

The background features a complex, abstract network of white and light blue nodes connected by thin lines, set against a dark blue gradient. The nodes are scattered across the frame, with some appearing more prominent than others. The overall aesthetic is modern and technological.

U.S. Office of Personnel Management
Office of the Inspector General
Strategic Plan
Fiscal Year 2023-2028

Table of Contents

- Strategic Framework 3**
- Trends Shaping the U.S. Government, OPM, OIG 4**
- Strategic Goals 5**
- Letter from the Inspector General 6**
- OPM OIG Facts and Figures 7**
- Goal 1: Oversight 8**
 - Strategic Objective 1.1 8
 - Strategic Objective 1.2 9
 - Strategic Objective 1.3 10
- Goal 2: Data Analytics 11**
 - Strategic Objective 2.1 11
 - Strategic Objective 2.2 12
 - Strategic Objective 2.3 12
- Goal 3: Strategic Investment 13**
 - Strategic Objective 3.1 13
 - Strategic Objective 3.2 14
 - Strategic Objective 3.3 15
- Goal 4: Partnerships & Outreach 16**
 - Strategic Objective 4.1 16
 - Strategic Objective 4.2 17
 - Strategic Objective 4.3 18



Goal 1
Oversight



Goal 2
Data Analytics



Goal 3
Strategic Investment



Goal 4
Partnership
& Outreach



Strategic Framework

Mission

To provide independent, transparent, and objective oversight of the U.S. Office of Personnel Management's (OPM) programs and operations.

Vision

Oversight through Innovation

Core Values

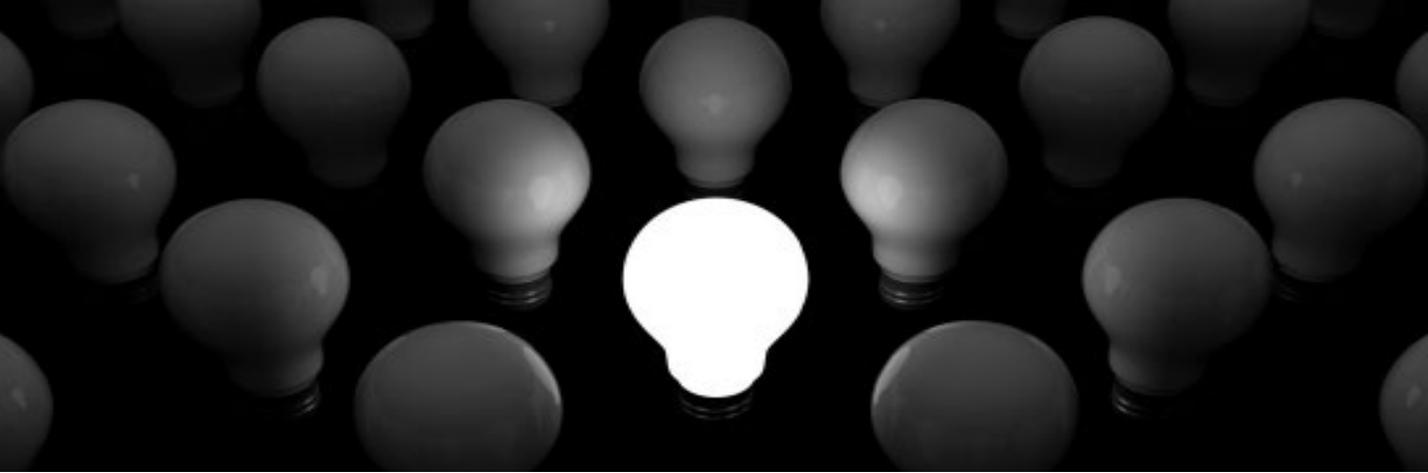
Vigilance - Safeguard OPM's programs and operations from fraud, waste, abuse, and mismanagement.

Integrity - Demonstrate the highest levels of professionalism and independence in our work and operations.

