



OIG

Office of the Inspector General

SOCIAL SECURITY ADMINISTRATION

# Strategic Plan

*Fiscal Years 2016-2020*

Revised August 2015

## A MESSAGE FROM THE INSPECTOR GENERAL OF SOCIAL SECURITY



It is my pleasure to introduce the Office of the Inspector General's *Strategic Plan for Fiscal Years 2016 through 2020*. The Plan reflects our vision, values, goals, and objectives for the next five years. The Plan is a management tool that will help us focus on outcomes critical to achieving OIG goals. We are confident the Plan will guide us in successfully attaining these goals.

We track our progress toward success using 15 performance measures that operate within a framework set by three overarching goals: **Impact, Value, and People**. We developed these measures to ensure that we fulfill our responsibility to address critical issues facing the Social Security Administration (SSA), such as maintaining the integrity of the Social Security number, preventing improper payments, launching new anti-fraud initiatives, and protecting SSA's critical infrastructure.

Successfully executing this Plan will allow us to demonstrate in a quantified, tangible way that we have accomplished our overall mission: inspiring public confidence by detecting and preventing fraud, waste, and abuse in SSA's programs and operations. This Plan will also help us foster an environment where our employees can realize their full potential through training, development, and a collaborative workplace.

While we have designed our Plan to be adaptive to changing circumstances, we may encounter unforeseen challenges that lead us to change our priorities during these five years. In this event, we will revise the Plan as necessary to address the new challenges in a way that keeps us focused on attaining relevant and reasonable goals and objectives.

Our commitment to achieving excellence is demonstrated in our teamwork and quality-of-life work environment. We believe that through our employees' collaborative efforts and dedication to a shared mission, we can attain the goals outlined in this Strategic Plan.

A handwritten signature in black ink, which appears to read "Patrick P. O'Carroll, Jr.".

Patrick P. O'Carroll, Jr.  
Inspector General

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## *Executive Summary*

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Our *Strategic Plan for Fiscal Years (FY) 2016 through 2020* conforms to the statutory responsibilities of the *Government Performance and Results Act of 1993 (GPRA)* and the *Inspector General Act of 1978*, as amended (IG Act). These Acts set the course for our Plan.

Three general goals serve as the Plan's overall framework. The first goal focuses on the *impact* we have on enhancing the integrity, efficiency, and effectiveness of the Social Security Administration's (SSA) programs and operations. The Office of the Inspector General (OIG) components are committed to improving SSA's program's and operations by promoting OIG-wide processes for cross-component communications, identifying mission critical issues, and prioritizing investigations, audits, and counsel actions.

The second goal reflects the *value* we provide to SSA, Congress, the American public, and other key decision-makers by providing quality products and services in a timely manner. It is imperative that we deliver products and services that ensure continual improvement and effectively meet the needs of our stakeholders. Therefore, we must integrate best practices and information technology investments to maximize efficiency while providing a positive return for each tax dollar invested in OIG activities.

The third goal is to enhance the work experience of our *people*, who are the foundation of the OIG organization. We must create and sustain a positive and rewarding work environment so that we can attract and retain a skilled, motivated, and diverse workforce, which is crucial to our success. To address the different needs across the OIG, we encourage a proactive approach in recruiting and hiring candidates. We believe our commitment to professional development and skills enhancement will lead to superior work efficiency and effectiveness.

To achieve these goals across the OIG, we developed 10 strategies and 15 associated performance measures. We communicate the results of our ongoing efforts to our stakeholders by submitting semiannual reports, reporting violations of law to U.S. Attorney's Offices and State and local prosecutors, and informing Congress and the Commissioner of Social Security of our findings and recommending corrective action. We collaborate periodically with stakeholders, particularly SSA management officials, U.S. Attorneys, and congressional representatives and staff to obtain feedback on our results.

The goals, objectives, and performance targets under our Plan are designed to improve OIG and, by extension, will assist SSA in attaining its own desired performance levels. Although there are internal and external factors that may affect the achievement of our goals, we are confident that with the necessary resources, our list of accomplishments will grow and benefit SSA and the American public.

## *Mission Statement*

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By conducting independent and objective audits, evaluations, and investigations, we inspire public confidence in the integrity and security of SSA's programs and operations and protect them against fraud, waste, and abuse. We provide timely, useful, and reliable information and advice to Administration officials, Congress, and the public.



