



OIG Office of Inspector General

U.S. Department of State • Broadcasting Board of Governors

Strategic Plan

FY 2016–FY 2018



OIG Office of Inspector General

U.S. Department of State • Broadcasting Board of Governors

OUR VISION

To be a world-class organization and a catalyst for effective management, accountability, and positive change in the Department, the Broadcasting Board of Governors, and the foreign affairs community.

OUR MISSION

To conduct independent audits, evaluations, inspections, and investigations to promote economy and efficiency and to prevent and detect waste, fraud, abuse, and mismanagement in the programs and operations of the Department and the Broadcasting Board of Governors.

OUR VALUES

Integrity

We remain independent, striving to maintain the highest level of trust, integrity, and professionalism. Our work is fact-based, objective, and supported by sufficient, appropriate evidence in accordance with professional standards.

Teamwork

Our success depends on working together and fostering an inclusive and mutually supportive environment. Our work environment encourages collaboration, innovation, flexibility, and integration of OIG resources.

Accountability

We accept responsibility for our work products and services, upholding the highest professional standards by evaluating and measuring our results against stated performance measures and targets. We strive to ensure that our work is relevant, credible, and timely.

Communication

We clarify expectations up front and communicate openly, honestly, and accurately with our associates and our stakeholders. We look for ways to improve ourselves and our work products by seeking, giving, and using both praise and constructive feedback.

Respect

We promote diversity and equal opportunity throughout the organization. We value and respect the views of others.

Message From the Inspector General



Steve A. Linick

I am pleased to present the Department of State (Department) and Broadcasting Board of Governors (BBG) Office of Inspector General (OIG) strategic plan for fiscal years 2016-2018. OIG is dedicated to delivering timely, high-quality products that promote accountability, efficiency, and effectiveness; working with stakeholders to hold accountable those who engage in fraud, waste, or abuse; communicating effectively to deliver information and services that support informed decision-making; and increasing collaboration to leverage the impact of OIG's work.

OIG strives to ensure that our efforts make a meaningful and productive contribution to promoting positive change in the Department, BBG, and the broader foreign affairs community. The four strategic goals and supporting objectives contained in this plan reaffirm our commitment to providing independent, high-quality oversight and informing the public and our stakeholders of how OIG is safeguarding taxpayer resources. The goals also emphasize our obligation to continually find ways to improve our own operations and to ensure that our workforce is highly motivated and well prepared to carry out its responsibilities.

OIG's management team looks forward to working with OIG employees, partners, and stakeholders to realize our vision for the organization and accomplishing the goals outlined in this plan.

A handwritten signature in black ink, appearing to read "Steve Linick". The signature is stylized and cursive.

Steve A. Linick
Inspector General

Strategic Overview

The vision of the Office of Inspector General (OIG) is to be a world-class organization and a catalyst for effective management, accountability, and positive change in the Department of State (Department), the Broadcasting Board of Governors (BBG), and the foreign affairs community.

OIG's vision recognizes its global oversight responsibility, which includes the implementation of U.S. foreign policy and the coordination by chiefs of mission of the programs and operations of not only Department and BBG programs and operations but those of the broader foreign affairs community.

The breadth of OIG's mandate is broad and comprehensive, involving oversight of the full scope of Department and BBG programs and operations, including more than 77,000 employees and 280 overseas missions and domestic entities, as well as the U.S. Section of the International Boundary and Water Commission. OIG is responsible for overseeing more than \$43 billion in Department, BBG, and foreign assistance resources.

OIG's primary mission—to conduct independent audits, inspections, evaluations, and investigations to promote economy and efficiency and prevent and detect waste, fraud, abuse, mismanagement, and misconduct in the programs and operations of the Department and the BBG—is set forth in the Inspector General Act and in the Foreign Service Act of 1980, which mandates that OIG inspect and audit every Foreign Service post and domestic entity of the Department. OIG reports its findings to the Secretary of State, BBG, Congress, and the public.

