



# OIG Office of Inspector General

Federal Labor Relations Authority

## STRATEGIC PLAN

Fiscal Years 2026 – 2030

September 2025

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# Message from the Inspector General

I am pleased to present the Federal Labor Relations Authority (FLRA) Office of Inspector General (OIG) Strategic Plan for Fiscal Years 2026-2030. This strategic plan outlines the vision and priorities that will guide the office as we provide objective oversight and promote economy, efficiency, effectiveness, and integrity of FLRA programs.

The FLRA-OIG has four broad responsibilities: conducting and supervising audits and investigations; reviewing legislation and regulations; 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 serious problems, abuses, and deficiencies and recommending corrective actions, when appropriate.

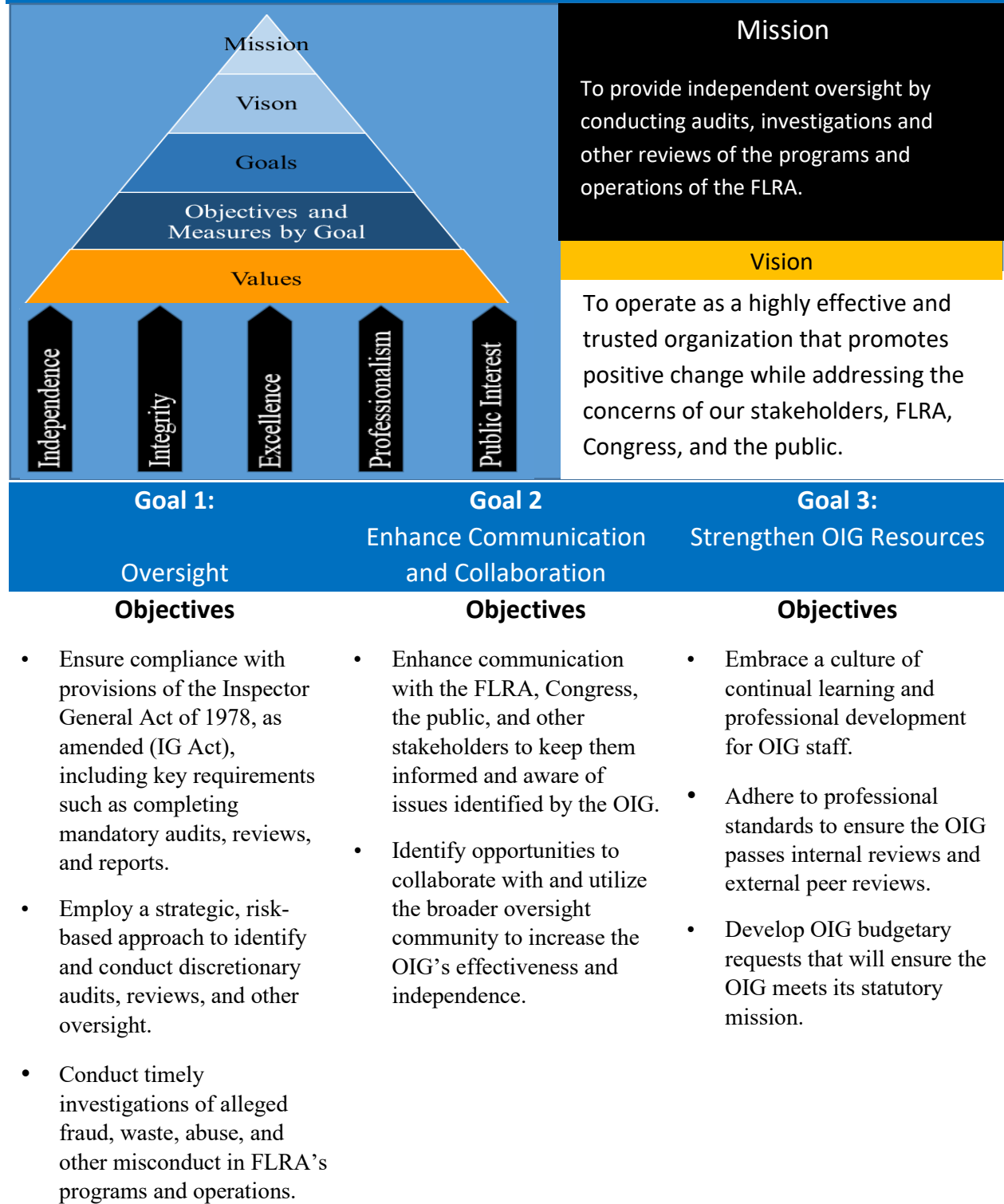
This strategic plan addresses how we will fulfill statutory requirements established by the Inspector General Act of 1978, as amended, 5 U.S.C. §§ 401-424, and identifies our long-term work. The plan aims to establish a deeper linkage between our work, the larger FLRA organizational objectives, and recommendations from the Congress.

