



**Office of Inspector General
U.S. General Services Administration**

Strategic Plan

October 2002

Mission

The Office of Inspector General (OIG) will help the General Services Administration (GSA) effectively carry out its responsibilities and protect the public interest by bringing about positive change in the performance, accountability, and integrity of GSA programs and operations.

Vision

The OIG will be recognized as a world-class organization serving the public interest by protecting and improving the operations of GSA.

Values

The OIG will be independent, relevant, creative, credible, and professional. We will work as a team in an atmosphere of mutual respect.

Goals

The OIG's strategic goals identify how we intend to help GSA meet its mission and confront its challenges. They lay out our roadmap for dealing with the issues facing our own organization. Our four goals are listed below.

- Enhance the performance of GSA and ensure optimum value for the taxpayer.*
- Protect the integrity of GSA programs and operations.*
- Implement an effective and efficient human capital strategy.*
- Enhance our organizational performance.*

Expected Results

Over the next 5 years, the OIG intends to help GSA improve its programs and operations and to better position both GSA and our own organization to face the demands of the 21st century.



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Foreword

I am pleased to present the new Office of Inspector General Strategic Plan. It is the backbone of our continuing commitment to be a high performing entity poised for the challenges of the future.

Our founding strategic plan successfully guided us through a period of unprecedented change. By focusing on our performance goals, we significantly transformed the culture of our organization and improved our products and services. This also enabled us to better meet our statutory mandate to improve the effectiveness and integrity of the General Services Administration's (GSA) programs and to have a positive impact on GSA on behalf of the American taxpayer.

Today, GSA and the Office of Inspector General (OIG) still face substantial challenges. The continuing transformations brought by information technology, government reform efforts, and human capital needs are all significant issues facing the Agency. In addition, the protection of the public, of federal employees, and of federal facilities in the aftermath of recent terrorist actions will remain a sensitive area as GSA's role continues to change.

Each of these challenges will profoundly influence the environment in which GSA operates, and the manner in which we perform our mission.

To meet these challenges, the OIG's strategic approach embodies the following guiding tenets:

- We will concentrate our efforts where we can have the greatest catalytic impact on GSA's mission accomplishment. Emphasis will be given to governmentwide initiatives, such as security, electronic-government (e-government), human capital and performance management and to the resolution of long standing issues facing the Agency.
- We will leverage our corporate knowledge and work more closely as a single entity. This means bringing together the OIG's diverse talent and

expertise to address emerging problems and finding state-of-the-art solutions to systemic issues.

- We will focus on our own human capital needs. Our aim is to attract new employees with 21st century skills and to create an employee-friendly culture throughout our organization. Critical attention will be given to enhancing our technological skills and leadership capabilities, empowering employees in a results-oriented environment, and investing in a revitalized infrastructure that supports the workforce of the future.

Our vision is to be a world-class organization, recognized for its ability to improve GSA and protect the public interest. We will work diligently to that end.

Daniel R. Levinson
Inspector General

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Mission and Vision

Mission

The Office of Inspector General mission is to help the General Services Administration effectively carry out its responsibilities and to protect the public interest by bringing about positive change in the performance, accountability, and integrity of GSA programs and operations.

The OIG works to continuously improve the economy, efficiency, and effectiveness of GSA programs and ensure the integrity of its operations. We do this by performing: independent financial, program, and compliance audits; criminal and civil investigations; reviews of proposed legislation and regulations; and, by providing other services to senior GSA, congressional and law enforcement officials. The OIG authorities and activities are based in statute. They are designed to help GSA management make effective policy and funding decisions and to ensure oversight and accountability to the American people.

Vision

We will be recognized as a world-class organization serving the public interest by protecting and improving the operations of the General Services Administration.

We will fulfill our statutory responsibilities and serve the interests of the American people. We will play a vital part in supporting GSA's role as a leader in formulating governmentwide policy and meeting the needs of the federal workforce.

Values

Our values are important to us. They form the building blocks we use to succeed in our work.



Independence. We are committed to being objective and impartial. We will not allow conflicts, improper influence or other impediments to interfere with our work.

Relevance. We will focus on significant issues and identify systemic problems. Our products and services will be timely and have positive impact.

