



**OFFICE OF INSPECTOR GENERAL**

*Federal Labor Relations Authority*

**STRATEGIC  
PLAN  
2017-2021**

# 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 2017-2021. 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,

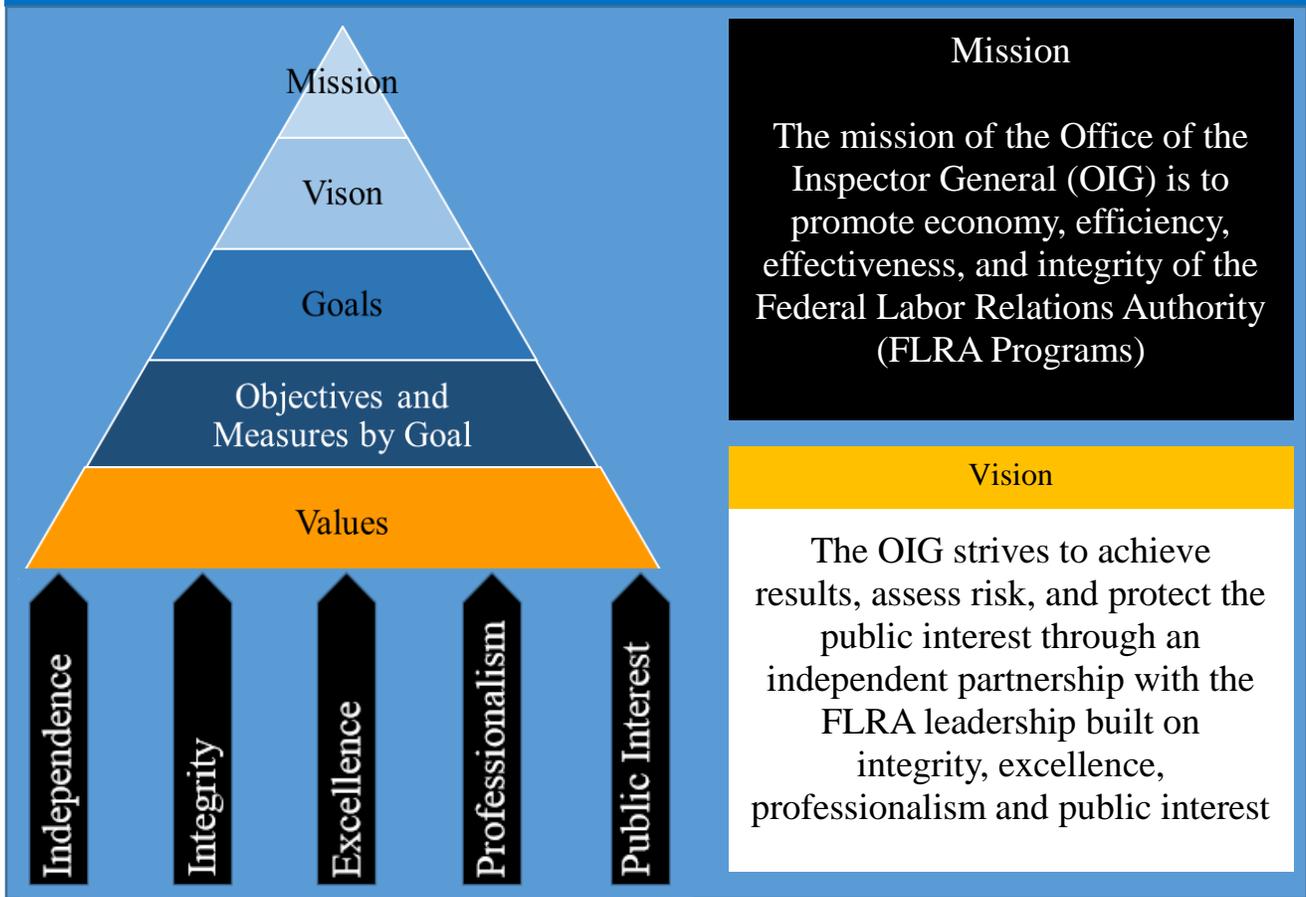
A handwritten signature in blue ink that reads "Dana J. Rooney".