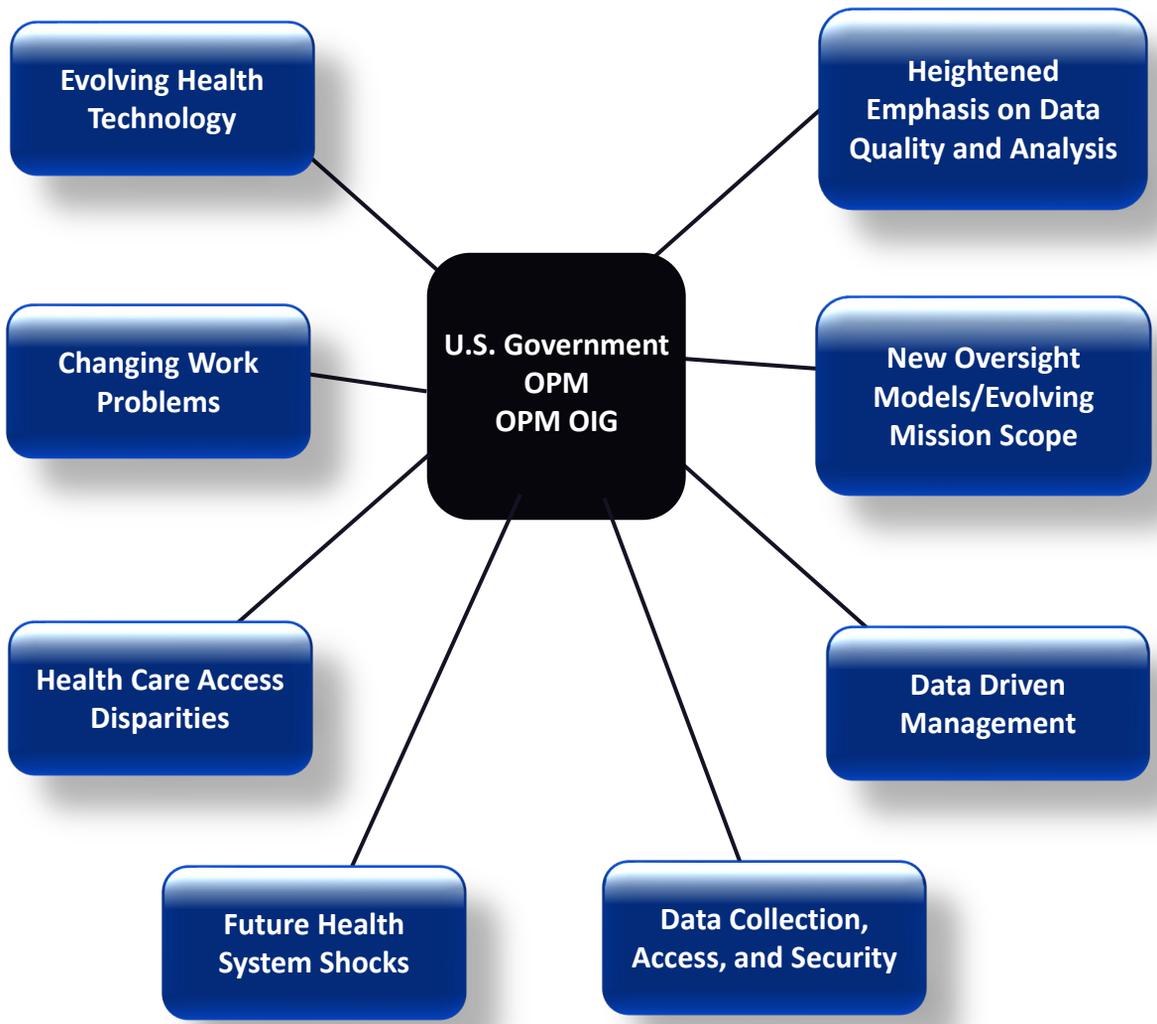
Empowerment - Emphasize our commitment to invest in our employees to promote our effectiveness.

Excellence - Promote best practices in OPM's management of program operations.

Transparency - Foster clear communication with OPM leadership, Congress, and the public.



Trends Shaping the U.S. Government, OPM, and the OPM OIG's Oversight



Strategic Goals

Goal 1: Oversight

Provide effective and meaningful oversight of the agency through audits, investigations, and evaluations to assure the integrity, efficiency, timeliness, and effectiveness of the agency's services.