Teamwork. We view our organization as a team consisting of diverse and talented individuals. We will work together, with mutual respect, to accomplish our mission.

Creativity. We will establish a work environment that encourages flexibility and innovation.

Credibility. We will carry out our responsibilities in an ethical manner with the highest level of integrity. Our work will be reliable and add value.

Professionalism. We are committed to our professional standards and will foster relationships with our stakeholders that rely on communication and cooperation.

Statutory Responsibility

The Inspector General Act of 1978, as amended, established the Inspector General within the General Services Administration. The Act provided the OIG with specific responsibilities to:

- Maintain independent and objective organizations to conduct and supervise audits and investigations relating to the programs and operations of GSA;
- Recommend policies for activities to promote economy, efficiency and effectiveness in GSA programs and operations;
- Take appropriate actions to protect against fraud, waste, and abuse in GSA;
- Keep the Congress and Administrator fully informed about problems and deficiencies and the progress of corrective action; and
- Review existing and proposed legislation and regulations.

The Act provides the OIG with broad authorities to ensure its independence. For example, the President, with the consent of the Senate, appoints the Inspector General. Further, the OIG reports to both the executive and legislative branches of government, has a right to review all agency records to carry out its mission, and has subpoena power to gain access to needed records.

Our role has expanded as a result of executive orders, regulations, provisions contained in appropriation law, and new legislation. Some of the more significant pieces of legislation that have expanded our responsibilities include: the Chief Financial Officers Act of 1990 (requires the OIG to audit GSA's financial statements); the Federal Managers' Financial Integrity Act of 1982 (the OIG reviews the agency's assurance statement on the adequacy of its system of controls and provides an assessment of the significant management control weaknesses in the agency); the Government Performance and Results Act of 1993 (the OIG reviews selected performance measures to determine the adequacy of the data and tracking systems supporting the measures); the Government Information Security Reform Act of 2000 (requires the OIG to conduct independent annual evaluations of its agency's information security programs); and the Reports

Consolidation Act of 2000 (requires the OIG to provide Congress with information on the agency's most serious management challenges along with an assessment of the agency's efforts in meeting these challenges).

Strategic Management System

The OIG strategic management system is a critical component in helping us set and manage our organizational goals and strategies. It identifies our organizational direction, and provides the flexibility needed to modify our plans to respond to changes affecting the government, GSA, and our own organization.



Our strategic management system is comprised of a series of integrated documents. These documents define the goals we propose to accomplish, our long-term agenda, short- and intermediate-term initiatives and projects, the activities we will implement to accomplish our goals, and the reports we will use to measure our progress and achievements.

- **The Strategic Plan** articulates our mission and tactical direction for the next 5 years. It identifies our priorities, organizational goals, implementing strategies, and indicators of success.
- **The Annual Performance Plan** identifies what we want to accomplish in a specific fiscal year, within the context of our strategic plan. It also

identifies the specific performance measures that we will use to monitor progress in accomplishing our goals and the current challenges facing GSA as well as our own organization. This plan is prepared annually in conjunction with the OIG budget cycle, which occurs 1 to 2 years in advance of the fiscal year in which it will be implemented. Accordingly, our annual budget requests are based on the activities needed to implement the performance plan.

- **The Annual Business Plan** provides specific detail to support the annual performance plan and is a direct result of our annual planning initiatives. It identifies the key actions, such as significant audits or investigative areas that will be undertaken for each of the individual components within our organization. Since this plan is prepared just prior to the start of the fiscal year, it also provides a more current reflection of our areas of emphasis and significant issues that we anticipate undertaking during the upcoming fiscal year.
- **The Annual Performance Report** tracks how successful we are in accomplishing our goals, plans, and performance measures. This report is analogous to that required by the Government Performance and Results Act and is submitted to the Office of Management and Budget at the end of the fiscal year.

GSA Environment

GSA's mission is to help federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services, and management policies.

GSA Strategic Goals

Goal 1

Provide best value for customer agencies and taxpayers.

Goal 2

Achieve responsible asset management.

Goal 3

Operate efficiently and effectively.

Goal 4

Ensure financial accountability.

Goal 5

Maintain a world-class workforce and world-class workplace.

