



U.S. Department of Transportation, Office of Inspector General

ORGANIZATION ASSESSMENT

FY 2021 October 1, 2020, through September 30, 2021

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A MESSAGE FROM THE INSPECTOR GENERAL



The Office of the Inspector General (OIG), Department of Transportation (DOT) is proud to conduct significant transportation safety, oversight, and management work for Congress, the Department, and the American public. We carry out this work through our statutory responsibilities under the Inspector General Act while supporting DOT's mission and strategic goals. Through our mission and core values, we contribute to DOT's efforts to achieve a safer, more efficient transportation system. We also work closely with Congress, senior DOT officials,

and law enforcement to enhance the effectiveness and integrity of DOT programs and investigate allegations of fraud, waste, and abuse.

This year, OIG responded to emerging priorities with creativity and innovation, despite the challenges created by the COVID-19 global pandemic. Thanks to our dedicated and resilient staff, we achieved an impressive return on investment (ROI). With a \$98.15 million budget supporting 400 full-time equivalent employees, we returned \$30 for every dollar we were appropriated—an impressive achievement given our 100-percent telework status. We issued 38 audit reports with a total of 209 recommendations, including financial recommendations totaling over \$342 million. Our investigative work resulted in 80 convictions; 69 indictments; 98 years of incarceration for convicted criminals; and \$2.59 billion in fines, forfeitures, restitutions, and recoveries.

We also met all fiscal responsibilities this year, completing quarterly financial statements and our budget submission in accordance with applicable deadlines and guidelines. No significant control deficiencies or material weaknesses were reported following independent tests of

our management control and financial management systems. In addition, we continued to provide timely and transparent communication on the results of our audits and investigations, meeting all requirements for weekly, monthly, and semiannual reports to congressional and DOT stakeholders.

We consistently evaluate and, as appropriate, update our planning and assessment mechanisms to ensure we are achieving mission outcomes and remain prepared to address new Federal initiatives and emerging issues.

The following assessment of our organization provides further details about these mechanisms, their associated outcomes, and the many important accomplishments of our committed staff in fiscal year (FY) 2021. It marks the completion of our *2017–2021 Strategic Plan* and positions us for the next 5 years, which will be governed by our current *2022–2026 Strategic Plan*.



Eric J. Soskin

About This Assessment

STATUTORY RESPONSIBILITIES

The Inspector General Act of 1978, as amended, requires Offices of Inspector General to

- conduct independent and objective audits and investigations;
- promote economy, efficiency, and effectiveness;
- prevent and detect waste, fraud, and abuse;
- review pending legislation and regulations; and
- keep Congress and the Secretary fully and currently informed.

The OIG Organization Assessment is one of three key components in our strategic planning and improvement process. We conduct this assessment at the end of the Federal fiscal year to ensure our work and results remain closely aligned with our Strategic Plan and the Department's mission as outlined by our statutory responsibilities.

OIG's Strategic Plan 2017–2021

Our 5-year strategic plan describes the goals, strategies, and performance measures for achieving our mission and maintaining the core values of OIG's work—safety, accountability, and integrity. The plan's five strategic goals provide a roadmap for our audits, investigations, stakeholder communication, and organization improvement efforts.

OIG's FY 2021 Strategic Implementation Plan

This plan, compiled in the first quarter of the fiscal year, quantifies our performance measures into specific, measurable benchmarks to evaluate our progress each year. The quantities in this plan are the result of a thorough analysis of our results data over the last several years. These benchmarks are also the basis of the results-driven performance measures in our senior executives' individual performance plans to ensure a cohesive vision of our success and path to strategic goals.

OIG's FY 2021 Organization Assessment

This fiscal year-end assessment reports our progress against the measures and benchmarks laid forth in our other strategic planning documents. We share these results with our staff as well as our external stakeholders in order to promote accountability and transparency. We will use this year's results to identify areas for improvement in the coming fiscal year.



Mission

OIG conducts audits and investigations on behalf of the American public to improve the performance and integrity of DOT's programs to ensure a safe, efficient, and effective national transportation system.

