

2013 STRATEGIC PLAN: INTRODUCTION

The Association of Inspectors General's Strategic Plan identifies our collective aspirations of what this organization may achieve in the years to come. It is designed to guide AIG decision makers by providing the organization's goals, objectives, and tasks in one document that may also be used as a scorecard to track our success. The bar is set high, and while we may not ultimately attain each and every performance objective, we are determined to provide our members with meaningful value.

We have improved upon our first-ever Strategic Plan, which was created in 2006, in a number of ways. First, the new Plan is presented in the context of three Strategic Areas. These three Strategic Areas are aligned with the organization's leadership of its three vice-presidents. Second, the objectives and work activities within each of the Strategic Areas also correspond to the committees that fall under the leadership of each of the three vice-presidents. Last, this updated plan recognizes advancements made in telecommunications technology and web-based delivery systems. It also recognizes the importance of the regional chapters in providing a direct relationship to individual members. Finally, the Plan appreciates the fiscal realities impacting inspector general offices around the county and makes adjustments to how services are provided.

The pages that follow present our refreshed set of goals, objectives, tasks and initiatives. It starts by offering our Vision, Mission and Values—key components that communicate our guiding principles.

OUR VISION

This vision statement reflects the community's expectations about offices of inspector general and what an organization made up of OIGs is meant to do.

Advancing integrity and accountability in government through independent oversight.

OUR MISSION

Our mission statement describes our role within the Inspector General community, how we serve our members, and why our organization exists.

Promoting excellence in the inspector general community by establishing and encouraging adherence to quality standards, sponsoring professional development and networking opportunities, certifying individuals in IG-specific disciplines, supporting offices in governmental and external relations, and inspiring governmental entities to embrace the inspector general model as an effective tool in the fight to combat waste, fraud and abuse

OUR VALUES

These values guide the way we govern our organization, make decisions, and carry out our actions.

ACCOUNTABILITY

ETHICS & INTEGRITY

PROFESSIONALISM

TRANSPARENCY

PUBLIC SERVICE

COLLABORATION

OUR CHANGING ENVIRONMENT

In 2006, when the AIG created its first strategic plan, the organization had just celebrated its ten-year anniversary. Today, the inspector general community and our Association are very different than they were in 2006, and in our new strategic plan, we strive to address these changes

The inspector general community, especially at the state and local level, has experienced significant growth in the last seven years. To maximize inclusion of these new offices of inspectors general, the Association has broadened its membership through the reach of its local chapters. In 2006, there were only four AIG chapters. Today, there are ten chapters throughout the country. They are the Asia-Pacific Chapter, Boston Chapter, California Chapter, District of Columbia Chapter, Florida Chapter, Illinois Chapter, New York/New Jersey Chapter, San Diego Chapter, Texas Chapter, and Tidewater Virginia Chapter. In addition, the Association is engaged with a growing international inspector general community, with IGs from Africa, Asia, Europe and Canada participating in the AIG conferences and the certification programs in the Inspector General Institute®.

Since 2007, the Association's national office has been administered by an executive director housed within the Department of Public Management of John Jay College of Criminal Justice in New York City. The focus of the Association's staff has been to manage the growth of the membership, adapt to the online world, and to ensure that the Association meets the members' needs for professional training and current information important to the inspector general community.

The Association has experienced significant growth in the demand for its Inspector General Institute®, which offers training and certification for inspectors general and their professional staff of investigators and auditors. In 1999, the AIG launched its first certification course—the Certified Inspector General®—for IGs and their senior executive staff. In 2004, the AIG implemented a certification course for IG investigators—the Certified Inspector General Investigator® course, and in 2008 the Certified Inspector General Auditor® course was established. To date, more than 1200 individuals have completed the various certification courses offered by the Inspector General Institute®. While we expect these numbers to continue growing, we must concentrate new efforts on providing relevant and meaningful continuing professional training opportunities to our members. This has been the focus of the Association’s ten chapters, which sponsor numerous local training sessions and networking opportunities throughout the year.

OIGs are an essential agent in the prevention and detection of fraud, waste and abuse in government programs, projects and operations. An engaged and well-trained professional staff is key to the success of an OIG. The AIG serves the inspector general community by providing a venue where ideas and best practices can be shared, accomplishments displayed, and trials and tribulations exchanged.

STRATEGIC AREA ALIGNMENTS

Each strategic area covers a portfolio of committees that perform the work of the Association in pursuit of our stated mission.

Stewardship over each strategic area will be through one the Association's Vice-Presidents.

Stewardship appointments will be made by the President in consultation with the Association's three Vice-Presidents.

