



FY2014

Annual Performance Plan





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INTRODUCTION

The work of the Office of Inspector General (OIG) is important to the Department's success in fulfilling its Strategic Plan to address the Secretary's mission priorities, management challenges, and mission-related goals. We must ensure that our resources and activities encompass the issues and concerns most critical to the Department. This Annual Performance Plan identifies the Fiscal Year (FY) 2014 goals, objectives, and measures that will help us to better execute the U.S. Department of Housing and Urban Development's (HUD's) priorities and continue to assist the Department in identifying and taking corrective action to improve areas most vulnerable to waste, fraud, and mismanagement.

This Annual Performance Plan describes the specific projects and activities that we plan to undertake during FY 2014 to continue identifying opportunities for cost savings and operational efficiencies; focus on prevention; and to continue to return hard dollars to the Department and the U.S. Treasury. It outlines the measures and metrics we will use to determine progress toward the accomplishment of our strategic goals.

Our Annual Performance Plan contains the complete set of measures that the OIG will use to manage the organization towards accomplishing its goals and objectives. Those activities generate products – outputs, typically audit findings, and criminal indictments. The outputs are provided to other organizations (e.g., departmental program officials or Assistant US Attorneys) for disposition. We collaborate with these partners to achieve successful intermediate outcomes like civil actions or successful prosecutions. Ultimately, all these efforts result in strategic outcomes like providing recommendations that foster stronger programs, substantial financial returns or recoveries, and broad deterrence of fraud, waste, and abuse.

OUR GUIDING PRINCIPLES

MISSION

As the Office of Inspector General (OIG) for the U.S. Department of Housing and Urban Development (HUD), we remain an independent and objective organization, conducting and supervising audits, evaluations, and investigations relating to the Department's programs and operations. We promote economy, efficiency, and effectiveness in these programs and operations as we also prevent and detect fraud, abuse, and mismanagement. We are committed to keeping the HUD Secretary, Congress, and our stakeholders fully and currently informed about problems and deficiencies and the necessity for and progress of corrective action.

VALUES

Collaboration: The commitment to work jointly with HUD, Congress, and our stakeholders for the benefit of all citizens.

Accountability: The obligation and willingness to accept responsibility and account for our actions.

Integrity: The firm adherence to high moral and professional standards, honesty, and fairness in all that we do. Acting with integrity is a core job responsibility for every employee.

Stewardship: The careful and responsible management of that which has been entrusted to our care.



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Diversity: The promotion of high standards of equal employment opportunity for employees and job applicants at all levels so that our workforce is reflective of our Country’s citizens

VISION

- To promote fiscal responsibility and financial accountability in HUD programs and operations,
- To improve the execution of and accountability for grant funds,
- To strengthen the soundness of public and Indian housing programs,
- To protect the integrity of housing insurance and guarantee programs,
- To assist HUD in determining whether it is successful in achieving its goals,
- To look ahead for emerging trends or weaknesses that create risk and program inefficiencies,
- To produce innovative work products that are timely and of high quality,
- To benchmark best practices as a means to guide HUD, and
- To have a significant impact on improving the way HUD does business.

DIVERSITY AND EQUAL OPPORTUNITY

The promotion of high standards of equal employment opportunity for employees and job applicants at all levels. OIG reaffirms its commitment to nondiscrimination in the workplace and the recruitment of qualified employees without prejudice regarding their gender, race, religion, color, national origin, sexual orientation, disability, or other classification protected by law. OIG is committed and proactive in the prevention of discrimination and ensuring freedom from retaliation for participating in the equal employment opportunity process in accordance with departmental policies and procedures.