Goal 6

Carry out social, environmental and other responsibilities as a federal agency.

Congress created GSA in 1949, through the Federal Property and Administrative Services Act, to serve as a centralized procurement and property management agency of the federal government. GSA carries out this responsibility through its primary organizations: the Public Buildings Service, the Federal Supply Service, the Federal Technology Service, the Office of the Chief Information Officer, the Office of the Chief Financial Officer, and the Office of Governmentwide Policy.

Today GSA is a 14,000-person agency that acts as a catalyst for over \$70 billion in federal spending. The Agency oversees federal buildings, major supply and procurement programs, a fleet of 170,000 vehicles worldwide, telecommunications systems, childcare facilities, and security and guard service programs.¹ It also provides policy leadership in areas such as acquisition, electronic government, travel, and real property for the entire federal sector.

1. The Federal Protective Service, which is the component within GSA responsible for the security and guard service programs, will transfer to the Department of Homeland Security in accordance with passage of the Homeland Security Act.

In recent years, GSA made a major commitment to operate more effectively, to respond better to the needs of its federal customers, and to save the taxpayers money. New legislation, security concerns, workforce needs, fiscal responsibility, information technology (IT), and demand for performance measurement were some of the issues that spurred these changes. GSA realizes that changes in today's environment require it to be flexible in its business approach and innovative in developing integrated solutions to workforce needs. The Agency also recognizes that it faces many longstanding as well as new challenges.

OIG Strategic Direction

Our objective is to make a real difference in GSA's programs. Over the next 5 years, we will build on our accomplishments and enhance our operations to better meet the challenges of the 21st century.

OIG Strategic Goals

Goal 1

Enhance the performance of GSA and ensure optimum value for the taxpayers.

Goal 2

Protect the integrity of GSA programs and operations.

Goal 3

Implement an effective and efficient human capital strategy.

Goal 4

Enhance our organizational performance.

We will focus on the most important issues that face GSA and our own organization. Our actions will take two complimentary paths: to help GSA address its goals and confront its challenges, and to lay out our roadmap for dealing with the challenges facing our own organization.

Under our agency-focused goals, we will assist GSA in carrying out its dual roles of policy leadership and provider of space, products, and services to the federal workforce. At the same time, we intend to ensure that the Agency's programs are conducted at an optimal level of efficiency, effectiveness and integrity. Our resources will be devoted to areas where focused management attention can bring about greater

efficiencies for both GSA and the taxpayer. For example, over the past several years audits of key aspects of GSA's security programs, and subsequent discussions with the Congress and management, have prompted positive action by the Agency to improve the security programs in GSA. Our work will have a broad impact on the Agency's programs because we will raise systemic or problematic issues to the policy-making arena. Lastly, we will work with the Agency on key initiatives to promote more effective government operations.

Under our internally focused goals, we will continue our efforts, which began six years ago, to re-shape the way we operate. Providing timely, quality, and relevant services and products remains a primary focus. At the same time, we have shifted to a mission oriented organization by providing GSA with independent assessments on improving key programs, operations, and policies, while simultaneously maintaining integrity and control over them. Now we will position ourselves to face the inevitable changes the future holds. We will address two areas that have a strong impact on us for the foreseeable future—human capital and information technology.

Downsizing and budget constraints have taken their toll on our resources, and the effects of an aging workforce are imminent. We must better develop the skills and abilities of our staff and then capitalize on their abilities to address these human capital issues. We will continue to adapt our organizational structure to maximize its effectiveness. We need to intelligently apply technology to ensure that we have sufficient capabilities to both increase efficiencies in our work and mitigate the vulnerabilities technology presents to government operations. All OIG components are clearly committed to providing timely, cost-effective customer services. We will use the power of e-government to provide better access to our products and services. Accordingly, over the next 5 years, the OIG intends to aggressively address human capital and technology demands so that we can fully meet the needs of our organization and our customers in the 21st century.

OIG Strategic Goals

Strategic Goal No. 1

We will enhance the performance of GSA and ensure optimum value for the taxpayer.

Over the next 5 years, our organization will focus on enhancing the overall management and performance of GSA and our activities will directly support the strategic goals and objectives of the agency. Our audits, investigations, policy and legislative reviews, and other work will identify opportunities for increased economy and efficiency in agency programs. Our work will help GSA managers identify and address significant challenges where management reforms would produce greater effectiveness for the agency and substantial savings for the American taxpayer.