Goal 2: Data Analytics

Develop the OPM OIG's Data Analytics program to apply leading-edge data management and analytics techniques to improve our ability to build data-driven evidence-based audit, evaluation & investigation programs.

Goal 3: Strategic Investment

Enhance the performance of the OPM OIG through strategic investments in employees and resources.

Goal 4: Partnerships & Outreach

Leverage Partnerships and Outreach to become a Gold Standard Oversight Office.

Letter from the Inspector General

I am pleased to present the U.S. Office of Personnel Management's Office of the Inspector General's (OPM OIG) Strategic Plan for Fiscal Years 2023-2028 (Plan). This Plan provides a vision for how the OIG will leverage innovation to achieve four strategic goals over the next five years. These goals will serve as guideposts for transformation, utilizing the strengths and expertise of the OPM OIG staff to become a standard-bearer for accountability, transparency, and excellence.

Our staff from across the OPM OIG led a collaborative process that utilized the best practice of strategic foresight to craft this Plan. We will utilize an agile, phased approach to implement our strategic goals taking into consideration emerging trends, the current landscape of OPM's operations, and input from stakeholders.

An intentional commitment to our staff must underscore implementation of this Plan for it to be successful. The OPM OIG has a high performing workforce that carries out our mission to provide independent, transparent, and objective oversight of OPM's programs and operations. Investment in the future of the OIG workforce will be a focus over the next five years including investments in training, building a strong, diverse talent pipeline, and assessing the OIG's infrastructure to identify areas in need of improvement.

Investment in the future of the OIG workforce will be a focus over the next five years including investments in training, building a strong, diverse talent pipeline, and assessing the OIG's infrastructure to identify areas in need of improvement.

The OPM OIG navigated serious challenges during recent years in response to the COVID-19 pandemic. While all future challenges cannot be predicted, we have crafted a nimble plan for oversight that will enable the OPM OIG to identify and respond to trends. The OPM OIG will focus on enhancing data analytics capabilities to conduct proactive oversight in order to better prevent fraud, waste and abuse, before it happens. A proactive approach by the OPM OIG will help make OPM more effective and efficient and ensure the interests of American taxpayers are protected.

The OPM OIG's oversight portfolio includes oversight of OPM's trust funds that hold over \$1.1 trillion in assets and disburse over \$140 billion in benefits annually to more than 8 million current and retired civil service employees and eligible family members. These trust funds hold assets from the health care, retirement, and life insurance programs for Federal employees. In addition, the Postal Service Reform Act of 2022 required OPM to establish a new Postal Service Health Benefits Program by 2025. The OPM OIG is committed to conducting strong, proactive oversight of OPM's implementation of this new program in addition to other OPM programs.

OPM OIG Facts and Figures

Audits performed by the OPM Office of the Inspector General (OIG) have returned over \$880 million to the Federal Employees Health Benefits Program (FEHBP) Trust Fund since the beginning of FY 2001.

The Office of Investigations has separately recovered more than \$800 million to the FEHBP and the Civil Service Retirement and Disability Fund Trust Funds, coordinated 40,655 Hotlines contacts and complaints, been involved in more than 950 arrests, and has secured more than 1,200 indictments and nearly 1,000 convictions since the beginning of FY 2001.

The Administrative Sanctions Group has over 26,000 Suspensions and Debarments of FEHBP providers currently in effect since FY 2001.

The Office of Evaluations has issued 12 final reports since its inception in FY 2015 with 35 recommendations.



Goal 1: Oversight

Provide effective and meaningful oversight of the agency through audits, investigations, and evaluations to assure the integrity, efficiency, timeliness, and effectiveness of the agency's services.



Strategic Objective 1.1

Provide relevant, accurate, and timely information to stakeholders, including meaningful input and feedback to the agency on operations and services in order to safeguard against fraud, waste, abuse, and mismanagement.

Audit and investigation scopes are usually several years in the past, and it can be difficult for stakeholders to draw meaningful conclusions based on outdated information. Availability and timeliness of data available to the OPM OIG frequently slows down audits, investigations, and evaluations. The OPM OIG needs to pair robust analysis with timely data so that it can have the tools to audit, investigate, and evaluate in real time.

