



Strategic Plan FY 2024-2028



INSPECTOR GENERAL
U.S. Department of Defense



INSPECTOR GENERAL

U.S. Department of Defense



OUR MISSION

We promote the economy, efficiency, and effectiveness of DoD programs, and the integrity of its workforce and operations, through impactful audits, evaluations, investigations, and reviews.

OUR VISION

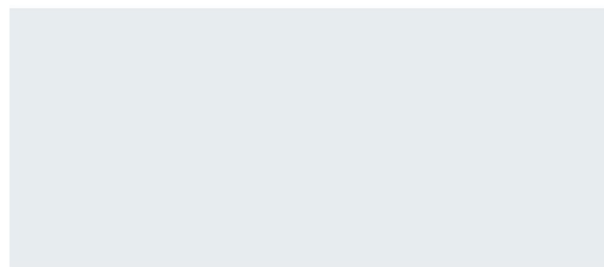
We are a high-performing team driving positive change.

OUR VALUES

- Independence
- Integrity
- Excellence
- Transparency

OUR STRATEGIC GOALS

- Build and sustain high-performing and motivated teams
- Perform impactful work
- Optimize internal operations





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



January 17, 2024

I am pleased to present the Department of Defense Office of Inspector General (DoD OIG) Strategic Plan for Fiscal Years 2024-2028.

This plan is the result of collaboration, input, and reflection from throughout the DoD OIG. It serves as a roadmap to further build and sustain a high-performing organization that pursues our critical mission to promote the economy, efficiency, and effectiveness of DoD programs and operations, and the integrity of its workforce, through impactful audits, evaluations, investigations, and reviews.

Our values are Integrity, Independence, Excellence, and Transparency. The fourth value, Transparency, is new to this list, but not to OIGs, which work to advance transparency in their work and their findings regarding the agencies and departments we oversee. Together, these values define our organizational character and guide our actions as we conduct oversight of, and promote positive change in, the programs and personnel of the DoD.

These values both reflect and enable us to achieve our three strategic goals, namely to reaffirm our commitment to be an employer of choice; to perform timely, high quality, and impactful oversight; and to strengthen DoD OIG business operations.

The objectives supporting these goals are not static. We may periodically adjust them to address emerging issues. To implement our strategic plan, we will develop specific actions and performance measures aligned with the plan's goals and objectives.

This is an important and exciting time for the DoD OIG. As we work together on our difficult but important work, I want to thank our dedicated DoD OIG employees for what they do every day to advance our mission and continue to make the DoD OIG one of the best places to work in the Federal government.

A handwritten signature in black ink, appearing to read "Robert P. Storch".

Robert P. Storch
Inspector General

OUR MISSION

We promote the economy, efficiency, and effectiveness of DoD programs, and the integrity of its workforce and operations, through impactful audits, evaluations, investigations, and reviews.

The Department of Defense's enduring mission is to provide combat-credible military forces needed to deter war and protect the security of our nation. The Department of Defense



Robert P. Storch, Department of Defense Inspector General

Office of Inspector General (DoD OIG) plays a crucial role by conducting impactful and independent audits, evaluations, investigations, and reviews that ensure accountability, maintain the DoD's duty to the warfighter and the American taxpayer, and build trust with the public to safeguard the nation. The DoD OIG also serves as the Lead Inspector General for specified Overseas Contingency Operations.

In this capacity, the DoD OIG can access pertinent records, reports, audits, and documents related to DoD programs. The Inspector General can also issue subpoenas for necessary documents and has the authority to compel testimony from non-federal employees.

Acting as an impartial administrator and principal advisor to the Secretary of Defense, the DoD OIG informs the Secretary of Defense, Congress, and the public about issues and corrective actions related to fraud, waste, and abuse in the Department. Insights are shared across the Department and externally, fostering collaborative implementation and continuous improvement efforts.

The DoD OIG effectively uses data to identify systemic issues, target high-risk areas, and inform audits, evaluations, investigations, and reviews. In all endeavors, the DoD OIG maintains the highest standards in protecting the interests of the American public. The DoD OIG leverages the experience of its staff and operates with independence, transparency, creativity,



DoD OIG team members

OUR MISSION

and agility. The DoD OIG provides impactful assessments in four core areas.

