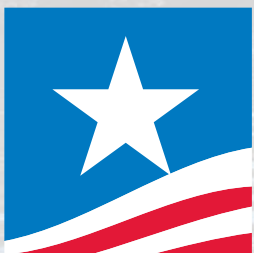


FIVE-YEAR STRATEGIC PLAN 2018–2022



Council of the
INSPECTORS GENERAL
on INTEGRITY and EFFICIENCY

Legislation Milestone Anniversaries in 2018

Strategic Plan 2018–2022

MESSAGE FROM CIGIE 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 to enhance the professional development of the more than 70 agencies that comprise the OIG workforce through standards and training.

CIGIE published its first five-year Strategic Plan in 2011. This plan focused on establishing the foundational efforts and focus of the new organization: common standards, enhanced training, collaboration, and greater information access. As a community we can be proud that we made progress across all these fronts. We worked to pass legislation that improved the ability of Inspectors General to perform their oversight work, which included passage in December 2016 of the Inspector General Empowerment Act. Comprehensive community-wide training in audits, investigations, and evaluations has been expanded. We developed, approved, and implemented a quality assessment review process for OIGs conducting inspections and evaluations under CIGIE's standards. Several cross-cutting studies were conducted and subsequently reported for use by CIGIE's various stakeholders, along with various guides for use by OIGs. Members participate in regular CIGIE meetings to discuss issues of common concern and meet annually at a CIGIE sponsored two day gathering. Most recently, we launched Oversight.gov, a website offering full access to all publicly available Inspectors General reports in one location.

Building on these efforts over the past five years, we are pleased to present the CIGIE Five-Year Strategic Plan for FY 2018–2022, which describes the Council and its staff's focus for the next five years. As ever, key to this effort is the CIGIE membership, which is necessary to 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 our other stakeholders, including most importantly the public. It also emphasizes our vision of a stronger, more capable, citizen-oriented government.

As always, we used the framework of the Government Performance and Results Act (GPRA) of 1993 and the GPRA Modernization Act of 2010 in selecting goals and measures.

We believe that this strategic plan will enable CIGIE to continue its mission of improving government operations, and to serve and strengthen the IG community.



The Honorable Michael E.
Horowitz, Chair



Allison C. Lerner,
Vice Chair

40th Anniversary

Inspector General Act of 1978

October 12, 1978

The IG Act of 1978 is enacted by President Jimmy Carter, who signed the Act and described the new statutory IGs as “perhaps the most important new tools in the fight against fraud.” President Carter charges the IGs to always remember that their ultimate responsibility is not to any individual but to the public interest.

30th Anniversary

Inspector General Act Amendments of 1988

October 18, 1988

The IG Act is amended, creating 30 additional OIGs at designated agencies, providing essentially the same powers and duties as those appointed by the President; however, these IGs are appointed by, and can be removed by, the agency head.

10th Anniversary

Inspector General Reform Act of 2008

October 14, 2008

The IG Reform Act of 2008 is enacted by President George W. Bush, establishing the CIGIE as the unified council of all statutory IGs.

Mission, Vision, and Values



MISSION

To improve government-wide efficiency, effectiveness, and integrity; and to facilitate a well-trained, highly skilled Inspector General workforce.

VISION

A mutually supportive and collaborative Inspector General community that consistently delivers high quality service and products; advancing improved governance across the whole of the federal government.

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
- 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 Work with each professional discipline/committee to develop or refine competency models, as required, leveraging existing information gathered from the OIG community.

Objective 2 Enhance work quality and professional development of the OIG community workforce through accessible, relevant, and leading-edge training.

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

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

Objective 2 Identify and develop opportunities for leveraging the combined resources of the OIG community (for example: IT, contracting, etc.).

Objective 3 Educate stakeholders on CIGIE's mission and activities, and gather information about stakeholders' needs, priorities, and challenges.

Goal 4 An efficient, well-managed organization.

Objective 1 Improve CIGIE internal business processes, including financial resource management, human resource management, and performance measurement.