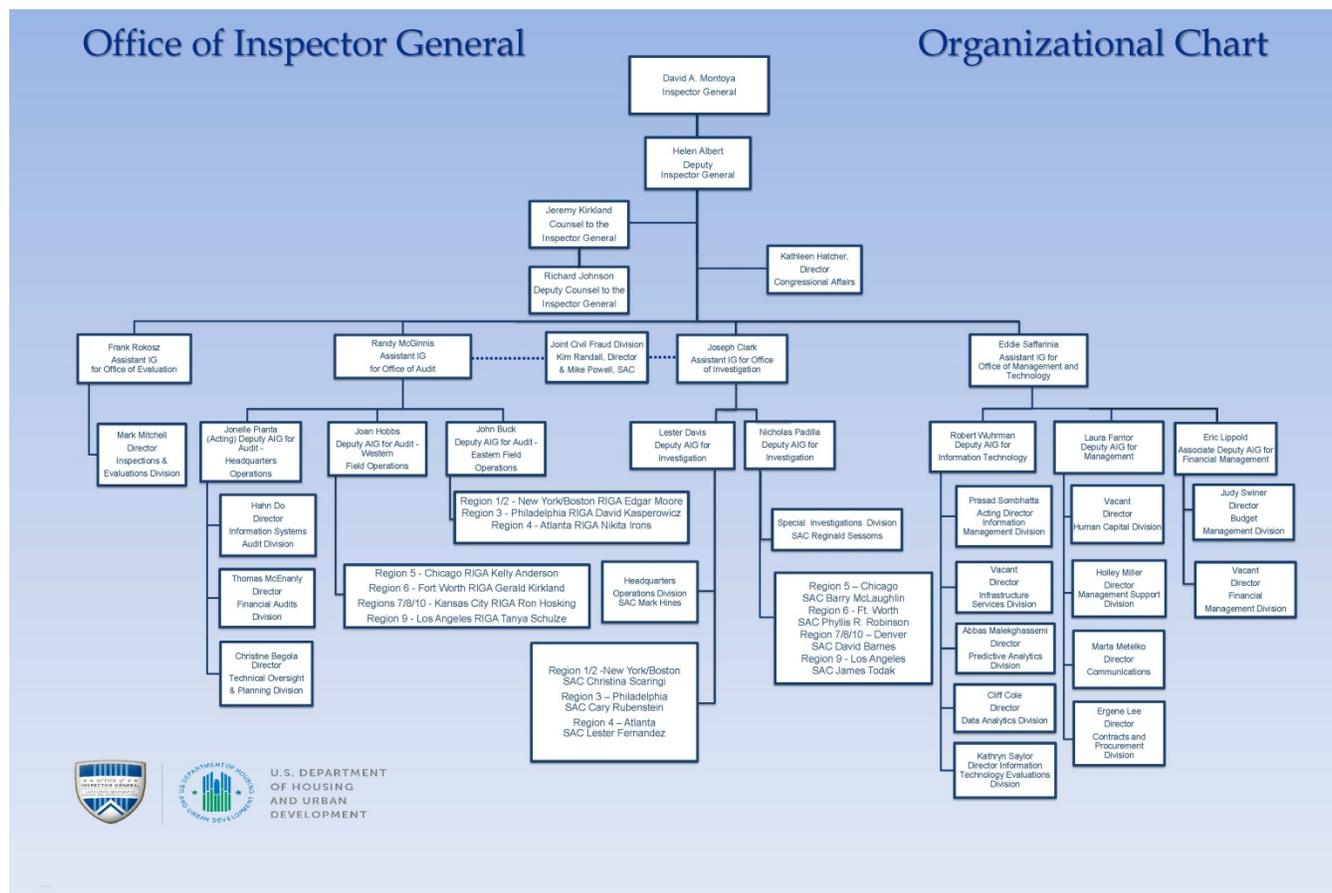
OUR GOALS

- Goal 1 Effectiveness:** Help the Department address its “major challenges” by being a relevant and problem-solving advisor to HUD, stakeholders and Congress.
- Goal 2 Timeliness:** Deliver relevant products that allow the Department to act on time sensitive issues.
- Goal 3 Quality:** Provide services and products that can be relied upon to address vulnerabilities, provide opportunities, and recognize positive outcomes.
- Goal 4 Impact:** Deliver services and products that can be used by recipients to make informed decisions, take appropriate actions, and improve programs.
- Goal 5 Innovation:** Develop new and better ways of conducting business to enhance our organizational performance and to support a diverse and skilled workforce.



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OUR STRUCTURE



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



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AREAS OF RESPONSIBILITY

The Office of Audit plans and conducts audits of departmental activities, which include (1) headquarters programs and operations and the activities of HUD's field offices located in 10 regions, (2) hundreds of HUD programs and initiatives, and (3) thousands of contractors and program participants doing business with the Department. The Office of Audit's significant workload is generally divided into four primary categories: performance audits, information system audits, financial audits, and advisory and assistance services.

The Office of Evaluation plans and conducts independent assessments of the design, implementation, and results of HUD's operations, programs, or policies. The Division provides a flexible and effective mechanism for the oversight and review of Department and agency programs by using a multidisciplinary staff and multiple methods for gathering and analyzing data. It can be used to determine the efficiency, effectiveness, impact, and sustainability of operations, programs, or policies and provide information that is timely, credible, and useful for agency managers, policy makers, and others.

The Office of Investigation plans and conducts investigations that vary in purpose and scope and may involve alleged violations of criminal or civil laws, as well as administrative requirements. The focus of an investigation may include the integrity of programs, operations, and personnel in agencies at Federal, State, and local levels of government; program, procurement, and grant fraud schemes; mortgage fraud, financial fraud, and whistleblower retaliation; and other matters involving alleged violations of law, rules, regulations, and policies.

