



Department of the Treasury
Office of Inspector General

STRATEGIC PLAN

Fiscal Years 2022-2026



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MESSAGE FROM THE DEPUTY INSPECTOR GENERAL

I am pleased to present the Department of the Treasury Office of Inspector General (Treasury OIG) Strategic Plan for Fiscal Years (FY) 2022 to 2026. Building on the success of the Treasury OIG FY 2018-2022 Strategic Plan, these goals and related objectives will improve the integrity, efficiency, and effectiveness of Department of the Treasury (Treasury) programs and operations within the Treasury Department and across our jurisdictional boundaries while ensuring that Treasury OIG remains positioned to support and uphold all required legislative and regulatory mandates.

The FY 2022-2026 Strategic Plan ensures that our agency is able to integrate our activities with the Department of Treasury's FY 2022-2026 Strategic Plan. Specifically, the goals and objectives outlined in this plan have a direct impact on the agency's mission performance and our day-to-day responsibilities to audit and investigate the programs and operations under our oversight; promote economy and efficiency and detect and prevent fraud and waste in those programs and operations; and keep senior leadership and Congress aware of problems and solutions.

The Treasury OIG is committed to achieving the goals and objectives outlined in the plan in a manner consistent with the spirit and intent of our legislative and regulatory authority. Through this plan, the Treasury OIG will strengthen its ability to provide independent and effective oversight to maintain the integrity, excellence, and values of the Department's programs and initiatives.

Sincerely,

Richard K. Delmar
Deputy Inspector General



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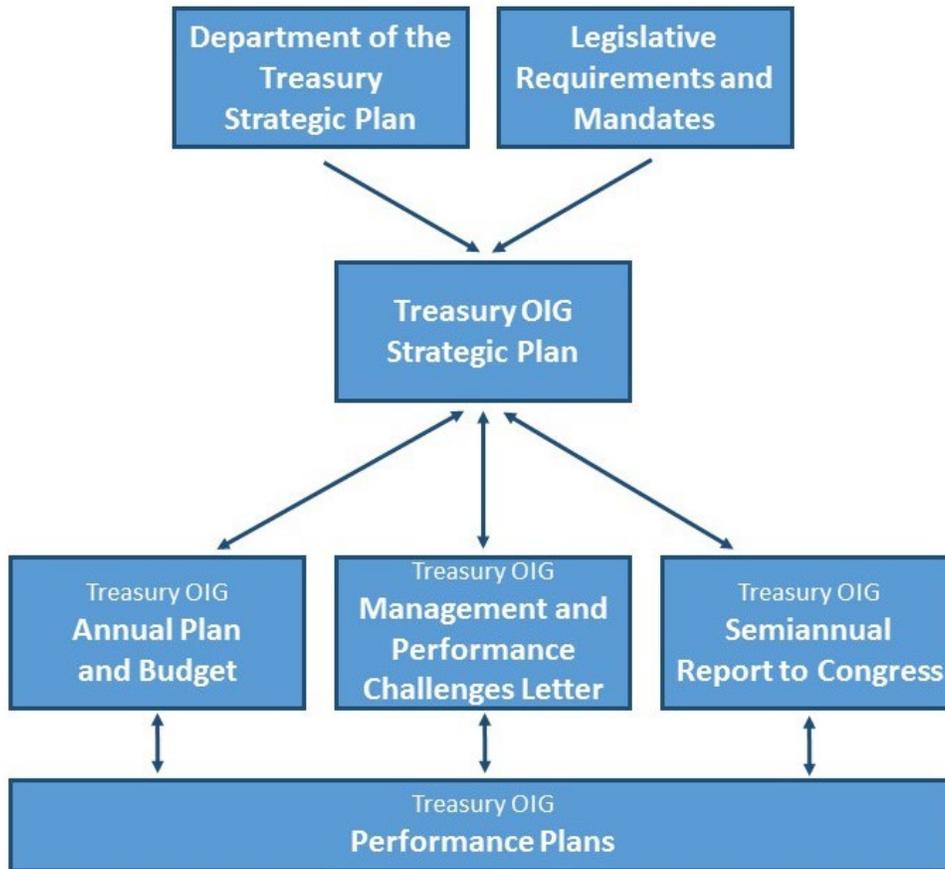
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INTRODUCTION

Treasury OIG Integrated Strategic Management Framework

The FY 2022-2026 Treasury OIG Strategic Plan provides an overarching framework enabling Treasury OIG to achieve its mission of promoting the integrity, efficiency, and effectiveness in programs and operations within the Treasury Department and across Treasury OIG’s jurisdictional boundaries. The plan accomplishes this objective in two ways. First, recognizing Treasury OIG’s role as an independent auditor, the plan serves as a reinforcing link to ensure that Treasury OIG’s activities align to the Department of the Treasury’s strategic goals, objectives, and program areas. Second, the plan outlines the guiding principles for Treasury OIG’s annual planning and budgeting, key mandated reports including the Management and Performance Challenges Letter, Semiannual Reports to Congress, and individual goal setting and performance planning and assessment.

