



OFFICE OF THE INSPECTOR GENERAL

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2023

CONTENTS

Contents	2
1 Office of the Inspector General	3
2 2023 Accomplishments	4
3 2023 Objectives	5
4 2023 Operations	6
5 2023 Strategic Initiatives	7
6 2023 Key Performance Indicators and Workload Measures	9

1 OFFICE OF THE INSPECTOR GENERAL

Mission: The mission of the OIG is to independently audit, inspect, and investigate matters pertaining to the District of Columbia government in order to: (1) prevent and detect corruption, mismanagement, waste, fraud, and abuse; (2) promote economy, efficiency, effectiveness, and accountability; (3) inform stakeholders about issues relating to District programs and operations; and (4) recommend and track the implementation of corrective actions.

Services: The OIG offers the following services: (1) conduct independent fiscal and management audits, inspections, and investigations of District government operations; (2) serve as the principal liaison between the District government and the US Government Accountability Office; (3) conduct other special audits, assignments, and investigations; and (4) oversee an outside auditor to perform the Annual Comprehensive Financial Report (ACFR) of the District government for the fiscal year.

2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>OIG engagements targeted risks affecting multiple agencies and programs.</p>	<p>This focused work resulted in efficiency of OIG work and effective use of OIG dollars.</p>	<p>This focused work provided the most significant impact on the efficiency and effectiveness of District government operations.</p>
<p>The OIG engaged in an increased number of community and training events.</p>	<p>Increased engagement with our community allowed DC OIG staff to improve proficiencies and increase the community's overall understanding of the work it does.</p>	<p>Increased community outreach and engagement led to and overall increase in the understanding of an OIG's role nationally, internationally, and in our community.</p>
<p>The OIG opened its new headquarters located in Southeast DC.</p>	<p>This new facility has all specialized training and meeting spaces required of our law enforcement officers while providing a comfortable working environment for non-law enforcement staff, with increased security features, and advanced technological abilities to meet the OIG's growing mission.</p>	<p>The OIG is more accessible to residents of the District.</p>

3 2023 OBJECTIVES

Strategic Objective

Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement.

Integrate plans, processes, and resources to support organizational accountability.

Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, equitable, and effective government operations, deter misconduct and hold wrongdoers accountable.

Implement an information and knowledge management system that supports the OIG mission.

Execute the Human Capital plan to recruit, develop, and retain a highly qualified and diverse workforce.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

Operation Title	Operation Description
Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement.	
Proactive Oversight Work: Daily Service	Conduct audits, investigations, and inspections based on proactively identified leads and indicators.
Hotline Program: Daily Service	Operate hotline and data analysis programs to aid in identifying and evaluating allegations of corruption, fraud, waste, abuse, and mismanagement.
Integrate plans, processes, and resources to support organizational accountability.	
Policies and Procedures: Key Project	Integrate internal OIG policies and procedures to ensure the OIG executes its mission in compliance with applicable standards to support organizational accountability.
Operational Excellence: Key Project	Implement a performance assessment/excellence framework within the OIG to ensure continuous improvement.
Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, equitable, and effective government operations, deter misconduct and hold wrongdoers accountable.	
Reduce Misconduct and Unethical Conduct: Daily Service	Forward to the appropriate authority any report, as a result of any audit, inspection or investigation conducted by the office, in order to reduce misconduct or unethical behavior.
Government Operations: Daily Service	Initiate and conduct independent financial and performance audits, inspections, and investigations of District government operations.
GAO Liaison: Key Project	Serve as the principal liaison between the District government and the US Government Accountability Office.
Annual Comprehensive Financial Review (ACFR): Key Project	Contract with an outside audit firm to perform the annual audit of the District government's financial operations with the results published in the Annual Comprehensive Financial Review (ACFR) and chair the ACFR oversight committee.
Reporting Results of OIG's Work: Daily Service	Forward to the Mayor, within a reasonable time of reporting evidence of criminal wrongdoing to the U.S. Attorney's Office for the District of Columbia, or other law enforcement office, any report regarding the evidence, if appropriate.
Implement an information and knowledge management system that supports the OIG mission.	
Knowledge Management Framework: Key Project	Collect, store, use, and share information to enable the agency's leadership team to make more effective and efficient decisions.
Knowledge Management: Key Project	Manage agency knowledge to improve OIG performance.
Execute the Human Capital plan to recruit, develop, and retain a highly qualified and diverse workforce.	
Human Capital Plan: Daily Service	Assess current staffing to ensure it meets the OIG's mission and vision.

5 2023 STRATEGIC INITIATIVES

In FY 2023, Office of the Inspector General had 15 Strategic Initiatives and completed 33.33%.