Performance Goals

-  Complete at least 90% of the Office of Audit's risk-based adjusted audit agenda.
-  Quality Investigative Reports yield appropriate remedies 93% of the time.
-  Reduce the number of open audit and evaluation recommendations.

Strategic Objective 1.2

Promote innovation and collaboration to provide effective oversight operations resulting in insights that improve health care policy and outcomes, ultimately protecting the health and safety of the enrollees.

Review oversight activities to ensure that they add value and that they ensure the integrity, efficiency, and effectiveness of the agency's services. This will be accomplished through meaningful partnerships between divisions within the OPM OIG and relationships with external stakeholders.

Performance Goals

-  Track and review oversight activities and verify that the findings and outcomes are meaningful.
-  Investigative reports meet or exceed timely investigative standards 93% of the time.
-  Increase identification of high-risk areas for vulnerabilities that trigger improper payments.

Strategic Objective 1.3

Focus on promoting our presence and objectives to OPM employees, OPM contractors, and the public to further promote whistleblower awareness, protection, and reporting.

The OPM OIG recognizes the critical role that whistleblowers play in promoting a more accountable, effective, and efficient government. We show commitment to make sure all employees, contractors, and external stakeholders are aware of applicable whistleblower rights.

Performance Goals



Build the OPM OIG's presence on social media platforms.



Provide resources (including the contact information for the OPM OIG's Hotline) for OPM employees and contractors.



Work with internal and external entities to promote our mission.



Maintain certification by the U.S. Office of Special Counsel in accordance with the requirements under 5 U.S.C. § 2302(c) regarding whistleblower protections and prohibited personnel practices.

Goal 2: Data Analytics

Develop the OPM OIG's Data Analytics program to apply leading-edge data management and analytics techniques to improve our ability to build data-driven evidence-based audit, evaluation & investigation programs.



Strategic Objective 2.1

Building a robust data-centric technical infrastructure.

This will enhance the development of a modernized data platform that allows for accurate, timely data driven audits and investigations using health benefits claims data as well as other relevant oversight data.

Performance Goals

-  Successfully implement a comprehensive data visualization and analytics platform meeting the needs of the OPM OIG's mission.
-  Benchmark a marked increase in the number of audits and investigations opened as a result of internal proactive data analytics.
-  Fully implement a data analytics program with focus on artificial intelligence and machine learning capabilities.

Strategic Objective 2.2

Develop a data analytics savvy workforce.

The OPM OIG will commit to building a workforce capable of using data analytics as a routine job function through training and data-savvy recruitment efforts.

Performance Goals

-  Implement a dedicated data analytics training/onboarding program for all appropriate staff.
-  Develop and/or improve position descriptions that include relevant data literacy elements.
-  Establish an analytics center of excellence for effective cross-organization collaboration and knowledge sharing.

Strategic Objective 2.3

Implement a holistic data management framework focusing on people, processes, and technology.

The OPM OIG will develop a data management strategy to bring together different aspects of the organization to prioritize the collection, organization, and dissemination of data to meet mission needs.

Performance Goals

-  Development of a strategic vision for a data analytics program.
-  Establish a data governance program to manage the end-to-end data pipeline.
-  Measure the progress of meeting the prioritized mission needs.

Goal 3: Strategic Investment

Enhance the performance of the OPM OIG through strategic investment in employees and resources.



Strategic Objective 3.1

Empower the OPM OIG’s diverse workforce by investing in training and professional development to be known as one of “best places to work” in the Federal government.

Measure success by the organization’s commitment to the workforce’s potential and align human capital and asset acquisition strategies with the OPM OIG mission and objectives.

Performance Goals

-  Establish and develop a formalized professional development training program that is accessible to all employees through internal and external opportunities.
-  Distribute, analyze, and improve the Federal Employee Viewpoint Survey (FEVS) and pulse survey results, which gauge employee engagement and employee satisfaction.
-  Review and analyze employee turn-over rate, as well as exit interviews, and make appropriate improvements.
-  Establish a comprehensive leadership/staff training curriculum for all OPM OIG disciplines (Aligned with Goal 4 of the OPM OIG’s Diversity, Equity, Inclusion, and Accessibility [DEIA] Strategic Plan)
-  Develop a mentoring program (Aligned with Goal 4, DEIA Strategic Plan)

Strategic Objective 3.2

Build a strong talent pipeline for recruitment by enhancing outreach efforts (Aligned with Goal 4, DEIA Strategic Plan).

