



**U.S. GOVERNMENT PUBLISHING OFFICE**  
Office of Inspector General

Strategic Plan | FY2020–FY2024



# TABLE OF CONTENTS

Message from the Inspector General	1
GPO Profile	2
OIG Profile	3
OIG Authority, Mission, Vision, and Values	4
Goals and Objectives	5
OIG Organization	7
Products	9
Implementing OIG's Strategic Plan	10
Relationship to GPO Strategic Goals	13



# MESSAGE FROM THE INSPECTOR GENERAL

## U.S. Government Publishing Office

Enclosed you will find my office’s Strategic Plan for Fiscal Years 2020–2024 (Plan). This Plan articulates a vision for the future of Office of the Inspector General (OIG) and reflects the responsibilities of all Inspector Generals as outlined in the Inspector General Act, as well as Title 44; specifically.

While in obvious ways this Plan is framed by activities common for anyone in the IG Community—inspections, audits, and investigations—this Plan represents a departure for my office in significant ways.

- This Plan will be the first for my office with an Inspections Division. This will allow for targeted efforts within the goals aimed at “proactive” inspections to advise agency leadership on how to improve practices.
- This Plan reflects a necessity to focus on “strategic” impact in order to make progress. We will evaluate every proposed effort across the office, including investigations, for its greatest potential advantage to the agency.
- All efforts in our Divisions will be “team based.” Every inspection, audit, or investigation will have two or more assigned members, which will reduce volume but increase merit and value.
- Similarly with the addition of a Deputy Inspector General and a Quality Assurance Specialist to oversee office wide assignment, production, and training, there will be a more consistent, tailored, and well regarded product for our stakeholders.
- This plan is also premised on the belief that greater integration with the IG community is a benefit to my office and that the Council of Inspectors General for Integrity and Efficiency (CIGIE) is the foundation for standards, training, and practices for my office.

As with any strategy, this one seeks to address persistent areas of greatest significance for agency success as well as my own office. It will act as a guide for our efforts over the next five years but will also be reviewed on an annual cycle to ensure it continues to guide my office’s efforts most effectively.



**Michael P. Leary**  
Inspector General

## GOVERNMENT PUBLISHING OFFICE PROFILE

The Government Publishing Office (GPO) was established in 1861 and is the Federal Government's primary resource for procuring, producing, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the U.S. Government in both digital and tangible formats. GPO is responsible for producing and distributing informational products and services for all three branches of the Federal Government, including U.S. passports for the Department of State as well as official publications of Congress, the White House, and other Federal agencies. In addition to publication sales, GPO provides for permanent public access to Federal Government information at no charge through **GovInfo.gov** and via partnerships with libraries nationwide participating in the Federal Depository Library Program.

## GPO OFFICE OF INSPECTOR GENERAL PROFILE

**T**he GPO Inspector General Act of 1988, Title 44, Chapter 39, along with the Inspector General Act of 1978, Title 5, of the United States Code establishes the responsibilities and duties of the OIG. The Act establishes an OIG to: (1) conduct and supervise audits and investigations relating to the GPO; (2) provide leadership and coordination while recommending policies to promote economy, efficiency, and effectiveness; and (3) provide a means of keeping the Director of GPO and Congress fully informed about problems and deficiencies.

Three divisions are responsible for fulfilling the OIG mission:

- (1) Inspections and Program Analyses,
- (2) Audits, and
- (3) Investigations.

## GPO OIG MISSION, VISION AND VALUES

### Our Mission

To prevent fraud, waste and abuse, and improve agency efficiency and effectiveness. Provide insight into GPO programs and operations to stakeholders through independent and objective oversight.

### Our Vision

Our work offers value that helps GPO improve. Based on transparency, communication and trust, OIG stakeholders—GPO, Congress, and the public—welcome and respect our products and services.

### Our Values

- **Professionalism**
  - ◆ We belong to a community dedicated to the highest standards and practices. We hold ourselves accountable.
  
- **Objective**
  - ◆ We conduct our work with fairness and free from bias. We base our findings and recommendations on reliable and verifiable evidence.
  
- **Independent**
  - ◆ The core value of our work stems from the freedom to offer counsel unencumbered by external pressure or undue influence.
  