The illustration below depicts Treasury OIG’s strategic and operating environment. In short, the cascading nature of the plan solidifies Treasury OIG’s linkage to the Treasury Department through its governing statutes and serves as a conduit for Treasury OIG’s internal planning documents and other management practices. Additional information about these management tools, including links to their locations online, is included in *Exhibit A* in the Appendices.



Strategic Alignment

Department of the Treasury Mission and Strategic Plan. The Department of the Treasury’s mission is to maintain a strong economy by promoting conditions that enable equitable and sustainable growth at home and abroad, combating threats to, and protecting the integrity of the financial system, and managing the U.S. government’s finances and resources effectively. For FY 2022-2026, the Department identified five strategic goals:

1. Promote Equitable Economic Growth and Recovery
2. Enhance National Security
3. Protect Financial Stability and Resiliency
4. Combat Climate Change
5. Modernize Treasury Operations

The Treasury OIG Strategic Plan directly aligns with the Department's Strategic Plan for FY 2022-2026 and supports the achievement of the Department's mission and goals by promoting the integrity, efficiency, and effectiveness in programs and operations within the Treasury Department and across Treasury OIG's jurisdictional boundaries. *Exhibit B* in the Appendices includes additional details regarding the alignment of Treasury OIG's goals to those of the Department.

Government Performance and Results Act (GPRA) Modernization Act of 2010. This plan is aligned with the GPRA Modernization Act of 2010, which requires regular review of the performance goals and objectives of each Federal agency as outlined in the Office of Management and Budget (OMB) Circular No. A-11, Preparation, Submission, and Execution of the Budget.

To align with these requirements and support accountability, the Treasury OIG Strategic Plan includes objectives and success indicators to measure progress, which will be assessed on a regular basis.

TREASURY OIG AT-A-GLANCE

Mission

The Treasury OIG mission is to promote the integrity, efficiency, and effectiveness in Treasury programs and operations within the Treasury Department and across our jurisdictional boundaries. The Treasury OIG vision is to:

- Be a leader in protecting and promoting the interests of the Government and the public;
- Build on success, promote innovation, and embrace change to continuously improve; and
- Inspire a workforce that embodies the highest standards of integrity, professionalism, and technical proficiency.

Values

Treasury OIG staff demonstrate the following values in performing their duties:

- Excellence. We fulfill our mission by providing relevant, professional, and timely products and services.
- Integrity. We promote and carry out the highest standards of transparency, objectivity, fairness, accountability, and reliability in our workforce to earn the trust of all stakeholders.
- Respect. We extend consideration and appreciation to employees, customers, and stakeholders and foster a fair, open, honest, and collaborative work environment. We promote diversity and equal opportunity throughout the organization.
- Innovation. We continually seek new ways to accomplish our work, achieve excellence, and communicate with stakeholders. We are dedicated to staying current with top risks and challenges and developing our staff to effectively and proactively address risks.

Commitment to Diversity, Equity, Inclusion, and Accessibility

Treasury OIG remains committed to fostering diversity and inclusion at all levels of our day-to-day mission. It is the cornerstone of OIG's organizational values of high performance, integrity, trust, partnership, and protecting people. We know that hiring and retaining individuals with an array of talents, ideas and experiences propels the innovation that drives our success. A diverse workforce and inclusive culture helps us strengthen communication and collaboration, is fair and provides equitable opportunities, and empowers employees with the resources and support they need to succeed and support the mission.

Purpose and Authority

The Department of the Treasury Office of Inspector General (Treasury OIG) was established in 1989 by the Secretary of the Treasury in accordance with the 1988 amendments to the Inspector General Act of 1978 (IG Act). As such, Treasury OIG functions as an independent and objective organization within the Department and operates in compliance with the IG Act, which requires it to:

- Conduct and supervise audits and investigations relating to the Treasury programs and operations

- Provide leadership and coordination and recommend policies for activities designed to (1) promote economy, efficiency, and effectiveness, and (2) prevent and detect fraud and abuse in Department programs and operations
- Provide a means for keeping the Secretary of the Treasury and Congress fully and currently informed about problems and deficiencies relating to the administration of such programs and operations and the necessity for and progress of corrective action

The Treasury OIG's leaders and staff exercise their duties and responsibilities relating to all Treasury programs and operations except those of the Internal Revenue Service (IRS), which is under the jurisdictional oversight of the Treasury Inspector General for Tax Administration (TIGTA); the Troubled Asset Relief Program (TARP), which is under the jurisdictional oversight of the Special Inspector General for the Troubled Asset Relief Program (SIGTARP); and the "Emergency Relief and Taxpayer Protections" provision of Section 4003 in Division A of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), which is under the jurisdictional oversight of the Special Inspector General for Pandemic Recovery (SIGPR).