## *Vision and Values*

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We strive for continual improvement in SSA’s programs, operations, and management by proactively seeking new ways to prevent and detect fraud, waste, and abuse. We commit to integrity and excellence by supporting an environment that provides a valuable public service while encouraging employee development and retention and fostering diversity and innovation.

## *General Goals*

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The FY 2016 – 2020 Strategic Plan includes three general goals, each containing a series of crosscutting strategies. We used these strategies to develop our 15 performance measures that support these goals. For the general goals in the following chart, the strategies and associated performance measures are described in the Goals, Strategies, and Measures section beginning on page 6.

<b>General Goals</b>	
<b>Impact</b>	<b>Enhance the integrity, efficiency, and effectiveness of SSA programs and operations.</b>
<b>Value</b>	<b>Provide quality products and services of value in a timely manner to SSA, Congress, the American public, and other key decision-makers while sustaining a positive return for each tax dollar invested in OIG activities.</b>
<b>People</b>	<b>Promote a skilled, motivated, diverse workforce in a positive and rewarding work environment.</b>

We accomplish these goals by:

- investigating complaints from any person or entity, including Congress.
- reviewing existing and proposed legislation and regulations.
- conducting audits and investigations of SSA programs and operations.

We communicate the results of our efforts by:

- reporting violations of law to U.S. Attorney’s Offices and State and local prosecutors.
- informing Congress and the Commissioner of Social Security of our findings, and recommending corrective action when problems are identified.
- submitting semiannual reports to Congress and the Commissioner of Social Security.

## Statutory Responsibilities

On March 31, 1995, the SSA OIG was established pursuant to Public Law 103-296, known as the *Social Security Independence and Program Improvements Act of 1994*. General OIG authority is established under the IG Act, which provides statutory responsibility to protect the integrity of SSA programs and operations. We are an independent and objective organization within SSA dedicated to preventing and detecting fraud, waste, and abuse in SSA's programs and operations. We comply with various statutory laws and their implementing regulation, as well as Federal law enforcement and auditing policies and guidance. The following chart describes some of the statutory laws with provisions affecting OIG's mission and work.

<b>Legislation</b>	<b>Provisions Affecting the Office of the Inspector General</b>
<i>Inspector General Act of 1978, as amended</i>	Requires the Inspector General (IG) to prepare and submit to the Commissioner of Social Security semiannual reports summarizing our activities for the preceding six-month periods, which are required to be transmitted by the Commissioner to Congress within thirty days.
<i>Federal Managers' Financial Integrity Act of 1982</i>	Requires Federal managers to identify material weaknesses in agency systems of internal accounting and administrative controls, take corresponding corrective actions, and report annually on its evaluation of such controls.
<i>Chief Financial Officers Act of 1990</i>	Requires assessments of SSA's internal control environment to assure the issuance of reliable financial information and to deter fraud, waste, and abuse of SSA resources.
<i>Government Performance and Results Act of 1993</i>	Requires the assessment of the internal control environment over SSA's performance measures.
<i>Government Management Reform Act of 1994</i>	Requires an assessment and evaluation of the 1) reliability of SSA's performance data and 2) extent to which SSA's performance plan meaningfully describes its planned and actual performance.
<i>Personal Responsibility and Work Opportunity Reconciliation Act of 1996</i>	Denies Supplemental Security Income (SSI) payments for fugitives and probation and parole violators, resulting in the OIG's management of the partnership between SSA and local law enforcement to identify and apprehend these individuals.
<i>Federal Financial Management Improvement Act of 1996</i>	Evaluates agency's financial systems compliance with Federal standards.
<i>Reports Consolidation Act of 2000</i>	Requires the IG to provide a summary and assessment of the most serious management and performance challenges facing Federal agencies and their progress in addressing them.
<i>Federal Information Security Management Act of 2002</i>	Requires the IG to evaluate SSA's overall information security program and practices.

