



National Aeronautics and
Space Administration

**NASA Office of
Inspector General**

***STRATEGIC
IMPLEMENTATION PLAN***

OCTOBER 1997



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Illustrations:

- Cover: Mars Global Surveyor scheduled to begin orbiting Mars in September 1997
- page 4: International Space Station complete with Shuttle
- page 8: Earth Observing System (EOS) AM-1 Spacecraft, part of Mission to Planet Earth
- page 14: The Three Pillars of NASA's Aeronautics and Space Transportation Technology Enterprise

A Message From The Inspector General

The NASA Strategic Plan has established bold scientific challenges for the years to come. The goals and objectives supporting the Agency's vision will be achieved in an era of intense budgetary constraints by a work force of civil servants and contractors whose size, deployment, roles, and relationships must adjust to a fluid environment.

To meet its scientific challenges in today's economic climate, NASA management has developed some overarching goals for its business processes. Streamlining regulations, consolidating program functions, aligning Agency and Enterprise goals, and reducing oversight are integral to the implementation of the Agency's Strategic Plan. The NASA OIG has a positive role in helping the Agency meet those goals.

As a commitment to fulfilling that role, we have developed our strategic implementation plan to complement that of the Agency.

We have aligned our programs to more effectively evaluate, review, and assess NASA's implementation of its strategic plan and to target high risk areas. We will review and assess NASA's management of downsizing; the development of the International Space Station; the plans for various launch vehicles; the implementation of the NASA Integrated Financial Management System; environmental impact issues; and a variety of crosscutting concerns, including international agreements and the use of small and disadvantaged businesses.

