



OFFICE OF INSPECTOR GENERAL

Federal Labor Relations Authority

FIVE-YEAR STRATEGIC PLAN FISCAL YEARS 2012-2017

Plan No. 2012-01

Message from the Inspector General



I am pleased to present the Federal Labor Relations Authority (FLRA), Office of Inspector General's (OIG) strategic plan for Fiscal Years 2012-2017. This plan will guide the FLRA OIG work over the next 5 years as we support the Chairman, Authority Members, and the Congress.

The FLRA OIG has four broad responsibilities: conducting, and supervising audits and investigations; reviewing legislation; making recommendations to management aimed at promoting the efficiency, effectiveness and integrity of the establishment; and keeping the Chairman, Authority Members and Congress fully apprised about its compliance with laws, regulations and policies and recommending corrective actions, when appropriate.

This strategic plan provides information which addresses how we will fulfill statutory requirements established by the Inspector General Act of 1978, as amended, and identifies our planned work. The plan aims to establish a deeper linkage between our work, the larger FLRA organizational objectives and the material and unvarying recommendations from the Congress.

This plan is a living document that creates a roadmap for the future, shapes our commitments, and establishes the parameters to measure our success. While designed around specific expectations and indicators of success, it is also intended to be flexible, sensitive to the availability of resources, and adaptive to the dynamic environment in which the FLRA OIG operates.

Sincerely,

Dana Rooney-Fisher
Inspector General

TABLE OF CONTENTS

| | PAGE |
|--|-------------|
| STRATEGIC PLAN OVERVIEW | 1 |
| WHO WE ARE | 2 |
| Values..... | 2 |
| Roles and Responsibilities | 3 |
| GOALS, OBJECTIVES, AND MEASURES BY GOAL | 4 |
| Goals..... | 4 |
| Objectives and Measures by Goal..... | 4 |
| Goal 1: Conduct organizational activities consistent with statutory requirements | 4 |
| Goal 2: Ensure FLRA complies with applicable laws, regulations and policies (LRPs) | 6 |
| Goal 3: Ensure FLRA programs are executed efficiently and effectively..... | 8 |
| APPENDIX A | 10 |
| Acronyms and Abbreviations..... | 10 |

STRATEGIC PLAN OVERVIEW



| <p><i>Goal 1</i></p> <p>Conduct organizational activities consistent with statutory requirements.</p> | <p><i>Goal 2</i></p> <p>Ensure FLRA complies with applicable laws, regulations and policies.</p> | <p><i>Goal 3</i></p> <p>Ensure FLRA programs are executed efficiently and effectively.</p> |
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| <p>Objectives</p> <ul style="list-style-type: none"> Ensure compliance with provisions of the Inspector General Act of 1978, as amended, including key requirements such as completing mandatory audits, reviews and reports. Successfully undergo a peer review every 3 years. | <p>Objectives</p> <p>Ensure compliance with: laws, regulations and policies pertaining to:</p> <ul style="list-style-type: none"> financial management; information technology; acquisition/procurement; and human capital management. | <p>Objectives</p> <ul style="list-style-type: none"> Review implementation of the GPRA Modernization Act of 2010. Identify opportunities for realizing savings or avoiding costs. |

WHO WE ARE

Values

The OIG will accomplish its mission and conduct its operations consistent with the following values:

Independence

Independence is a fundamental value guiding OIG operations and our arms-length partnership with the Chairman and Authority Members. In all matters, we will make independent and objective judgments free from:

- undue internal and external influences or pressures, or other organizational impairments.
- personal bias or other personal impairments.
- direct financial or other potential conflicts of interest.

Integrity

The OIG adheres to the highest standards of integrity in its dealings with its employees, as well as the Chairman and Authority Members, Congress, and the public. We will:

- be honest, candid, fair, and constructive.
- conduct our work in an objective, fact-based, nonpartisan, and non-ideological manner.
- use Government information, resources, and position for official purposes.
- exercise discretion in using information acquired during the course of our work, appropriately balancing transparency with the proper use of that information.
- honor our responsibilities to the public interest, consistent with the highest ethical principles.

