

**Independent Office of
Audits and Investigations
STRATEGIC PLAN
2021 - 2024**



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LIST OF ACRONYMS, ABBREVIATIONS, AND TERMS

TERM	MEANING
ACTION PLAN	The IOAI Action Plan
IDP	Individual development plan
IG	Inspector General
IOAI	Independent Office of Audits and Investigations
IOAI Strategic Plan	Independent Office of Audits and Investigations Strategic Plan
LTP	Leadership Training Program
MTP	Management Training Program
OIG	Office of Inspector General
ONE PAGER	Single-page document used as marketing material to demonstrate business overview, product, or service information
QA	Quality Assurance
QC	Quality Control
SB1	Senate Bill 1, the Road Repair and Accountability Act of 2017
SME	Subject matter expert
SOP	Standard operating procedures
TABLEAU	Data analytics software
TM+	TeamMate+
WCC	Work Culture Committee

We are pleased to share with you the 2021-2024 Independent Office of Audits and Investigations Strategic Plan. This strategic plan was developed with extensive collaboration from all of our staff. It is a program-wide effort to define the IOAI vision, mission, goals, and outcomes as well as the strategies we will collectively pursue to achieve our goals.

We envision a high-performing organization that strengthens public trust by independently overseeing the effective and fair use of taxpayer dollars. Our vision is a long-term aspiration for us to work toward. To get there, we need to prepare our workforce, provide clear guidance, and foster more efficient and effective ways to work together. We will continue to improve our communication and collaboration to better optimize and align our work. We will continue to integrate our various program efforts to exceed our full potential to meet our vision and mission.

Thank you for your support of this important initiative.

Rhonda Craft

7/21/2021

RHONDA L. CRAFT
Inspector General

Date

Diana Antony

7/21/2021

DIANA C. ANTONY
Chief Deputy Inspector
General

Date

Frances Parmelee

7/21/2021

FRANCES P. PARMELEE
Assistant Chief Deputy
Inspector General

Date

The IOAI Strategic Plan sets our strategic direction and consists of our Vision, Mission, Values, Goals, Outcomes, and Strategies. The goals and strategies will drive the strategic actions of IOAI for the next four years.

IOAI management developed an action plan which includes several strategic initiatives to meet the three goals and achieve the desired outcomes. These strategic initiatives will be phased over the next four years and cover improvements across all IOAI. These are described in detail further in this section.

Figure 1. Elements of the IOAI Strategic Plan



Vision

A high-performing organization that strengthens public trust by overseeing the effective and fair use of taxpayer dollars.

Mission

Promoting accountability and transparency of state and federal transportation funding by conducting independent and objective audits and investigations.

Values

Integrity

We promote trust and accountability through our consistent and ethical actions.

Independence

We conduct our work in an impartial and objective way while improving outcomes for all.

Excellence

We look for innovative ways to effect change and continuously improve.

Professionalism

We proudly represent our profession, our team, and the State of California.

Goals, Outcomes, and Strategies

1. Improve the value of our products and services

Outcomes

- 1a. Improvement in performance
- 1b. Increase in compliance
- 1c. Increase in timeliness of IOAI deliverables
- 1d. Improve engagement between IOAI and stakeholders

Strategies

- 1.1. Improve timeliness and context sensitivity of work products
- 1.2. Leverage tools, templates, and technology to improve efficiency
- 1.3. Encourage creative problem solving
- 1.4. Ensure appropriate collaboration and effective communication

2. Promote organizational and workforce excellence**Outcomes**

- 2a. Increase in employee retention
- 2b. Increase in recruiting opportunities
- 2c. Improve employee performance (i.e., knowledge, skills)
- 2d. Increase in employee satisfaction
- 2e. Increase employee cross-training
- 2f. Increase in leadership readiness

Strategies

- 2.1. Promote competency through professional development and training
- 2.2. Improve understanding of the purpose and consequences of work products
- 2.3. Enhance leadership development and succession planning
- 2.4. Increase retention and improve recruiting
- 2.5. Leverage work culture committee
- 2.6. Enhance diversity, equity, and inclusion

3. Prioritize and plan our work to maximize effectiveness**Outcomes**

- 3a. Establish clear and consistent work priorities
- 3b. Align IOAI products and services with work priorities

Strategies

- 3.1. Clarify and establish roles and responsibilities
- 3.2. Assess risk and significance in prioritizing work
- 3.3. Prioritize audits and investigations
- 3.4. Improve consistency by identifying appropriate criteria
- 3.5. Improve scoping of work products and activities