Objective 2 Leverage technology to streamline and find 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. The annual performance plan also will describe the anticipated work of CIGIE for that year. In CIGIE's Annual Progress 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 decrease in the CIGIE budget would limit our ability to staff and support work related to CIGIE's mission. A reduction in funding of our member organizations would impact their capability to perform their functions, maintain their independence, and support CIGIE itself. Another factor is the introduction of unexpected and unfunded legislative mandates. These would require redirecting 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 disasters or other 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.

Appendix

THE COUNCIL AND ITS COMMITTEES

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 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.

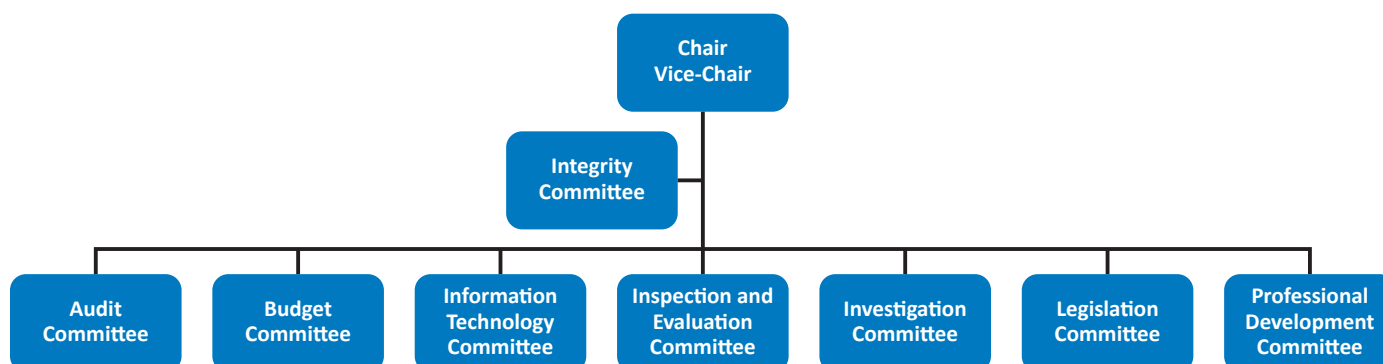
Vice Chairperson

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 committees, the immediate past Council Chairperson and Vice Chairperson, and, at the discretion of the Chairperson, an at-large member. The Executive Council assists the Chairperson in Council governance.

PERMANENT COMMITTEES



Integrity Committee

The Integrity Committee is required by the IG Act and has the statutory responsibility to review and refer for investigation allegations of wrongdoing made against CIGIE IGs and their designated staff members. The Committee is chaired by an IG member elected by the other committee members. The committee consists of four IGs appointed by the Council Chairperson for four-year terms. In addition, the Director of the Office of Government Ethics or designee and the FBI official serving on the Council or designee are also members. The Chief of the Public Integrity Section of the Criminal Division of the Department of Justice, or designee, serves as a legal adviser. In conjunction with the Council Chairperson, the Integrity Committee develops policies and procedures, which are submitted to the congressional committees of jurisdiction. Under the IG Empowerment Act of 2016, CIGIE is now responsible for committee records management and administrative support.

STANDING COMMITTEES

The following are the current standing committees:

Audit Committee

Provides leadership to and serves as a resource for the Federal IG audit community. 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. Provides input to the CIGIE Professional Development Committee and the Training Institute on the training and development needs of the CIGIE audit community and advice to the Chairperson, Vice Chairperson, and Executive Director regarding CIGIE's contracts for audit services.

Budget Committee

Provides leadership in the development of the Council's annual Congressional appropriation request by coordinating a transparent process to assess current CIGIE activities and, in consultation with the Chairperson, Vice Chairperson, and Executive Council, presenting a proposed budget to the membership for discussion and adoption. In addition, the Committee serves as the IG Community's lead in coordinating with the OMB and relevant Congressional committees to establish and maintain a direct annual appropriation to fund Council activities

Professional Development Committee

Provides educational opportunities, through the Training Institute, for members of the IG community and ensures the development of competent personnel. Receives input from the Audit, Investigations, and Inspections and Evaluation Committees on the training and development needs of the CIGIE community. Seeks opportunities to improve training methods, enhance the development of OIG staff, and establish training to meet continuing educational requirements.

