



*Office of Inspector General
U.S. Department of Labor
Annual Performance Report Fiscal Year 2015*



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Introduction

The Office of Inspector General (OIG) at the U.S. Department of Labor (DOL) serves the American Workforce, DOL, and Congress by providing independent and objective oversight of Departmental programs through audits and investigations, and by combatting the influence of labor racketeering in the workplace. In addition to audit and investigation activities, the OIG receives and acts upon allegations reported through the OIG Hotline. The OIG develops strategic plans and priorities through consultations with its stakeholders, administration officials and the Congress.

The OIG is headquartered in Washington D.C. and employs approximately 360 staff, including 34 field offices located throughout the country. The OIG's key mission areas include the following:

Audits: The OIG prioritizes audit projects based on a risk assessment that considers program dollar size, vulnerability to abuse, prior audit and investigative history, and potential impact on the public.

Program Fraud Investigations: OIG program fraud investigations typically result from allegations or indicators of wrongdoing involving DOL programs, operations, or personnel. They may also result from broad initiatives arising out of prior OIG activities, or as part of interagency initiatives, normally in consultation with the appropriate U.S. Attorneys.

Labor Racketeering Investigations: OIG labor racketeering investigations generally result from allegations of organized crime influence or control of labor unions and/or employee benefit plans. They may also be a result of referrals from U.S. Attorneys or as a part of OIG participation in interagency task forces targeting organized crime and labor racketeering.

Moreover, the OIG has robust support in the following areas: a) planning, policy and management of all administrative activities (finance, human resources, IT, and procurement) b) legal services, and c) Congressional and public relations.

This fiscal year (FY) 2015 Annual Performance Report outlines the achievement of OIG strategic goals along with performance results and examples of OIG work accomplished in FY 2015. In FY 2015, the OIG developed a new Strategic Plan, and performance goals, outlined on the following page.

FY 2015-2019 OIG Strategic Plan

The responsibilities of the Government Performance and Results Act, Modernization Act of 2010, the Inspector General Act of 1978 and other statutes, and the DOL mission drive the new OIG Strategic Plan for FY 2015-2019.

STRATEGIC GOALS

Goal 1: Deliver timely, relevant, and high-impact results.

Goal 2: Combat the influence of transnational and national organized criminal enterprises, labor racketeering, and workforce exploitation in the American workplace.

Goal 3: Foster an internal OIG culture that drives high performance and engagement.

Goal 4: Promote responsible stewardship of OIG financial and non-financial resources.

MISSION

We serve the American Workforce, the Department of Labor, and the Congress by providing independent and objective oversight of Departmental programs through audits and investigations, and by combatting the influence of labor racketeering in the workplace.

VISION

We strive to:

- Enhance through our oversight the ability of the Department of Labor to address emerging workforce challenges; and
- Foster a thriving work environment that values employees as our greatest asset.

CORE VALUES

Excellence - We deliver relevant, quality, timely, high-impact products and services, through a workforce committed to accountability and the highest professional standards.

Integrity - We adhere to the highest ethical principles, and perform our work in an honest and trustworthy manner.

Independence - We are committed to being free of conflicts of interest through objectivity and impartiality.

Service - We are a unified team, vigilant to duty through dedicated public service.

Transparency - We promote an environment of open communication through information sharing, accountability and accurate reporting.

How OIG Goals Align with Department Goals

OIG strategic goals generally align with those of DOL, as indicated in the table below.

OIG Goals	DOL Strategic Goals				
	Prepare workers for better jobs	Improve workplaces safety and health	Promote fair and high quality work environments	Secure retirement, health, and other employee benefits and, for those not working, provide income security	Produce timely and accurate data on the economic conditions of workers and their families
Goal 1: Deliver timely, relevant, and high-impact results	X	X	X	X	X
Goal 2: Combat the influence of transnational and national organized criminal enterprises, labor racketeering, and workforce exploitation in the American workplace		X	X	X	
Goal 3: Foster an internal OIG culture that drives high performance and engagement	Internal to OIG	Internal to OIG	Internal to OIG	Internal to OIG	Internal to OIG
Goal 4: Promote responsible stewardship of OIG financial and non-financial resources	X	X	X	X	X

How the OIG Measures Performance

The OIG measures its success in achieving its strategic goals in terms of how well OIG work products effect positive change. Positive change includes improving program effectiveness at DOL, reducing vulnerabilities that make programs susceptible to abuse, achieving savings, and reducing criminal activity in the form of fraud and labor racketeering.