Title	Update
Map the District as an ecosystem to enable the understanding of systemic risk	<p>Completed to date: 0-24%</p> <p>Initiative delayed due to competing priorities. Evaluating FY 2024 funding availability based. Subject to funding availability, anticipate issuing an RFP for external services in Q1 FY 2024.</p> <p>Initiative delayed due to competing priorities and decreased funding to the Pandemic Oversight Program.</p>
ARPA Risk Assessment Part 2 (POP Program)	<p>Completed to date: 0-24%</p> <p>First ARPA Risk Assessment on US Treasury Appropriations was released on February 27, 2023. 2nd iteration of other federal Department ARPA appropriations will be initiated as funding and capacity is available. Expected start in Q1 FY 2024.</p> <p>First ARPA Risk Assessment on US Treasury Appropriations was released on February 27, 2023. 2nd iteration of other federal Department ARPA appropriations will be initiated as funding and capacity is available. Expected start in Q1 FY 2024.</p>
Public Safety Risk Assessment	<p>Completed to date: 0-24%</p> <p>CANCELLED: Given the Mayor's new public safety plan, the OIG is not going to engage in this piece of work in this FY.</p> <p>CANCELLED: Given the Mayor's new public safety plan, the OIG is not going to engage in this piece of work in this FY.</p>
Develop, Pilot, and Evaluate the Internal Control Assessment Program	<p>Completed to date: Complete</p> <p>Conducted the OIG ICAP Pilot on succession planning in January 2023, validated pilot results in February 2023, shared results with the OIG leadership on March 2, 2023, and provided briefing to the leadership on March 16, 2023. Resultant evaluation helped refine ICAP survey questionnaire and ready the program for deployment to District agencies.</p>
Conduct and analyze the FY23 organizational assessment	<p>Completed to date: 50-74%</p> <p>The organizational assessment survey instrument was completed, reviewed, and approved for use in FY 2024. The survey will be administered between October and November of FY 2024.</p> <p>It will be completed in early 2024.</p>
Establish the criteria and develop the OIG's SOP for enterprise risk management, including developing the OIG's risk appetite, establishing risk tolerance, and developing a risk mitigation process	<p>Completed to date: Complete</p> <p>OIG completed this initiative in August 2023.</p>
Develop and monitor external and internal performance metrics	<p>Completed to date: Complete</p> <p>The OIG has a good performance plan reflective of our mission; we will continue to monitor this.</p>

Develop and execute a strategic engagement plan to facilitate proactive and recurring relations with OIG Market and Customer Segments	<p>Completed to date: 50-74%</p> <p>During FY 2023, the market and customer segment personnel have been identified and initial engagement has begun. Several external engagements have been completed that connect District residents to OIG services - namely around vulnerable resident exploitation, abuse, and neglect. Refined development and execution of plan will continue during Q1 FY 2024.</p> <p>This is an ongoing initiative.</p>
Onboard writer/editor(s)	<p>Completed to date: Complete</p> <p>Completed in Q1, however we are looking to have some consultants assist in this effort. Working on an SOW currently</p>
Implement the Customer Feedback Survey and analyze the information to affect process improvements	<p>Completed to date: 75-99%</p> <p>The Customer Satisfaction Survey instrument was completed, reviewed, and approved. The instrument is ready for use in early FY 2024 with the first oversight work products issued by Audit Unit and Inspections and Evaluations Unit.</p> <p>The Customer Satisfaction Survey instrument was completed, reviewed, and approved. The instrument is ready for use in early FY 2024 with the first oversight work products issued by Audit Unit and Inspections and Evaluations Unit.</p>
Develop a KM vision and strategic plan	<p>Completed to date: Complete</p> <p>Complete</p>
Develop and implement a KMS POAM that includes: resources required, potential constraints, and timelines to implement the KM System	<p>Completed to date: 25-49%</p> <p>Initial plan developed, but implementation has been delayed due to staffing changes</p> <p>Initial plan developed, but implementation has been delayed due to staffing changes</p>
Staffing assessments (size and type)	<p>Completed to date: 50-74%</p> <p>Staffing plans are being drafted for each unit and division within the OIG org structure.</p> <p>This initiative took a bit longer than expected due to staffing changes on the leadership team throughout the process.</p>
Develop a recruitment strategy (pre-recruitment, attraction, onboarding)	<p>Completed to date: 75-99%</p> <p>We have a drafted strategy that HR worked on with the leadership team.</p> <p>This will be an ongoing process once implemented. We plan to implement this in Q2 of FY 24 and continue to measure success for 12 months.</p>
Develop a retention plan	<p>Completed to date: 0-24%</p> <p>The focus this year was on staffing plans and recruitment. This initiative was moved to next FY.</p> <p>Focus for the HR staff needed to be staffing plans and recruitment given vacancies; we chose to move this initiative to FY 24</p>