Strategic Area 1	Committees	Stewardship
Outreach and Intergovernmental Relations	<ul style="list-style-type: none"> • Governmental Relations and Outreach Committee • Peer Review Committee • Standards and Practices Committee 	Vice President
Strategic Area 2	Committees	Stewardship
Governance and Internal Services	<ul style="list-style-type: none"> • Constitution and By-laws Committee • Finance and Budget Committee • Chapter Development Committee • Integrity Committee 	Vice-President
Strategic Area 3	Committees	Stewardship
Professional Development	<ul style="list-style-type: none"> • Certification Board • Training Committee • Conference Committee 	Vice-President

STRATEGIC AREA 1: Outreach and Intergovernmental Relations

SA 1-1 Goal: Represent the AIG in response to state and local developments	
Objective 1:	Support developments in federal, state and local political environments that promote the Inspector General concept
Tasks:	<ol style="list-style-type: none"> 1. Develop a policy and assign authorities and responsibilities for responding on behalf of AIG to developments 2. Determine the resources necessary to execute a reactive government relations agenda
Objective 2:	Conduct a proactive Government Relations program to educate jurisdictions that do not use the IG concept on the history, dispersion, and benefits of implementing this oversight and accountability function within their jurisdictions
Tasks:	<ol style="list-style-type: none"> 1. Research the composition of government relations staff at comparable organizations 2. Determine the costs of a robust governmental relations program
Objective 3:	Defend the OIG concept in jurisdictions that are considering abolishing, defunding or otherwise negatively impacting the independent oversight provided by an OIG
Tasks:	<ol style="list-style-type: none"> 1. Develop position papers covering OIG best practices and appropriate OIG responses to issues that negatively affect an OIG's independence and effectiveness 2. Develop a criteria for when the AIG should respond to events impacting an OIG's independence and effectiveness 3. Apply said criteria on a case-by-case basis

SA 1-2 Goal: Accountable and capable Offices of Inspector General		
Objective 1:	Ensure that principles and standards promulgated by the AIG are applicable, relevant, and appropriate	
	Tasks:	<ol style="list-style-type: none"> 1. Survey state and local OIGs regarding the applicability, relevancy and appropriateness of standards to their operations 2. Periodically assess the principles and standards, and suggest revisions as determined through a consultative and deliberative process
Objective 2:	Provide OIGs and their stakeholders with an external quality assessment	
	Tasks:	<ol style="list-style-type: none"> 1. Promote and conduct AIG Peer Reviews for local and state IGs 2. Establish a peer review coordinator within the executive directorship to support any administrative requests required for carrying out a peer review 3. Ensure that the AIG has cadre of trained professionals knowledgeable of the peer review standards in their disciplines, available and willingly to deploy on peer review assignments 4. Develop a Peer Review Handbook 5. Periodically evaluate the process for conducting peer reviews 6. Determine funding necessary for supporting peer reviews

STRATEGIC AREA 2: Governance and Internal Services

SA 2-1 Goal: Healthy Finances		
Objective 1:	Grow associational revenues so that the organization can sufficiently fund services for its members	
	Tasks:	<ol style="list-style-type: none"> 1. Maximize conference and institute attendance 2. Explore new revenue opportunities, through on-line training, webinars, etc. 3. Assess the sufficiency of membership dues and conference fees
Objective 2:	Plan, budget and spend transparently within the Association's means	
	Tasks:	<ol style="list-style-type: none"> 1. Prepare the proposed budget based on prior years expenditures and reasonable revenue forecasts 2. Prepare budgets in a timely fashion 3. Fund priorities as identified in this Strategic Plan 4. Develop a policy for approving unbudgeted expenditures during the fiscal year 5. Update the strategic plan and future spending priorities every three years 6. Find and implement cost saving measures
Objective 3:	Ensure fiscal oversight	
	Tasks:	<ol style="list-style-type: none"> 1. Provide quarterly reconciliations and budget updates to the Board of Directors 2. Provide timely annual reconciliations and conduct annual financial audits 3. Assess and establish appropriate internal controls

SA 2-2 Goal: Effective Governance		
Objective 1:	Engaged and Informed Leadership	
	Tasks:	<ol style="list-style-type: none"> 1. Develop a succession strategy for selection of Association officers 2. Recruit members for leadership positions on the Board 3. Develop expectations for Board and Executive Committee member participation 4. Create an orientation program for new Board and Executive Committee members 5. Assign new Board members to one or more committees
Objective 2:	An updated and restated Constitution and By-laws that reflect current governance and organizational needs; allow for the utilization of technology to accomplish objectives; and provide future flexibility in governing the Association.	
	Tasks:	<ol style="list-style-type: none"> 1. Constitution and By-laws Committee to conduct a comprehensive review to propose all suggested amendments in one complete initiative, to track disposition of all proposed amendments, and to prepare and present a restated Constitution and By-laws. 2. Determine the appropriate size and composition of the Board of Directors and amend the Charter and By-laws accordingly. 3. Determine the qualifications for Board membership 4. Determine whether/how the Charter and By-laws address the role of the Executive Director as the chief administrator of the Association 5. Determine frequency of required meetings

