



INSPECTOR GENERAL

U.S. Department of Defense



STRATEGIC PLAN

FY 2018 – 2022

INTEGRITY ★ INDEPENDENCE ★ EXCELLENCE



INSPECTOR GENERAL

U.S. Department of Defense

OUR MISSION

To detect and deter fraud, waste, and abuse in Department of Defense programs and operations;

Promote the economy, efficiency, and effectiveness of the DoD; and

Help ensure ethical conduct throughout the DoD

OUR VISION

Engaged oversight professionals dedicated to improving the DoD

OUR VALUES

INTEGRITY

INDEPENDENCE

EXCELLENCE

OUR STRATEGIC GOALS

Be an employer of choice within the oversight community

Perform timely, high quality, and impactful oversight that improves DoD programs and operations

Strengthen OIG business operations





**INSPECTOR GENERAL
DEPARTMENT OF DEFENSE**
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500



May 15, 2018

I am pleased to present the Department of Defense Office of Inspector General (DoD OIG) Strategic Plan for Fiscal Years 2018-2022.

This plan is the result of collaboration, input, and reflection from throughout the OIG. It serves as a roadmap to further build and sustain a high-performing organization that pursues our critical mission to detect and deter fraud, waste, and abuse in DoD programs and operations; promote the economy, efficiency, and effectiveness of the DoD; and help ensure ethical conduct throughout the DoD.

Our values are Integrity, Independence, and Excellence. These values define our organizational character and should guide our actions as we strive to help improve the DoD.

Our three overarching strategic goals reaffirm our commitment to be an employer of choice; to perform timely, high quality, and impactful oversight; and to strengthen OIG business operations.

The objectives supporting these goals are not static. We will periodically adjust our objectives to address emerging issues.

This plan serves as the strategic guide for our organization and is a blueprint for continued progress.

It is a challenging and exciting time for the DoD and the OIG. I want to thank our dedicated DoD OIG employees for what they do every day to advance the mission of the OIG and improve DoD operations.

Glenn A. Fine
Principal Deputy Inspector General
Performing the Duties of the Inspector General

OUR MISSION

**To detect and deter fraud, waste, and abuse in
Department of Defense programs and operations;
Promote the economy, efficiency, and effectiveness of the DoD; and
Help ensure ethical conduct throughout the DoD**

The Department of Defense Office of Inspector General (DoD OIG) is an independent and objective office that provides oversight of DoD programs and operations. The DoD OIG also informs the Secretary of Defense, Congress, and the American Taxpayer about problems, deficiencies, and corrective actions within DoD programs and operations. The DoD OIG also serves as the Lead Inspector General for specified Overseas Contingency Operations, coordinating oversight activities and reporting quarterly to Congress on each operation.

To fulfill its mandate, the DoD OIG operates along four core lines of effort:

AUDITS of the performance, cost, efficiency, and effectiveness of DoD programs and operations, including acquisitions, contract management, readiness, cyber, and overseas contingency operations. These responsibilities include coordinating and conducting audits of the DoD's financial statements.

INVESTIGATIONS of criminal and administrative allegations related to the DoD. DoD OIG criminal investigations include allegations of procurement fraud, public corruption, product substitution and counterfeit parts, health care fraud, illegal technology transfer, and cyber-crimes and computer intrusions. DoD OIG special agents conducting criminal investigations are authorized to carry firearms, execute warrants, and make arrests.

DoD OIG administrative investigations include allegations of senior official misconduct and whistleblower reprisal. The DoD OIG also manages the DoD Hotline to provide a confidential means to report alleged violations of rules or regulations; fraud, waste and abuse; mismanagement; or other criminal or administrative misconduct that involves DoD personnel and operations. The DoD OIG also provides education on whistleblower protections, rights, and remedies.

EVALUATIONS that examine the efficiency, effectiveness, impact, and cost of DoD programs and operations.

MISSION SUPPORT to support and enable DoD OIG operations, including personnel management and training, financial management, information technology, security, acquisition and contract management, legal support, and operational support.

The DoD OIG also performs special reviews and investigations that combine these lines of effort and provide reports based on work conducted collaboratively by various components of the DoD OIG.

