



STRATEGIC PLAN | FY2025–FY2030



OFFICE *of the*
INSPECTOR GENERAL
U.S. GOVERNMENT PUBLISHING OFFICE

GPO

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732 North Capitol Street | NW, Washington, DC 20401

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MESSAGE FROM THE INSPECTOR GENERAL

U.S. Government Publishing Office

I am pleased to present the Fiscal Year 2025-2030 GPO Office of the Inspector General Strategic Plan. This plan is the result of months of thoughtful deliberation, analysis, and collaboration by every member of the OIG. It is a roadmap designed to guide our organization toward its future goals while staying true to our updated core mission and values.

The strategic planning process started with intentional conversations, continued with a two-day all-hands offsite, and ultimately led to breakout planning sessions where OIG team members crafted this plan. This process allowed us to reflect on our past achievements and challenges, as well as the environment in which we operate. We have carefully considered the needs of our office, the aspirations of our team, and the trends that will shape GPO and the Inspector General community in the coming years. This plan outlines the key priorities or imperatives that we aim to achieve.

Our strategic plan is more than just a document; it is a commitment to excellence, innovation, and accountability. It sets forth a clear vision for our future and provides a framework for decision-making that will enable us to respond to new opportunities and challenges with agility and confidence.

We recognize that the successful implementation of this plan will require the dedication and hard work of everyone in the OIG. We also acknowledge the importance of ongoing engagement with our stakeholders (GPO, Congress, the Public) to ensure our strategies remain relevant and impactful. Your input, support, and collaboration will be crucial as we embark on this journey together.

I am confident that by working together, we can achieve the ambitious goals set out in this strategic plan and continue to make a positive difference in the lives of those we serve.

Thank you for your continued commitment to the GPO OIG. I look forward to our collective efforts to bring this strategic plan to life.



NATHAN J. DEAHL
Inspector General

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GPO OIG MISSION, VISION, AND VALUES

Our Mission

To conduct independent, objective, and trusted oversight that promotes positive change for GPO, Congress, and the Public.

Our Vision

To champion integrity and excellence.

Our Values

■ Professionalism

Exhibit characteristics and qualities that contribute to a positive work environment.

- ◆ Adhere to standards.
- ◆ Be accurate.
- ◆ Communicate respectfully.
- ◆ Deliver high-quality work.
- ◆ Demonstrate skill and proficiency.
- ◆ Help others.
- ◆ Meet commitments.
- ◆ Operate with transparency.

■ Ethical

Commitment to be morally sound, fair, and accountable.

- ◆ Adhere to organization rules and policies.
- ◆ Comply with laws and regulations.
- ◆ Maintain neutrality and objectivity.
- ◆ Remain accountable.
- ◆ Report conflicts of interest.
- ◆ Respect confidentiality.
- ◆ Take responsibility.
- ◆ Uphold trust.

■ Effectiveness

Innovate, collaborate, produce, and deliver.

- ◆ “Do the right thing”.
- ◆ Available and focused on making things better.
- ◆ Set goals and achieve results.
- ◆ Take action to do what is best for the customer.

■ Honesty

Communicate transparently with our colleagues and our customers.

- ◆ “Do what you say (& say what you do)”.
- ◆ Communicate with sincerity.
- ◆ Engage in straight talk.
- ◆ Tell the truth.

■ Inclusiveness

Foster a diverse, supportive, welcoming environment for our employees and customers.

- ◆ “Do the right thing”.
- ◆ Amplify and welcome other people’s ideas.
- ◆ Encourage input from others – at all levels.
- ◆ Value differences.

■ Kindness

Treat one another with respect.

- ◆ “Give credit to others”.
- ◆ Demonstrate humility.
- ◆ Express gratitude.
- ◆ Listen to understand.