Through its oversight work, OIG returns significant value to U.S. taxpayers in vulnerabilities identified and corrected, monetary benefits (questioned costs, funds put to better use, and investigative fines and

recoveries), and investigative results (criminal convictions, administrative punishments, and suspension and debarments of contractors and grantees). In total, since 2008, OIG has identified more than \$1.5 billion in audit-and inspection-related findings and investigation-related financial results, averaging more than three dollars in monetary benefits for every dollar spent on OIG oversight. While representing significant savings to the American taxpayer, these financial results do not fully measure OIG's most significant impact—our efforts to improve the safety of U.S. personnel and facilities, and our work to strengthen the integrity of the programs, operations, and resources that are at the foundation of the Department's ability to help preserve our national security and to advance U.S. interests abroad. Although these achievements cannot be reflected in monetary results, OIG's security contributions are a great source of pride because the safety of Department and BBG personnel is of paramount importance.

OIG oversight strengthens the integrity, efficiency, and effectiveness of programs and operations across the Department and BBG and, as such, supports all of the agencies' strategic goals. OIG focuses most of its oversight efforts on how to strengthen the Department's mission and overall operations necessary to support its strategic goals. Specifically, OIG's strategic goals focus on:

- Promoting positive change and strengthening the Department and BBG's ability to effectively advance U.S. foreign policy goals and protect U.S. personnel and interests.
- Fostering increased accountability in Department and BBG personnel, programs, and operations.
- Assisting the Department and BBG to identify and address systemic challenges.
- Harnessing outstanding talent and leadership and effectively managing resources to maximize OIG's oversight activities.

Strategic Goals and Objectives

OIG's strategic plan affirms its commitment to providing quality oversight to the agencies it serves and informing OMB, Congress, the public, and other stakeholders of how OIG is safeguarding taxpayer resources. The plan also emphasizes OIG's continuing obligation to improve its own operations and ensure that its workforce is, and continues to be, highly motivated and well trained to carry out its responsibilities. The strategic goals found in Figure 1 provide the framework that guides OIG's work and activities for FY 2016-FY 2018.

Figure 1: Strategic Goals and Objectives Framework



GOAL 1

Promote Positive Change

Strengthen the ability of the Department and BBG to effectively and efficiently advance U.S. foreign policy goals and protect U.S. citizens and interests abroad

OBJECTIVE

- 1.1 Enhance the Department's and BBG's ability to protect its overseas employees, facilities, and information
- 1.2 Promote effectiveness and efficiency in foreign assistance programs
- 1.3 Strengthen management of the U.S. diplomatic presence to accomplish its strategic goals and objectives
- 1.4 Communicate OIG findings and recommendations to Department and BBG leadership, OMB, and the Congress to inform decision-making and improve the execution of U.S. foreign policy



GOAL 2

Foster Increased Accountability and Integrity

Increase accountability in Department and BBG personnel, programs, and operations

OBJECTIVE

- 2.1 Investigate allegations of criminal activity and employee misconduct, and promote integrity and accountability of personnel and programs

- 2.2 Enhance investigative capabilities and analytical mechanisms to identify and deter criminal activity and misconduct
- 2.3 Engage stakeholders to increase awareness of OIG programs and operations, solicit input on plans and activities, and build relationships that promote achievement of OIG's mission



GOAL 3

Address Core Challenges

Assist the Department and BBG to identify and address systemic challenges

OBJECTIVE

- 3.1 Improve integrity in agencies' financial, management, and support systems and procedures, and identify systemic weaknesses, areas of noncompliance, and mismanagement and misuse of financial resources
- 3.2 Identify and report on major vulnerabilities and emerging issues



GOAL 4

Harness Outstanding Talent, Leadership, and Effective Operations

Develop a collaborative and talented staff, ensure clear direction from leadership, effectively manage resources, and deliver quality products and services