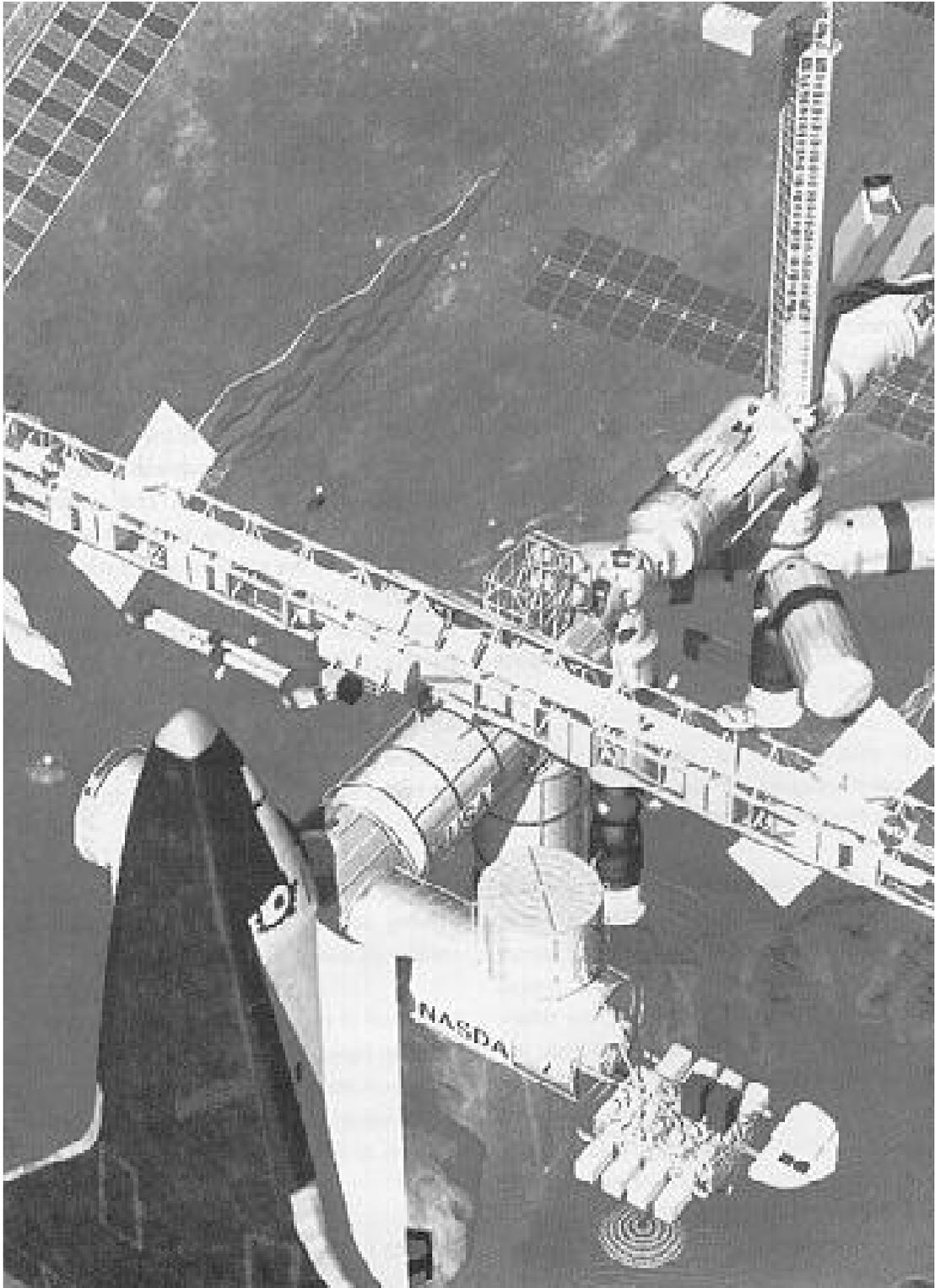


We will emphasize evaluations of procurement activities, including the expanding application of cooperative agreements and commercial partnerships, outsourcing, and contract consolidation efforts. We will also closely monitor performance-based contracting activities, electronic commerce, and other innovative procurement initiatives. Because of NASA's increasing reliance on information technology, we will devote resources to review and evaluate the Agency's information technology efforts, with particular emphasis on security efforts.

Our strategic implementation plan is tailored to respond to NASA's dynamic environment—it is a living document that will be amended and revised as events and trends warrant.

On behalf of the staff of the Office of Inspector General, I present this Plan as our commitment to the success of NASA's mission and vision to be an investment in America's future, and to the interests of good government.

Roberta L. Gross
Inspector General



OIG Mission

Under The Authority Of The Inspector General Act, The Office Of Inspector General (OIG):

- Conducts and supervises independent and objective audits,
- investigations, inspections, and other reviews
- Promotes economy, efficiency, and effectiveness
- Prevents and detects fraud, waste, and mismanagement
- Recommends improvements to legislation and regulations
- Keeps the Administrator and Congress informed

Strategic Approach

As independent agents of positive change, we will help NASA to meet its challenges and protect the public trust by:

- Focusing our resources and efforts on high value-added areas for our customers
- Applying new skills, methods, and technologies to improve the quality and timeliness of our work and products
- Developing innovative means through which we provide positive contributions to the Agency, the Congress, and others

Outcomes

The talents and dedication of the OIG staff will allow us to achieve:

- Promote and support management actions to improve NASA programs, procedures, and operations
- Enhance productivity and product quality within the OIG