STRATEGIC IMPERATIVES AND OBJECTIVES

To support our values and deliver products that also support GPO's mission, our focus will be on the following imperatives:

Imperative 1: Advance Modernization and Innovation into Everything We Do

Definition: Modernization is about improving existing capabilities. Innovation is about creating new capabilities. The OIG is committed to advancing modernization and innovation to build an agile and continuously learning organization that can respond quickly to changing oversight needs.

► **Objective 1: Leverage data and technology.**

Actions:

- Maximize usage of GPO data for accurate, timely data-driven audits, inspections, and investigations.
- Employ data visualization and analytics platforms to better aid our stakeholders in understanding critical information in OIG products.
- Adopt technology enhancements that will automate time-consuming tasks.

► **Objective 2: Seek innovative solutions.**

Actions:

- Identify and apply leading-edge best practices from the OIG community around building expertise on the latest technologies, including software solutions.
- Identify new tools and technologies available at GPO to streamline day-to-day operations.
- Dedicate one FTE to perform data collection, cleaning, analysis, and visualization to inform and assist OIG work.

► **Objective 3: Embed risk thinking and techniques.**

Actions:

- Employ a risk-based approach to prioritize and target audits, inspections, and investigations in areas with the greatest impact and address the highest risks.
- Proactively engage our key stakeholders to seek their input for identifying potential audits, inspections, and investigations.
- Implement an OIG risk assessment plan.

STRATEGIC IMPERATIVES AND OBJECTIVES (CONTINUED)

Imperative 2: Develop and Retain the Workforce

Definition: Foster and cultivate a diverse, highly skilled, flexible, and engaged workforce by investing in development, collaboration, and innovation.

► **Objective 1: Advance OIG employee professional development.**

Actions:

- Identify and communicate professional development opportunities for all OIG employees through lunch-and-learns, newsletters, cross-training, joint projects across division lines, details, and joint duty assignments.
- Conduct a skills and knowledge gap analysis to identify weaknesses and areas for potential growth. Use the analysis results to inform individual development plans.
- Develop strategies to integrate succession planning and prepare for future leadership opportunities.
- Develop or revise position descriptions to reflect OIG requirements and work roles.

► **Objective 2: Foster and promote a culture of trust, respect, and transparency to enhance employee morale, engagement, collaboration, and communication.**

Actions:

- Establish an Employee Advisory Council to provide a continuous medium for employees to express ideas and suggestions and provide various feedback to the IG for management consideration.
- Conduct monthly interactions between team members with a topic of interest.
- Conduct quarterly team-building activities to promote OIG Values in Action.

► **Objective 3: Promote a culture of continuous learning and knowledge sharing.**

Actions:

- Identify and create GPO mission-related training opportunities for the workforce to learn the depth and breadth of GPO operations and mission.
- Engage in shadow assignments throughout GPO to learn and understand the specific missions of Business Units and Supporting Offices.
- Develop a database of training programs and opportunities available through GPO, CIGIE, and other training and certification entities. Include OIG-relevant training courses, conferences, and certifications needed to support the OIG mission, as well as various types of OIG efforts such as on-the-job training, shadowing, and mentoring.

STRATEGIC IMPERATIVES AND OBJECTIVES (CONTINUED)

Imperative 3: Foster Greater Outreach to Stakeholders

Definition: Actively enhance and expand efforts to engage, communicate, and build meaningful relationships with all stakeholders (GPO, Congress, and the Public).

► **Objective 1: Educate the GPO workforce on OIG's mission, capabilities, and outcomes.**

Actions:

- Post OIG publications and updates to GPO Netpresenter slides.
- Develop OIG quarterly highlights page showing recently completed work and improvements made by GPO.
- Create brochures for Audits, Inspections, and Investigations that explain the key steps of the work process for that office.
- Post and distribute relevant news and educational articles for increased awareness.