Treasury OIG authorities have expanded significantly to oversee financial assistance programs that provide economic support to transportation industry workers; renters and homeowners; and state, local, territorial, and tribal government entities negatively impacted by the Coronavirus Disease 2019 (COVID-19) health pandemic. The Treasury Inspector General is a member of the Pandemic Response Accountability Committee, created within the Council of Inspectors General on Integrity and Efficiency under the CARES Act, to oversee and display pandemic relief program spending.

Treasury OIG exercises audit and investigative authority to monitor and oversee the Coronavirus Relief Fund (CRF) established under Title VI of the Social Security Act, as amended by Title V of the CARES Act. Treasury made direct payments to States, units of local government, the District of Columbia, U.S. Territories, and Tribal governments. The CARES Act assigned Treasury OIG with responsibility for monitoring and oversight of the receipt, disbursement, and use of funds, as well as, authority to recoup funds if it is determined that recipients fail to comply with uses of funds for COVID-19 related costs under Section 601 (d), "Uses of Funds," of the Social Security Act, as amended. The CARES Act also authorized financial assistance to the airline industry under the "Air Carrier Worker Support" provisions to ensure the continuation of workers' payroll and benefits with the stipulation that employees are not involuntarily furloughed and do not receive reductions in pay and benefits. The CARES Act requires the Treasury OIG to audit the certifications of sworn financial data submitted to Treasury by passenger and cargo carriers (collectively referred to as air carriers) and contractors that do not report such data to the Department of Transportation under under 14 CFR, Part 241.

The Consolidated Appropriations Act, 2021 (CAA, 2021) extended Treasury OIG's oversight authorities to audit certifications of non-241 air carriers and contractors that receive financial assistance under the "Airline Worker Support Extension" provisions; and established within Treasury the Emergency Rental Assistance (ERA) Program, the Emergency Capital Investment Program (ECIP), and the Community Development Financial Institutions Rapid Response Program (CDFI RRP). The CAA, 2021 also mandated that Treasury OIG (1) conduct monitoring and oversight of the receipt, disbursement, and use of ERA funds, and to recoup funds in the event that it is determined a recipient failed to comply with the

ERA requirements under CAA, 2021; and (2) submit a report, not less than twice a year, to Congress and to the Secretary of the Treasury, on the oversight of ECIP and CDFI RRP, including recommendations for improvements to the programs.

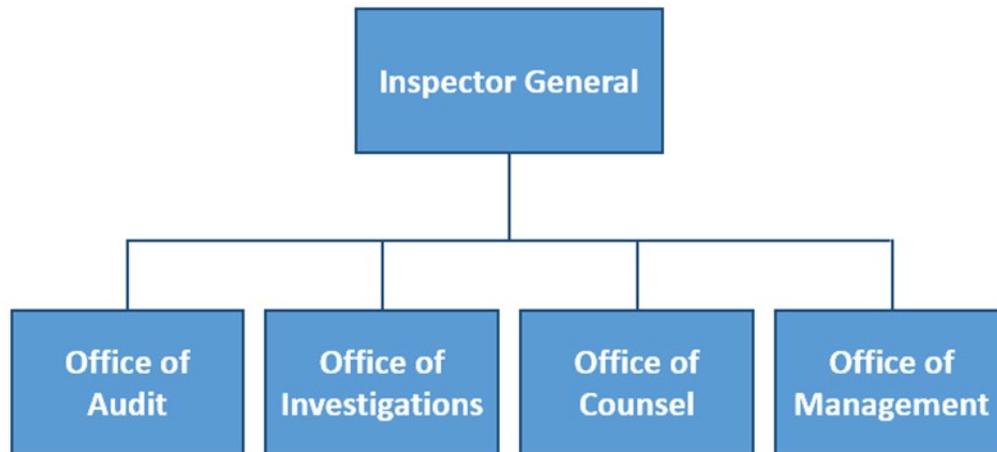
The American Rescue Plan Act of 2021 (ARP) increased funding for ERA and established the Homeowner Assistance Fund within Treasury. As authorized under ARP, Treasury OIG exercises audit and investigative oversight of additional ERA funding and HAF, but was not given recoupment authority in the event that it is determined a recipient failed to comply with respective program requirements. The Among other things, ARP also amended Title VI of the Social Security Act by establishing the Coronavirus State and Local Fiscal Recovery Funds, reauthorized the State Small Business Credit Initiative under the Small Business Jobs Act of 2010, and increased funding under the “Air Transportation Payroll Support Program Extension.” Treasury OIG exercises audit and investigative oversight of financial assistance provided to recipients of funds under these multibillion programs.