The Office of Legal Counsel provides independent legal and policy advice to all components of OIG on a variety of substantive and procedural matters relating to OIG's audit, program evaluation, and investigation activities. The Office of Legal Counsel also represents OIG in administrative litigation; manages the OIG ethics program, providing training, advice, and financial disclosure reviews; and coordinates OIG responses to Freedom of Information Act and other document requests.

The Office of Management and Technology is responsible for developing, implementing, managing, and supporting a strategic plan for OIG that aligns planning, resources, policies, processes, reporting, and performance measures for internal efficiency. It is also responsible for budget and administrative services, human resources, training, program integrity, infrastructure services, information management, data and predictive analytics as well as information technology evaluations of HUD IT and IT security programs. As the public affairs liaison point and manager of the OIG hotline, this office receives, analyzes, and reviews complaints and allegations; communicates with the public and the media; and maintains the OIG Web page.



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AREAS OF FOCUS

CIVIL FRAUD

The OIG’s Joint Civil Fraud Division is a blend of audit and investigative staff specializing in civil enforcement to address improper activities aimed at the Department’s vital programs. The OIG remains committed to investigating and prosecuting financial and mortgage fraud that harm the programs that our citizenry relies on, the taxpayer who must deal with the effects of the financial problems caused by such inappropriate behavior, and the financial markets that can be impacted negatively as an aftereffect. OIG plays a crucial role in the Federal financial recovery effort through criminal investigations and civil reviews. The Division is tasked with uncovering fraud nationwide, investigating qui tam cases, and pursuing civil actions and administrative sanctions against entities and individuals that commit fraud against HUD.

DISASTER OVERSIGHT

The Department’s role has greatly increased over the last decade as HUD has had to deal with disasters and economic crises that have increased its visibility and reaffirmed its vital role in providing services that impact the lives of all of our citizens. Along with the increase in the Department’s role is the increase in the oversight responsibilities of OIG. Disasters and the large amounts of funds needed to help those impacted are an area of focus and challenge for HUD and OIG. To address the enormous task of oversight, OIG’s audit, investigative, and inspections staff provides a continuing and comprehensive review of the administration and expenditure of funds.



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FY 2014 WORK PLAN

Goal 1 - Help the Department address its “major challenges” by being a relevant and problem-solving advisor to HUD, stakeholders and Congress.

Audits and investigations will be selected and prioritized in the areas relating to Single Family, Community Planning and Development (CPD), Public and Indian Housing, Disaster, and other programs to support stakeholder and Congressional interest.

AUDIT

- Complete between 12 and 16 audits of the Single Family program.
- Complete between 24 and 28 audits of the Public and Indian Housing program.
- Complete between 5 and 7 audits of the Multifamily Housing program.
- Complete between 20 and 24 CPD related audits.
- Complete between 5 and 7 audits of Disaster related program activities and grantees.

EVALUATIONS

- Complete between 10 and 15 evaluations of HUD program areas.
- Complete between 3 and 6 evaluations of Hurricane Sandy disaster activities and/or grantees.
- Evaluations staff will complete at least 2 summary reports.

INVESTIGATIONS

- At least 80 percent of all investigative cases opened will specifically address fraud relating to the HUD’s major management challenges.

LEGAL COUNSEL

- Identify potential Program Fraud Civil Remedies Act (PFCRA) or False Claims Act (FCA) cases for potential prosecution, thereby enabling Legal Counsel to assist in deterring fraud, penalizing those who commit fraud and contribute to the OIG’s goal of improving the integrity of Single Family mortgage insurance programs.
- Review cases for PFCRA and FCA potential and, if selected, process and decline or refer to the HUD Office of General Counsel for litigation within 45 days of their selection 80-85 percent of the time.
- If deemed appropriate for prosecution, Legal Counsel will prepare a referral on Audit/Investigations administrative or civil actions to HUD Office of General Counsel within 45 days of the determination of propriety 85 percent of the time.
- Coordinate with the Department of Justice (DOJ) Civil Division in its efforts to combat mortgage fraud through regularly scheduled conference calls with DOJ and HUD OPE by acting as a liaison between OIG Investigations and Audit Regions and those entities to promptly identify cases in which civil actions might be appropriate. Legal Counsel will advise Audit/Investigations of potential civil action cases within 45 days of receipt 85 percent of the time.

MANAGEMENT AND TECHNOLOGY

- Issue at least one report that relates to HUD’s Information Technology Management Challenges.



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- Identify 3 to 5 high-risk areas related to HUD’s IT Security Program. Initiate reviews focused on corrective actions to mitigate risks.
- Implement process improvements within Human Resources and other support functions.

Goal 2 - Deliver relevant products that allow the Department to act on time sensitive issues.

We will deliver timely results to customers and stakeholders.

