

Baltimore City Office of the Inspector General Strategic Plan

Overview

We are pleased to present the Office of Inspector General (OIG) Strategic Plan covering fiscal years 2022-2025. This strategic plan captures our organizational goals and objectives through the next three fiscal years. Through our Strategic Plan, we pledge to provide independent oversight and promote integrity, excellence, accountability, and transparency. This plan is a living document that is intended to be sensitive to the availability of resources, but flexible and adaptive to the dynamic environment in which both the OIG and the Baltimore City operates, while remaining consistent to our values.

Vision, Mission and Values

Vision

To promote a high level of integrity in City government by conducting professional, fair and unbiased fraud, waste and abuse investigations, and, whenever possible, holding those who violate the public trust accountable.

Mission

To provide independent oversight and promote accountability, efficiency, and integrity in City government by identifying financial waste, fraud and abuse. This, in turn, promotes public trust in City government. Citizens have the right to expect effective and honest City leadership – virtues that are best fostered when the government policies itself and initiates improvements in operational efficiency. The OIG contributes to these objectives through impartial and independent investigations.

Values

- Integrity and Independence
- Conduct independent work without bias or undue influence
- Abide by the highest ethics standards
- Excellence by achieving the highest quality in everything we do
- Be relevant, impactful, an innovative
- Collaboration and Teamwork
- Foster a work environment that maximizes productivity, innovation, excellence, and employee satisfaction
- Work collaboratively, internally and externally
- Promote leadership, vision, and expertise
- Adaptability by embracing improvement, learning, and flexibility to address changing priorities

Strategic Goal 1 - *Advance organizational effectiveness*

To successfully carry out its mission, the OIG must continue to identify opportunities to advance our organizational effectiveness. The OIG aims to ensure improvements in reporting and recommendations.

Strategic Objectives:

- Streamline internal processes and procedures to achieve effective use of resources.
- Improve internal and external communication.
- Ensure support and resources are flexible, efficient, and effective.

Performance Indicators:

- OIG policies, procedures, and processes that reflect best practices.
- Public feedback tool that enhances public satisfaction with the operations of the OIG.
- Technologies and tools that enable collaboration and communication for our staff.

Strategic Goal 2 - *Deliver results that promote integrity, excellence, and accountability*

Our investigations focus on improving the efficiency, effectiveness, and integrity of City programs and operations.

Strategic Objectives:

- Enrich our understanding of operations through enhanced engagement with the public.
- Issue and encourage recommendations that address systemic weaknesses and effect positive change.
- Enhance our focus on providing oversight of City-wide spending efforts.
- Improve the value and quality of our products to internal and external recipients.

Performance Indicators:

- Reports that identify more efficient and effective ways for Baltimore City to carry out its mission
- Communications that promote productive interactions and encourage feedback about our oversight activities and products.
- Initiatives that identify opportunities to improve OIG tools, processes and products, including gathering internal and external feedback.

Strategic Goal 3 - *Cultivate a skilled diverse workforce and foster a collaborative environment*

OIG has highlighted the importance of ensuring all OIG staff receive the training, mentoring, and coaching needed to address the Department's complex missions and issues. OIG developed a stronger on-boarding training and requiring effective management to ensure stronger employees.

Strategic Objectives:

- Identify, recruit, and retain a diverse, skilled workforce.
- Develop, coach, and mentor our workforce.
- Maximize collaboration across and within the OIG's organizational units.
- Increase information sharing and collaboration with the public and other organizations to improve our knowledge, operations, and partnerships.

Performance Indicators

- Enhanced workforce diversity, competencies, and training efforts.
- Communication and collaboration within and across program areas that contribute to organizational planning and performance activities.