- **AUDITS:** Examine the performance, cost efficiency, and effectiveness of DoD programs and operations, including acquisitions, contract management, readiness, cybersecurity, and overseas contingency operations. These responsibilities also include audits of DoD financial statements.
- **EVALUATIONS:** Assess the efficiency, effectiveness, impact, and cost of DoD programs and operations, including resource utilization, workflow optimization, and the elimination of redundancies to streamline the execution of programs and operations.
- **INVESTIGATIONS:** Investigate criminal and administrative allegations in and impacting the DoD, including those reported through the DoD's confidential Hotline Program. Criminal investigations cover issues like procurement and health care fraud, cybercrimes, computer intrusions, and trafficking in persons. Administrative investigations focus on allegations of senior official misconduct and whistleblower reprisal.
- **REVIEWS:** Examine DoD programs and operations through special reviews and investigations requiring coordinated efforts in areas such as personnel, fiscal management, information technology, security, acquisitions, and contract management.



DoD OIG staff members

OUR VISION

We are a high-performing team driving positive change.

The DoD OIG's expert, engaged professionals incorporate a range of perspectives to produce authoritative, actionable findings. Our vision is to continue to inform and prompt improvements throughout the Department. We deftly adapt to changing circumstances while embracing our foundational values. Our attitude and methodology are simultaneously rigorous and fair. We exhibit and elicit ethical competency. We conduct our oversight responsibilities in a way that inspires trust and confidence in our work within the DoD, with Congress, and from the American public.

OUR VALUES

Independence ★ Integrity ★ Excellence ★ Transparency

Our values of Independence, Integrity, Excellence, and Transparency form the foundation of the DoD OIG's endeavors. These values are crucial to achieving our mission and honoring the DoD OIG's obligation to the American public.

INDEPENDENCE

We are independent and unbiased in philosophy and practice. Objectivity and impartiality shape our conduct and facts lead our work. The conclusions we reach and the recommendations we issue are grounded in evidence and free from external influence.

INTEGRITY

We approach our work with diligence and dedication. In pursuit of truth, we adhere to high ethical standards and practices, promoting responsibility and accountability in all that we do. We support employees who make protected disclosures and aid in the resolution of their concerns.

EXCELLENCE

We are committed to the skillful implementation of our oversight mission. Our work is timely, thorough, and insightful, reflecting the conscientious application of professional and technical standards, grounded in statutory requirements and regulatory guidance. The actions we take make a difference—promoting the Department's efforts to achieve its critical mission, the integrity of its personnel, and the careful stewardship of taxpayer resources. Similarly, we invest in our own professional and organizational improvement to ensure our people can learn, grow, and develop—appropriately positioning us to have a positive impact on the Department.

TRANSPARENCY

We aim to promote public awareness regarding our oversight work. While some of our work is classified or otherwise protected from public disclosure, we strive to maximize transparency in our reporting and communications. We are clear about the goals and objectives of our work, and our processes, recommendations, and conclusions are logical and understandable. We recognize that being direct and open builds trust and confidence in our oversight efforts. Our transparency plays an important role in informing DoD stakeholders, Congress, and the public about our findings regarding the programs and personnel of the Department.

OUR GOALS AND OBJECTIVES

GOAL 1

Build and sustain high-performing and motivated teams

Strategic Objectives:

- 1.1 *Attract and retain a highly-skilled team of engaged professionals.*
- 1.2 *Empower every employee to contribute to the DoD OIG's success.*
- 1.3 *Prepare employees to succeed in their current and future roles.*

GOAL 2

Perform impactful work

Strategic Objectives:

- 2.1 *Conduct audits, evaluations, investigations, and reviews that are timely, accurate, relevant, and impactful.*
- 2.2 *Perform timely follow-up on recommendations to improve DoD programs and operations, with a focus on high-risk and mission-critical threats.*
- 2.3 *Collaborate within the OIG and across the DoD and federal oversight communities to further our oversight missions.*