Build and develop relationships with external entities to enhance recruitment of new employees.

Performance Goals



Create an Office of Investigations (OI) Cooperative Education (Co-Op) Program.



Develop five percent of the OI workforce through the OI Co-Op Program by 2028.



Establish on-going relationships with colleges/universities as well as professional organizations.



Promote career opportunities through the OPM OIG's website and through social media platforms.

Strategic Objective 3.3

Assess the current OPM OIG infrastructure to identify where improvements are needed to maximize our value.

Discuss current infrastructure with leaders from each business unit to identify organizational needs. Identify any new technology that can be used to improve operations. Design a plan that aligns procurement strategy with current and future needs, while taking budgetary constraints into consideration.

Performance Goals

-  Ensure that sufficient OPM OIG resources are aligned with the priorities of the Strategic Plan, including adequate support to mission ratio.
-  Establish an Investment Review Board that is responsible for reviewing and prioritizing large information technology investments.
-  Develop a listing of prioritized operational needs and then track the results.

Goal 4: Partnerships & Outreach

Leverage Partnerships and Outreach to become a Gold Standard Oversight Office.



Strategic Objective 4.1

Develop support from the U.S. Office of Management and Budget (OMB) and Congressional stakeholders on all budget requests.

Due to the limited visibility of the OPM OIG's projects and initiatives, it is not always prioritized when budgets are created. Shifting priorities between administrations makes it important for the OPM OIG to demonstrate how preventing fraud, waste, abuse, and mismanagement can uniquely help any administration to achieve its goals. The OPM OIG needs to have an effective and cooperative outreach effort with our strategic stakeholders. The OPM OIG will increase cross training between the budget analysis team and congressional liaison team in order to ensure that the liaison team can effectively represent office budgetary needs.

Performance Goals

-  OPM OIG Budget analyst and Congressional liaison teams are adequately staffed and cross-trained.
-  Enacted appropriations support the mission needs.
-  Staff level employees enhance budget request preparation.

Strategic Objective 4.2

Establish collaborative partnerships with entities we oversee (OPM, Contractors, etc.).

To achieve this, the OPM OIG will routinely communicate with program offices for reasons other than audits, evaluations, or investigations to develop a cooperative working relationship. Allegations of wrongdoing by contractors must be investigated. The diverse levels of capabilities can make it difficult to communicate and establish a common baseline understanding amongst all contractors. The OPM OIG will strive to have a more collaborative relationship with each contractor.

Performance Goals

-  OPM and its contractors are cooperative participants in oversight activities.
-  Working groups are developed with OPM contractors outside the context of oversight activities.
-  The OPM OIG provides proactive input to the OPM Director on critical initiatives.
-  Pulse surveys are sent to OPM regarding the value of the OPM OIG.
-  Cross-training/details are increased between OPM and the OPM OIG to increase operational awareness from both perspectives.

Strategic Objective 4.3

To have strong working relationships with our oversight partners (CIGIE, DOJ, etc.).

Resources are directed towards OIG offices which have established themselves as leaders in the various aspects of the Inspector General (IG) community. The OPM OIG will increase efforts to display its strengths. Building a data driven partnership with DOJ and our investigative partners will provide greater insight and clarity regarding the impact of the allegation on OPM programs and allow our investigators to lead the investigation and increase the impact of our results. Increased timeliness and quality of analyzed data will allow the OPM OIG to identify trends and outliers sooner and be able to proactively initiate investigations.

Performance Goals

-  OPM OIG Management and subject matter experts (SMEs) routinely give demonstrations and presentations of OPM OIG areas of expertise to relevant public/private sector entities.
-  The OPM OIG is routinely consulted by other OIG offices on a variety of issues – both oversight and infrastructure related.
-  The number of OPM OIG investigative referrals accepted by prosecutors are increased.



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