COUNCIL OF THE INSPECTORS GENERAL
ON INTEGRITY AND EFFICIENCY

Five-Year Strategic Plan
2023-2027

Message from CIGIE's Chair and Vice Chair

We are pleased to present the Council of the Inspectors General on Integrity and Efficiency's (CIGIE's) Five-Year Strategic Plan for Fiscal Years 2023-2027.[1] In developing this new strategic plan, we sought to build on our recent successes so that CIGIE can continue to foster growth and innovation across the Inspector General (IG) community. These efforts and goals are closely tied to the principles that animated CIGIE's formation in 2008, when amendments to the Inspector General Act of 1978 established this organization. CIGIE is uniquely situated to identify and address issues that transcend individual government agencies and to enhance the professional development of the workforce at the more than 70 agencies that comprise the IG community through common standards and training. CIGIE achieves its mission through its standing committees and subcommittees, working groups, and other collaborative bodies of varying sizes and scope. These groups are dedicated to improving practices within the IG community, addressing significant cross-cutting issues, and increasing public awareness of the IG mission and responsibilities.

Over the past five years, CIGIE has achieved positive results while pursuing our goals. For example, CIGIE has successfully worked with the Administration and agencies to bolster IG independence. In December 2021, the Office of Management and Budget (OMB) released guidance to Federal agencies regarding actions needed to support the role of IGs. In the memorandum, entitled Promoting Accountability through Cooperation among Agencies and Inspectors General, OMB requested that agency leaders communicate with their staffs the expectation that all government employees and contractors fully cooperate with their IG. The memorandum also includes best practices and general guidelines to enhance this cooperation, as well as sample framing language drafted by CIGIE that agencies can use when communicating with their employees. This new guidance is already bearing fruit, with many IGs using it to help their agency leadership create and issue the first such statement within their organizations.

One of the most significant changes at CIGIE since our last strategic plan was the establishment of the Pandemic Response Accountability Committee (PRAC) by the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The PRAC was created within CIGIE to coordinate oversight of the $5 trillion in Federal funding related to the COVID-19 pandemic. The PRAC facilitates the work of its 22 member-IGs and other Offices of Inspector General (OIGs) that are conducting pandemic-related oversight. It has become the single largest cross-cutting initiative in CIGIE's history.

The PRAC has become a model for IG community partnership as it develops new and innovative approaches to support collaboration among its members. For example, the PRAC established two multi-agency efforts to deliver analytic, audit, and investigative support across the oversight community: the Pandemic Analytics

[1] As with our prior strategic plans, we used the framework of the Government Performance and Results Act of 1993 (GPRA) and the GPRA Modernization Act of 2010 in selecting goals and measures.

Center of Excellence (PACE) and the Fraud Task Force. The PACE has access to dozens of public and non-public datasets, which it shares with partner OIGs. It also places data science fellows with member OIGs to help analyze pandemic relief data. The PRAC Fraud Task Force, meanwhile, helps the IG community identify emerging fraud risks and pursue investigations related to pandemic loan fraud, and allows us to have agents from different OIGs working cases that would otherwise go unaddressed due to the scale of the fraud we are seeing. This heightened level of collaboration has increased our ability to work with the Department of Justice to successfully prosecute wrongdoers. The PRAC has also focused on building relationships with groups outside of the IG community, such as state and local auditors, the Government Accountability Office, and OMB, to address a variety of issues with pandemic relief oversight.

During the past five years, CIGIE has also focused on substantially expanding the capabilities and functionalities of Oversight.gov to ensure the public is aware of and has access to the important work being performed throughout the IG community. Thanks to these efforts, as of 2022, Oversight.gov includes an IG Vacancy Tracker, an Open Recommendations Database, and an Investigative Press Release Feed. It also now has the ability to host OIGs' individual websites, which will help enhance our members' independence as well as their ability to keep the public informed about their activities and findings. Our external stakeholders, including Congress and good government organizations, have come to recognize Oversight.gov as a powerful tool to promote the availability of information and awareness across the Federal Government. Oversight.gov will continue to be a centerpiece in CIGIE's efforts to engage our stakeholders and promote the vital work conducted by our members.

Lastly, CIGIE has spent considerable time, effort, and resources to invest in the employees who are essential to the IG community's oversight work. CIGIE has substantially expanded its training capabilities, and, in 2021, its Training Institute enrolled over 9,800 students—approximately 70 percent of the entire OIG community workforce representing 72 of the 75 Member OIGs. Through its Professional Development Committee, CIGIE has greatly expanded its mentoring, coaching, and professional development programs to ensure that the IG workforce continues to produce highly skilled employees, whether those employees are in their first year working within the IG community or are leaders with decades of experience. These advancements will help the IG community continue to attract and retain an exceptionally talented workforce and be model Federal employers.