AUDIT

- A total of 90 to 105 audits will be completed within organizational time standards 70 to 75 percent of time.

INVESTIGATIONS

- Ensure that 65 to 70 percent of investigations are presented to the appropriate prosecuting authority within 12 months of the case being opened.

LEGAL COUNSEL

- Review and comment upon or, if requested, prepare responsive correspondence for Congressional and Media communications within in the negotiated time frames 80 to 85 percent of the time.
- Review and draft proposed legislation, assist with Congressional inquiries, and media requests within negotiated timeframes 80 to 85 percent of the time.
- Review and comment upon human resource issues/matters within 40 hours of receipt of inquiries.
- Complete requests for legal opinions within 50 days 80 to 85 percent of the time.
- Complete requests for subpoenas within 72 hours 80 to 85 percent of the time.
- Respond to Freedom of Information Act and Privacy Act requests within 20 business days of the receipt 80 to 85 percent of the time.

MANAGEMENT AND TECHNOLOGY

- Provide on average a 90 day turnaround from receipt of requests for data mining or predictive analytics support.
- Ensure data mining and predictive analytic findings are reported to Audit or Investigation within 5 business days.
- Ensure that discovery of any vulnerability detrimental to the HUD IT environment is reported to the HUD Office of the Chief Information Officer within 24 hours.
- Ensure that the Federal Information Security Management Act report is completed no less than 7 days from the due date established by OMB.



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Goal 3 - Provide services and products that can be relied upon to address vulnerabilities, provide opportunities, and recognize positive outcomes.

We will provide quality services and useful products to customers and stakeholders.

AUDIT

- A total of 21 to 24 audits completed will be internal audits and 70 to 75 percent of these reports will meet applicable technical requirements as evidence by conformance with organization completion standards.

MANAGEMENT AND TECHNOLOGY

- Provide customer service training to all Human Resources, Training, and Management Support staff.
- Award new contract for enhanced and improved network operations and maintenance.
- Implement OIGPortal for improved collaboration, enterprise social, knowledge, and project management across the OIG user community.
- Establish a new training program relying on existing video communications as well as identifying potential training vendors for various OIG related training.

Goal 4 - Deliver services and products that can be used by recipients to make informed decisions, take appropriate actions, and improve programs.

We will contribute to positive change while maximizing results. We will perform both significant and positive return audits and evaluations.

AUDIT

- Select and prioritize work resulting in accomplishing OIG's target return on investment of \$15-\$18 to \$1.
- Identify monetary findings of \$720 to \$900 million (15 to 18 times the portion of OIG's budget allocated to the Office of Audit) through the identification and audit targeting of high-risk HUD program participants.
- Complete between 20 and 30 civil fraud referrals.

EVALUATIONS

- Identify monetary findings in excess of 15 to 18 times the portion of the OIG's budget allocated to the Office of Evaluations through the identification and audit targeting of high-risk HUD program participants.
- Complete 1 to 3 civil fraud referrals.

INVESTIGATIONS

- Ensure that 65 to 70 percent of all investigative subjects listed as Departmental Enforcement Center (DEC) program participants that have entered the judicial system are referred to the DEC for suspension and/or debarment.

LEGAL COUNSEL

- Revise the Continuing Legal Education Training Program (CLETP) in consultation with the other OIG components.
- Conduct at least 3 CLETPs with OIG personnel.
- Ensure that CLETP recipients indicate an increased knowledge after the course.



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MANAGEMENT AND TECHNOLOGY

- Ensure implementation of Business Intelligence Solutions within the Predictive Analytics Division (PAD).
- Develop reporting processes and protocols for surfacing anomalies detected within PAD Public and Indian Housing systems to Audit/Investigations for review and evaluation.
- Ensure implementation of an inquiry management and tracking system.
- Ensure implementation of a new eDiscovery system and train Legal Counsel staff.
- Identify and implement budget and financial management improvements.
- Establish contracting authority within the OIG.

Goal 5 - Develop new and better ways of conducting business to enhance our organizational performance and to support a diverse and skilled workforce.

We will continually seek best practices, new technologies, and enhanced systems to improve performance.

AUDIT

- Complete at least 5 joint work initiatives with the Office of Investigation in the form of joint published reports, fraud bulletins, serious incident reports, and/or fraud training of applicable staff.

EVALUATIONS

- Complete at least 1 joint work initiatives with the Office of Investigation in the form of joint published reports, fraud bulletins, serious incident reports, and/or fraud training of applicable staff.

INVESTIGATIONS

- Ensure that 80 percent of criminal investigations are reviewed for possible additional civil or administrative action.

MANAGEMENT AND TECHNOLOGY

- Ensure wireless capability is fully functional in 5 OIG regional offices.
- Improve agency mobile posture by successfully deploying iPhones to all investigative and audit staff.