OUR VISION

Engaged Oversight Professionals Dedicated to Improving the DoD

We are a diverse and engaged team, empowered to help improve DoD programs and operations through timely, credible, relevant, impactful, and actionable oversight. Central to this vision is our people. We strive to be an employer of choice, ensuring our people are well-trained, well-equipped, and engaged. We are committed to a culture of performance, disciplined execution, and tangible results. We work together as One OIG to achieve results.



DoD OIG auditors engaged in a pre-audit planning session



DCIS agent conducting a cyber investigation

Our independence is key to fulfilling our mission. We align our work with the critical performance and management challenges facing the DoD. We focus on program efficiency, effectiveness, cost, and impact. We regularly follow-up on our recommendations to ensure that the DoD implements these recommendations. Implementation of our recommendations helps promote accountability and continuous improvement in the DoD.

We are agile. To remain relevant and impactful, we continually seek to improve our processes and our organization, and to operate more efficiently and effectively. We value innovation and use technology to help deliver timely results.

We seek to be a leader within the DoD and federal oversight community, collaboratively sharing information, data, and best practices with our oversight colleagues, to help improve oversight within the DoD and the Government as a whole.

OUR VALUES

Our values define our organizational character and help guide the behaviors necessary to achieve our vision.

INTEGRITY

We have the courage to speak the truth. We follow our values and promote honest and ethical conduct. We keep commitments. We accept responsibility for our decisions and the resulting consequences. We support and protect employees who disclose violations, and we hold accountable those who do not uphold required standards.

INDEPENDENCE

We are independent, both in fact and appearance. We exercise healthy professional skepticism. We reach our own judgments, objectively based on the facts and the evidence, without fear or favor. We offer actionable recommendations to achieve results. We are tough but fair.

EXCELLENCE

We deliver results through timely, high quality, and impactful oversight. We seek to ensure that the DoD is a good steward of its resources. We execute our mission with skill, a sense of urgency, and in accord with applicable professional and technical standards. We regularly seek to improve our organization, our competencies, and our work.



DoD OIG evaluators listen to the Commander of the Trident Refit Facility, Kings Bay Georgia.

OUR STRATEGIC GOALS

GOAL 1

BE AN EMPLOYER OF CHOICE WITHIN THE OVERSIGHT COMMUNITY

Strategic Objectives:

- 1.1 *Foster a positive environment and organizational culture in which DoD OIG employees are valued, engaged, and high-performing, with an appropriate work-life balance*
- 1.2 *Attract, develop, and maintain a highly qualified and diverse team dedicated to improving the DoD*

GOAL 2

PERFORM TIMELY, HIGH QUALITY, AND IMPACTFUL OVERSIGHT THAT IMPROVES DOD PROGRAMS AND OPERATIONS

Strategic Objectives:

- 2.1 *Conduct audits, investigations, evaluations, and special reviews that are accurate, timely, impactful, and relevant*
- 2.2 *Provide timely and thorough follow-up of recommendations that improve DoD programs and operations*
- 3.3 *Be a leader in the oversight community by sharing information and best practices*