OBJECTIVE

- 4.1 Attract, develop, and maintain a highly qualified, motivated, results-oriented, and diverse workforce focused on mission accomplishment, teamwork, professional development, continuous improvement, and meaningful products and results
- 4.2 Support and strengthen the independence and security of OIG information systems and physical infrastructure with adequate resources
- 4.3 Maintain excellent management controls and communication, improve the timeliness and quality of financial management, and proactively position resources to balance workload and oversight
- 4.4 Effectively communicate OIG goals and priorities to cultivate awareness of how the work of each employee and team contributes to the mission, and encourage collaboration across the organization



GOAL 1

Promote Positive Change:

Strengthen the ability of the Department and BBG to effectively and efficiently advance U.S. foreign policy goals and protect U.S. citizens and interests abroad

The focus of OIG's oversight activity is to promote positive change by ensuring that Department- and BBG-managed programs and operations are effective, efficient, and contribute to the policy objectives for which they were designed, while also protecting the interests of U.S. taxpayers. This strategic goal is a core element of OIG's mission: providing oversight that improves the integrity, efficiency, and effectiveness of Department and BBG programs and operations and that holds employees, contractors, and grantees accountable for fraud, waste, and abuse in those programs and operations. OIG plans and prioritizes its work to focus on administration priorities, congressional mandates and concerns, and management initiatives. OIG also issues recommendations to Department and BBG managers to correct vulnerabilities, weaknesses, and problems identified in the course of its audits, evaluations, and inspections, and investigations.

To achieve its long-term goal of promoting positive change, OIG oversight activities identify corrective actions necessary to remediate identified vulnerabilities, some of which involve significant, time-sensitive security and resource issues. Therefore, timely issuance of OIG findings and recommendations is essential. OIG makes best use of its limited resources by focusing on high-risk areas where there is the most potential for uncovering and addressing serious vulnerabilities and promoting positive change.

Objective 1.1: Enhance the Department's and BBG's ability to protect its overseas employees, facilities, and information

One of OIG's top priorities is protecting the people who work for the Department and BBG. For years, OIG inspected physical security at overseas posts; however, since the September 2012 attacks on U.S. diplomatic facilities and personnel in Benghazi, Libya, OIG has significantly increased its oversight efforts related to physical security, including targeted audits and evaluations. OIG is committed to helping safeguard the lives of people who work in or visit overseas posts by performing independent oversight to help the Department improve its security posture. OIG will continue to highlight security deficiencies and will target high-risk posts for priority inspections based upon threat ratings and known vulnerabilities.

Another top OIG strategic priority is the Department's and BBG's information security and management. The Department is entrusted with safeguarding sensitive and classified information, which is often targeted by multiple sources, including terrorists, criminal organizations, and foreign intelligence agencies. Preserving and protecting such information is vital to the preservation of national security. OIG's assessments of the Department's and BBG's cybersecurity programs have found recurring weaknesses and noncompliance with the Federal Information Security Management Act. OIG will continue to identify systemic vulnerabilities in Department and BBG information technology systems and verify compliance with OIG recommendations.

Objective 1.2: Promote effectiveness and efficiency in foreign assistance programs

The Department receives more than \$17 billion in annual foreign assistance funding. OIG audits, evaluations, and inspections consistently identify foreign assistance management challenges that place these programs at elevated risk of waste, fraud, and mismanagement. These challenges

include contract and grant administration deficiencies, poor program design, difficulties in obtaining authoritative financial information, and inconsistent oversight and coordination between bureaus and overseas missions. Foreign assistance programs and activities are executed in international settings that are generally characterized by weak control environments and accountability systems that are still under development, both of which pose additional risks. OIG's audits, evaluations, and inspections play a key role in assisting the Department in improving its agency-wide policies and procedures to reduce these risks.