This plan is a roadmap to guide our workforce in planning and conducting oversight work, optimizing use of our available resources, and delivering results for our stakeholders. 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.



Dana A. Rooney  
Inspector General

# STRATEGIC PLAN OVERVIEW



# FLRA-OIG AT-A-GLANCE

## Mission

The OIG's mission is to provide independent oversight by conducting audits, investigations, and other reviews of the programs and operations of the FLRA.

We carry out our mission by:

- conducting independent audits and reviews of FLRA programs and operations, the security of information technology, compliance with applicable laws and regulations, and the accuracy of financial reports; and
- investigating allegations of fraud, waste, abuse, and other misconduct.

## Values

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

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### INDEPENDENCE

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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.

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### INTEGRITY

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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

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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

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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

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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, 5 U.S.C. §§ 401-424, requires the FLRA and other agencies to establish an OIG. FLRA is a “designated Federal entity” under the IG Act.

The FLRA-OIG is responsible for:

- (1) Conducting audits and investigations of FLRA programs and operations;
- (2) Reviewing legislation, recommending policies designed to promote economy, efficiency, and effectiveness of the FLRA; and
- (3) Report OIG activities to the Authority and the U.S. Congress involving FLRA problems and deficiencies, as well as the necessity for corrective actions.

# GOALS, OBJECTIVES, STRATEGIES, AND INDICATORS TO EVALUTE PROGRESS

## Goals

The FLRA-OIG established three strategic goals and eight corresponding objectives to guide our work over the next 5 years. We also developed indicators to evaluate progress towards achieving our objectives.

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### Strategic Goal 1—Oversight

Identify waste, fraud, and abuse and promote the integrity, efficiency, and effectiveness of FLRA programs and operations through audits, reviews, and investigations.

- Objective 1.1: Ensure compliance with provisions of the IG Act including key requirements such as completing mandatory audits, reviews, and reports.
- Objective 1.2: Employ a strategic, risk-based approach to identify and conduct discretionary audits, reviews, and other oversight.
- Objective 1.3: Conduct timely investigations of alleged fraud, waste, abuse, and other misconduct in FLRA’s programs and operations.

### Strategies

- Conduct annual and routine planning that prioritizes: (1) statutory requirements for audits and reports; (2) discretionary work concerning relevant issues and management challenges; and (3) investigative operations.
- Communicate findings and recommendations for improvement.
- Leverage the use of independent professional accounting firms to complete statutorily mandated audits and other reports when necessary to maximize the use of OIG resources.
- Provide the FLRA and stakeholders with effective and efficient mechanisms to report waste, fraud, and abuse.
- Promptly investigate and report on complaints and referrals that have merit.

### Indicators to Evaluate Progress

- Develop and issue an Annual Audit Plan.
- Meet statutory requirements for audits and reports.
- Conduct discretionary audits identified in the Annual Audit Plan.
- Issue audit and investigative products that are relevant and strengthen the

internal controls of FLRA programs and operations.

- Develop recommendations that are actionable and measurable.
- Promptly investigate, report, or refer the results of investigations as appropriate.

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## **Strategic Goal 2—Enhance Communication and Collaboration**

Enhance and maximize the OIG mission impact through effective communication and collaboration with stakeholders.

Objective 2.1: Enhance communication with the FLRA, Congress, the public, and other stakeholders to keep them informed and aware of issues identified by the OIG.

Objective 2.2: Identify opportunities to collaborate with and utilize the broader oversight community to increase the OIG’s effectiveness and independence.