Excellence

Achieving our mission demands quality and high performance standards. We will:

- bring appropriate knowledge, skills, and abilities to our work.
- maintain an effective quality control process.
- build efficiency, effectiveness, and security into our infrastructure, internal operations, and work processes.
- make constructive recommendations to address problems and issues, with proper consideration of the Authority's mission, goals, functions, and risks.

Professionalism

We effectively use our knowledge, skills, and experience to perform our duties, in good faith and with integrity. We will:

- treat others with respect and dignity.
- follow applicable professional and technical standards.
- comply with applicable laws and regulations.
- conduct our work in a constructive manner.
- exercise professional judgment and common sense.

Public Interest

The public interest is defined as the collective well-being of the community of the people and entities that we serve. We will:

- seek to protect the public interest and preserve the public trust.
- observe integrity, objectivity, and independence in our work.
- be accountable and responsive to the FLRA, the Congress, and the public.

Roles and Responsibilities

The IG Act of 1978, as amended, (hereafter referred to as the IG Act), requires the FLRA and other small agencies to establish an OIG. FLRA is a designated Federal entity under the IG Act.

The FLRA OIG is responsible for:

- (1) conducting and supervising audits and investigations relating to FLRA programs and operations;
- (2) reviewing legislation;
- (3) recommending policies designed to promote economy, efficiency, and effectiveness of the establishment; and
- (4) keeping the Chairman, Authority Members and Congress fully and currently informed about problems and deficiencies, as well as the necessity for corrective actions.

GOALS, OBJECTIVES, AND MEASURES BY GOAL

Goals

The FLRA OIG has developed three goals and eight corresponding objectives to guide our work over the next 5 years. We have also developed measures to help assess our progress towards achieving our objectives. Each objective highlights areas of focus where we plan to target our efforts.

Objectives and Measures by Goal

Goal 1: Conduct organizational activities consistent with statutory requirements.

The IG Act establishes FLRA OIG requirements for conducting independent audits, investigations, inspections and evaluations, and other reviews of the FLRA's programs and operations. Consistent with these requirements, our work will focus on the two strategic objectives described below.

Objective 1.1: Ensure compliance with provisions of the IG Act including key requirements such as completing mandatory audits, reviews and reports.

In accordance with the IG Act, the FLRA OIG conducts, supervised and coordinates audits and evaluations relating to the programs and operations of the FLRA.

Semiannual Reports: The OIG is required to prepare a Semiannual Report in accordance with the IG Act. The report covers audits, investigations and other reviews conducted by the OIG for a 6 month period. Section §5(b) of the IG Act provides that the semiannual report must be transmitted by the establishment head to the appropriate committees or subcommittees of the Congress within 30 days after receipt of the report. Further, the IG Act requires the Semiannual Report of the Inspector General to be made available to the public within 60 days upon request and at a reasonable cost. This requirement can be satisfied by posting the reports to the Agency's internet website.

Measure 1.1.1: Complete the OIG Semiannual Reports to Congress

Target: The reports are completed in a timely manner and in accordance with applicable standards.

Financial Statement Audits: The FLRA OIG oversees the work of an independent public accounting (IPA) firm contracted to conduct the audit of FLRA’s financial statements in accordance with Government Auditing Standards and applicable policy (e.g., Office of Management and Budget guidance).

In general, the objective of the audits is to obtain reasonable assurance about whether the financial statements are free of material misstatement. The audits include examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, and include reporting on compliance with laws and regulations. During Fiscal Years 2012 to 2017, the IPA’s audit will include assessing the operating effectiveness of the FLRA’s internal controls over financial reporting, in accordance with the prescribed regulations or statutory requirements.

Measure 1.1.2: Complete annual financial statement audits.

Target: The audits are completed in a timely manner and in accordance with applicable standards.