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement.											
Percentage of OIG contacts evaluated and an appropriate course of action determined within 10 business days	Up is Better	New in 2023	New in 2023	99.2%	96.2%	93.8%	93.2%	95%	New in 2023	New in 2023	
Integrate plans, processes, and resources to support organizational accountability.											
Percentage of administrative investigations completed within 180 days	Up is Better	New in 2023	New in 2023	0%	0%	No applicable incidents	No applicable incidents	0%	New in 2023	New in 2023	
Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, equitable, and effective government operations, deter misconduct and hold wrongdoers accountable.											
Percentage of FOIA Requests processed within 15 business days	Up is Better	86.1%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.5%	100%	Nearly Met	For the one FOIA that did not meet the deadline, it was signed on the date required but not emailed to the requestor until the following day.
Percentage of criminal investigations, referred and closed, that resulted in a positive outcome (a criminal, civil, administrative and/or monetary outcome at District Court, Superior Court or District entities)	Up is Better	New in 2023	New in 2023	33.3%	18.5%	Waiting on Data	Waiting on Data	23.1%	New in 2023	New in 2023	
Percentage of reported allegations from external sources resulting in an administrative investigation	Up is Better	New in 2023	New in 2023	100%	100%	No applicable incidents	No applicable incidents	100%	New in 2023	New in 2023	
Percentage of planned audits and inspections relating to the programs and operations of District government departments and agencies completed	Up is Better	New in 2023	New in 2023	60%	40%	50%	57.1%	52.2%	New in 2023	New in 2023	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percentage of recommendations accepted by agencies	Up is Better	New in 2023	New in 2023	91.8%	74.6%	No applicable incidents	No applicable incidents	81.9%	New in 2023	New in 2023	
Execute the Human Capital plan to recruit, develop, and retain a highly qualified and diverse workforce.											
Percentage of FTEs with completed annual performance reviews conducted by supervisors	Up is Better	100%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	84.2%	100%	Unmet	This year there were a number of promotions, resignations and movements of staff from TERM to PERM employees. In addition there were admin actions at the end of the FY that left managers unable to complete performance reviews for staff.
Percentage of FTEs with completed mid-year performance reviews conducted by supervisors this fiscal year	Up is Better	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94.7%	100%	Nearly Met	This year there were a number of promotions, resignations and movements of staff from TERM to PERM employees.
Percentage of FTEs with completed performance plans this fiscal year	Up is Better	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94.7%	100%	Nearly Met	This year there were a number of promotions, resignations and movements of staff from TERM to PERM employees.
Percentage of vacancies	Down is Better	18.6%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13.1%	3%	Unmet	Wage, flexibility and experience required are all barriers to recruitment and retention for the OIG. However, this is the lowest vacancy rate we have had in a few years. Our new Human Capital Plan should assist the OIG in meeting this KPI.

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Hotline Program							
Number of OIG contacts evaluated, and an appropriate course of action determined within 10 business days	New in 2023	New in 2023	563	700	601	690	2554
Government Operations							
Number of audits and inspections relating to the programs and operations of District government departments and agencies completed or supervised	New in 2023	New in 2023	2	27	2	5	36
Total Monetary Benefits	New in 2023	New in 2023	\$91,701,690.00	\$0.00	\$60,932,054.00	\$0.00	\$152,633,744
Number of recommendations accepted by agencies	New in 2023	New in 2023	45	50	0	0	95
Reduce Misconduct and Unethical Conduct							
Total Criminal Recoveries	New in 2023	New in 2023	\$2,540,660.00	\$1,131,510.00	\$333,533.00	\$5,195,844.00	\$9,201,547
Total Civil Recoveries	New in 2023	New in 2023	\$1,578,906.50	\$26,943.36	\$0.00	\$0.00	\$1,605,849.9
Total Administrative Actions	New in 2023	New in 2023	2	1	0	0	3
Total Indictments	New in 2023	New in 2023	4	1	4	2	11
Total Convictions	New in 2023	New in 2023	5	2	3	4	14
Number of Investigations Opened	New in 2023	New in 2023	26	59	47	28	160
Number of Investigations Closed	New in 2023	New in 2023	39	19	29	33	120
Human Capital Plan							
Number of FTEs with completed annual performance reviews with supervisors	Not Available	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80
Number of FTEs with completed mid-year performance reviews with supervisors	Not Available	89	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90
Number of FTEs with completed performance plans	Not Available	89	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90
Number of FTEs	Not Available	89	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95