Under the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act of 2012 (RESTORE Act), Treasury OIG executes independent audit and investigative oversight of programs and operations funded by the Gulf Coast Restoration Trust Fund (Trust Fund) that extends to the Gulf Coast Ecosystem Restoration Council (Council), established as an independent Federal entity, and the Gulf Coast Ecosystem Restoration Science, Observation, Monitoring, and Technology Program (Science Program) administered by the National Oceanic and Atmospheric Administration (NOAA) of the U.S. Department of Commerce. With regard to the Council and the Science Program, Treasury OIG keeps the Secretary of Commerce and Congress fully informed.¹

¹ As of the writing of this Strategic Plan, the Administrator of the Environmental Protection Agency serves as the chair of the Council.

Organizational Structure

Treasury OIG is headed by an Inspector General who is appointed by the President with the advice and consent of the Senate. As shown below, Treasury OIG is comprised of four offices that all report to the Inspector General. With approximately 220 employees in total, all of the offices are headquartered in Washington, D.C., and there is an audit field office in Boston, Massachusetts.



Offices

The *Office of Audit* performs audits or provides oversight of audits performed by others to promote economy and efficiency throughout the Department; to comply with mandated audit requirements; and to prevent and detect fraud, waste, and abuse. These audits are performed in accordance with generally accepted government auditing standards. The Office of Audit also performs evaluations and other reviews in accordance with quality standards issued by the Council of Inspectors General on Integrity and Efficiency (CIGIE). Additionally, in accordance with the RESTORE Act, the Office of Audit provides oversight of the Council and the Science Program administered by NOAA. In accordance with the Small Business Jobs Act of 2010, the Assistant Inspector General for Audit performs the functions of the Special Deputy Inspector General for Small Business Lending Fund Program Oversight.

The Office of Investigations is responsible for conducting criminal, civil, and administrative investigative activities relating to complaints of fraud, waste, and abuse of Treasury programs and operations within Treasury Department and other entities across Treasury OIG's jurisdictional boundaries.

The Office of Counsel provides legal advice on audits, investigations, and administrative matters; provides ethics advice and assures compliance with financial disclosure requirements; represents Treasury OIG in administrative litigation at the Merit System Protection Board and the Equal Employment Opportunity Commission; responds to requests for information pursuant to the Freedom of Information Act (FOIA) and Privacy Act; and reviews proposed legislation and regulations.

The Office of Management coordinates resources and policy activities that support Treasury OIG's mission. Resources and policy activities include asset and facilities management, budget and finance, human resources, information technology, contracting and procurement, general policies and procedures, and liaison to other organizations.

Legislative Requirements and Mandates Driving Treasury OIG's Work

Treasury OIG is responsible for promoting the integrity, efficiency, and effectiveness in Treasury programs and operations of Treasury and other entities and programs across its jurisdictional boundaries. Relevant mandates and other significant legislation influencing the work performed by Treasury and Treasury OIG include, but are not limited to:

Inspector General Act of 1978, as amended. Led to the creation of Treasury OIG, and gives it the authority and responsibility to audit and investigate the Department's programs and operations; to promote economy and efficiency and detect and prevent fraud and waste in those programs and operations; and to keep the Secretary and Congress aware of problems and solutions.

Government Management Reform Act of 1994. With other laws, requires Treasury OIG to conduct or supervise audits of Treasury's consolidated financial statements and those of certain component entities in accordance with generally accepted government auditing standards.

Bank Secrecy Act and USA Patriot Act of 2001. Strengthened U.S. measures to prevent, detect, and prosecute international money laundering and the financing of terrorism.

Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank). Established responsibilities for Treasury and created new offices to fulfill those responsibilities. Most notably, Dodd-Frank established the Council of Inspectors General on Financial Oversight (CIGFO), chaired by the Treasury Inspector General, to discuss the broader financial sector and ways to improve financial oversight.

Small Business Jobs Act of 2010. Designated the Treasury OIG to provide oversight of the Small Business Lending Fund providing capital investments to eligible institutions in order to increase the availability of credit for small businesses, and the State Small Business Credit Initiative (SSBCI) which allocated funds to participating states to fund a variety of programs to encourage lending. SSBCI, which sunsetted on September 27, 2017, was reauthorized under the *American Rescue Plan Act of 2021* and allocates funds to participating states and Tribal Governments.

Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act of 2012 (RESTORE Act). Dedicates 80 percent of administrative and civil penalties related to the Deepwater Horizon oil spill to a Gulf Coast Restoration Trust Fund and outlines a structure by which the funds can be utilized to restore and protect the natural resources, ecosystems, fisheries, marine and wildlife habitats, beaches, coastal wetlands, and economy of the Gulf Coast. Further expanded Treasury OIG's duties and responsibilities by authorizing Treasury OIG to conduct independent audit and investigative oversight of programs and operations funded by the Trust Fund that extends to the Gulf Coast Ecosystem Restoration Council, established as an independent Federal entity, and the Gulf Coast

Ecosystem Restoration Science, Observation, Monitoring, and Technology Program, administered by the National Oceanic and Atmospheric Administration of the U.S. Department of Commerce.

Federal Information Security Modernization Act of 2014 (FISMA). Requires Federal agency OIGs to conduct an annual assessment of the effectiveness of the information security programs and practices. Treasury OIG conducts annual assessments of Treasury and the Gulf Coast Ecosystem Restoration Council.

Cybersecurity Act of 2015. Requires biennial joint interagency reporting to Congress, in consultation with Inspectors General of the Intelligence Community (IC IG) and CIGFO, on the actions of the executive branch in implementing cyber security information sharing.

Trade Facilitation and Trade Enforcement Act of 2015 (Trade Act). Requires Treasury OIG to report to Congress on the effectiveness of measures taken by the Department of Homeland Security's U.S. Customs and Border Protection (CBP) on the protection of revenue including the collection of countervailing and antidumping duties; the assessment, collection, and mitigation of commercial fines and penalties; the use of bonds to secure that revenue; and the adequacy of CBP policies with respect to the monitoring and tracking of merchandise transported in bond and collecting duties, as appropriate. The Trade Act also requires that Treasury OIG report on the effectiveness of CBP's activities to measure accountability and performance for the protection of revenue; the number and outcome of investigations instituted by CBP with respect to the underpayment of duties; and the effectiveness of training for personnel of the CBP with respect to the collection of duties. Treasury OIG must also report to Congress on the specifics relating to the establishment of the Importer Risk Assessment Program.

Geospatial Data Act of 2018 (GDA). Requires the Inspector General of a covered agency to submit to Congress, not less than once every two years, an audit of the collection, production, acquisition, maintenance, distribution, use, and preservation of geospatial data by the covered agency. GDA Section 759(c) requires that IGs review respective "covered agency's" compliance with: (1) standards for geospatial data, including metadata for geospatial data established by the Federal Geographic Data Committee (FGDC) under Section 757; (2) specific responsibilities under Section 759(a); and (3) limitations on the use of Federal funds under Section 759A.

Payment Integrity Information Act of 2019 (PIIA). Establish requirements for Federal agencies to cut down on improper payments made by the Federal Government. Agencies must conduct a program-specific risk assessment for each program or activity identified by the agency, provide the methodology for identifying and measuring improper payments, and report on actions the agency intends to take to prevent future improper payments. PIIA replaces the *Improper Payments Elimination and Recovery Act of 2010 (IPERA)*. PIIA also requires OIGs to review their respective agencies' risk assessments and report on agencies' compliance with PIIA.

Coronavirus Aid, Relief, and Economic Security Act (CARES Act). Amended Title VI of the Social Security Act, establishing the Coronavirus Relief Fund for the purpose of providing \$150 billion in direct assistance to States, units of local government, the District of Columbia, U.S. Territories, and Tribal Governments. The CARES Act assigned Treasury OIG the responsibility for monitoring and oversight of

the receipt, disbursement, and use of funds, as well as, authority to recoup funds if it is determined that recipients fail to comply with uses of funds for COVID-19 related costs under Section 601 (d), “Uses of Funds,” of the Social Security Act, as amended. The CARES Act also authorized financial assistance to the airline industry under the “Air Carrier Worker Support” provisions to ensure the continuation of workers’ payroll and benefits with the stipulation that employees are not involuntarily furloughed and do not receive reductions in pay and benefits. Treasury OIG is required to audit the certifications of sworn financial data submitted to Treasury by air carriers and contractors that do not report such data to the Department of Transportation under under 14 CFR, Part 241.

Consolidated Appropriations Act, 2021 (CAA, 2021). Extended and created new programs to address the financial impacts of the COVID-19 health pandemic. The CAA, 2021 established the Emergency Rental Assistance (ERA) Program to support landlords and renters and assigned Treasury OIG authority to monitor and oversee ERA and recoup funds that do not comply with use of funds requirements of the CAA, 2021. To support community development, CAA, 2021 established the Emergency Capital Investment Program (ECIP), and the Community Development Financial Institutions Rapid Response Program (CDFI RRP). Treasury OIG is required to submit a report, not less than twice a year, to Congress and to the Secretary of the Treasury, on the oversight of ECIP and CDFI RRP, including recommendations for improvements to the programs. CAA, 2021 also extended air carrier and contractor support under the “Airline Worker Support Extension“ provisions and authorized Treasury OIG to audit certifications of non-241 air carriers and contractors that receive financial assistance under the CAA,2021.

