



STRATEGIC PLAN

FY 2018 – 2022

June 2017



A Joint Message from the CIGIE Professional Development Committee Chair and Chair Emeritus

The Training Institute has arrived at an organizational crossroads offering two starkly contrasting choices, the selection of which will dictate the Institute’s capabilities and perceived relevance to the IG community well into the future. One direction offers continuity in the form of the Institute’s current business model – characterized by outdated pedagogies and obsolete technologies - while the other reflects a contemporary approach, enabled by modern learning technologies, backed by cognitive psychology and a substantial body of work-learning research, and representing best practices.

Informing this choice are CIGIE member expectations, which continue to evolve and grow. “Quality training featuring OIG-specific content and delivered at relatively low cost” has for many years defined the Institute’s value proposition to the IG community. While those remain strong influences, they have been matched by persistent calls for “more, more accessible, more cross-cutting, and with greater impact on workplace performance” in support of an “all career fields/all performance levels” target audience.

Recognizing that the current business model is structurally incapable of supporting this new value proposition, especially given funding shortfalls some CIGIE members may experience, the CIGIE Training Institute’s Five-Year Strategic Plan FY 2018-2022 fully embraces a gradual transition to a contemporary approach. At a macro level, this entails an eventual shift from an “only training/only classroom/only when scheduled” approach to a rich blend of dynamic learning opportunities delivered in a variety of widely available formats and provided on a scheduled basis or self-service, 24/7 on-demand.

This document details the Institute’s journey. By fully embracing innovation, aggressively leveraging partnership opportunities, and making timely, targeted investments, the Institute will emerge far more capable and adaptable than it is today, without the need for appreciable long-term top line annual increases.

This strategic plan affirms the Inspectors General commitment to maintaining the “well-trained and highly skilled workforce” called for in the IG Reform Act of 2008. It builds on the CIGIE Strategic Plan and conforms with the Government Performance and Results (GPRA) Modernization Act of 2010, and supports the broader CIGIE mission to strengthen the IG community and improve government operations.



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Mission, Vision, Values

Mission

Provide professional training of auditors, investigators, inspectors, evaluators, and other personnel of the various offices of Inspectors General for the purposes of maintaining a corps of well trained and highly skilled Office of Inspectors General personnel.

Vision

To provide and ensure appropriate and effective on-the-job performance and career development for improved job performance, professional knowledge, skills and effective working practices.

Values

- Integrity
- Accountability
- Transparency
- Collaboration
- Excellence

Goals, Objectives, and Performance Measures

Strategic Goals

1. Transitioning to a contemporary learning operations/business model.
2. Enabling effective on-the-job performance and career development.
3. Driving integration that supports on-the-job performance, career development, and the evolution of a highly networked IG community.
4. Acting as a trusted clearinghouse for “best of breed” training, practices, policies, and procedures.

In this plan, the four *goals* define the CIGIE Training Institute’s strategic direction; the *objectives* identify how to achieve those goals; specific *strategic initiatives* support objectives; and the *performance measures* show progress in meeting objectives and accomplishing our mission.

Strategic Pillars / Lines of Effort

- Programs / Customer
- People / Growth and Development
- Processes
- Technology / Financial

The four pillars or lines of effort are critical to our operation and help define how to achieve our goals.

Goal 1: Transition to a contemporary learning operations/business model

Obj. 1: Learning professionals credentialed in identified specialty areas form the core/critical nucleus of the Training Institute's staff.

Obj. 2: Adopt a research-based/evidence-based learning design methodology rooted in the idea that the purpose of workplace learning is to improve on-the-job performance.

Obj. 3: Automate processes; establish a flexible learning technology architecture capable of supporting the requirements of a research-based/evidence-based learning design and delivery methodology.

Obj. 4: Establish a primary training location for classroom-based delivery.

Obj. 5: Develop a cost model that allows member contributions to remain at or below 80% of total annual operating expenses (81% in FY16; 83% in FY17; 80% in FY18).

Obj. 6: Identify a set of TI Organizational performance metrics/measures capable of demonstrating the relationship between TI programs and services, and OIG workforce performance; implement.

Goal 2: Enabling effective on-the-job performance & career development

Obj. 1: Develop and operationalize Embedded Performance Support Systems for audit, inspection, evaluation, investigation, and leadership (major IG career fields).

Obj. 2: Establish baseline job-task analyses and knowledge/skill criticality ratings for the major IG career fields, and leadership, to enable the identification of specific skills gaps and corrective actions.

Obj. 3: Develop learning "roadmaps" for the major IG career fields, and leadership.

Obj. 4: Establish a "CIGIE Program Manager Detailee" Adult Learning and Facilitation developmental program.

Goal 3: Driving integration that supports on-the-job performance, career development, and the evolution of a highly networked IG community.

Obj. 1: Develop and execute an implementation plan for addressing the 22 cross-cutting knowledge/skill areas identified by the PDC, including IG Fundamentals learning path.

Obj. 2: Refresh the IG Leadership Development Program.

Obj. 3: Develop and implement a confederated (or network-based) IG mentoring program.

Obj. 4: Develop and implement a confederated (or network-based) IG coaching program.

Obj. 5: Expand the developmental rotational program beyond the bounds of "Fellows."

Obj. 6: Develop and implement a facilitated "current issues/hot topics" forum format.

Obj. 7: Investigate and recommend a course of action on adopting “social media” software adapted for inter-organizational networking and collaboration.

Obj. 8: Establish partnerships with academia for the purpose of shaping and attracting well-qualified candidates to OIG career fields.

Goal 4: Acting as a trusted clearinghouse for “best of breed” training, practices, policies, and procedures.

Obj. 1: Develop and execute a plan for hosting “best of breed” content on an OIG-accessible interactive platform.