Information Technology Committee

Facilitates effective OIG information technology (IT) audits, evaluations, reviews, and investigations, and provides a vehicle for expressing the IG community's perspective on government-wide IT operations.

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. The Committee provides input to the CIGIE Professional Development Committee and the Training Institute on the training and development needs of the CIGIE inspection and evaluation community.

Investigations Committee

Contributes to improvements in program integrity, efficiency, and cost effectiveness government-wide by providing analysis of investigative issues common to federal agencies. Provides the CIGIE community with guidance, support, and assistance in conducting high quality investigations. Provides input to the CIGIE Professional Development Committee and the Training Institute on the training and development needs of the CIGIE investigations community. Actively engages the Assistant Inspector General for Investigations Committee to assist in carrying out the Investigations Committee's goals and strategies.

Legislation Committee

Ensures that CIGIE is kept abreast of matters in the Congressional arena that are of interest to the IG community. 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 their purposes and responsibilities, or abolish existing committees as the Chairperson determines best meets the needs of the Council and the IG community. Elections for the Chairs of these committees will be held in the spring of every odd numbered year. The Chairs of these committees may be elected

from among all IGs on the Council. Members of the Committees will be selected by the Committee Chairs in consultation with the Council Chairperson. Members of each committee must include, at a minimum, IGs appointed under both section 2 and section 8G of the IG Act. Members serve a two-year term and may serve consecutive terms. Vice Chairs for these committees will be selected by the Chairs from among members appointed under a category of the IG Act different from the category under which the Chair is elected.

Committee Chairs and Vice Chairs will serve for two years. In the event a Committee Chair resigns during his/her two-year term, the Vice Chair becomes the Committee Chair and may appoint a new Vice Chair. The 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. The Committee Chairs will provide the Chairperson and the Council with regular reports on their committee activities.

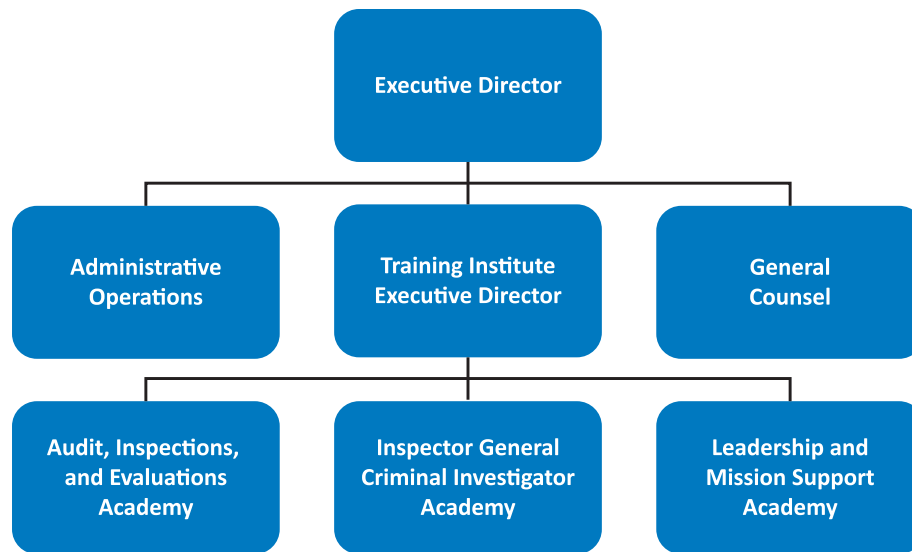
FUNCTIONS AND DUTIES OF THE COUNCIL

- 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.
- 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.
- Maintain an Integrity Committee that shall receive, review, and refer for investigation allegations of wrongdoing that are made against IGs and staff members of the various OIGs.
- Perform other duties within the authority and jurisdiction of the Council, as appropriate.

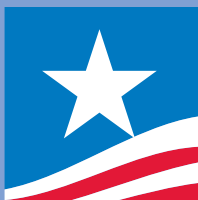
THE CIGIE STAFF

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.

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, maintaining the Council's website and archives, maintaining a Training Institute for the professional training of OIG personnel, supporting the Integrity Committee, and additional functions. The above chart represents the Council's staff organizational structure.



Council of the
INSPECTORS GENERAL
on INTEGRITY and EFFICIENCY