American Rescue Plan Act of 2021 (ARP). Extended COVID-19 economic relief to individuals, communities, businesses, and industries through creating the Homeowner Assistance Fund (HAF); extending financial assistance under the ERA Program and the “Air Transportation Payroll Support Program Extension;” and reauthorizing the SSBCI under the *Small Business Jobs Act of 2010*. ARP authorized funding for Treasury OIG to conduct oversight of ERA and HAF. Treasury OIG performs oversight of SSBCI under an interagency agreement with Treasury.

External Factors Affecting Treasury OIG’s Strategic Outlook

In addition to the Congressional priorities and mandates outlined above, there are a number of external factors that heavily influence Treasury OIG’s work. The pace of technological change has a significant impact on everything from financial markets to key industries to how we conceive of currency. Specifically, Treasury continues to grapple with the increasing frequency and complexity of cyber threats. Another external factor that affects Treasury OIG’s work is the increasing sophistication of criminals and other bad actors who seek to defy U.S. and international laws and who attempt to exploit the nation’s financial industry. These external challenges require Treasury OIG to devote additional resources to monitoring current activities and anticipating future threats to U.S. national security and financial stability. Changes in Administration, Department, or Congressional priorities and requests for specific work related to these or other external factors could affect Treasury OIG’s resource allocation and achievement of the goals and objectives outlined in this plan.

STRATEGIC GOALS, OBJECTIVES, AND INDICATORS TO EVALUATE PROGRESS

Overview

Treasury OIG established four strategic goals for FY 2022-2026 to direct its work, satisfy all legal responsibilities, address areas of high risk, serve its internal and external customers and stakeholders, and support the Department in accomplishing its strategic goals.

Treasury OIG’s strategic goals are summarized in the table below. The sections that follow provide additional information to guide Treasury OIG in successfully accomplishing and remaining accountable for each of these goals – including strategic objectives and indicators that Treasury OIG will use to evaluate its progress in accomplishing them. The indicators listed also provide direction for additional measures that Treasury OIG will identify during annual planning activities each year to evaluate progress on a more operational level.

| Treasury OIG Strategic Goals FY 2022-2026 | |
|---|---|
| 1 | Promote the integrity, efficiency, and effectiveness of programs and operations across Treasury OIG’s jurisdictional boundaries through audits and investigations |
| 2 | Proactively support and strengthen the ability of programs across Treasury OIG’s jurisdictional boundaries to identify challenges and manage risks |
| 3 | Fully and currently inform stakeholders of Treasury OIG findings, recommendations, investigative results, and priorities |
| 4 | Enhance, support, and sustain a workforce and strengthen internal operations to achieve the Treasury OIG mission, vision, and strategic goals |

Goal 1

Goal 1 focuses on mission-critical day-to-day audit and investigative responsibilities delegated to Treasury OIG and pursuant to legal mandates.

| <p style="text-align: center;">Goal 1: Promote the integrity, efficiency, and effectiveness of programs and operations across Treasury OIG’s jurisdictional boundaries through audits and investigations</p> | | |
|---|--|--------------|
| Strategic Objectives | Indicators to Evaluate Progress | OIG Lead |
| 1.1 Develop an operational approach and tactical plans that implement the Treasury OIG mission and goals | <ul style="list-style-type: none"> • Develop and issue a timely, comprehensive Annual Plan that guides the use of resources and outlines Treasury OIG’s major initiatives, priorities, and challenges in the areas of highest risk • Ensure stakeholder input throughout the planning process • Integrate new mandates (e.g., GDA, PIIA, CARES Act, CAA, 2021) into the annual planning process • Increase the knowledge and skill base of Treasury OIG regarding programs, operations, and other responsibilities, as well as emerging issues and risks | AIGA |
| 1.2 Execute value-added audits and investigations | <ul style="list-style-type: none"> • Meet statutory requirements for audits and reports • Issue audit and investigative products that are relevant and strengthen the programs and operations of Treasury and the Gulf Coast Ecosystem Restoration Council • Conduct investigations that result in criminal, civil, or administrative actions and recover taxpayer monies • Conduct annual reviews of audit and investigations operations to demonstrate compliance with quality standards and project milestones | AIGA AIGI |
| 1.3 Continuously review audit and investigative processes and products to promote their efficiency and effectiveness | <ul style="list-style-type: none"> • Develop innovative ways to conduct, package, and distribute audit and investigative results to stakeholders | AIGA AIGI |