Dana Rooney  
Inspector General

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# STRATEGIC PLAN OVERVIEW



**Goal 1**  
 Conduct organizational activities consistent with statutory requirements.

- Objectives*
- 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.
  - Successfully undergo an annual review of the OIG's quality assurance program.

**Goal 2**  
 Ensure FLRA complies with applicable laws, regulations and policies.

- Objectives*
- Ensure compliance with laws, regulations and policies pertaining to:
- financial management;
  - information technology;
  - acquisition/procurement; and
  - human capital management.

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

- Objectives*
- Review implementation of the Government Performance and Results Act (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 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 Inspector General 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 nine 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, supervises 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 Statements Audit:** The FLRA OIG oversees the work of an independent public accountants (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 audit 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 2017 to 2021, 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 statements audit.**



**Target:** Audit is 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 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.

*Government Charge Card Abuse Prevention Act of 2012:* On October 5, 2012, the President signed into law the Government Charge Card Abuse Prevention Act of 2012 (Charge Card Act), Public Law 112-194, which reinforced Administration efforts to prevent waste, fraud, and abuse of Government-wide charge card programs. On September 6, 2013, OMB issued Memorandum M-13-21 with implementation guidance for the Charge Card Act. On September 9, 2013, the General Services Administration (GSA) issued Smart Bulletin No. 21 with a summary compliance checklist and sample reports.

The Charge Card Act requires all executive branch agencies to establish and maintain safeguards and internal controls for purchase cards, travel cards, integrated cards and centrally billed accounts consistent with existing OMB guidance.

IGs will conduct periodic risk assessments (at least annually) of agency purchase cards (including convenience checks), combined integrated card programs and travel card programs to analyze the risks of illegal, improper, or erroneous purchases.

**Measure 1.1.4: Complete annual reviews of the Authority’s Purchase Card Program.**



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

*Privacy Program:* The Privacy Act of 1974 regulates the use of personal information by the United States (U.S.) Government. Specifically, it establishes rules that determine what information may be collected and how information can be used in order to protect the personal privacy of U.S. citizens.

The Consolidated Appropriations Act of 2005 requires agencies to assign a Chief Privacy Officer who is responsible for identifying and safeguarding personally identifiable information (PII) and requires an independent third-party review of agency use of PII and of its privacy and data protection policies and procedures periodically.

The OIG will conduct Privacy and Data Protection review in accordance with privacy and data protection related laws and guidance (e.g. Privacy Act of 1974, OMB memorandums, Consolidated Appropriations Act of 2005 etc.).

**Measure 1.1.5: Complete annual reviews of the Authority’s Privacy and Data Program.**



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

*Audit of DATA Act:* The DATA Act was enacted May 9, 2014 and, among other things requires that Federal agencies report financial and payment data in accordance with data standards established by the Department of Treasury (Treasury) and the Office of Management and Budget (OMB). The data reported will be displayed on a website available to taxpayers and policy makers. In addition, the DATA Act requires that agency Inspectors General (IG) review statistical samples of the data submitted by the agency under the DATA Act and report on the completeness, timeliness, quality and accuracy of the data sampled and the use of the data standards by the agency.

The Data Act provides for this oversight by way of the IGs and the Comptroller General of the United States. That is, the Act requires a series of oversight reports to include, among other things, an assessment of the completeness, timeliness, quality, and accuracy of data submitted. Specifically, the first set of IG reports is due to Congress in November 2016. However, agencies are not required to submit spending data in compliance with the Act until May 2017. As a result, the IGs will not be able to report on spending data submitted under the Act, as this data will not exist until the following year. This anomaly will cause the body of reports submitted by the IGs in November to be of minimal use to Congress, the public, and others.

The Federal accountability community is committed to early oversight of the DATA Act implementation. To that end, the Council of the Inspectors General on Integrity and Efficiency and the Government Accountability Office (GAO) has developed an approach to address the reporting date anomaly while maintaining early engagement with the agencies.