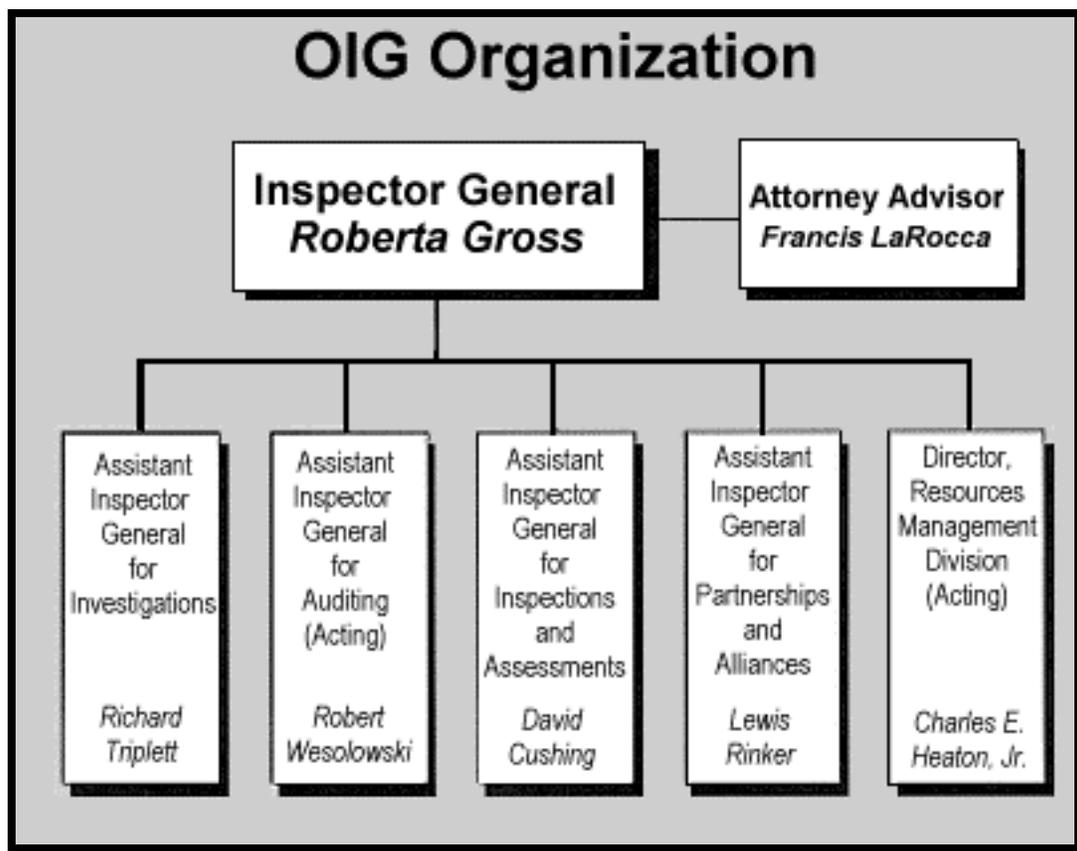
Increase recognition for the value and use of OIG products, services, and capabilities

The OIG Team

The OIG team is a diverse workforce of professional investigators, auditors, inspectors, management analysts, computer specialists, and other disciplines located throughout NASA at the various Centers and Headquarters. The organization (see chart below), consists of the Inspector General and four program offices, all supported by a legal and administrative staff. Matrixed teams within the OIG perform assignments to effectively respond to evolving requirements and maximize the use of resources.

Investigations

The OIG's special agents are Federal law enforcement officers who conduct criminal investigations in which NASA is a victim of fraudulent acts by employees, contractors, and others. The violations include embezzlement, theft, false claims, computer crimes and procurement fraud. The agents work very closely with the FBI, Federal prosecutors, and other law enforcement officials to detect and prevent these acts and to prosecute the perpetrators of these acts. The OIG also alerts management to conditions that make Agency programs vulnerable to fraud and abuse.



Audits

OIG auditors review Agency and contractor programs and operations to ensure that information is reliable, resources are safeguarded, appropriated funds are properly expended, activities are efficient and economical, and intended results are achieved. These reviews are performed according to government and professional standards and usually result in actions to correct significant problems.

Inspections and Assessments

This staff of analysts from various disciplines and backgrounds--augmented as needed with auditors, investigators, and other specialists--performs short-duration evaluations of Agency and contractor activities and processes. They also conduct administrative investigations of non-criminal matters. In most instances their evaluations provide feedback to NASA officials and recommend process/management improvement measures. However, they may also develop issues for expanded audits or investigations.

Partnerships and Alliances

Staffed primarily with auditors and analysts, this division was established to provide