The OIG is in the process of enhancing its performance management activities by following a continuous cycle that promotes strategic management and accountability. This includes developing performance plans and setting indicators, evaluating progress towards achieving performance plans, and reporting performance information to OIG leaders and external stakeholders. The OIG implemented new performance indicators during FY 2015 to enhance organizational performance. As such, this report does not include prior year baseline data or targets. Notwithstanding, the OIG plans to leverage FY 2015 baseline data and benchmarking information to set performance targets in FY 2016 and beyond. In addition, the OIG is committed to continuously improving its measurement strategies by providing clear definitions for performance indicators, and by leveraging verification and validation techniques to enhance the accuracy and data quality of FY 2015 results (see Appendix A).

For FY 2015, performance indicators such as the percentage of OIG audit recommendations that DOL or other parties implement as well as convictions that result from OIG investigations are effective measures because they reflect the outcome of OIG efforts. Similarly, the monetary results of OIG investigations, costs questioned by OIG audits, and funds put to better use as the result of OIG work reflect the impact of OIG activities. The table on the following page shows these statistics.

In addition to these performance indicators, the OIG assesses the achievement of its strategic goals by using internal performance metrics for each office. For each of the four OIG strategic goals, several aggregated performance indicators form the basis for evaluating outputs and outcomes of OIG work. Going forward, FY 2016 performance indicators may be updated to incorporate best practices and lessons learned, as well as to improve data accuracy.

External Factors that Impact Goal Achievement

As an independent, objective agency within the DOL, the OIG performs a critical function of identifying problem areas or systemic weaknesses. However, there are factors beyond OIG control that influence the ability to meet objectives. For example:

- The OIG has no authority to implement its recommendations.
- The OIG has input, but not control over the results of judicial or administrative proceedings that affect the outcome of its investigative work.
- The OIG has no jurisdiction to collect monetary sanctions imposed by the courts or DOL.

To mitigate these factors, the OIG:

- Works with DOL and the Congress to call attention to and follow-up on uncorrected deficiencies,
- Works proactively with U.S. attorneys, and
- Strives to provide work products that give stakeholders the best, timely information to make decisions.

FY 2015 Statistics

Investigations:

Investigative recoveries, cost-efficiencies, restitutions, fines and penalties, forfeitures, and civil monetary action ¹	\$74.7 million
Investigative cases opened.....	285
Investigative cases closed.....	687
Investigative cases referred for prosecution.....	288
Investigative cases referred for administrative/civil action.....	130
Indictments.....	396
Convictions	372
Debarments.....	72

Audits:

Audit and other reports issued	39
Total questioned costs ²	\$6.7 million
Funds recommended for better use ³	\$219.5 million
Outstanding questioned costs resolved during this period	\$20.8 million
Allowed	\$10.9 million
Disallowed	\$9.9 million

¹ Includes recoveries, cost efficiencies, restitutions, fines/penalties, civil monetary actions, fines, forfeitures, and court costs.

² As defined by the Inspector General Act, questioned costs include alleged violations of law, regulations, contracts, grants, or agreements; costs not supported by adequate documentation; or the expenditure of funds for an intended purpose that was unnecessary or unreasonable. Disallowed costs are costs that the OIG questioned during an audit as unsupported or unallowable and the grant/contracting officer has determined the auditee should repay.

The Department is responsible for collecting the debts established. The amount collected may be less than the amount disallowed, and monies recovered usually cannot be used to fund other program operations and are returned to the U.S. Treasury

³ The term "recommendation that funds be put to better use" means a recommendation by the OIG that funds could be used more efficiently or achieve greater program effectiveness if management took actions to implement and complete the recommendation. This term is defined by the Inspector General Act and includes, among other things, reductions in future outlays; deobligation of funds from programs or operations; costs not incurred in the future by implementing recommended improvements related to the operations of the establishment, a contractor, or a grantee; and any other savings specifically identified, including reverting funds to the U.S. Treasury to be used for other purposes.