Goal 2

Goal 2 includes objectives that proactively strengthen Treasury OIG’s detection and performance work and support the Department in strengthening the programs, guidance, and implementation of risk management initiatives.

| Goal 2: Proactively support and strengthen the ability of programs across Treasury OIG’s jurisdictional boundaries to identify challenges and manage risks | | |
|--|---|------------|
| Strategic Objectives | Indicators to Evaluate Progress | OIG Lead |
| 2.1 Enhance risk-based audit planning | <ul style="list-style-type: none"> Continuously update and integrate an annual risk assessment into the annual planning process Review and comment on proposed rules, regulations, procedures, and policy guidance concerning their impact on the economy, efficiency, and integrity of programs and operations across Treasury OIG’s jurisdictional boundaries | AIGA |
| 2.2 Assist in the early detection and prevention of fraud, waste, and abuse in Treasury programs and operations | <ul style="list-style-type: none"> Provide integrity awareness briefings to employees and stakeholders Implement proactive integrity projects Participate in Treasury-sponsored conferences and training to discuss vulnerabilities identified in audit and investigative work | AIGI |
| 2.3 Provide leadership and support to CIGFO, fostering communication and collaboration among member Inspector Generals and ensuring mandated requirements are met | <ul style="list-style-type: none"> Recommend working group projects for CIGFO consideration Lead or participate in working group projects approved by CIGFO Provide executive and administrative support to CIGFO | IG AIGA |

Goal 3

Goal 3 involves communicating effectively with Treasury OIG stakeholders and focuses on external communication with Congress, the Secretary and Deputy Secretary of the Treasury, the Chair of the Gulf Coast Ecosystems Restoration Council (currently the Secretary of Commerce), other OIGs, the U.S. Government Accountability Office (GAO), and the American public.

| Goal 3: Fully and currently inform stakeholders of Treasury OIG findings, recommendations, investigative results, and priorities | | |
|--|---|--------------------|
| Strategic Objectives | Indicators to Evaluate Progress | OIG Lead |
| 3.1 Ensure stakeholders are apprised of critical audit and investigations issues, priorities, work products, and results | <ul style="list-style-type: none"> Consistently and proactively communicate key issues to stakeholders through reports and periodic briefings Regularly report Treasury OIG work and findings (e.g., Semiannual Report to Congress, the Inspector General’s Management and Performance Challenges Letter to the Treasury Secretary and the Chair of the Gulf Coast Ecosystem Restoration Council) | IG AIGA AIGI |
| 3.2 Enhance the impact of Treasury OIG within the Inspector General community and Federal law enforcement community | <ul style="list-style-type: none"> Partner with the CIGIE on joint projects in support of the Inspector General community Collaborate with other OIGs on joint audits, investigations, and projects Take on leadership roles within the audit and investigative communities | AIGI AIGA |
| 3.3 Increase and maintain public and media outreach | <ul style="list-style-type: none"> Identify key findings and investigative results to highlight in public outreach activities Develop innovative ways to highlight Treasury OIG priorities and results | DIG |
| 3.4 Ensure compliance with FOIA | <ul style="list-style-type: none"> Proactively make all Treasury OIG reporting information available online to the public as appropriate Consistently provide timely, accurate, and thorough responses to all requests received from the public regarding access to Treasury OIG reporting information | OC |

Goal 4

Goal 4 focuses on maintaining and improving internal human capital functions and infrastructure to provide for the achievement of the Treasury OIG Strategic Plan.

| Goal 4: Enhance, support, and sustain a workforce and strengthen internal operations to achieve the Treasury OIG mission, vision, and strategic goals | | |
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| Strategic Objectives | Indicators to Evaluate Progress | OIG Lead |
| 4.1 Ensure Treasury OIG has a diverse, professional, and highly skilled workforce | <ul style="list-style-type: none"> • Develop and clearly communicate a strategy for hiring, training, and developing the workforce • Enhance diversity and inclusion efforts by implementing targeted strategies to recruit, develop, and retain a high-performing organization • Develop strategies to retain critical institutional knowledge to provide for the continuity of talent needed for mission achievement • Align appraisal process with strategic goals and annual plans • Implement individual development plans to ensure staff continue to meet technical proficiency and continuing education requirements | AIGM |
| 4.2 Ensure Treasury OIG's infrastructure supports the workforce's ability to achieve the Treasury OIG mission, vision, and goals | <ul style="list-style-type: none"> • Acquire and deploy state-of-the-art technology to enable Treasury OIG to securely meet its strategic goals and annual plans • Ensure Treasury OIG staff are sufficiently trained in basic and advanced capabilities of systems • Regularly review the budget formulation process to ensure alignment with strategic priorities • Develop, document, and communicate business and procurement processes to ensure mission critical operations are efficient and effective | AIGM |
| 4.3 Enhance collaboration and communication among all Treasury OIG functions | <ul style="list-style-type: none"> • Leverage IT systems and new system features to improve communications and business processes, with emphasis on mobile communications and systems integration • Provide timely and quality legal advice to support mission needs • Regularly share within Treasury OIG findings, | AIGM |

| | | |
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| | results, and feedback on the disposition of referrals and recommendations | |
| | <ul style="list-style-type: none">• Conduct regular reviews and discussions of progress toward accomplishing Treasury OIG’s strategic goals | |