In today's rapidly changing environment, GSA needs to find new approaches that will result in better practices, coordinated service delivery, and a positive perception among both public and private sector customers. Our organization, by statutory design, is in a unique position to provide management with objective evaluations of agency operations. Our audits, reviews, and investigations, coming from an organization that is independent of program responsibilities, can play a particularly valuable role in identifying opportunities for reducing costs, increasing efficiency, and improving program operations and service delivery.

Strategies

- We will perform annual risk assessments of GSA operations in an effort to identify the most significant management challenges, high-risk areas, and major opportunities for improvement in GSA programs, operations, and related activities.

- We will target the most significant of the challenges and vulnerabilities facing GSA by planning and conducting audits, investigations and other efforts in these areas.
- We will promote a professional and constructive relationship with the Agency and our customers by working with them on key initiatives.
- We will leverage our knowledge and expertise by discussing and collaborating with policy makers on legislative and policy initiatives before they become program requirements.

Strategic Goal No. 2

We will protect the integrity of GSA programs and operations.

One of the OIG's fundamental responsibilities is combating and preventing waste and wrongdoing in GSA programs and operations. We are committed to using our resources to detect and prevent waste, fraud, and other wrongdoing, and to mitigate management control weaknesses and other systemic problems.

Today's environment introduces new and different risks to GSA programs. We are concerned that many of the beneficial attributes of advanced technology or government initiatives designed to produce economy, efficiency, and increased effectiveness may be offset by new practices that create unintended waste or increase the opportunities for fraud.

As the evolving technology and the effects of a downsized and aging workforce take hold throughout GSA, our organization emerges as the primary entity within the Agency to assess the impact of this transformation. By coordinating investigative and other efforts within our organization, and taking a risk-based approach, the OIG will focus its expertise on those areas that are susceptible to waste, fraud, or other wrongdoing. The net effect of this strategic goal is to: increase the awareness of GSA managers regarding the prevention of fraud and waste; improve the detection of and response to corruption; and, produce a decrease in the overall level of waste and wrongdoing experienced by GSA beyond that which would be expected if this initiative were not undertaken.

We will focus particular attention on identifying and mitigating control weaknesses, systemic problems, or other unintended adverse side effects of implementing new initiatives.

Strategies

Our strategies are aimed at improving awareness of the potential for fraud and illegal activities in GSA by performing reviews to ensure programs operate within legal and regulatory limits, and by combating illegal activities to the fullest extent of our ability and resources.

- We will annually assess the vulnerability to fraud, waste, and abuse in GSA and target at-risk areas.
- We will focus management's attention on illegal activities and vulnerabilities through awareness initiatives.
- We will concentrate our investigative resources on high impact cases and will respond to indications of illegal activities or abuse in a timely and direct manner.
- We will perform compliance, management control, and other audits and activities that are aimed at detecting mismanagement or systemic vulnerabilities.
- We will use our resources to actively work with GSA officials to pursue administrative remedies and with the Department of Justice to pursue criminal or civil remedies.

Strategic Goal No. 3

We will implement an effective and efficient human capital strategy.

Our people are our most important resource. A skilled, focused, flexible, and diverse workforce is essential if we are to continue to improve and provide the services necessary to carry out our mission.

Several events over the past few years have combined to present us with serious human capital issues. First, our workforce has changed. We, along with GSA and other federal agencies underwent significant downsizing. Additionally, because of budget constraints, we were unable to replace the talented people who chose to retire or left the OIG. Currently, approximately 50 percent of our senior managers are eligible to retire within the next 2 years.

Second, the type of work we do has changed. Major statutes aimed at increasing the fiscal and managerial accountability of federal agencies have impacted our work and increased our emphasis on financial issues. Technology has had a tremendous effect on how the government conducts business and consequently on how we understand and apply technology in our audits, investigations, and internal management operations. Lastly, the skills we need to do our work have changed. We have reassessed the type of skills we need to acquire or develop due primarily to the work environment changes discussed above. However, attracting and retaining people who possess these skills is difficult because of the Government's outdated personnel regulations and processes.