Federal Information Security Management Act: The Federal Information Security Management Act (FISMA), Title III of Public Law 107-347, requires that each agency develop and implement an agency-wide security program to provide information security throughout the life cycle of all agency systems, including systems managed on behalf of the agency by another agency, contractor, or other source. The FISMA looks to the agency’s Chief Information Officer (CIO) to ensure compliance with the Act’s requirements.

The FISMA also requires each OIG to perform an annual independent evaluation of their agency’s information security program and practices. The evaluations are designed to test the effectiveness of controls and techniques for a representative subset of the agency’s information systems and to assess compliance with the FISMA requirements. Each agency head is required to submit the results of the OIG’s independent evaluation—along with the agency’s report of the adequacy and effectiveness of information security policies, procedures, and practices—to the Director of the Office of Management and Budget (OMB) on an annual basis.

We plan to perform an independent evaluation of FLRA’s information security program and practices on an annual basis.

Measure 1.1.3: Complete annual reviews of the Authority’s information security program.

Target: The reviews are completed in a timely manner and in accordance with applicable standards.

Objective 1.2: Successfully undergo a peer review every 3 years.

Peer Review: Offices of Inspector General who engage in performing audits are required to undergo (and perform) reviews of other OIG offices on a 3-year cycle. Peer reviews are conducted of an OIG audit organization's system of quality control in accordance with the Council of Inspectors General on Integrity and Efficiency Guide for Conducting External Peer Reviews of the Audit Organizations of Federal Offices of Inspector General, based on requirements in the Government Auditing Standards (Yellow Book). Federal audit organizations can receive a rating of pass, pass with deficiencies, or fail.

Measure 1.2: Rating on the peer review.

Target: Rating of pass.

Goal 2: Ensure FLRA complies with applicable laws, regulations and policies (LRPs).

Objective 2.1: Ensure compliance with LRPs pertaining to financial management.

The FLRA OIG plans to perform compliance audits or reviews in the following areas:

The Prompt Payment Act: This act requires executive departments and agencies to pay commercial obligations within certain time periods and to pay interest penalties when payments are late. The Prompt Payment Act ensures that Federal agencies pay vendors in a timely manner.

OMB Circular No. A-11: This circular provides guidance on preparing the agency's budget and instructions on budget execution.

OMB Circular A-123: This circular defines management's responsibility for internal control in Federal agencies.

Measure 2.1: Number of reviews or evaluation conducted within the focus areas above.

Target: Perform at least one review covering the compliance with financial management LRPs over the next 5 years.

Objective 2.2: Ensure compliance with LRPs pertaining to information technology.

The FLRA OIG plans to perform compliance audits or reviews in the following areas:

Review of Progress Towards Implementing Trusted Internet Connections Initiative

In November 2007, OMB announced the Trusted Internet Connections (TIC) initiative to optimize individual agency network services into a common solution for the Federal Government. Agencies were required to develop and submit comprehensive Plans of Action and Milestones (POA&Ms) to reduce and consolidate the number of external access points, including Internet connections; and ensure that all external connections are routed through an OMB-approved TIC.

The OIG will review FLRA's progress in implementing the TIC initiative.

Measure 2.2: Number of reviews or evaluation conducted within the focus area above.

Target: Perform at least one review covering the compliance with information technology LRPs over the next 5 years.

Objective 2.3: Ensure compliance with LRPs pertaining to acquisition/procurement.

The FLRA OIG plans to perform compliance audits or reviews in the following areas:

The Buy American Act (41 U.S.C. § 10a–10d) requires the Federal Government to purchase domestic supplies for use in the United States, if— (a) The supply contract exceeds the micro-purchase threshold; or (b) The supply portion of a contract for services that involves the furnishing of supplies exceeds the micro-purchase threshold. The Buy American Act has separate provisions for supply contracts and construction contracts and applies to small business set-asides.

The Federal Acquisition Regulation: The Office of Federal Procurement Policy in the OMB plays a central role in shaping the policies and practices Federal agencies use to acquire the goods and services they need to carry out their responsibilities. The OMB issues the Federal Acquisition Regulation, which is a substantial and complex set of rules governing the Federal government's purchasing process.