Objective 1.3: Strengthen management of the U.S. diplomatic presence to accomplish its strategic goals and objectives

The Department operates more than 270 posts worldwide. It conducts business and trains staff in over 70 languages. It manages programs and activities concerning a wide range of issues, from economic development and democratic governance to nuclear arms control and human trafficking. This presents OIG with correspondingly broad and complex oversight responsibilities, many of which have far-reaching consequences. For example, new secure embassy compounds are costly to construct and operate, which increases the importance of accurate staff-level projections. OIG's management reviews not only help ensure that the Department has the right number of people overseas, but also

that these individuals possess the skills necessary for the locations to which they are assigned. By conducting oversight activities of the Department's public diplomacy efforts, OIG helps ensure effective engagement with foreign audiences to increase social and economic connections and develop a shared understanding of U.S. values. One of OIG's primary responsibilities is, and will continue to be, assessing the Department's ability to effectively achieve policy goals and objectives, accurately represent U.S. interests, and coordinate all elements of an office or mission.

Objective 1.4: Communicate OIG findings and recommendations to Department and BBG leadership, OMB, and the Congress to inform decision-making and improve the execution of U.S. foreign policy

Communicating the results of OIG's work, through written products, OMB and congressional briefings, and congressional testimony, is as important as the work itself. Timely implementation of recommendations is essential to correct identified problems and to realize the benefits of the recommended improvements, such as improved internal controls to protect vulnerable resources, safer and more secure facilities, streamlined operations, more efficient staffing, and funds saved or used more effectively. OIG will continue its communication strategy and ensure timely delivery of its products to inform key stakeholder decisions.



GOAL 2

Foster Increased Accountability and Integrity:

Increase accountability in Department and BBG personnel, programs, and operations

The second half of OIG's mission is its mandate to detect, deter, and prevent fraud, waste, and abuse in agency programs and operations. OIG can achieve its goal of fostering accountability by holding responsible those who fail to uphold the standards expected of Federal employees or contractors. Investigations focus on proving or disproving allegations the OIG Hotline receives, whistleblower complaints, or potential wrongdoing identified in the course of other oversight activities. Investigations can result in a wide range of results, including a finding that no wrongdoing occurred, administrative punishment, civil judgment, criminal conviction of wrongdoers, or suspension and debarment of contractors and grantees. OIG's work also results in monetary benefits from investigative recoveries, restitutions, settlements, and fines.

OIG also conducts fraud awareness briefings and training presentations for Department personnel, from ambassadors and principal officers to new employees, to educate them on potential vulnerabilities and explain how OIG can help them address issues of concern and manage their work efficiently and effectively.

OIG works in a variety of interagency forums—including the Council of the Inspectors General on Integrity and Efficiency (CIGIE), Intelligence Community Inspector General Forum, Federal Audit Executive Council, International Contract Corruption Task Force, Nuclear Enterprise Oversight Coordination Group—to collaborate on linking traditionally separate issues in the Federal Government. Within

CIGIE, OIG participates in issue-specific committees and working groups focusing on functional or topical concerns, which undertake common initiatives to leverage action on government-wide vulnerabilities, such as contract fraud, financial management, or information security. As one of the three mandatory participants in the Lead Inspector General for Overseas Contingency Operations (LIG-OCO), OIG works with representatives from the Department of Defense OIG, United States Agency for International Development OIG, the Special Inspector General for Afghanistan Reconstruction (as appropriate), and the Government Accountability Office, to coordinate, develop, and carry out a joint strategic plan to oversee and report on all aspects of each OCO. This coordination helps to ensure, through joint or individual audits, inspections, investigations, and evaluations, the independent and effective oversight of all programs and operations of the Federal Government in support of each OCO. These forums provide a means for the oversight community to interact, discuss common issues, share information and expertise, and address broader solutions to systemic problems. Combining OIG findings and results with related efforts from across the government can lead to better results than would actions by any individual entity.