In order to meet the challenges ahead, the OIG will implement a human capital strategy that provides the highly competent professionals necessary to complete our mission and meet future demands. We are committed to recruit, develop, train, retain, and reward a workforce that possesses the skills required for us to meet the changing and challenging demands for our services. We will address continuity of operations and skills through succession planning. The OIG will

increase its commitment to both technical and managerial training to sustain functional expertise and encourage professional development.

Strategies

Our strategies are aimed at reassessing all aspects of our current approach to managing human capital in order to incorporate mid- and long-range planning so that we are strategically positioned to meet future demands.

- Implement a human capital management program to support our mission that will address issues such as—skills and knowledge inventory, recruiting and retaining staff, and appraisal and recognition system.
- Implement a career development plan to enhance the skills and capabilities of new and existing staff. Specific areas it would address include: the Career Intern Program, technology training and skills, mid-level supervisory and leadership skills, executive development, and professional certification.
- Work with the Inspector General community to identify and seek to overcome obstacles that currently impede our ability to recruit and retain a highly skilled workforce.
- Continue to reassess our long-range organizational strategies to integrate and better use all OIG resources and maintain minimum layers of management.

Strategic Goal No. 4

We will enhance our organizational performance.

This goal focuses on our work environment and business processes. We believe that this goal will serve two purposes: to make us more efficient in serving our customers and to help attract and retain a world-class workforce.

Our office's performance should be held to the highest standards. To achieve this performance, we will continue to emphasize improving the delivery of OIG products and services and creating a more efficient work environment by investing in the office infrastructure, both technological and physical, that supports our strategic goals.

Timely, cost effective, and quality products and services are critical in today's fast paced and changing environment. Our work products must be responsive to agency and customer needs. Continued improvements in timeliness and operating efficiency will require reassessing existing business processes, employing technology to the extent possible, and improving management and coordination efforts. Further, we must better utilize the power of e-government to make our products and services more accessible to our customers.

We believe that the work environment is an important element in successfully achieving our goals. The technological and physical environs, as well as the quality and scope of administrative support, must work together to enhance our ability to carry out our mission. We will ensure that we have the best possible work environment in several ways.

First, we intend to provide reliable, integrated technology to our staff. We will maintain integrated management information systems and networks that enhance our ability to exchange information both inside and outside the OIG, we will conduct our work in a more secure electronic environment, and we will provide portable technology to the staff. This will enable us to better plan and

manage our resources, streamline our processes and better leverage our limited human capital resources.

Next, we will invest in our physical environment. Many changes have occurred that require modernization. A number of changes relating to IT areas have already been mentioned. Further, we anticipate more changes as a natural consequence of our emerging human capital strategy. Initiatives in this area will affect where we locate our workforce and how it is configured.

Last, administrative activities and processes supporting our line operations need to be better integrated and improved. Real-time fiscal information, comprehensive information system support, and full-range human resource support are essential to improving our operations. It is imperative that we enhance and integrate this infrastructure to support our strategic planning, human capital initiatives, and business goals.

Strategies

We will improve our own organizational processes and infrastructure to better carry out our mission.

- Develop more efficient and responsive business processes to enhance our planning methods and improve the quality and delivery of products and services.
- Develop and implement an IT approach that provides all employees with state-of-the-art technology; ensures that hardware, software, and skills are in place to carry out the long and short-term strategies; provides timely and efficient technology support to the office; and enhances customer access to our products and services through e-government.
- Support changes resulting from our human capital management plan and modernize our facilities to enhance our physical environment.
- Improve administrative support services to all OIG operations.

Expected Results

The OIG agenda over the next 5 years is intended to help GSA improve its programs and operations so that the taxpayer receives optimum value and to better position our organization to face future demands.

We will consider our goals accomplished if:

- 1. We have a significant positive impact** on GSA as it carries out its role as policy leader and provider of expert solutions for the federal workplace.

We will do this through a risk-based management approach to performing our audits and investigations. Our resources will be used in areas that have significant impact on the Agency. We want to leverage our knowledge and experience to assist the Agency in identifying program improvements, operational efficiencies, and agency vulnerabilities. We will consider our goals accomplished if GSA management recognizes its challenges and takes actions to address them.