- **Relevant**
  - ◆ All of our work is focused on supporting GPO to accomplish its mission and takes into account our stakeholders' concerns and priorities.
  
- **Ethical**
  - ◆ We perform our work through a principled, diligent, and reliable practice that engenders trust.



## GOALS AND OBJECTIVES

In order to support our values and deliver products that also supports GPO's mission, our focus will be on the following goals:

### Goals

**Goal 1:** To conduct Inspections including Management and Program Analyses, Audits, and Investigations aimed at supporting the **continued viability of GPO's business model**.

#### Objective:

- Marketing of products and services;
- Advertising of products and services; and
- Assessing competitive practices in the publishing marketplace.

**Goal 2:** To conduct Inspections including Management and Program Analyses, Audits, and Investigations focused on **assessing and improving GPO customer service experience**.

#### Objective:

- Delivering of superior and timely products and services;
- Modernizing of methods and processes to create and deliver products and services in a cost efficient manner; and
- Improving ability to recruit, retain, and develop a skilled digital publishing workforce.

**Goal 3:** To conduct Inspections including Management and Program Analyses, Audits, and Investigations that **promote fair, transparent and effective contract awards, appropriate management, and deter fraud in the areas of procurement and acquisitions**.

#### Objective:

- Assessing how contracts for products and services are advertised, awarded, and tracked;
- Ensuring payments are properly received and recorded for products and services; and
- Conducting proactive work on the contract award and management process.

## GOALS AND OBJECTIVES (continued)

**Goal 4: To transform GPO OIG** into a trusted and proactive oversight organization fully integrated into the broader IG Community and in partnership with the CIGIE.

**Objective:**

- Improving the ability to recruit, retain, and develop qualified personnel focused on generating team based OIG products;
- Establishing a separate Inspections and Program Analyses Division that is proactively focused on improving GPO programs and operations;
- Conforming to and apply all CIGIE standards; and
- Attending the full range of CIGIE and other IG community trainings.

## OIG ORGANIZATION

**D**uring FY 2019, I began restructuring the office to add a separate Inspections Division. The primary organizational functions of the OIG will now consist of Inspections, Audits, and Investigations Divisions. In addition to strengthen the OIG in conducting its mission and better managing overall effectiveness for the agency, I am restructuring my front office to include a Deputy IG and a Quality Assurance (QA) Specialist. The Deputy IG will manage the day-to-day operations of the OIG and allow me to focus on engaging GPO leadership, Congress, the IG community, and outside agencies on strategic level matters. The QA Specialist will ensure a centralized review process for all OIG products with the same level of quality controls. The restructuring will benefit the agency by shifting the focus of the OIG from a reactive office to a proactive office. Consequently, this will allow the OIG to identify and address issues before they result in serious problems or investigations.

### Inspections

The **Inspections and Program Analyses Division** conducts evaluations of GPO programs and operations to identify opportunities to improve efficiency and effectiveness. The inspections including Management and Program Analyses are performed in accordance with *Quality Standards for Inspection and Evaluation* issued by CIGIE.

### Audits

The **Audits Division** helps improve the management of GPO programs and activities by providing timely, balanced, credible, and independent financial and financially related audits that address the economy, efficiency, and effectiveness of GPO operations. Audit reports identify opportunities for enhancing management of program operations and providing GPO with constructive recommendations to improve its services. OIG audits are performed in accordance with Generally Accepted Government Auditing Standards (GAGAS) issued by the Comptroller General of the United States.

### Investigations

The **Investigations Division** is responsible for conducting and coordinating investigative activity related to fraud, waste, and abuse in GPO programs and operations. While concentrating efforts and resources on major fraud investigations, the activities investigated can include possible wrongdoing by GPO contractors, employees, program participants, and others who commit crimes against GPO. Through prosecution, administrative action, and monetary recoveries, these investigations promote integrity, efficiency, and accountability.

# OIG ORGANIZATION (continued)

## Counsel to the Inspector General

The **Counselor to the Inspector General** provides legal advice and counsel on issues arising during inspections, audits, and investigations, including opinions regarding legal accuracy and sufficiency of OIG reports.