<p><i>Improper Payments Information Act of 2002 (IPIA), as amended by the Improper Payments Elimination and Recovery Act of 2010 and the Improper Payments Elimination and Recovery Improvement Act of 2012, including Executive Order 13520</i></p>	<p>Requires agencies to conduct a risk assessment and identify programs having a significant risk of improper payments, as well as develop corrective action plans for reducing estimated improper payments based on root causes identified. In addition, requires agencies to report, on a quarterly basis, (1) the total amount of high-dollar overpayments made by the agency, (2) any actions the agency has taken or plans to take to recover high-dollar overpayments, and (3) any actions the agency will make to prevent overpayments from occurring in the future.</p> <p>Requires the IG to review the reports provided by the agencies. The IG shall assess the level of risk associated with the applicable programs, determine the extent of oversight warranted, and provide the agency head with recommendations. The IG will determine whether the agencies complied with IPIA, as amended, and may also evaluate the accuracy and completeness of reporting and performance in reducing and recapturing improper payments.</p>
<p><i>Social Security Protection Act of 2004</i></p>	<p>Generally denies Old Age, Survivors, and Disability Insurance benefits to persons fleeing prosecution, custody, or confinement after conviction, and to persons violating probation or parole, and permits disqualification of representative payee status for some of those individuals. This legislation resulted in the IG's management of the partnership between SSA and local law enforcement to identify and apprehend these individuals.</p>
<p><i>Inspector General Reform Act of 2008</i></p>	<p>Requires the IG to post reports and audits to their website within 3 days of the report or audit's issuance. Also requires that SSA provide a direct link on its website homepage to the OIG's website.</p>
<p><i>Digital Accountability and Transparency Act of 2014</i></p>	<p>Requires detailed disclosure on agency websites of funds made available to an agency, and amounts expended. Requires the IG to (1) review a statistically valid sampling of the spending data submitted under this Act by SSA; and (2) submit to Congress and make publicly available a report assessing the completeness, timeliness, quality, and accuracy of the data sampled and the implementation and use of data standards by SSA.</p>

## ***Strategic Planning Process***

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GPRA requires Federal agencies to develop goals, strategies, and performance indicators for gauging progress. The IG established a Strategic Planning Team comprised of OIG headquarters and field personnel to develop this Plan. The Team was chartered to develop a Plan that would be useful in every component throughout the organization. The Team:

- examined the prior Strategic Plan.
- reviewed the IG Act, GPRA and other relevant laws and regulations.
- analyzed SSA's Strategic Plan and Annual Performance Reports.
- evaluated other Federal OIG goals and indicators.
- developed crosscutting strategies.
- suggested new goals, indicators, and performance targets.

## ***Stakeholder Feedback***

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Our primary stakeholders include members of Congress and congressional staff; the Commissioner of Social Security, SSA senior officials, managers, and staff; the Council of the Inspectors General on Integrity and Efficiency (CIGIE) and the IG community at large; OIG employees; and the public. Other stakeholders include the Government Accountability Office, the Office of Special Counsel, the Office of Government Ethics, the Department of Justice, other Federal, State, and local law enforcement agencies, other outside groups, both public and private, and other parties interested in improving the efficiency, effectiveness, and integrity of SSA programs and operations. We meet periodically with stakeholders, particularly SSA management officials, U.S. Attorneys, and congressional representatives and staff to obtain feedback on our work.

## ***Internal Factors Affecting the Achievement of Strategic Goals***

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For the Strategic Plan to succeed as a management tool, all OIG employees must embrace and commit to this Plan. Major internal challenges include:

- implementing unified leadership, commitment, and involvement to ensure that we can effectively execute the Plan.
- designing and implementing processes and technology needed to enhance information sharing.
- adjusting to changing workload requirements and resource constraints.

## ***External Factors Affecting the Achievement of Strategic Goals***

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External factors such as budget or human resource constraints, SSA's ability to implement recommendations, congressional and SSA priorities, and legislative or executive mandates can affect our ability to achieve our strategic goals. For example, we may have to redirect resources due to:

- events that require us to address national security or public safety issues.
- new or emerging fraud schemes, such as vulnerabilities in SSA's online services.
- an inability to hire staff with specific expertise or skills.



## *Summary of Program Evaluations*

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GPRA requires agencies to describe the program evaluations used to establish or revise general goals and objectives. Although there were no formal internal or external program evaluations of OIG to consider in developing this Plan, the Team evaluated several other sources of information, including:

- OIG semiannual reports
- OIG congressional budget justifications
- CIGIE annual reports
- Results of Office of Audit (OA) CIGIE peer review
- Results of quality assurance reviews
- Management information systems of individual OIG components
- SSA's Agency Strategic Plan Fiscal Years 2014 - 2018

## *Goals, Strategies, and Measures*

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### **Goal 1: Impact**

*Enhance the integrity, efficiency, and effectiveness of SSA programs and operations*

#### **STRATEGIES**

1. Promote an OIG-wide process for cross-component communications on potential programmatic and operational vulnerabilities
2. Communicate with the Agency to identify mission-critical issues and operations that would benefit from OIG audit and investigation services and develop practical solutions to address identified weaknesses or deficiencies
3. Prioritize investigations, audits, and counsel actions to promote more efficient and effective SSA programs and operations