Objective 2.1: Investigate allegations of criminal activity and employee misconduct, and promote integrity and accountability of personnel and programs

The primary focus of this strategic objective is on OIG investigative and audit activities that address violations of law and failure to comply with requirements governing the use of government resources. Such violations either may be referred to the OIG Hotline, or may be identified in the course of audits, evaluations, inspections, and other OIG activities. Investigations may either confirm or disprove allegations, and forensic audits are useful in defining the scope of a problem that may prove to be substantially larger than initially thought. OIG investigative and legal staffs coordinate closely with Federal prosecutors and others in the law enforcement community to ensure timely investigation, prosecu-

tion, and punishment of those violating Federal law and regulations. They also work with agency managers and human resources personnel to address misconduct and wrongdoing that does not warrant criminal prosecution or pursuit of civil remedies. Priorities for this objective include: ensuring substantiated investigations are referred for criminal, civil, or administrative action in a timely fashion; ensuring appropriate disposition of OIG Hotline and Whistleblower Ombudsman Hotline calls and complaints; and maximizing and encouraging the use of available administrative exclusion remedies, such as suspensions and debarments, to protect Department and BBG programs and interests.

Objective 2.2: Enhance investigative capabilities and analytical mechanisms to identify and deter criminal activity and misconduct

Strengthening of OIG’s analytical tools, resources, and information technology infrastructure is critical to improve monitoring of the integrity of Department and BBG program missions and maximize the agencies’ return on investment. Internally, OIG is working to increase collaboration among offices, with greater focus on coordinated planning and joint teams that bring together expertise from across the organization. Adding auditors to inspections of bureaus or missions managing significant financial resources, or investigators to an audit of a large, high-risk contract, helps ensure that issues are identified and addressed early. With legal mandates to address allegations within strict time frames, priorities for this objective include: developing a plan for incorporating data analytics into all relevant OIG operations and activities, and targeting proactive investigations and initiatives to uncover criminal activity and identify Department and BBG programs and operations that may be potentially vulnerable to fraud, waste, and abuse.

Objective 2.3: Engage stakeholders to increase awareness of OIG programs and operations, solicit input on plans and activities, and build relationships that promote achievement of OIG’s mission

Communication and collaboration with stakeholders—from Department and BBG to Federal prosecutors and others in the law enforcement and oversight community—is central to OIG’s ability to realize results and achieve its mission. OIG conducts a diverse range of direct communication and outreach activities with stakeholders (Department and BBG leadership and employees, contractors and grantees) and external audiences (international visitors, the Congressional Research Service, the Inspector General (IG) community, media outlets, etc.) to educate and inform about OIG’s mission, work, and results. Cultivating and maintaining these information networks enhances opportunities to develop and respond to leads.

Interactions with Department and BBG officials and other stakeholders help OIG to focus its oversight on the challenges and priorities most vital to the Department and BBG’s international missions. In addition, participation in oversight and law enforcement community conferences and professional development courses enables OIG employees to engage with representatives from across the IG and broader oversight communities on government-wide challenges facing Federal agencies, including those related to information technology, security, and contracting. Priorities for this objective include leveraging OIG communication and outreach efforts to raise awareness and understanding of OIG’s role with key Department, BBG, and external audiences, including whistleblowers, and increasing collaboration with the IG community to leverage the overall impact of OIG operations, activities, and products.



GOAL 3

Address Core Challenges:

Assist the Department and BBG to identify and address systemic challenges

The focus of OIG's oversight activities is to promote positive change by ensuring that Department- and BBG-managed programs and operations achieve broad-reaching strategic priorities, are effectively managed, and contribute to the policy objectives for which they were designed, while protecting U.S. taxpayers' interests. The key factors in planning OIG work within the context of administration priorities and congressional mandates and concerns are agency high-risk areas and major management challenges, and programs and operations that represent major investments of agency resources. Audits, evaluations, and inspections result in recommendations to Department and BBG managers to correct vulnerabilities, weaknesses, and problems identified in the course of the review. Timely implementation of recommendations is essential both to correct the identified problems and to realize the ultimate benefits of the recommended improvements: improved internal controls to protect vulnerable resources, safer and more secure facilities, streamlined operations, more efficient staffing, and scarce funds saved or used more effectively.

