Independent Office of Audits and Investigations

STRATEGIC PLAN

2021 - 2024

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

Diana Antony  
7/21/2021
DIANA C. ANTONY  
Date
Chief Deputy Inspector General

Frances Parmelee  
7/21/2021
FRANCES P. PARMELEE  
Date
Assistant Chief Deputy Inspector General
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