GOAL 3

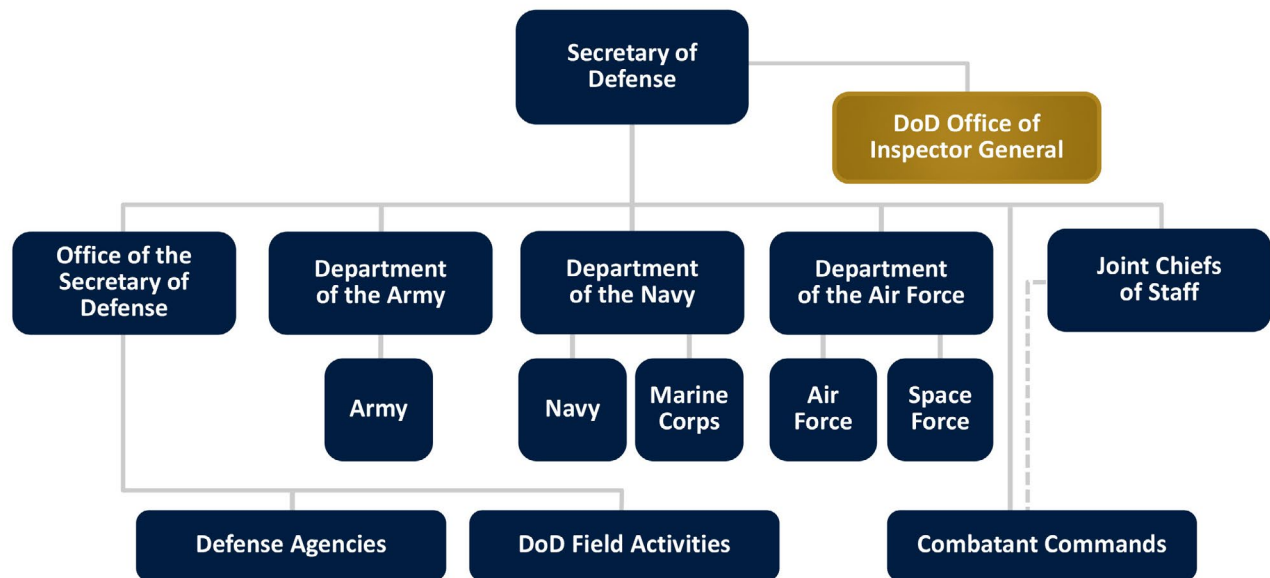
Optimize internal operations

Strategic Objectives:

- 3.1 *Build a collaborative organizational culture that meets evolving challenges.*
- 3.2 *Identify and implement best-in-class, streamlined business practices that facilitate results-based and data-driven decisions and foster a performance mindset.*
- 3.3 *Develop and maintain business-aligned, resilient, and secure information management practices and systems, maximizing effective use of existing and emerging technologies.*

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.



OUR SEAL

The eagle with shield, laurel and olive branches, and 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, 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 that prevent fraud, waste, and abuse in carrying out the mission of the Department. The motto "INTEGRITY" and "EFFICIENCY" is taken from the Council of the Inspectors General on Integrity and Efficiency, a statutorily independent entity within the executive branch. Those qualities are reflected in the colors white for integrity and scarlet for efficiency of the scroll carried by the eagle.

REPORTING WASTE, FRAUD, AND ABUSE



HOTLINE

Department of Defense

www.dodig.mil/hotline

664.8799 (DSN) | 800.424.9098 (TOLL-FREE) | 703.604.8799 (COMMERCIAL)

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>

WHISTLEBLOWER PROTECTION

The role of the DoD Whistleblower Protection Coordinator 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-Coordinator/>

CONTRACTOR OVERSIGHT

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/>

INDEPENDENCE ★ INTEGRITY ★ EXCELLENCE ★ TRANSPARENCY



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

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DoD OIG Mailing Lists

www.dodig.mil/Mailing-Lists/



www.twitter.com/DoD_IG

LinkedIn

<https://www.linkedin.com/company/dod-inspector-general/>

DoD Hotline

www.dodig.mil/hotline





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INDEPENDENCE ★ INTEGRITY ★ EXCELLENCE ★ TRANSPARENCY