GOAL 3

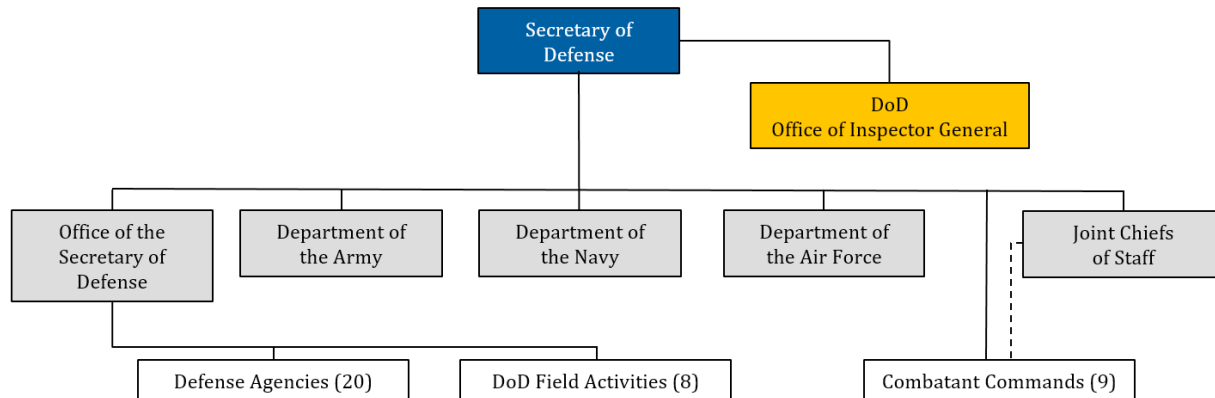
STRENGTHEN OIG BUSINESS OPERATIONS

Strategic Objectives:

- 3.1 *Create a performance culture built on data-informed decisions and disciplined execution*
- 3.2 *Adapt the organization and streamline processes to meet evolving challenges*
- 3.3 *Ensure the independence, security, utility, and effectiveness of information management and technology*

OUR ORGANIZATION WITHIN THE DOD

The Department of Defense Office of Inspector General was established in 1982 by the Inspector General Act of 1978, as amended. We serve as an independent and objective office within the DoD that conducts oversight of DoD programs and operations.



Approximately 1,200 personnel operate out of our Alexandria, Virginia headquarters while an additional 500 personnel, mostly auditors and investigators, are assigned to DoD OIG field offices located in the United States, Europe, Southwest Asia, and South Korea.

OUR EMBLEM

The eagle with shield, the laurel and olive branches, and the light blue background of the field are adapted from the Seal of the Department of Defense. The American eagle, long a dominant symbol associated with the United States and its military establishment, denotes the strength of the Republic. The eagle is depicted as defending the United States, here illustrated by the shield on its breast. Thirteen scarlet and white bands of the shield are united with the blue chief above, alluding to Congress; glory and honor are symbolized by the burst of thirteen stars with rays above the eagle, recalling the original States of the Union. The three gold arrows refer to the three component parts of the Department of Defense: the Army, Navy, and Air Force. The laurel branch in the lower right represents honor achieved in the defense of the Union; the olive branch in the lower left suggests the continuing pursuit of peace. The torches cast light on the operation of an efficient organization; the gold, double-headed fasces axe signifies the authority, the observance, and the implementation of those practices which prevent fraud, waste and abuse in carrying out the mission of the Department. The motto “**INTEGRITY**” and “**EFFICIENCY**” is taken from the President’s council of that name, those qualities being reflected respectively in the colors white and scarlet of the scroll carried by the eagle.



OUR FIELD OFFICES

Locations within the United States



Locations Overseas



REPORTING FRAUD, WASTE, AND ABUSE

DoD HOTLINE

The mission of the DoD Hotline is to provide a confidential, reliable means to report violations of law, rule, or regulation; fraud, waste, and abuse; mismanagement; trafficking in persons; serious security incidents; or other criminal or administrative misconduct that involve DoD personnel and operations, without fear of reprisal.

<http://www.dodig.mil/hotline>



Fraud, Waste, & Abuse
HOTLINE
Department of Defense
dodig.mil/hotline | 800.424.9098

WHISTLEBLOWER PROTECTION

The role of the DoD Whistleblower Protection Ombudsman is to educate DoD personnel (military and civilian employees), and DoD contractors and sub-contractors about their protection for lawfully reporting violations of law, rule, or regulation related to DoD programs, policies, and personnel.

<http://www.dodig.mil/Components/Administrative-Investigations/Whistleblower-Reprisal-Investigations/Whistleblower-Protection-Ombudsman/>

CONTRACTOR DISCLOSURE PROGRAM

The DoD Contractor Disclosure Program provides contractors a means of disclosing violations of Federal criminal law involving fraud, conflict of interest, bribery, or gratuity violations discovered during self-policing activities.

<http://www.dodig.mil/Programs/Contractor-Disclosure-Program/>

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For more information about DoD OIG reports or activities, please contact us:

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DoD Hotline

<http://www.dodig.mil/Components/Administrative-Investigations/DoD-Hotline/>



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