#### **Performance Measure 1.1**

*Maintain an annual acceptance rate of at least 88% for all audit recommendations*

- **Definition:** The number of legislative, policy, and regulatory recommendations contained in OIG reports that were accepted by SSA and/or Congress (included in proposed legislation) during the FY, divided by the total number of recommendations with a management decision and legislative proposals made during the FY.
- **Demonstrates:** OIG's ability to produce improvement ideas valued by SSA and Congress
- **Source:** OA's management information system

## Performance Measure 1.2

*Achieve a 5-year average implementation rate of 85% for accepted recommendations aimed at improving the integrity, efficiency, and effectiveness of SSA*

- **Definition:** The total number of accepted recommendations implemented by SSA during the past 5 FYs divided by the total number of recommendations SSA agreed to implement during the past 5 FYs.
- **Demonstrates:** The impact of OIG recommendations on the integrity, efficiency, and effectiveness of SSA programs and operations.
- **Source:** OA's management information system

## Performance Measure 1.3

*Ensure that at least 80% of all cases opened during the fiscal year directly relate to improper payments within SSA's Title II and Title XVI Programs*

- **Definition:** The total number of cases opened during the FY that are directly related to the Title II or Title XVI programs divided by the total number of cases opened during the fiscal year. This performance measure relates to SSA's Strategic Plan for FYs 2014-2018, Strategic Goal: *Strengthen the Integrity of Our Programs; Objective III: Increase Payment Accuracy.*
- **Demonstrates:** OIG's focus on investigations that result in reducing fraud, waste, and abuse
- **Source:** National Investigative Case Management System (NICMS)

## Performance Measure 1.4

*Achieve a successful conclusion on at least 75% of all Title II and Title XVI cases closed during the FY*

- **Definition:** The number of closed Title II and Title XVI cases successfully concluded during the FY divided by the total number of Title II and Title XVI cases closed during the FY. A successful criminal conclusion occurs when a subject either pleads guilty or is convicted, or accepts pre-trial diversion or probation before judgment. A successful civil conclusion occurs when a subject either pleads guilty or is convicted, or when the Office of Counsel to the Inspector General (OCIG) accepts a Civil Monetary Penalty (CMP) referral resulting from Office of Investigation (OI) casework. A successful administrative conclusion occurs when SSA denies, terminates, suspends, recovers, or reduces a benefit; or removes a representative payee, based on an OI investigation.
- **Demonstrates:** OIG productivity in reducing fraud, waste, and abuse
- **Source:** NICMS

## Goal 2: Value

*Provide quality products and services of value in a timely manner to SSA, Congress, the American public, and other key decision-makers while sustaining a positive return for each tax dollar invested in OIG activities*

## STRATEGIES

1. Maintain a “positive-return” culture within OIG
2. Ensure continual improvement of OIG products by using a product and service quality assessment instrument to measure internal and external user satisfaction
3. Implement best practices to ensure quality and timeliness of OIG products and services
4. Utilize information technology investments to enhance OIG work products and service delivery

### Performance Measure 2.1

*Generate a positive return of \$8 for every tax dollar invested in OIG activities*

- **Definition:** The total amount of all OIG savings identified during the FY divided by the total amount of appropriated funds during the same period
- **Demonstrates:** The dollar value returned for each tax dollar invested in SSA OIG
- **Source:** Division of Budget and Logistics files, OA’s management information system, and NICMS

### Performance Measure 2.2

*Evaluate and respond to 90% of all allegations received within 60 days*

- **Definition:** The total number of allegations closed or referred within 60 days during the FY divided by the total number of allegations closed or referred during the FY
- **Demonstrates:** OIG’s ability to initiate timely action on allegations received
- **Source:** NICMS

### Performance Measure 2.3

*Complete investigative fieldwork on 75% of all cases within 180 days*

- **Definition:** The total number of investigations closed or referred for prosecution, CMP, SSA or other State or Federal agency action within 180 days during the FY divided by the total investigations closed or referred during the FY
- **Demonstrates:** The ability to conduct investigations in an efficient, timely manner
- **Source:** NICMS