Vision

The United States will achieve a safer, more efficient, and more effective national transportation system because OIG enhances the performance and integrity of DOT's programs. OIG also will serve as a model Federal agency by maintaining a workplace culture that values its people as it continuously improves its performance.

Core Values

Safety is DOT's highest priority and central to OIG's identity. OIG is committed to conducting effective audits and investigations of DOT's programs and operations to reduce fatalities and injuries across all modes of transportation.

Accountability is at the heart of OIG's work. Through independent and fair audits and investigations, OIG seeks to ensure that all DOT agencies are accountable for their results and for the resources the public invests in them.

Integrity is OIG's foundation. OIG maintains the highest standards of integrity in its work for the American people, Congress, the Secretary, and senior Department officials, and strives to set the example for objectivity, independence, accuracy, and transparency.



STRATEGIC GOAL

1

Increase the effectiveness of DOT safety programs and deter activity that threatens the safety of the national transportation system.

Strategies

1. Make recommendations through audits, evaluations, and other reviews to improve the efficiency and effectiveness of DOT safety programs.
2. Investigate transportation-safety-related crimes where death or serious bodily injury has occurred or is likely to occur.

Performance Measures

Development of annual risk-based audit and investigative plans

Develop annual risk-based audit plan in which at least 20% of total proposed audits (excluding single audit-related projects) will address transportation safety.

Develop annual risk-based investigative plan that focuses on transportation safety-related crimes.

Percentage of audits initiated that focus on safety-related programs.

At least 15% of audits initiated (excluding single audit-related projects) address transportation safety.

Percentage of safety-related recommendations agreed to by the Department.

At least 70% of transportation safety-related recommendations are agreed to by the Department.

Percentage of safety-related criminal investigations opened.

At least 30% of all investigations opened address transportation safety-related issues.

Percentage of safety-related cases accepted for civil or criminal action.

At least 50% of transportation safety-related cases are accepted for civil or criminal action.

FY 2021 Results

The Office of Auditing and Evaluation developed its 24-month risk-based audit plan in October 2020 and focused 26% of its proposed audits on transportation safety.

The Office of Investigations developed its risk-based investigative plan for FY 2021 in October 2020. The plan focuses on safety, grant/procurement fraud, and employee integrity.

31% of our audits initiated addressed transportation safety.

The Department agreed to 100% of our safety-related recommendations.

42% of all OIG investigations opened addressed transportation safety.

48% of OIG's transportation safety cases were accepted for civil or criminal action.

STRATEGIC GOAL

2

Improve DOT's mechanisms for overseeing transportation investments and deterring fraud, waste, and abuse.

Strategies

1. Make recommendations through audits, evaluations, and other reviews to improve the efficiency and effectiveness of DOT's acquisitions and programs for overseeing grantees and contractors.
2. Investigate fraud, waste, and abuse of Federal Programs and funding by DOT employees, grantees, and contractors.

Performance Measures

Development of annual risk-based audit and investigative plans.

Develop annual risk-based audit plan in which at least 20% of total proposed audits (excluding single audit-related projects) will address transportation investments.

Develop annual risk-based investigative plan that focuses on fraud, waste, and abuse of Federal programs.

Percentage of audits initiated that focus on the Department's oversight of transportation investments.

At least 15% of audits initiated (excluding single audit-related actions) address transportation investments.

Percentage of transportation investment-related recommendations agreed to by the Department.

At least 70% of recommendations related to transportation investments are agreed to by the Department.

Percentage of procurement and grant fraud criminal investigations opened.

At least 30% of all investigations opened address transportation grant and procurement issues.

Percentage of procurement and grant fraud cases accepted for civil or criminal action.

At least 50% of transportation grant and procurement related cases are accepted for civil or criminal action.

FY 2021 Results

The Office of Auditing and Evaluation's 24-month risk-based audit plan focused 25% of its proposed audits on transportation investments.