CONCLUSION

The goals, objectives, and indicators outlined in the Treasury OIG FY 2022-2026 Strategic Plan will guide Treasury OIG’s work and help the agency promote the integrity, efficiency, and effectiveness of Treasury programs and operations within its jurisdictional boundaries. Treasury OIG will integrate the priorities reflected here into its operational documents, such as the Treasury OIG Annual Plan and employee performance plans, and accomplishments will be tracked on a regular and ongoing basis.

APPENDICES

Exhibit A: Key Documents Driving Treasury OIG Mission

Key Planning Documents

Department of the Treasury Strategic Plan – Sets the strategic direction for the Department for several years by outlining the Department’s strategic goals, objectives, strategies, and example measures and indicators to measure progress. Available on the Treasury website:

<https://oig.treasury.gov/planning-docs>

Treasury OIG Strategic Plan – Sets the strategic direction for the Treasury OIG for several years by outlining Treasury OIG’s strategic goals, objectives, and indicators to measure progress.

Available on the Treasury OIG website: <https://oig.treasury.gov/planning-docs>

Treasury OIG Annual Plan – Outlines Treasury OIG’s mission-related priorities, performance measures, and planned projects by issue area for the year. Available on the Treasury OIG website:

<https://oig.treasury.gov/planning-docs>

Key Mandated Reports

Inspector General’s Management and Performance Challenges Memorandum to the Treasury Secretary – Provides the Inspector General’s perspective on the most serious management and performance challenges facing the Department of the Treasury. In accordance with the Reports Consolidation Act of 2000, the Inspector General submits this perspective annually to the Treasury Secretary. Available on the Treasury OIG website: <https://oig.treasury.gov/Management-Challenges-Letter>

Inspector General’s Management and Performance Challenges Letter to the Chair of the Gulf Coast Ecosystem Restoration Council – Provides the Inspector General’s perspective on the most serious management and performance challenges facing the Council. In accordance with the Reports Consolidation Act of 2000, the Inspector General submits this perspective annually to the Council Chair. Available on the Treasury OIG website: <https://oig.treasury.gov/Management-Challenges-Letter>

Semiannual Report to Congress – Includes Treasury OIG’s activities for the ending period and the major issues and concerns identified during Treasury OIG’s reviews, audits, and evaluations, along with recommendations for corrective action. In accordance with the IG Act, as amended, Treasury OIG submits this report to Congress for the periods ending March 31 and September 30 of each year. Available on the Treasury OIG website: <https://oig.treasury.gov/semiannual-reports-congress>

Exhibit B: Alignment of Treasury OIG Strategic Goals to Treasury Strategic Goals

| Treasury OIG Strategic Goals FY 2022-2026 | Treasury Strategic Goals FY 2022-2026 | | | | |
|--|---|--|---|--|--|
| | Goal 1: Promote Equitable Economic Growth and Recovery | Goal 2: Enhance National Security | Goal 3: Protect Financial Stability and Resiliency | Goal 4: Combat Climate Change | Goal 5: Modernize Treasury Operations |
| Goal 1: Promote the integrity, efficiency, and effectiveness of programs and operations across Treasury OIG’s jurisdictional boundaries through audits and investigations | • | • | • | • | |
| Goal 2: Proactively support and strengthen the ability of programs across Treasury OIG’s jurisdictional boundaries to identify challenges and manage risks | • | • | • | • | |
| Goal 3: Fully and currently inform stakeholders of Treasury OIG findings, recommendations, investigative results, and priorities | • | • | • | • | |
| Goal 4: Enhance, support, and sustain a workforce and strengthen internal operations to achieve the Treasury OIG mission, vision, and strategic goals | | | | • | • |

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Treasury OIG Website

Access Treasury OIG reports and other information online:

<http://www.treasury.gov/about/organizational-structure/ig/Pages/default.aspx>

Prevent and Report Fraud, Waste, and Abuse

OIG Hotline for Treasury Programs and Operations – Call toll free: 1-800-359-3898

Gulf Coast Resotation Hotline – Call toll free: 1-855-584.GULF (4853)

Email: Hotline@oig.treas.gov

Submit a complaint using our online form:

<https://www.treasury.gov/about/organizational-structure/ig/Pages/OigOnlineHotlineForm.aspx>