In recent years, three core areas have been noted as key areas of vulnerability for the Department and BBG: protection of people and facilities, management of contracts and grants, and information security and management. Finding lasting solutions to issues in these and other high-risk areas could save millions of dollars, improve service to the American public, and strengthen public trust in the Federal Government. OIG consistently remains abreast of significant Department and BBG developments, monitors and reports on progress in addressing these systemic challenges, and, as developments dictate,

identifies new high-risk areas warranting attention through the annual Management Challenges Reports. As part of this effort, OIG makes greater use of alternative and tailored work products—for example, Management Alerts (MA)/ Management Assistance Reports (MAR), and Compliance Follow-up Reviews (CFR)—to meet the needs of stakeholders in promoting effective responses to emerging oversight requirements.

Objective 3.1: Improve integrity in agencies' financial, leadership, management, and support systems and procedures, and identify systemic weaknesses, areas of noncompliance, and mismanagement and misuse of financial resources

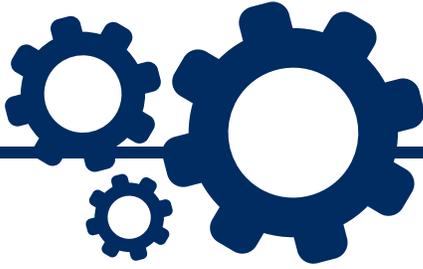
OIG issues recommendations developed from inspections, investigations, evaluations, and audits, which are designed to improve agencies' efficiency, effectiveness, accountability, and transparency. On an annual basis, OIG reviews billions of dollars related to Department and BBG assets, operations, and acquisition of goods and services. Contracts and grants are critical to the Department's mission. In FY 2015, Department obligations equaled approximately \$14.8 billion in contractual services and \$15.7 billion in grants and fixed charges. However, the Department faces challenges in managing its contracts, grants, and cooperative agreements—challenges that OIG has identified repeatedly in audits, inspections, and investigations over the years. In order to ensure that the Department and BBG are working proactively to strengthen internal controls and mitigate risk, OIG will increase efforts to ensure that these recommendations are implemented. CFRs and Compliance Follow-up Audits (CFA) are important tools in this effort. Priorities for this objective include: conducting CFRs/CFAs, and issuing MAs/MARs of the most vulnerable Department or BBG assets and operations with significant recommendations and that require leadership attention; reducing the number of significant recommendations that have no action within one year of management decision; and ensuring effective

tive oversight coverage of Department and BBG contracts and grants.

Objective 3.2: Identify and report on major vulnerabilities and emerging issues

OIG prepares an annual summary of the most significant management and performance challenges facing the Department and BBG. The Inspector General's Summary of Management and Performance Challenges fulfills OIG's requirement under the Reports Consolidation Act of 2000 Public Law

106–531 to identify major management challenges, assess the Department's and BBG's progress in addressing each challenge, and submit these statements to the agencies annually. These assessments are included as an appendix to the Department's annual Agency Financial Report and BBG's annual Performance and Accountability Report. Over the next several years, OIG will incorporate enhanced research, data analysis, and stakeholder engagement to improve the process by which OIG identifies and defines major management challenges for the Department and BBG and tracks progress in implementing needed reforms.



GOAL 4

Harness Outstanding Talent, Leadership, and Effective Operations:

Develop a collaborative and talented staff, ensure clear direction from leadership, effectively manage resources, and deliver quality products and services

OIG's mandate requires that it maintain separate and independent capabilities for most of the administrative support operations that are otherwise centralized or provided as shared services by the Department. OIG has a separate budget appropriation and staffing allocation, maintains its own Senior Executive Service allocation and performance management system, and administers its own disciplinary processes. OIG maintains a separate contracting staff, working with an embedded contracting officer assigned by the Department's Office of Acquisitions Management. By law, OIG also has its own Office of General Counsel, separate from the Department's Office of the Legal Adviser, and has launched an independent IT network.