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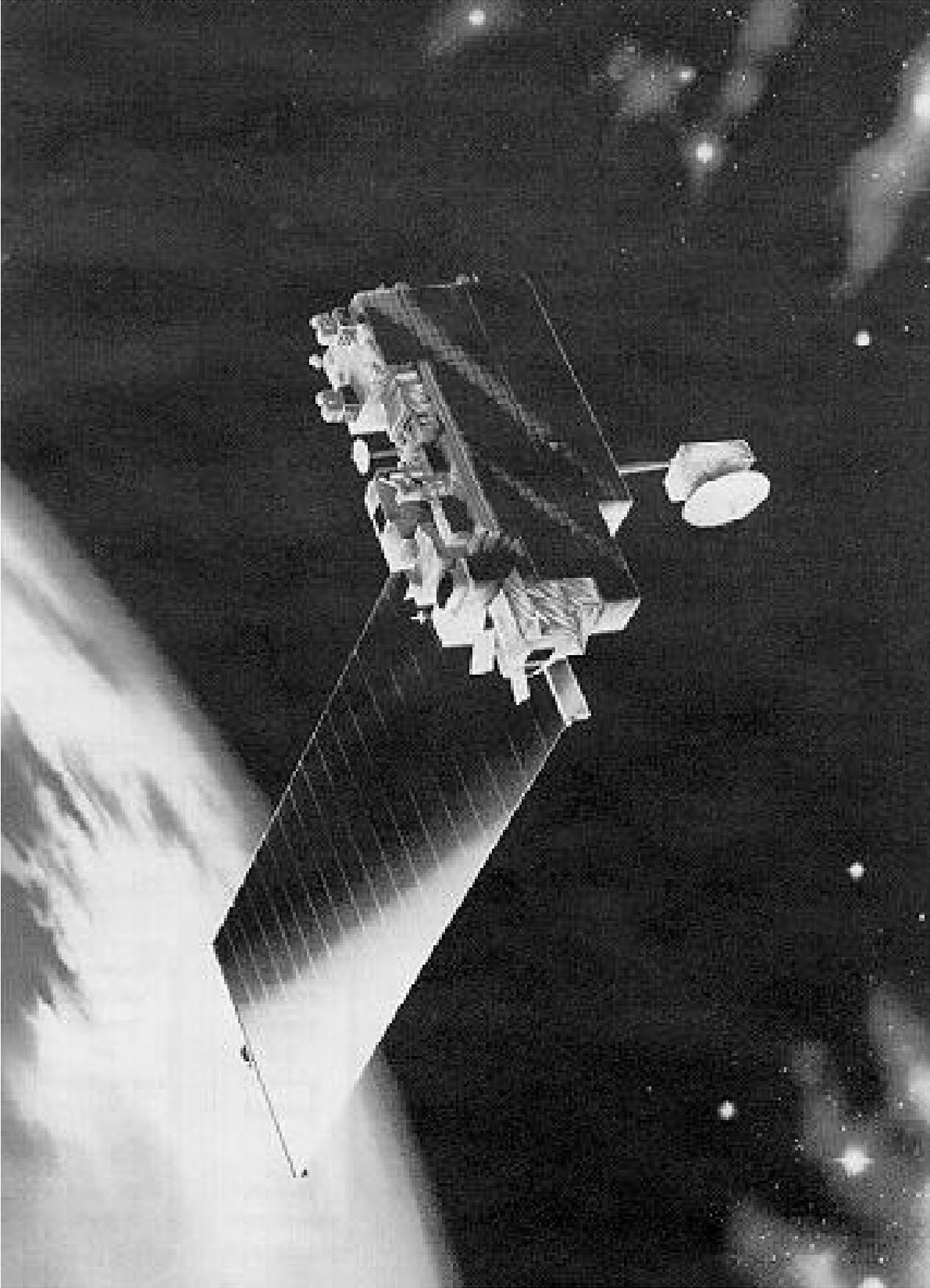
NASA proactive assistance in identifying opportunities to foster, expand, and enhance partnerships and cooperative arrangements with other agencies, groups, and industry. This division also looks for areas in which the OIG may conduct joint audits and reviews with other agencies and groups.

Our Values

As OIG and NASA employees, we place great value on:

- Products and services that are timely, accurate, relevant, and useful
- Independence, integrity, creativity, and objectivity in our work
- Cooperation and effective communication among ourselves and with others
- A service-oriented attitude toward our customers and key decision-makers

A work environment that provides for professional growth and diversity



OIG Strategic Relationships and Customers

As independent agents of positive change, the OIG mutually provides and receives service and support from many organizational institutions and outside sources. We rely on a cooperative working environment with our many distinct partners to enhance the success of our mission. We develop and implement our mission goals by keeping our stakeholders uppermost in our planning and operations. In general, our reports are widely distributed, but sometimes we must restrict access to them. Whether public or restricted, our reports will be written so that our findings and recommendations are:

- Clear and understandable to every user
- Fair, objective, and independent
- Timely and assure the most beneficial impact

The American Citizen and Taxpayer; the President, and Congress

Our efforts serve the American people and their elected representatives. Paramount among our responsibilities to them is to ensure that laws are enforced, that reasonable rules govern NASA processes, that

NASA operations and activities are effective, and that public funds are expended prudently. We will be responsive and respectful to their inquiries, and will ensure that our reports address important areas of concern.