► **Objective 2: Create multiple avenues of communication between OIG and all stakeholders.**

Actions:

- Conduct post-project briefings and case updates with relevant Congressional staffers.
- Regular OIG/GPO Open Forum: Host semiannual or annual meetings where stakeholders interact directly with the OIG leadership, ask questions, and provide their feedback.
- Stakeholder Advisory Committees: Establish advisory committees of key stakeholders that regularly meet with OIG representatives to discuss ongoing issues, concerns, and initiatives.
- Email Newsletters: Send regular newsletters to stakeholders highlighting recent OIG activities, upcoming events, and important updates.
- Social Media Channels: Use platforms such as LinkedIn to provide real-time updates, share insights, and engage with a broader audience.

► **Objective 3: Develop and enhance partnerships with the GPO enterprise.**

Actions:

- Identify key executive offices, support organizations, and business unit points of contact.
- Provide regular opportunities for information exchange between OIG and stakeholders, such as lunch & learns.

STRATEGIC IMPERATIVES AND OBJECTIVES (CONTINUED)

Imperative 4: Promote Organizational Independence

Definition: Maintain a commitment to uphold the highest standards of organizational independence in our oversight and investigative activities, free from undue influence or interference.

► **Objective 1: Strengthen Independence with GPO Information Technology (IT).**

Actions:

- Conduct a comprehensive review and reassessment of the IT Memorandum of Understanding (MOU) between GPO OIG and GPO IT to ensure alignment with current needs and objectives.
- Assess OIG's review processes of the monthly reports generated by IT.
- Establish internal ongoing review procedures to refine the MOU as necessary, ensuring its relevance and effectiveness over time.

► **Objective 2: Strengthen Independence with GPO Human Capital.**

Actions:

- Create an MOU between OIG and Human Capital (HC) that establishes OIG-specific policies and procedures while delegating specific authorities to the IG. This could involve appointing designated HC points of contact responsible for addressing OIG HC requirements.
- Establish internal ongoing review procedures to refine the MOU as necessary, ensuring its relevance and effectiveness over time.

► **Objective 3: Formalize and reaffirm OIG's access to databases and facilities.**

Actions:

- Establish an MOU with GPO that reaffirms OIG's access to databases and facilities to conduct oversight work.
- Develop internal procedures to regularly identify the current roster of active databases utilized by GPO and evaluate access and training needs aligned with operational demands.

FINANCIALS

For FY 2025, despite reductions in contract dollars, mandatory pay increases and related costs outpaced OIG cuts. Our FY 2025 requested and approved budget was \$7.54 million, which supports 25 full-time employees. At the current pace of inflation and anticipated pay raises, mandatory pay and related costs are estimated to increase by \$300-400K/year. Please see the estimated annual budget for the next five years.