### **Strategies**

- Communicate the results of OIG work to FLRA and other stakeholders in a timely manner.
- Conduct outreach to FLRA staff informing them on their right and duty to report waste, fraud, abuse, and other misconduct and their protections from reprisal for doing so.
- Promptly respond to Congressional requests for information.
- Engage and promote Council of the Inspectors General on Integrity and Efficiency (CIGIE) community priorities.
- Sustain and expand partnerships in the IG community.

### **Indicators to Evaluate Progress**

- Post audit reports on the OIG website and oversight.gov within three days of delivery to FLRA management.
- Provide the Semiannual Reports within the statutory reporting schedule.
- Provide periodic briefings and updates to FLRA leadership.
- Update and maintain the OIG website and hotline.
- Actively participate in meetings, workgroups, surveys, and other CIGIE-sponsored activities.
- Respond to Congressional inquiries in a timely manner.
- Develop innovative ways to distribute audit results to stakeholders.
- Utilize CIGIE and IG community resources where appropriate.



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## Strategic Goal 3—Strengthen OIG Resources

Enhance and maximize the OIG mission impact through professionalism, effective communication, and collaboration.

- Objective 3.1: Embrace a culture of continual learning and professional development for OIG staff.
- Objective 3.2: Adhere to professional standards to ensure the OIG passes internal reviews and external peer reviews.
- Objective 3.3: Develop OIG budgetary requests that will ensure the OIG meets its statutory mission

### Strategies

- Provide adequate training resources to OIG employees based on needs and professional development plans.
- Ensure OIG employees have the knowledge, skills, and abilities to assume leadership roles and implement succession plans when necessary.
- Maintain internal quality assurance and review programs to ensure the reliability and credibility of OIG work products.
- Identify necessary budgetary resources to address the OIG’s statutory requirements.

### Indicators to Evaluate Progress

- Audit staff maintain continuing professional education credits as required by Government Auditing Standards.
- Other OIG employees obtain required training for other professional requirements.
- Appointed Contracting Officer’s Representative (COR) completes the required COR training established by the Federal Acquisition Institute.
- Successfully undergo annual reviews of the OIG’s quality assurance program.
- Successfully undergo a peer review every 3 years.
- Develop and submit the OIG budgetary request to FLRA in accordance with the IG Act.
- Communicate with the Office of Management and Budget and Congressional officials with regards to budgetary requirements, as appropriate.

## CHALLENGES AND RISKS

The OIG has identified potential internal risk and external challenges beyond the control of the OIG, which could affect the OIG fully realizing its strategic goals. The internal risk is primarily related to the fact that the FLRA-OIG is very small and has limited resources. The FLRA-OIG is comprised of the Inspector General, an attorney/investigator, and an auditor. A small OIG has the same required audits and reports as a large OIG; however, the FLRA-OIG has only two full-time equivalent (FTE) employees in addition to the IG to fulfill the requirements. Any turnover in positions will have a significant impact on the OIG efforts.

The main external challenges to the strategic plan are:

1. Having sufficient budget resources to accomplish the OIG's strategic plan and goals;
2. Maintaining the OIG's FTE level; and
3. Any new statutory requirements for OIG that are not accounted for in OIG's budget and FTE level.

## Acronyms and Abbreviations

COR	Contracting Officer's Representative
CIGIE	Council of the Inspectors General on Integrity and Efficiency
FLRA	Federal Labor Relations Authority
FTE	full-time equivalent
IG Act	Inspector General Act of 1978, as amended
OIG	Office of Inspector General

# Contacting the Office of Inspector General



If you know of fraud, waste, abuse, or misconduct relating to an FLRA program, contract, or employee, you may report it to the FLRA-OIG Hotline.

**OIG Hotline:** [www.flra.gov/OIG-Hotline](http://www.flra.gov/OIG-Hotline)

When reporting information, you may choose to be confidential, which means the FLRA-OIG will not disclose your identity without your consent, unless the Inspector General determines that such a disclosure is unavoidable during the course of an investigation. You may instead choose to be anonymous. Anonymous reports may limit our ability to process the information you provide as we would not be able to contact you for additional information or clarification. To learn more about the FLRA-OIG, visit our website at:

[www.flra.gov/components-offices/offices/office-inspector-general](http://www.flra.gov/components-offices/offices/office-inspector-general).

## **OIG Contact Information**

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