At least 50% of the Office of Investigations' annual risk-based plan aims to address fraud, waste, and abuse in Federal programs.

14% of audits initiated addressed transportation investments.

The Department agreed to 100% of our transportation investment-related audit recommendations.

28% of OIG's opened cases addressed grant or procurement fraud.

48% of OIG's grant and procurement related cases were accepted for civil or criminal action.

STRATEGIC GOAL

3

Strengthen DOT's business operations through improved financial management and the development of a secure and modern information technology infrastructure.

Strategies

1. Make recommendations through audits, evaluations, and other reviews to improve the efficiency and effectiveness of DOT financial and information technology policies, procedures, and management practices, and assess the Department's compliance with Federal statutes and vulnerability to information security threats.

Performance Measures

Development of an annual risk-based audit plan.

Develop annual risk-based audit plan in which at least 20% of total proposed audits (excluding single audit-related projects) address financial management or information technology.

Percentage of ongoing audits initiated that deal with financial management and information technology.

At least 15% of audits initiated (excluding single audit-related actions) address financial management or information technology.

Percentage of financial- and information technology-related recommendations agreed to by the Department.

At least 70% of recommendations related to financial management and information technology are agreed to by the Department.

FY 2021 Results

The Office of Auditing and Evaluation's 24-month risk-based audit plan focused 49% of its proposed audits on financial management or information technology.

55% of audits initiated addressed financial management or information technology.

The Department agreed to 99% of our recommendations related to financial management or information technology.

STRATEGIC GOAL

4

Communicate the results of
OIG's work to the public,
Congress, and the Department.

Strategies

1. Regularly and timely post the results of our audit and investigative work on our public website.
2. Regularly and timely communicate the results of our audit and investigative work to Congress and the Department.

Performance Measures

Publish audit reports within 3 days of public release and investigative reports on a weekly basis on our website.

Post at least 80% of audit reports to OIG's website within 3 days of issuance and delivery to DOT and Congress.

Post at least 80% of investigative summaries to OIG's website on a weekly basis.

Issue Semiannual Reports and Budget Requests to Congress within the required timeframe.

Issue Semiannual Reports within mandated timeframes.

Submit annual budget submissions within agreed-upon deadlines.

Provide weekly updates to the Department on upcoming audits and recently completed audit and investigative results.

Provide at least 85% of updates to the Department on a weekly basis, as required.

FY 2021 Results

OIG posted 100% of its audit reports to its website within 3 days of issuing and delivering them to DOT and Congress.

OIG posted 100% of OIG investigative case summaries to the website on a weekly basis.

OIG issued all required Semiannual Reports to Congress within statutorily mandated timeframes.

OIG submitted each annual budget submission within all agreed-upon deadlines.

OIG provided 100% of updates on upcoming audits, recently completed audits, and investigative results to the Secretary of Transportation on a weekly basis.

STRATEGIC GOAL

5

Promote organizational and
workforce excellence.

Strategies

1. Develop, maintain, update, and implement a Human Capital Plan that encompasses recruiting, developing, mentoring, and motivating a diverse workforce.
2. Provide employees with the tools, training, and time they need to do their jobs.
3. Maintain an environment of open communication, respect for innovative ideas, and understanding of the value of each individual's contribution, where people are able to express disagreements or make complaints without fear of retaliation or reprisal.

Performance Measures

**Federal Employee Viewpoint Survey
Employee Engagement Index.**

*Score at least 73% on the Employee
Engagement Index.*

**Federal Employee Viewpoint Survey
New IQ Index.**

*Score at least 66% on the New IQ
Index*

**Federal Employee Viewpoint Survey
Global Satisfaction Index.**

*Score at least 73% on the Global
Satisfaction Index.*

FY 2021 Results

OIG scored 81% on the FY 2020
FEVS Employee Engagement Index,
the most recent data available.

The New IQ Index was not included in
the FY 2020 FEVS so data in this category
were not available for this report.

OIG scored 80% on the FY 2020
FEVS Global Satisfaction Index, the
most recent data available.