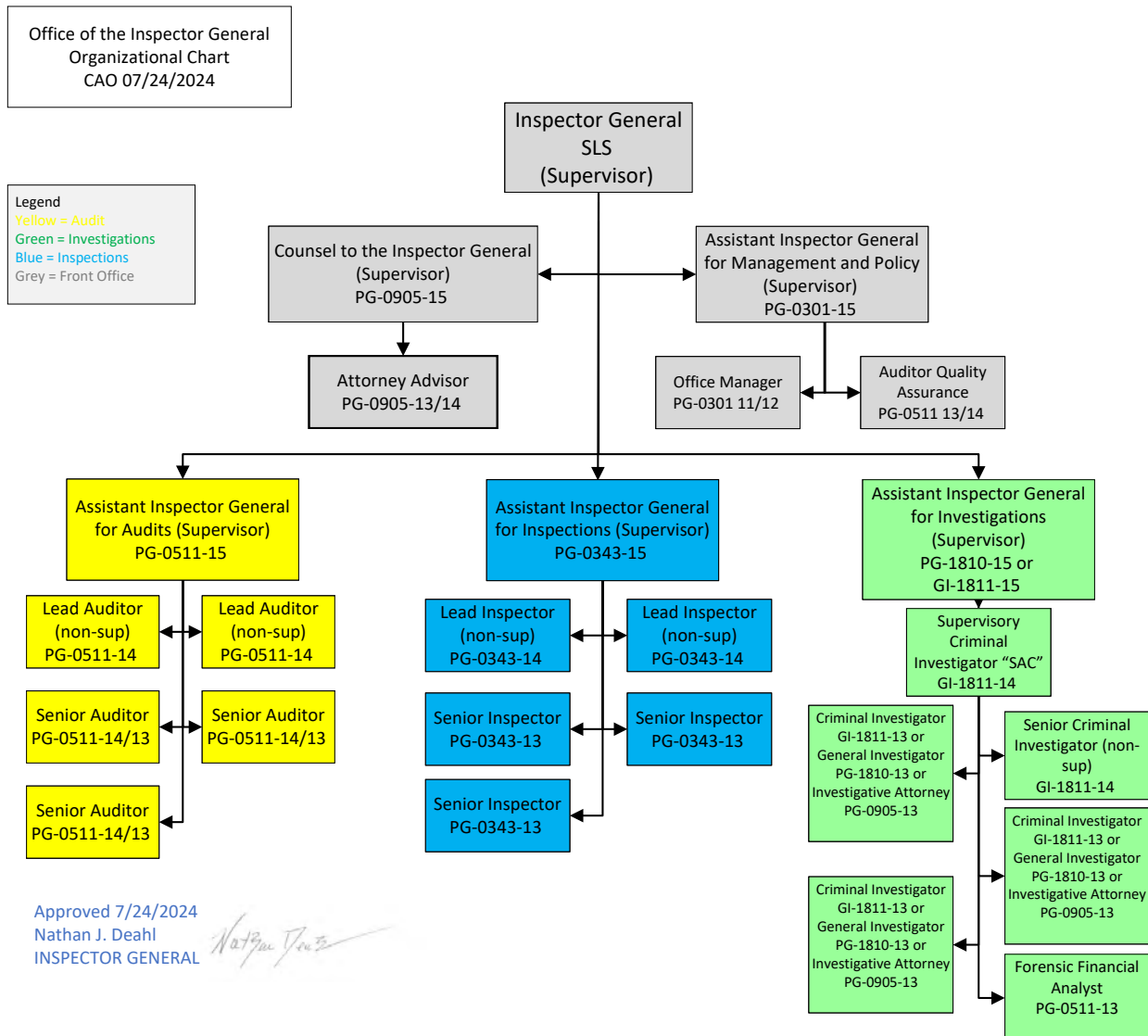
FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
\$7.54M	\$7.89M	\$8.24M	\$8.59M	\$8.94M	\$9.29M

The below table itemizes the FY 2025 budget. (Dollars in the Thousands)

	FY 2025 Amount
FY 2024 Budget	\$ 7,243
Mandatory Pay and Related Costs (25 FTEs):	
Annualization of FY 2024 pay raise	75
Pay raise for FY 2025	191
Within-grade increases for FY 2025	17
No change in workdays for FY 2025	0
Hiring variances from FY 2024 request	83
Transit benefit decrease	1
Performance award increase	11
Total Mandatory Pay and Related Costs	378
Program/Project/Activity Changes for FY 2025:	
Travel	33
Training	12
Financial statement audit	68
Investigation, Inspection & Audit project contract support	(200)
FTE CIGIE support	50
FTE legal support	(70)
Investigation & general office supplies	13
Database subscriptions	11
Gasoline for leased vehicles	2
Total Program/Project/Activity Increases	(81)
Net change to FY 2024 Budget requested	\$ 297
Total Budget FY 2025	7,540

STAFFING

The OIG is authorized no less than 25 FTEs to achieve its mission. The OIG will be flexible and use overhiring, details, and contractors to fill needs as identified. Of particular importance is the need for data analytic and visualization expertise to support the entire OIG. The OIG will also look to use the Recent Graduates Program in the year 2025 and beyond.



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 employees.

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

Email: gpoighotline@gpo.gov

Call Hotline: 1-866-447-6644 (1-866-4-GPO-OIG)



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