## Quality Assurance Specialist

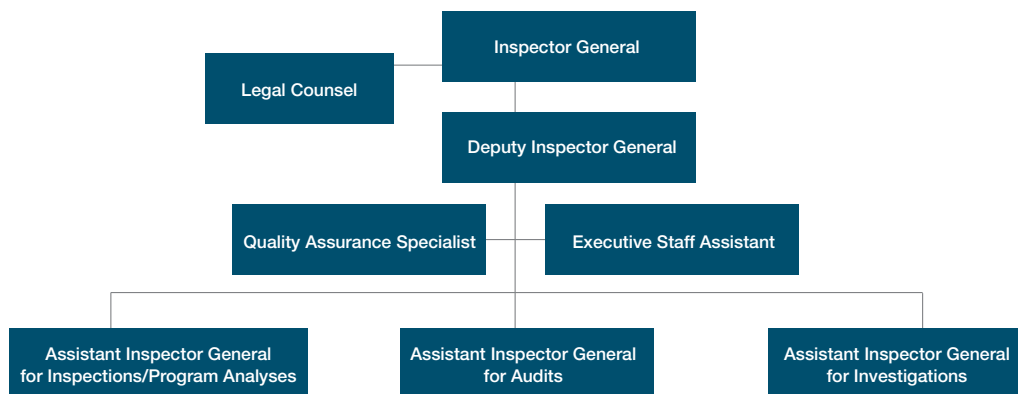
The **Quality Assurance Specialist** supports preparation of OIG's reports semiannually for the Director and Congress on the activities of the OIG during the 6-month periods ending March 31 and September 30. The semiannual reports to Congress are intended to keep the Director and Congress fully and currently informed of significant findings and recommendations by the OIG. In addition, the OIG provides the Director and Congress its annual assessment of the most serious management challenges facing GPO.

## Mission Support

The OIG reports semiannually to the Director and Congress on the activities of the OIG during the 6-month periods ending March 31 and September 30. The Semiannual reports to Congress are intended to keep the Director and Congress fully and currently informed of significant findings and recommendations by the OIG. In addition, the OIG provides the Director and Congress an annual assessment of the most serious management challenges facing GPO.

---

### OFFICE OF INSPECTOR GENERAL ORGANIZATIONAL CHART



As of September 30, 2019

## PRODUCTS

The OIG uses results of inspections, management and program analyses, audits, and investigations, as management tools to increase program integrity for recommending improved systems, processes, and operations to prevent fraud, waste, abuse, and mismanagement. The OIG produces reports based on several types of analyses:

### Inspections

Inspections including management and program analyses proactively focuses on evaluating programs and operations. This drives a flexible and effective mechanism for oversight and review of programs by using a multidisciplinary staff with multiple methods for gathering and analyzing data. In addition, inspections provide the ability to conduct systemic and independent assessments of the design, implementation, and/or results of an agency's operations, programs, or policies.

### Financial Audits

Financial Statement Audits determine whether financial statements present fairly the financial position, results of operations, and cash flows are in conformity with specified accounting principles, and whether an entity has adequate internal control systems that complies with applicable laws and regulations.

Financially related audits address the efficiency, effectiveness, and economy of the GPO's programs, activities, and functions. In addition, the audits will provide information to responsible parties to improving public accountability. This will facilitate oversight and decision making by initiating corrective action as needed.

### Investigations

Investigations are conducted based on alleged or suspected wrongdoing by agency employees, contractors, and others associated with GPO. As a result, violations of GPO regulations or fraud committed against GPO can result in administrative sanctions and/or criminal prosecution or civil action.

## IMPLEMENTING OIG'S STRATEGIC PLAN

**W**e believe in transparency and accountability. The OIG Strategic Plan was built from the ground up by soliciting key issue, project, performance goals and outcome measure ideas from OIG employees. We also consulted with experts at other OIGs, and considered the feedback of GPO managers and stakeholders.

This plan will act as a template to direct all OIG inspectors, audits, and proactive investigations. Our Semiannual Reports to Congress, for example, serves as periodic performance tool for both the Director and Congress in outlining our current work on the significant issues that require review. Each September edition of the Semiannual Report to Congress also functions as an annual report, summarizing the fiscal year's performance data.

Each year, OIG publishes its Major Management Challenges, identifying the most serious management issues that challenge GPO's ability to achieve its mission to produce, protect, preserve, and distribute the official publications and information products of the Federal Government. These reports are referenced in the OIG strategic goals.