### Performance Measure 2.4

*Respond to 95% of constituent-based congressional inquiries within 21 days*

- **Definition:** The total number of constituent-based congressional inquiries (inquiries made by Members of Congress on behalf of one or more named constituents) responded to during the FY within 21 days of receipt divided by the total number of such inquiries responded to during the FY. Processing days are the calendar days elapsed from the OIG’s Division of Communications’ receipt of such an inquiry to the date of the first response to the member of Congress.
- **Demonstrates:** OIG’s ability to provide an expeditious response to congressional decision-makers
- **Source:** OIG control system records

## Performance Measure 2.5

*Take action on 90% of Civil Monetary Penalty (CMP) subjects within 30 days of receipt*

- **Definition:** The total number of CMP subjects against whom initial action was taken within 30 days of receipt by OCIG during the FY divided by the total number of CMP subjects where action was taken during the FY. Initial action is defined as sending a letter to the subject either:
  1. stating an intention to pursue a CMP, or
  2. indicating that a CMP will not be proposed at this time, and directing the subject to SSA to arrange for repayment. (In cases where there is no overpayment, the case will simply be declined and either referred for administrative sanctions or closed, either of which constitutes an initial action.)
- **Demonstrates:** The ability to identify and take timely action on CMP cases
- **Source:** NICMS

## Performance Measure 2.6

*Achieve a positive external user assessment rating of 85% for product-service quality*

- **Definition:** OIG's Office of Quality Assurance and Professional Responsibility, during each quality assurance review, asks external customers to rate their level of satisfaction with the quality of OIG products and services. Recipients and users of OIG products and services include SSA and other Government entities, such as the Congress, Offices of U.S. Attorneys, and external law enforcement agencies. This rating, measured using a five-tier scale, is averaged for each quality assurance review conducted during the FY, and then translated into a percentage, with 85 percent indicating satisfaction.
- **Demonstrates:** The overall quality of OIG products and services as seen by their users
- **Source:** Quality assurance review assessment questionnaire

## Performance Measure 2.7

*Issue 85% of final audit reports within 1 year of the entrance conference with SSA*

- **Definition:** The total number of audit reports issued during the FY within 1 year of the entrance conference divided by the total number of audit reports issued during the FY
- **Demonstrates:** OIG's ability to efficiently focus, plan, conduct, and report timely audit information
- **Source:** OA's management information system

## Performance Measure 2.8

*Complete 85% of requests for legal advice and review within 30 days*

- **Definition:** The total number of legal opinions, subpoenas, and audit reviews completed by OCIG within 30 days of receipt during the FY divided by the total number of requests for legal opinions, subpoenas, and audit reviews completed during the FY
- **Demonstrates:** The ability to complete timely legal analysis of OIG products and to issue prompt legal guidance and support
- **Source:** OIG control system

## Goal 3: People

*Promote a skilled, motivated, and diverse workforce in a positive and rewarding work environment*

### STRATEGIES

1. Identify assignment interests and developmental needs of all employees
2. Provide OIG components with training and tools necessary to ensure professional development and skills enhancement
3. Maintain a proactive approach in recruiting and hiring candidates to meet different needs

### Performance Measure 3.1

*Achieve an annual attrition rate of 5% or less*

- **Definition:** The total number of employees separated (excluding retirements and deaths) during the FY divided by the employees on board at the beginning of the FY
- **Demonstrates:** OIG's ability to provide a quality work experience that encourages staff to pursue their career goals within the OIG
- **Source:** OIG staffing data

### Performance Measure 3.2

*Conduct an annual employee job-satisfaction survey and implement corrective action plans to identify areas where improvements are needed*

- **Definition:** The OIG Organizational Health Committee implemented an annual employee job-satisfaction survey beginning in FY 2006. The survey consists of 17 questions, of which 12 are used to determine an overall job satisfaction rating. Our internal goal is to have an average score of 75 percent for the questions asked pertaining to employee job-satisfaction. Exceeding this goal demonstrates a high level of employee satisfaction.
- **Demonstrates:** OIG's quality work environment is attentive to the people, technology, communications, and other human capital factors influencing the job performance of its employees
- **Source:** Annual employee job-satisfaction tool

### Performance Measure 3.3

*Ensure that 90% of OIG staff receives 40 or more hours of appropriate developmental and skill-enhancement training annually*

- **Definition:** The total number of current OIG staff on board at the beginning of the FY who received at least 40 hours of training during the FY, divided by the current OIG staff on board at the beginning of the FY
- **Demonstrates:** OIG's commitment to continuous staff development and skill enhancement
- **Source:** OIG training database



## *Conclusion*

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SSA provides critical services to the American people during times of economic prosperity and economic challenges. Whatever challenges await us over the next five years, SSA stands as an anchor that tethers the American people to security, independence, and peace of mind. As benefits paid begin to outpace revenues received, and record numbers of applicants turn to SSA as they reach retirement age, we must be more diligent than ever in working to improve SSA's efficiency and effectiveness, and to protect SSA's programs from fraud, waste, and abuse.

