process
- Ensure effective and efficient execution of the budget to ensure a significant return on investment
- Implement the human capital strategic plan
- Optimize utilization of information management systems
- Link performance plans and awards to the DOD IG Strategic Plan

Key Factors:

- GWOT
- Secretary of Defense Focus Areas¹ and Deputy Secretary of Defense Priorities¹
- Empowering and motivating employees
- BRAC relocation
- Resource constraints
- Catastrophic events (e.g., “9/11,” “Katrina”)
- Department and personnel operational tempo
- Increased demands from stakeholders (DOD, Congress, public)
- Buy-in from stakeholders (DoD, Congress, public)
- Workforce demographics

1 – As outlined in Appendix A

Program Evaluation:

- PCIE peer reviews
- Annual Statement of Assurance
- Annual Organizational Assessment
- Quarterly and Annual Reports of DOD IG Strategic Performance Measures
- Internal management controls and assessments
- Internal quality assurance reviews
- OSD budget reviews
- Office of Government Ethics and OSD ethics reviews
- Security assessments

Performance Measures/Indicators:

- Peer review results
- Unqualified opinion on financial statements
- Attrition rate
- Retention rate
- Cycle times
- Positive outcomes/impacts achieved through implementation of DoD IG and component strategic plans

- Establishment and achievement of targets for DoD IG performance measures
- Positive outcomes/impacts achieved through joint efforts and coordination with other oversight agencies
- Compliance with mandatory and DOD IG initiated education requirements
- EEO/Affirmative Action

APPENDIX – A

A-1. SECRETARY OF DEFENSE FOCUS AREAS:

(Also referred to as DoD Priorities to End of Term)

- i. Prevail in the Global War on Terror (GWOT)
- ii. Strengthen Joint Warfighting Capabilities
- iii. Focus on People
- iv. Transform Enterprise Management

A-2. DEPUTY SECRETARY OF DEFENSE PRIORITIES:

- i. Pursue the Global War on Terror
- ii. Strengthen U.S. Combined and Joint Warfighting Capabilities
- iii. Meet the Challenge of Improvised Explosive Devices
- iv. Continue Transforming the Joint Force
- v. Significantly Improve Intelligence Capabilities
- vi. Continue Transforming Enterprise Management
- vii. Focus on People – Military and Civilian
- viii. Improve Effectiveness and Efficiency Across the Board

APPENDIX – A

A-3. IG MANAGEMENT CHALLENGES FOR THE DEPARTMENT:

- i. Financial Management
- ii. Acquisition Processes and Contract Management
- iii. Joint Warfighting and Readiness
- iv. Information Security and Privacy
- v. Health Care
- vi. Equipping and Training Iraqi and Afghani Security Forces¹

A-4. GAO HIGH RISK SERIES FOR THE DEPARTMENT:

- i. DoD Approach to Business Transformation:
 - 1. Business Systems Modernization
 - 2. Personnel Security Clearance Program
 - 3. Support Infrastructure Management
 - 4. Financial Management
 - 5. Supply Chain Management
 - 6. Weapon Systems Acquisition
- ii. DoD Contract Management

1 – This challenge has been added for FY08 and therefore was not included in the IG Summary of Management and Performance Challenges published in the FY07 DoD Agency Financial Report.

APPENDIX – A

iii. DoD and Other Federal Agencies High Risk Areas:

1. Strategic Human Capital Management
2. Managing Federal Real Property
3. Protecting the Federal Government's Information Systems and the Nation's Critical Infrastructures
4. Establishing Appropriate and Effective Information-Sharing Mechanisms to Improve Homeland Security
5. Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests
6. Management of Interagency Contracting

APPENDIX – A

A-5. PRESIDENT’S MANAGEMENT AGENDA:

i. Government-wide Initiatives:

1. Strategic Management of Human Capital
2. Competitive Sourcing
3. Improved Financial Performance
4. Expanded Electronic Government
5. Budget and Performance Integration

ii. Program Initiatives Specific to DoD:

1. Privatization of Military Housing
2. Better Research and Development Investment Criteria
3. A “Right-Sized” Overseas Presence
4. Coordination of Veterans Affairs and Defense Programs
and Systems