



Strategic Plan

Office of Inspector General

U.S. Department of Labor

Fiscal Years 2015-2019

MISSION

We serve the American Workforce, the Department of Labor, and the Congress by providing independent and objective oversight of Departmental programs through audits and investigations, and by combatting the influence of labor racketeering in the workplace.

VISION

We strive to:

- *Enhance through our oversight the Department of Labor's ability to address emerging workforce challenges; and*
- *Foster a thriving work environment that values employees as our greatest asset.*

CORE VALUES

Excellence

- *We deliver relevant, quality, timely, high-impact products and services, through a workforce committed to accountability and the highest professional standards.*

Integrity

- *We adhere to the highest ethical principles, and perform our work in an honest and trustworthy manner.*

Independence

- *We are committed to being free of conflicts of interest through objectivity and impartiality.*

Service

- *We are a unified team, vigilant to duty through dedicated public service.*

Transparency

- *We promote an environment of open communication through information sharing, accountability and accurate reporting.*

Strategic Goals

STRATEGIC GOAL 1:

Deliver timely, relevant, and high-impact results.

STRATEGIES:

- Strengthen the Department of Labor’s key programs and operations through our work.
- Improve our work processes to drive the timely completion of audits and investigations.
- Employ a risk-based approach to prioritize and target audits and investigations on areas that provide the greatest impact and address the highest risks.
- Clearly articulate the relevance and impact of our work in each product.
- Pro-actively engage our key stakeholders to seek their input for identifying potential audits and investigations.

PERFORMANCE MEASURES:

- Percentage of OIG products completed within prescribed timelines.
- Percentage of audits and investigations that address significant risks to the Department.
- Number of outreach sessions conducted with internal and external stakeholders.

- Amount of monetary results from investigations.
- Amount of questioned costs, funds put to better use, and other cost savings identified in our audits.
- Percentage of recommendations implemented.

STRATEGIC GOAL 2:

Combat the influence of transnational and national organized criminal enterprises, labor racketeering, and workforce exploitation in the American workplace.

STRATEGIES:

- Conduct law enforcement work to prevent and safeguard unions, labor organizations, and benefit funds from the influence of organized criminal enterprises and labor racketeering.
- Build strong relationships with internal and external partners and stakeholders to identify emerging trends of corrupt organized activity that adversely affects the American workforce.
- Conduct effective external outreach to educate groups and the public about the value of our work to protect the American workforce.

PERFORMANCE MEASURES:

- Number of intelligence sources developed in industries controlled or influenced by organized criminal enterprises and labor racketeering.
- Number of cases opened focused on emerging trends.
- Number of briefings, presentations, and speeches delivered to key external groups.
- Percentage of investigations resulting in a positive outcome involving:
 - a. transnational and national organized criminal enterprises in unions, labor organizations, and benefit funds;
 - b. labor racketeering in unions, labor organizations and benefit funds and the American workforce; and
 - c. exploitation in the American workforce.

STRATEGIC GOAL 3:

Foster an internal OIG culture that drives high performance and engagement.

STRATEGIES:

- Promote transparent and timely communications that foster civility, respect, and inclusiveness at all levels.
- Establish and implement transparent and effective policies and processes for promoting and rewarding staff, including clearly defined career ladders.

- Develop and implement strategic recruitment, succession, and retention plans.
- Develop and implement a formal mentoring program.
- Require managers to provide each employee with an opportunity to develop an employee development plan and encourage all employees to participate.
- Develop an objective exit interview process.
- Increase use of mechanisms for obtaining employee feedback, such as 360 degree evaluations and one-on-one sessions.
- Develop an annual action plan with performance measures, targets, and deliverables with specific deadlines.
- Ensure that performance standards include meaningful measures that cascade down throughout the OIG and drive high performance.

PERFORMANCE MEASURES:

- Percentage of employee satisfaction in annual employee surveys.
- Percentage of managers who use feedback mechanisms, such as 360 degree evaluations.

- Percentage of departing employees who submit to exit interviews.
- Number of days key positions vacant.
- Percentage of staff in compliance with professional/industry training standards.
- Percentage of employees who complete employee development plans.

STRATEGIC GOAL 4:

Promote responsible stewardship of OIG's financial and non-financial resources.

STRATEGIES:

- Develop a sound budget based on operational needs and priorities.
- Institute better processes for identifying and prioritizing requirements.
- Engage in robust planning to anticipate and prepare for future needs and expenses.
- Manage workload to adapt quickly to changing and emerging resource requirements.
- Engage in outreach to the Department, the Congress, and OMB to demonstrate the value of our work.
- Leverage OIG technology to enhance audit, investigative, and administrative processes and deliverables.

- Ensure travel funds are monitored and used in a cost-efficient manner.
- Ensure training funds are used to maximize employee development.

PERFORMANCE MEASURES:

- Ratio of employee hours charged to audits and investigations compared to administrative time.
- Ratio of actual hours worked on an audit compared to hours budgeted.
- Percentage of audit products that address issues identified in Top Management Challenges.
- Average travel funds expended per audit or investigation.
- Percentage of employees who received training agreed to in employee development plans.