Our new strategic goals build on these recent achievements. At the core of this Strategic Plan is CIGIE's commitment to promoting high-quality oversight across the entire Federal Government. We will focus on advancing the IG community's collective interests through effective and consistent communication with our stakeholders, including by highlighting the need for legislation and executive action to promote and enhance IG independence. We will also continue our efforts to develop and foster a highly skilled workforce throughout the IG community. Finally, we intend to continue professionalizing CIGIE as an organization so that its staff can better meet our members' needs. By focusing on these goals, CIGIE will be in a strong position to serve the IG community as we face future challenges together.

Allison C. Lerner

Allison C. Lerner
Chairperson

Mark L. Greenblatt
Vice Chairperson

Mission, Vision, and Values

Mission

To improve government-wide efficiency, effectiveness, integrity, and accountability; to facilitate a well-trained and highly skilled Inspector General workforce that is engaged and empowered to provide oversight; and to represent the IG community with oversight stakeholders.

Vision

A mutually supportive and collaborative Inspector General community that advances improved governance across the whole of the federal government by consistently delivering high-quality independent oversight, service, and products.

Values

- CIGIE exemplifies the highest standards of integrity.
- CIGIE represents the interests of all its members.
- CIGIE champions the continued strengthening of the skills and abilities of the Inspector General community.
- Through partnership, alliance, and collaboration, CIGIE creates a synergy that benefits all its members and fosters more effective independent oversight.
- Above all, CIGIE is committed to making a positive impact on the community and its stakeholders.

Strategic Goals and Objectives

Goal 1: Enhanced integrity and strength of Federal programs and operations.

Objective 1 Strengthen support for CIGIE member activities that address cross-government issues.

Objective 2 Enhance and deliver products that identify and address cross-agency vulnerabilities and weaknesses and promote effectiveness and efficiency in Federal programs and operations.

Goal 2: A well-trained and highly skilled OIG community.

Objective 1 Enhance work quality and professional development of the OIG community workforce through accessible, relevant, and leading-edge training.

Objective 2 Enhance awareness, knowledge, and understanding of professional development principles throughout the OIG community through activities, training and other resources that are timely, relevant and consistent with applicable authorities and guidelines.

Goal 3: A focal point for collaboration, best practices, outreach, and innovation.

Objective 1 Facilitate collaboration and sharing of best practices within the OIG community to increase efficiency and effectiveness.

Objective 2 Identify and develop opportunities to facilitate effective oversight across the federal government by leveraging the combined resources of the IG community.

Objective 3 Represent the IG community's collective interests, educate stakeholders on CIGIE's mission and activities, and gather information about stakeholders' needs, priorities, and challenges.

Strategic Goals and Objectives

Goal 4: An efficient, well-managed organization that is innovative, resilient, and serves as an exemplar for other government organizations.

Objective 1	Improve CIGIE internal business processes, including financial resource management, human resource management, performance management, and technology management.
Objective 2	Leverage technology to secure, streamline and maximize efficiencies in CIGIE operations.

Strategic Plan Implementation

To implement the Five-Year Strategic Plan, CIGIE will develop an annual performance plan. Annual performance plan objectives, measures, and targets will correspond with the Five-Year Strategic Plan, with many expected to continue in subsequent years. In CIGIE's Annual Performance Report, CIGIE will report performance measure results and progress on strategic goals.

Factors That Could Affect Achievement of CIGIE Goals and Objectives

A number of factors could impact CIGIE's ability to meet its goals and objectives. The first is funding. A reduction in funding of our member organizations would impact their capability to perform their functions, maintain their independence, and support CIGIE. A decrease in the CIGIE budget would limit our ability to staff and support work related to CIGIE's mission. Another factor is the introduction of unexpected and unfunded legislative mandates. These would require redirection of operational resources and consequently reduce resources available for planned activities. Requests from stakeholders – including from Congress, the Administration, and the public – can stretch resources beyond what is anticipated and are another factor worth noting here. External requests and responses to extraordinary events, such as the COVID-19 pandemic and other disasters or emergencies, also may require redirection of operational resources. A significant number or extended period of IG vacancies among the membership also has an obvious impact on the ability of CIGIE to achieve consensus on community-wide efforts.