We use our performance and financial data to make decisions such as allocating human resources, shifting resources, funding awards and training, undertaking travel, modernizing information technology contracting for services, deciding whether to address a hotline case in-house or refer it to GPO, and determining which proactive initiatives to undertake. In every decision to commit OIG resources, we strive to improve GPO programs and operations, provide objective and independent information for better decision-making, counteract criminal activity, highlight accountability, and keep both the Director and Congress fully informed of our findings and recommendations.

Strategic planning is an ongoing process requiring constant measurement and readjustment. OIG is dedicated to remaining proactive in helping GPO ensure it is fully prepared to meet the demands of a changing environment. We will continue to demonstrate great flexibility in reacting to changing circumstances, consulting with stakeholders and customers within and outside GPO as necessary, to ensure that we are having maximum impact on helping GPO achieve its mission of Keeping America Informed.

## IMPLEMENTING OIG'S STRATEGIC PLAN (continued)

### **External Factors that Impact OIG Goal Achievement**

A changing business environment, adequate funding levels, and availability of high-quality professionals have a significant impact on both the environment that OIG operates in and our ability to carry out this strategic plan.

To mitigate these factors, we work with GPO and Congress to call attention to and follow-up on, uncorrected deficiencies, in addition to working cooperatively with U.S. Attorneys. We strive for work products that deliver to stakeholders the best and timely information necessary to make decisions.

The success of this strategy will be directly impacted by my office's ability to fill its many vacancies with qualified and trained professionals in a timely fashion that allows us to refocus on proactive work. In addition, the decision by the U.S. Marshals Service to terminate deputation of my special agents by December 31, 2019 will directly and negatively impact our ability to conduct investigations into potential cases of fraud, waste, and abuse. This significant reduction of our jurisdiction will hinder, and in many cases, cease our ability to conduct direct law enforcement activities which will also have a direct impact on our ability to recruit the best qualified investigators.

### **Risk Management Approach**

The OIG uses a risk management approach to identify mission-critical systems and operations, potential vulnerabilities, and priority areas for evaluation.

Our risk assessment incorporated:

- (1) the various GPO Business Units as well as the impact on GPO,
- (2) self-reported challenges,
- (3) revenue and cost projections,
- (4) changes in funding, technology, products, and staffing levels,
- (5) oversight reports and hearings, and
- (6) management's commitment to address deficiencies.



U.S. GOVERNMENT PUBLISHING OFFICE  
**BOOKSTORE**  
 An investment  
 in knowledge  
 pays the  
 best interest.  
 BENJAMIN FRANKLIN

U.S. GOVERNMENT PUBLISHING OFFICE

710

U.S. GOVERNMENT PUBLISHING OFFICE  
**BOOKSTORE**  
 KEEPING  
 AMERICA  
 INFORMED  
 GPO



## RELATIONSHIP TO GPO STRATEGIC PLAN

The GPO issued its 5-year Strategic Plan (FY 2018–2022), which articulated its mission statement and five key strategic goals. Our strategic goals employ all the tools at my office’s disposal to support directly and indirectly this agency’s mission and its stated goals as articulated below.

**Keeping America informed as the official, digital, and secure source for producing, preserving and distributing official Federal Government publications and information products for Congress, Federal agencies and the American public.**

- Exceed our stakeholders’ expectations;
- Enhance Access to Federal Government information;
- Strengthen our position as the government-wide authority on publishing;
- Promote collaboration and innovation within government; and
- Engage employees and enhance internal operations.

In consultation with its stakeholders here at GPO, Congress, and the public, the OIG provides independent and objective oversight to assist GPO in fulfilling its mission and strategic goals for the benefit of other Federal Government agencies and the American public.

## REPORT FRAUD, WASTE, OR ABUSE

Report violations of law, rules, or agency regulations, mismanagement, gross waste of funds, abuse of authority, danger to public health, and safety related to GPO contracts, programs, and/or employees.

U .S. Government Publishing Office  
Office of Inspector General  
P.O. Box 1790  
Washington, DC 20013-1790

Email: [gpoighotline@gpo.gov](mailto:gpoighotline@gpo.gov)  
Fax: 1-202-512-1030  
Hotline 1-800-743-7574





**U.S. GOVERNMENT PUBLISHING OFFICE**