SA 2-3 Goal: Operative and Supportive Administration		
Objective 1:	Support activities and needs of the membership	
	Tasks:	<ol style="list-style-type: none"> 1. Ensure that all membership information maintained in the Association's database is accurate and up-to-date, and that membership reports, including chapter membership reports, can be generated by authorized users 2. Enhance ability for members to search for other members by geographic location, similar job responsibilities (e.g., auditor, investigator, attorney, etc.) 3. Utilize social networking as a means to engage the membership 4. Respond to all inquiries in a courteous and timely manner 5. Update look and feel of the website; update content frequently
Objective 2:	Solidify an administrative framework for future operations	
	Tasks:	<ol style="list-style-type: none"> 1. Determine Board priorities and best service delivery options for the Administrative function 2. Develop a list of responsibilities, duties, and performance measures for all employees 3. Conduct annual performance evaluations of the employees and the Executive Director

SA 2-4 Goal: Strengthen the Association through the establishment and operation of Chapters		
Objective 1:	Codify the rules and procedures to organize and establish chapters	
	Tasks:	<ol style="list-style-type: none"> 1. Periodically assess and update as appropriate the Chapter Membership and Management procedures
Objective 2:	Support activities and needs of the chapters	
	Tasks:	<ol style="list-style-type: none"> 1. Provide chapters with a quarterly listing of members; chapters should be provided information on new members forthwith 2. Ensure that the chapters receive a quarterly distribution of the pro rata share of membership fees, and provide timely financial information to each chapter as appropriate 3. Develop guidelines for providing Chapters with training support

STRATEGIC AREA 3: Professional Development

SA 3-1 Goal: Assist OIGs in developing required skills of their staffs to meet their mission obligations		
Objective 1:	Offer AIG certifications as a unique professional designation	
	Tasks:	<ol style="list-style-type: none"> 1. Develop, plan and conduct two annual Inspector General Institutes® for the CIG®, CIGI®, and CIGA® certification courses 2. Reassess and clarify the qualifications and process for admission to the Inspector General Institute® certification courses 3. Review and update each certification course’s training materials annually; conduct a formal curriculum review conference every three years 4. Develop, recruit and train presenters and managers for the Inspector General Institute® certification courses 5. Explore the development of an additional certification course in inspections, evaluations and reviews. 6. Design and implement a CPE reporting and verification system for Inspector General Institute® certified members.
Objective 2:	Provide relevant and affordable continuing education opportunities to the membership	
	Tasks:	<ol style="list-style-type: none"> 1. Maximize our National Annual Training/Conference event(s) by developing a program allowing attendees to earn a minimum of 20 CPEs for full attendance 2. Encourage Chapter Presidents to provide relevant training to their associated members 3. Continue providing an annual training stipend on receipt of proper requests from AIG Chapters 4. Explore opportunities to add CPEs by offering training in conjunction with the spring Board meeting, pre or post conference events, or in cooperation with other national groups or associations aligned with the AIG

Objective 3:	Develop electronic delivery options for training	
	Tasks:	<ol style="list-style-type: none"> 1. Research possibility of providing distance learning opportunities through a contracted relationship with a contracted provider on a profit sharing basis 2. Research possibility of recording live training to be viewed later by members via internet 3. Include training articles in newsletter for members to receive training
Objective 4:	Provide relevant, timely and new subject areas to be presented at national conferences/training events	
	Tasks:	<ol style="list-style-type: none"> 1. Solicit from the membership ideas for new topics/subject areas for future training events 2. Review the agenda from conferences/training events that other organizations have sponsored 3. Provide and require the use of training surveys and evaluations to inform the selection of speakers and topics by the Conference Committee and the Host Committee

SA 3-2 Goal: Enhance professional development through interaction with peers		
Objective 1:	Bring peer groups together using electronic medium	
	Tasks:	<ol style="list-style-type: none"> 1. Develop a mechanism for members to identify and share their specific categories and skills and professional experiences in a searchable membership database 2. Develop opportunities for members to communicate and exchange ideas with each other on-line
Objective 2:	Maximize face-to-face networking opportunities at local/regional level	
	Tasks:	<ol style="list-style-type: none"> 1. Encourage Chapter Presidents to schedule periodic Chapter membership meetings to facilitate face-to-face networking 2. Encourage professional networking at Chapter-sponsored training events
Objective 3:	Maximize face-to-face networking at national events	
	Tasks:	<ol style="list-style-type: none"> 1. Schedule and conduct a networking event one evening during the annual training seminar 2. Schedule and conduct a networking event one evening during each of the Institutes 3. Invite Local Chapters (when present) to attend each Institute's networking event