To accomplish this, we will maintain a focus on addressing persistent management challenges like reducing the disability backlog and modernizing SSA's information technology systems, as well as on conducting high-priority investigations, such as those targeting disability applicants who seek to receive benefits fraudulently or organizational representative payees who misuse their clients' much-needed benefits.

We are confident that with the necessary resources, our list of accomplishments will grow and benefit SSA and the American public. We will continue to work with SSA and Congress to strengthen the programs that provide timely and accurate benefits to the American public that relies on them.

## ***Appendix 1 - OIG Components***

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The SSA OIG was established on March 31, 1995, pursuant to the *Social Security Independence and Program Improvements Act of 1994*. We serve as the oversight arm of SSA, with about 550 employees who conduct independent audits, evaluations, and investigations of SSA's programs and operations. Our responsibilities are to promote economy, efficiency, and effectiveness in the administration of SSA programs and operations; to prevent and detect fraud, waste, and abuse in SSA programs and operations; and to inform SSA and the United States Congress about problems and deficiencies and recommend corrective action. In doing so, we inspire confidence in SSA's programs and operations and provide useful information to Administration officials, the Congress, and the public. SSA OIG's five components are the Immediate Office of the Inspector General, Office of Audit, Office of Communications and Resource Management, Office of the Counsel to the Inspector General, and Office of Investigations.

### ***Immediate Office of the Inspector General***

IO provides the IG and Deputy IG with staff assistance on the full range of their responsibilities. IO also administers a comprehensive Professional Responsibility and Quality Assurance program as well as quality control programs that ensure OIG compliance with policies and procedures, internal controls, and professional standards. Finally, IO oversees the OIG Organizational Health Committee, which evaluates and presents employee concerns to senior officials, and proposes solutions to address them, on behalf of OIG employees.

### ***Office of Audit***

OA conducts and/or supervises comprehensive financial and performance audits of SSA's programs and operations and makes recommendations to ensure that program objectives and operational functions are achieved effectively and efficiently. Financial audits, required by the *Chief Financial Officers' Act of 1990*, assess whether SSA's financial statements fairly present the Agency's financial position, results of operations, and cash flow. Performance audits review the economy, efficiency, and effectiveness of SSA's programs and operations. OA also conducts short-term management and program evaluations focused on issues of concern to SSA, the Congress, and the public. Evaluations often focus on identifying and recommending ways to prevent and minimize program and operational fraud, waste, and abuse, as well as inefficiency and ineffectiveness.

### ***Office of Communications and Resource Management***

OCRM provides administrative and management support to the OIG by providing information resource management; systems security and software development; and the coordination of budget, procurement, telecommunications, facilities, equipment, and human resources activities. OCRM also administers the Fugitive Felon Program and the OIG Fraud Hotline; and are responsible for strategic planning and organizational performance management and reporting. Finally, OCRM disseminates information about the OIG's work to Congress, the media, and the public; supports the other OIG components with respect to external communications; and ensured that the OIG speaks with a single, unified voice.

### ***Office of the Counsel to the Inspector General***

OCIG provides independent legal advice and counsel to the IG and senior staff on a wide range of issues, including statutes, regulations, legislation, procurements, contracts, appropriations, computer-matching agreements, and policy directives, FOIA requests, OIG responsibilities, and other authorities. OCIG also administers the Civil Monetary Penalty program, and advises OIG officials and employees on investigative procedures and techniques, and legal implications of audit and investigative activities.

***Office of Investigations***

OI conducts and coordinates investigative activity related to fraud, waste, abuse, and mismanagement in SSA programs and operations. This includes wrongdoing by prospective and current SSA beneficiaries and recipients, as well as contractors, third parties, and SSA employees in the performance of their official duties. We serve as the OIG's liaison to the Department of Justice on all matters relating to the investigation of SSA programs and personnel. We also conduct joint investigations with other Federal, State, and local law enforcement agencies relating to the integrity of the SSN and threats or assaults against SSA employees or property, and we manage the Digital Forensics Team.

# Appendix 2 - OIG Organizational Chart