NASA Management, Employees, and Contractors

Within the professional constraints of our work (particularly in the case of criminal and administrative investigations), our aim is to work cooperatively with NASA management, employees, contractor management, and contract employees. Our best sources of information and the principal agents for improvement are found within the NASA community. We will continually seek ways to improve our analytic processes, reports, and communications with this community.

Other Key External Relationships

The General Accounting Office, the Department of Justice, other Federal law enforcement organizations, state and local law enforcement authorities, the Defense Contract Audit Agency, the Defense Investigative Service, and other Federal Offices of Inspector General, are key external relationships. We mutually provide and receive support and cooperation with these organizations. We are committed to continually build and strengthen these relationships

Goals, Objectives, and Metrics

Goal 1

Provide cost-effective, value-added products and services to decision-makers for guidance in improving NASA programs, procedures, and operations

Objectives

- Focus resources on major areas and issues to identify preventative measures as well as operational, financial, and technical improvements
- Produce timely, high quality reports and investigations that result in significant process improvements, prosecutions, and recoveries
- Identify and use new technologies and approaches to reviews, investigations, and analyses
- Establish quality standards and implement effective control systems

Metrics

- Number of recommendations accepted and implemented by the Agency
- Frequent and effective use of teams and proactive approaches for detecting and preventing fraud and mismanagement
- New, innovative methods to achieve our mission and report results.
- Project milestones to determine if they are monitored and met

Goal 2

- Maintain a skilled, diverse workforce

Objectives

- Recruit, hire, develop, and retain employees from a wide range of backgrounds who exhibit strong skills, positive attitudes, and high personal and professional values
- Maintain and fund an effective staff training and employee development system

Metrics

- Hiring and promotion actions reflect desired diversity and skill levels
- All staff have individual development plans
- Professional qualifications being maintained by providing training opportunities

Goal 3

- Maintain a positive, challenging, and rewarding work environment

Objectives

- Provide opportunities for varying assignments, responsibilities, and working relationships
- Streamline and simplify operations and procedures
- Establish effective, open lines of communication

Metrics

- Periodic staff rotations and details
- Employees indicate satisfaction with assignments and opportunities
- The number and complexity of OIG policies and procedures are minimized
- High employee satisfaction with the types, levels, and effectiveness of communications

Assessment of the External Environment

Multiple factors exist that influence the implementation of NASA's strategic plan, and this plan. Foremost, budget reductions necessitate program choices that impact results. Since 1993, NASA has reduced its out-year budget by 36 percent through rescoping programs, eliminating low-priority efforts, and using support contracts. NASA has reduced the size of its civil service workforce by implementing several buyouts. The Agency intends to develop efficiencies in its business processes by restructuring, privatizing, commercializing, outsourcing, and performance-based contracting. The combined impact of these measures will be evidenced by reduced civil servant oversight of Agency programs and streamlined regulations.

Recent legislation also plays a significant role in the management and oversight of NASA. The Chief Financial Officer's Act, the Chief Information Officer's Act, and Government Performance and Results Act increase NASA's accountability to the President, Congress, and the American public as well as the OIG's responsibility to authenticate the processes used to report that accountability.

Key Assumptions

As NASA implements its strategic plan to achieve mission success and improve operations efficiency by using measurable performance indicators, the OIG's role becomes even more essential. The Agency's success depends, to a great extent, upon the integrity of the processes, systems, contractors, and workforce it employs. Our independent reviews are crucial to insure that integrity.

In view of the necessity for economy and efficiency at all levels of government, OIG resources will be limited. We must continue to explore opportunities where we can work cooperatively and share resources with the Agency, other Inspector General Offices, and members of the Federal community at large.

The OIG is challenged by an Agency whose hallmark is technology. We must meet this challenge with a bright, well-trained staff that is equipped with the technological skills and tools necessary to ensure the success of NASA's mission.

Implementation

The OIG mission strategy is key to the implementation of our plan. Elements of our goals and objectives will be incorporated into our performance plans, and the Assistant Inspectors General and the Director, Resources Management Division, will be instrumental in formalizing viable implementation plans for their staffs. It is incumbent on them to define their objectives, detail their applicable subobjectives and metrics, and identify their resource requirements. An annual work plan will reflect proposed initiatives and priorities that fit the OIG strategy, and correlate to Agency programs.

Personnel, equipment, and other resource requirements needed to implement our plan and achieve our goals and objectives will be incorporated into our budget process. We will ensure that the estimates reflect the requirements.