During the past 2 years, OIG has undertaken a detailed assessment of its management support operations and initiated numerous improvements in its planning, budgeting, internal controls, and personnel practices. Substantial resources have been devoted to management improvements to expand capabilities, improve productivity, strengthen independence, and restore management support operations that have suffered from more than a decade of neglect. OIG is carefully balancing the cost benefits of these initiatives with priority requirements for expanded oversight.

At the end of FY 2016, OIG migrated to an independent IT network to strengthen the security of OIG information systems and data. This transition will support future OIG efforts to undertake needed technology improvements and solutions to streamline administrative and oversight work processes and to implement a fully integrated management information system.

In addition to its transition to an independent IT network, OIG is working with the Department and the General Services Administration to undertake a full renovation of its office space in Rosslyn, Virginia. The renovation is intended to improve the efficiency of existing space, expand capacity to accommodate a rapidly expanding staff, and merge leadership and management operations (which are now located in a separate annex) to consolidate OIG's entire organization in a single location. The renovation is scheduled to be completed by the end of 2017.

Objective 4.1: Attract, develop, and maintain a highly qualified, motivated, results-oriented, and diverse workforce focused on mission accomplishment, teamwork, professional development, continuous improvement, and meaningful products and results

To achieve its mission, OIG must have the appropriate mix of skills, experience, and expertise, including supervisors with the management and leadership skills to develop, mentor, and motivate its employees. OIG's recruitment and workforce development efforts must be aligned with planning and budgeting processes to ensure that funding and personnel resources are allocated to achieve its goals, mandated and planned work, and management priorities. OIG has undertaken a series of management improvements, including refocusing its performance measurement processes and systems to better align activities and resources with strategic goals and objectives.

Objective 4.2: Support and strengthen the independence and security of OIG information systems and physical infrastructure with adequate resources

Following extensive consideration of options to better protect OIG information systems and data, OIG developed an independent and secure IT architecture designed to more efficiently and effectively support OIG's mission as the Department's and BBG's independent and objective oversight organization. In August 2016 OIG migrated from OpenNet to OIGNet, the OIG's new independent IT network. The new IT architecture maximizes OIG's independence, security, and control of the IT environment.

Objective 4.3: Maintain excellent management controls and communication, improve the timeliness and quality of financial management, and proactively position resources to balance workload and oversight needs

OIG must serve as a model for the agencies it oversees, both in using its resources efficiently and effectively and ensuring that internal controls protect the integrity of its operations, particularly those related to management of resources and security of people, information, and facilities. Ensuring the

most efficient and effective use of resources requires that budget and personnel are properly aligned with OIG's plans, goals, and management priorities. Management improvement initiatives are targeted at rightsizing OIG support operations and evaluating the most effective distribution of staff; improving OIG work processes, internal controls, and quality assurance; strengthening information security and IT capabilities; and improving workplace facilities.

Objective 4.4: Effectively communicate OIG goals and priorities to cultivate awareness of how the work of each employee and team contributes to the mission, and encourage collaboration across the organization.

OIG has revitalized its planning process, established new goals and metrics, and is revamping its performance management system to better align employee performance plans with organizational-wide strategic goals and objectives. The annual planning process has been expanded to a 2-year work plan to better align with the budget cycle. This process is further supported by OIG's performance system, which was realigned to a fiscal year schedule in 2016. The new rating period will ensure that Senior Executive Service and employee performance plans are on a similar schedule to mutually reinforce annual performance targets.

Appendix: Definitions and Acronyms

Abbreviation	Definition
BBG	Broadcasting Board of Governors
CFA	Compliance Follow-up Audit
CFR	Compliance Follow-up Review
CIGIE	Council of the Inspectors General on Integrity and Efficiency
Department	U.S. Department of State
IG	Inspector General
LIG	Lead Inspector General
LIG-OCO	Lead Inspector General for Overseas Contingency Operations
MA	Management Alert
MAR	Management Assistance Report
OCO	Overseas Contingency Operations
OIG	Office of the Inspector General
OMB	Office of Management and Budget



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