Office of Auditing and Evaluation

MISSION FOCUS

OIG develops and maintains a 24-month audit plan, updated annually, to maximize resources and provide the greatest potential benefits to DOT and the public. As part of this plan, we ensure that audits address key DOT goals, risks, and challenges; meet mandates and congressional and Secretary requests; and cover other key issues noted by our audit staff. Our most recent audit plan update, completed in October 2020, identified over 160 audits in critical areas across DOT's Operating Administrations.

As required by law, OIG also issues an annual report on DOT's top management challenges—a forward-looking assessment of DOT's most significant challenges to meeting its mission for the coming fiscal year. In identifying these challenges, we consider their safety impact, documented vulnerabilities, large dollar implications, and the ability of the Department to effect change.

AUDIT HIGHLIGHTS



38

audit reports issued



209

recommendations



\$342.6 million

total financial recommendations



\$286.4 million

funds that could be put to better use



\$50,458,887

questioned costs



\$ 5,746,303

unsupported costs



1

testimony before Congress

Supporting DOT's COVID-Response Efforts

COVID-19 had a great impact on the transportation industry, and DOT agencies moved quickly to release the over \$106 billion that Congress provided to aid workers, families, and businesses during the pandemic. The volume of funds, and the speed with which they were made available, presented serious oversight challenges, and OIG identified five risk areas to help DOT steward this large investment: (1) airport grants management; (2) surface transportation oversight; (3) contract and grant execution; (4) financial management systems; and (5) prevention of fraud, waste, and abuse. By focusing on these risk areas and establishing robust internal controls, DOT can both ensure compliance with the law and fulfill its safety mission.



Office of Investigations

MISSION FOCUS

OIG's Office of Investigations focuses on criminal cases that have the greatest direct impact on DOT programs and operations, particularly where regulatory enforcement action is ineffective. To determine if an investigation is warranted, we weigh the seriousness of the conduct, impact on public safety, availability of investigative resources, prosecutorial appeal, and any likely deterrent effects. Based on available resources, we generally focus our investigative efforts on three overarching areas: transportation safety, grant and procurement fraud, and employee integrity.

INVESTIGATION HIGHLIGHTS



2,991

hotline complaints



80/69

convictions/indictments



\$2.59 billion

fines, forfeitures, restitutions, and recoveries

Combating DBE Fraud

In FY 2021, OIG worked to ensure that only eligible firms operate as Disadvantaged Business Enterprises and to maintain the DBE program's integrity. For example, after an OIG investigation, a Pennsylvania fuel supplier entered into a settlement to pay \$692,000 of a \$3.3 million judgment to resolve civil liabilities connected to the use of a non-DBE fuel supplier on a federally funded project.

Protecting the Public From Unsafe Motor Carriers

In FY 2021, OIG protected the American public by investigating motor carriers that continued to operate after the Federal Motor Carrier Safety Administration (FMCSA) placed them out of service. Following an OIG investigation, the owner of a motor carrier was sentenced to 9 years' incarceration and 3 years' supervised release for falsifying records with the intent to impede, obstruct, and influence FMCSA's process of investigation and proper administration.



Office of Administration and Management

MISSION FOCUS

The Office of Administration and Management provides a full range of administrative services, including human resources, training, information technology, facilities management, and acquisitions and procurements. Our mission is to provide the right people, technology, property, services, and processes to support the needs of OIG.

ADMINISTRATION AND MANAGEMENT HIGHLIGHTS

Streamlining Performance Management

The Office of Human Resources (OHR) led an initiative to transition OIG from a paper-based performance management system to an automated process through USA Performance (USAP). This initiative enabled the Agency to automate the issuance of both new performance plans and midpoint feedback. In addition, employees and managers can now enter performance and appraisal information electronically, which allows them to focus their time on other important activities. USAP has effectively streamlined the appraisal process, thus helping to ensure OIG mission success.