Implementation will be an ongoing process through the routine communication of our vision, values, goals, and objectives outlined in our plan. Newsletters, assignment status reviews, progress reports, and adjustments of our priorities, resources, and workload to fit relevant issues will increase staff awareness and ensure useful, quality reports and reviews.

Performance Evaluation and Reporting

Evaluating progress will be a continuous activity through discussions with employees on their overall performance, through monitoring the status of individual and group assignments, and through consultative reviews and feedback to enhance quality and timeliness. However, each program manager will gather and analyze relevant data and submit a written report to the Inspector General by July 15 each year. That report will describe the progress toward, impediments to, and suggestions for improvements that affect the realization of the goals set forth in our strategic plan. The individual reports will be consolidated and an overall assessment will be prepared and distributed to OIG managers. Along with customer feedback, the assessment will be used to evaluate procedures and strategies that will adjust our performance goals accordingly.

OIG Management Commitment

We, the OIG managers, dedicate ourselves to working individually and with all OIG employees toward the realization of the goals of this strategic plan.


Inspector General


Assistant Inspector General
for Investigations

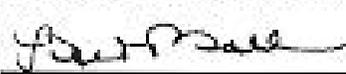

Assistant Inspector General
for Inspections and Assessments


Director, Resource Management
Division (Acting)


Director, Personnel Services Division


Director, Audit Division-B


Director, Information Technology Audits


Audit Program Director


Audit Program Director (Acting)


Attorney Advisor


Assistant Inspector General
for Auditing (Acting)


Assistant Inspector General
for Partnerships and Alliances

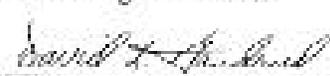

Associate Attorney Advisor


Director, Audit Division-A (Acting)


Manager, Advanced Technology Programs


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Audit Program Director


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Donald L. ...
Special Agent-in-Charge

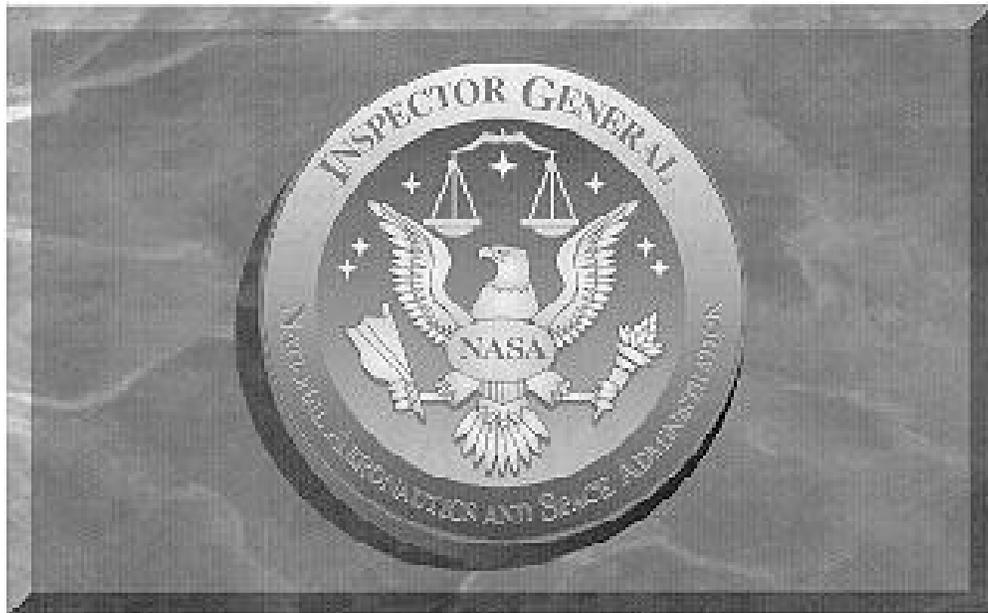
Your comments, suggestions, and questions are important to us. You may contact the OIG by writing to the following address or calling direct.

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Tel: 202-358-1220

The OIG strategic plan is also available on the World Wide Web at <http://www.hq.nasa.gov/office/oig/hq/>





HOTLINE

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Toll Free 24-Hour Answering Service

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CALLER CAN BE ANONYMOUS

Each Caller is encouraged to assist the OIG by
Providing information on how they may be
contacted for additional information.