The OMB also issues policy guidance through Federal acquisition circulars.

Measure 2.3: Number of reviews or evaluation conducted within the focus areas above.

Target: Perform at least one review covering the compliance with acquisition/procurement LRPs over the next 5 years.

Objective 2.4: Ensure compliance with LRPs governing human capital management.

The FLRA OIG plans to perform compliance audits or reviews in the following areas:

Timekeeping and Attendance Practices: The OIG will review the agency policies, practices and controls pertaining to the accuracy of time and attendance record keeping. The review will include identifying and assessing the adequacy of controls that have been placed into operation and the degree of compliance with such controls.

Telework Enhancement Act of 2010: The law provides a framework to enable Federal agencies to maximize the use of telework, which aids in the recruitment of new Federal workers, the retention of current employees, and the ability of the Federal Government to maintain operations in the face of events, such as weather-related emergencies and situations involving a threat to national security. The law requires Federal agencies to provide interactive telework training for employees who are eligible and interested in participating in telework and for their managers. The training must be successfully completed prior to the signing of a written telework agreement.

The OIG will review compliance with provisions of the act.

Measure 2.4: Number of reviews or evaluation conducted within the focus areas above.

Target: Perform at least one review covering the compliance with human capital management LRPs over the next 5 years.

Goal 3: Ensure FLRA programs are executed efficiently and effectively.

Objective 3.1: Review implementation of the GPRA Modernization Act of 2010.

The FLRA OIG plans to perform compliance audits or reviews in the following area:

Under both the Government Performance and Results Act (GPRA) of 1993 and the GPRA Modernization Act of 2010, agencies shall include in their strategic plan the elements in 5 USC 306.

The OMB Circular A-11, Section 210 describes the content and timeframes required in strategic plans according to the GPRA Modernization Act of 2010. Section 210.9 requires agencies to publish an updated strategic plan, which meets several requirements of the GPRA Modernization Act, concurrent with the publication of

the Fiscal Year 2013 Budget in February 2012. In addition, after the February 2012 update, agencies must issue a new strategic plan in February 2014.

Measure 3.1: Number of reviews or evaluation conducted within the focus area above.

Target: Perform at least one evaluation or review in the area above during the next 5 years.

Objective 3.2: Identify opportunities for realizing savings or avoiding costs.

The OIG plans to conduct reviews (or evaluations) of the FLRA's operations. These types of reviews are performance reviews which will focus on assessing the operational efficiency and effectiveness of various business processes. We also plan to evaluate the agency's implementation of authoritative guidance in the areas of performance management and operational efficiency. For example, we plan to evaluate agency progress towards achieving operational efficiency goals contained in Executive Order 13589 -- "Promoting Efficient Spending." This order requires each agency to establish a plan for reducing the combined costs associated with certain activities, as well as activities included in the Administrative Efficiency Initiative in the Fiscal Year 2012 Budget, by not less than 20 percent below Fiscal Year 2010 levels. The target reductions are intended to be effective (realized) in Fiscal Year 2013. The order requires FLRA to submit a plan to the OMB and requires the OMB to monitor implementation of these plans consistent with Executive Order 13576 of June 13, 2011 (Delivering an Efficient, Effective, and Accountable Government).

Measure 3.2: Number of reviews or evaluation conducted within the focus area above.

Target: Perform at least one review in the areas of performance management and operational efficiency and effectiveness during the next 5 years.

Acronyms and Abbreviations

| | |
|-------------------|---|
| CIO | Chief Information Officer |
| CPIC | Capital Planning and Investment Control |
| FISMA | Federal Information Security Management Act |
| FLRA | Federal Labor Relations Authority |
| GPRA | Government Performance and Results Act |
| IG | Inspector General |
| IPA | Independent Public Accountant |
| IT | Information Technology |
| LRP | Laws, Regulations and Policies |
| OIG | Office of Inspector General |
| OMB | Office of Management and Budget |
| POA&Ms | Plans of Action and Milestones |
| TIC | Trusted Internet Connections |