The IGs plan to provide Congress with their first required reports in November 2017, a 1-year delay from the due date in statute, with subsequent reports following on a 2-year cycle, in November 2019 and November 2021.

**Measure 1.1.6: Complete annual reviews of the Authority’s Data Act.**



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

*Improper Payment Elimination and Recovery Act of 2010:* In accordance with Sec.3 (b) of Public Law 111-204, *Improper Payments Elimination and Recovery Act of 2010* (hereafter referred to as IPERA) and OMB guidance each Inspector General should review in order to determine if an agency is compliant with the IPERA.

**Measure 1.1.7: Complete annual reviews of the FLRA’s compliance with IPERA.**



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.

**Objective 1.3: Successfully undergo an annual review of the OIG's quality assurance program.**

*Quality Assurance Review:* An external peer review must be conducted every 3 years. A quality assurance review must be conducted annually. The last peer review report for the FLRA was issued on September 22, 2014. See <https://www.flra.gov/components-offices/offices/office-inspector-general/peer-review-reports> for the Peer Review Report.

The quality assurance program is designed to assess whether the FLRA, OIG carries out its work in accordance with:

- established policies and procedures, including Generally Accepted Government Auditing Standards (GAGAS);
- applicable OMB and Government Accountability Office (GAO) guidance; and
- Statutory provisions applicable to OIG audits.

The quality assurance program is built around annual quality assurance evaluations of the audits performed by the OIG during the year prior to the quality assurance review.

To keep to mandated schedule, the annual quality assurance review must take place in 2017.

**Measure 1.3 Reviews are conducted annually.**



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

## Goal 2: Ensure FLRA complies with applicable laws, regulations and policies.

### Objective 2.1: Ensure compliance with laws, regulations and policies (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-II:* This circular provides guidance on preparing the agencies 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.

#### 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.):* 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 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 defines that all other agencies (small agencies) are subject to the GPRA Modernization Act that were not required to establish Agency Priority Goals are required to follow all sections *except* 210.4 and 210.5.

#### **Section 210.8:**

Requires small agencies to produce their Strategic Plans, Annual Performance Plans, and Annual Performance Reports in PDF format using their existing processes and publication procedures. These agencies will include a link to the agency's plans and reports on Performance.gov by emailing [PREPSupport@gsa.gov](mailto:PREPSupport@gsa.gov) or [performance@omb.gov](mailto:performance@omb.gov).

#### **Section 210.10:**

Agencies that have established Agency Priority Goals for Performance.gov will continue to update information on the FY 2016-2017 APGs on a quarterly basis on Performance.gov until the end of FY 2017, when they will be archived. For any agency with lagging data related to APGs, the archived goals will remain open until such time that lagging data are available and updated. For the final quarterly update, agencies will follow the usual quarterly updating process and include an overall assessment of goal progress relative to the goal's impact statement. This summary of performance will help the public, delivery partners, and other stakeholders understand performance achievements in accordance with the goal target(s). Agencies that contribute to the accomplishment of a Cross-Agency Priority Goal will also report more frequently than annually, as coordinated by the Goal Leader, the Performance Improvement Council, and OMB.

Otherwise, agencies are not required to update performance goal information on Performance.gov more frequently than annually. If the agency wishes to update information on Performance.gov more frequently than annually, the agency will do so in consultation with OMB. As the capacity of Performance.gov expands in the future, agencies will be encouraged to provide more frequent updates on actual performance if doing so can be done within a reasonable level of administrative burden.

**Section 210.11:**

Defines the content for Strategic plans, Annual Performance Plans, and Annual Performance Reports.

**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 in 5 years.

## Acronyms and Abbreviations

FISMA	Federal Information Security Management Act
FLRA	Federal Labor Relations Authority
GAO	Government Accountability Office
GPRA	Government Performance and Results Act
IG	Inspector General
IPA	Independent Public Accountant
IPERA	Improper Payments Elimination and Recovery Act of 2010
IT	Information Technology
LRP	Laws, Regulations and Policies
OIG	Office of Inspector General
OMB	Office of Management and Budget