- 2. We initiate key actions** to address our human capital and infrastructure needs.

We want to be recognized as a leader in providing timely, quality, and useful products and services. This requires a highly qualified and trained staff, supported by an infrastructure that enables us to successfully accomplish our mission. To do this means that we have to face the challenges of downsizing, an aging workforce, and evolving technology and business processes. We will start by assessing our current approach to managing human capital and putting ourselves in a better position to attract and retain the brightest and the best people to our organization. We will then assess other aspects of our organization with the aim of modernizing our infrastructure and business processes. Work environment, technology, information systems, and work methodologies are important components to our success. We will consider our goals accomplished if we implement human capital policies that are aligned with our program goals and have clear plans in place and initiatives underway to upgrade our organizational infrastructure and processes.

External Factors

Adequate funding levels, availability of high-quality professionals and a changing business environment have a significant impact on our ability to carry out this plan.

Funding levels. Our funding levels have remained relatively static over the last several years in spite of rising costs and expanding responsibilities. If this pattern continues, we will not be able to effectively compete to acquire and retain the necessary talent to carry out our operations, nor will we be able to fund the necessary infrastructure and technological initiatives that we have identified in this plan.

High-quality professionals. Attracting, training and retaining high-quality professionals is a pressing issue for the government as a whole and our organization in particular. The need to improve the federal personnel system will continue to be a stumbling block in our efforts to recruit the skills that are necessary to carry out our operations. Technological innovations will affect how we do our work and the environment that we service. Addressing these changes will require a continuing funding commitment to recruiting, training, and equipment.

Change. GSA will continue to respond to local, national and global events. Contracting out initiatives, technology, and ever-continuing changes in areas such as acquisition and security will continue to affect the Agency and the way it does business. This will affect our workload, staffing, and organizational structure.

OIG Organization

The OIG provides nationwide coverage of GSA programs and activities and is comprised of five component offices.

The OIG consists of component offices that work in conjunction to ensure that the organization operates smoothly. These components are:

- **The Office of Audits**, an evaluative unit staffed with auditors and analysts who provide comprehensive coverage of GSA operations through program performance reviews, internal control assessments, and financial and mandated compliance audits. It also conducts external reviews in support of GSA contracting officials to ensure fair contract prices and adherence to contract terms and conditions.
- **The Office of Investigations**, an investigative unit that manages a nationwide program to prevent and detect illegal and/or improper activities involving GSA programs, operations, and personnel.
- **The Office of Counsel**, an in-house legal staff that provides legal advice and assistance to all OIG components, represents the OIG in litigation arising out of or affecting OIG operations, and manages the OIG legislative/regulatory review functions.
- **The Internal Evaluation Staff**, an in-house staff that plans and directs field office appraisals and conducts internal affairs reviews and investigations.
- **The Office of Administration**, an in-house staff that provides information systems, budgetary, administrative, personnel, and communications services.

The OIG is headquartered in Washington, DC. Our field audit and investigations offices are located in Boston, New York, Philadelphia, Atlanta, Chicago, Kansas City, Fort Worth, San Francisco, and Washington, DC. Sub-offices are also maintained in Auburn and Cleveland.

Key Performance Measures

To evaluate our progress in reaching our goals, we have established several quantitative and qualitative performance measures. These measures demonstrate how successful we are at bringing about improvements in GSA, identifying and addressing emerging issues, responding to waste and wrongdoing, and providing timely quality products and services.

Our agency-focused goals center on improving GSA's performance and protecting the integrity of its operations. We will measure where we devote our resources, the number of OIG products in these areas, and the financial and other benefits resulting from our work. Our measures will identify the percent of products that had a positive impact on the Agency including audit reports, investigative efforts and proposed legislation and policy reviews. They will also gauge the level of customer satisfaction with our products.

Our internally focused goals play a critical role in our ability to improve the Agency's performance and protect the integrity of its programs. Our measures will center on how successful we are at providing timely, quality, and useful services and products; responding to our human capital concerns; and addressing our physical and technological infrastructure needs. We will measure timeliness and quality of products and services, progress in developing and implementing a human capital management plan, and level of completion of specific initiatives for updating our work environment.

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