Reorganizing for Efficiency

In FY 2021, we restructured the Office of Training and Development (OTD), which allowed us to increase efficiency while creating new opportunities to develop OTD staff. New areas of focus within OTD include developing strategic and accreditation plans for internal training, establishing a curriculum review cycle, and strengthening the training evaluation system. We also consolidated two OHR offices—Staffing and Recruitment and Employee Relations and Special Programs—to align human resources functions more effectively and improve the efficiency of the services provided to OIG employees. In addition, we restructured our laptop purchasing program and, as a result, acquired computer equipment of a far better quality than we'd previously had and reduced our expenditures by 50 percent. Finally, the Office of the Chief Information Officer is augmenting staff with contractor support. This effort will build flexibility into available skillsets and maintain the continuity of experience that can be lost with employee turnover.



Office of Chief Counsel

MISSION FOCUS

The Office of Chief Counsel provides key mission support services. The office handles all OIG Freedom of Information Act (FOIA) requests from the public; manages OIG's ethics program; and provides legal advice and assistance to senior OIG officials, auditors, investigators, and administrative staff.

OFFICE OF CHIEF COUNSEL HIGHLIGHTS

Achieving Results Through Improved Systems

This year the Office of Chief Counsel dedicated resources to ensuring a smooth transition to new automated systems in the Ethics and Freedom of Information Act (FOIA) Programs. The Ethics Program processed financial disclosures submissions and reviews entirely through a new online system. The FOIA Program, after months of preparation, closed the year by receiving training in a new, cloud-based document management system. Both systems will result in a simpler interface for OIG employees and improved reviews by the Ethics and FOIA teams.



Office of Quality Assurance

MISSION FOCUS

OIG maintains a Quality Assurance and Improvement Program to ensure that all work performed—audits, investigations, legal, and administrative—adheres to established OIG policies and procedures and meets established standards of performance. The quality of all our work significantly affects our credibility and effectiveness in performing oversight.

The Office of Quality Assurance maintains a 3-year schedule of offices and functions to be reviewed and updates the schedule annually. Quality Assurance Review (QAR) reports include an opinion on internal controls and make recommendations where improvements are needed.

This office also serves as the point-of-contact for external reviews of our audit and investigative work, including our adherence to Generally Accepted Government Auditing Standards (GAGAS), the Council of the Inspectors General on Integrity and Efficiency (CIGIE) guidelines, and the Attorney General Guidelines for Federal OIGs with statutory law enforcement authority. These external reviews occur every 3 years and are conducted by our peers in the Federal oversight and accountability community.

QUALITY ASSURANCE HIGHLIGHTS



3/0

internal/external reviews of OIG activities

Investigations

QAR reports focus on the Office of Investigations' compliance with professional standards, including investigative and evidence procedures. When appropriate, we bring opportunities for improvement to the attention of the relevant Special Agent-in-Charge. In FY 2021, we reported on activities across one region and two individual offices.

Audits and Evaluations

QAR reports focus on the Office of Auditing and Evaluations' compliance with professional standards, including those for audit documentation and supervisory review procedures. When appropriate, we bring opportunities for improvement to the attention of the relevant Assistant Inspector General. In FY 2021, we provided feedback to one audit team and conducted a peer review of the Department of Defense OIG audit division but did not issue any formal reports on the Office of Auditing and Evaluations.

Policies and Procedures Manual

Our office led the cross-agency effort to update OIG's Policies and Procedures Manual (PPM), which contains information essential for the organization's administration and operations. The new PPM is uniform, searchable, user-friendly, and compliant with the latest Government records and accessibility regulations.



ADDITIONAL INFORMATION



Fraud & Safety Hotline

<http://www.oig.dot.gov/hotline>

hotline@oig.dot.gov

(800) 424-9071



OFFICE OF INSPECTOR GENERAL
U.S. Department of Transportation
1200 New Jersey Ave SE
Washington, DC 20590



U.S. DEPARTMENT OF TRANSPORTATION
OFFICE OF INSPECTOR GENERAL

Strategic Plan 2017–2021

Click the above image to review OIG's current Strategic Plan.



Click the above image to browse the OIG website.