Goal 1: Deliver timely, relevant, and high-impact results

FY 2015 Performance Indicators	FY 2015 Result
Percentage of OIG audits and investigations completed within prescribed timelines	58 percent
Percentage of audits and investigations that address significant risks to the Department	84 percent
Number of outreach sessions conducted with internal and external stakeholders	553
Amount of questioned costs, funds put to better use, and other cost savings identified in audits	\$223M
Percentage of recommendations implemented by DOL	92 percent

Under Goal 1, the OIG seeks to strengthen DOL key programs and operations through its work. The OIG does this by employing risk-based approaches to prioritize and target audits and investigations on areas that provide the greatest impact and address the highest risks. Goal 1 also includes proactively engaging key OIG stakeholders to seek their input for identifying potential audits and investigations.

Results of OIG audit work for Goal 1:

- Review of allegations conducted by the OIG related to serious student misconduct at numerous Job Corps centers found significant deficiencies in center management’s enforcement of Job Corps’ disciplinary policies and oversight, which resulted in centers keeping potentially dangerous students in the program.
- An OIG audit of the Employment and Training Administration (ETA) National Emergency Grants (NEGs) for Superstorm Sandy found weaknesses that adversely affected NEG project operations. The OIG also estimated that ETA paid \$7.8 million to potentially ineligible participants. Another OIG audit of NEGs found that ETA made awards to grantees whose applications did not fully meet the objectives of the solicitation.
- An audit of DOL’s management of its role in the Veterans Retraining Assistance Program found that DOL met many of its program obligations, but failed to determine if only eligible applicants participated in the program, or if states properly conducted or accurately reported outreach efforts to DOL.
- The OIG audit of Wage and Hour Division (WHD) controls and processes for the payment of back wages found that the agency did not consistently follow its policy and procedures for distributing back wages. WHD did not distribute \$60 million of back wages owed to employees and made minimal efforts to locate them.
- An OIG audit to determine the effectiveness of Pennsylvania’s oversight of improper UI payments found that the state did not meet established targets for detecting, reducing, and recovering improper payments. We also could not validate the integrity of the data Pennsylvania reported to ETA.
- An OIG audit to determine the effectiveness of North Carolina’s efforts to control UI improper payments, found that the state did not meet established targets for detecting, reducing, and recovering improper payments since their detection rates remained well short of its target of 50 percent during the audit

period. Also, an OIG audit of New York's efforts to control UI improper payments found that the state showed significant improvement in its detections of improper payments, but the accuracy of the reporting of overpayment and recovery activities could not be verified because the state was not able to pass the DOL's data validation process.

- The OIG conducted a follow-up audit on the Occupational Safety and Health Administration's (OSHA) management of its Whistleblower Protection Programs. The audit found that OSHA did not consistently ensure that complaint reviews under the Whistleblower Programs were complete, sufficient, and timely.

Results of OIG investigative work for Goal 1:

- An Illinois CEO and a head trader were sentenced to 14 years and 8 years in prison, respectively, and ordered to pay restitution of approximately \$665 million for their role in a massive fraud scheme involving Employee Retirement Income Security Act-covered pension funds.
- Owners and operators of a Maryland pain management company were convicted of charges relating to a \$2.5 million health care fraud scheme.
- Wheeling Jesuit University agreed to pay \$2.3 million to resolve claims of the misuse of federal grant funds received from the Mine Safety and Health Administration and other federal agencies.
- A Cleveland woman was sentenced to 175 months in prison and ordered to pay restitution of more than \$360,000 for her role in a multistate fictitious employer UI fraud scheme.
- A Cleveland man was sentenced to 139 months in prison for conspiring to defraud five states of more than \$1.1 million in UI benefits. A co-conspirator was sentenced to 54 months in prison for defrauding three states out of more than \$233,000 in UI benefits.
- Miami siblings were sentenced to serve 111 and 148 months in prison, respectively, and ordered to pay restitution of more than \$815,000, for their roles in an identity theft and UI fraud scheme.
- A South Dakota company owner was sentenced to 14 months in prison for illegally charging foreign workers fees to obtain H-2B visas and committing fraud against the DOL foreign labor certification program.
- A New York immigration attorney was sentenced to 27 months in prison for conspiring to commit visa fraud and was ordered to pay \$187,000 in restitution.
- A Texas staffing company owner and an employee were sentenced to 36 months and 12 months in prison, respectively, and ordered to pay more than \$420,000 in restitution for their involvement in an H-1B visa fraud scheme.
- A Washington, D.C., contractor was sentenced to 18 months in prison for charges relating to a scheme to violate prevailing wage provisions of the Davis-Bacon Act.

Goal 2: Combat the influence of transnational and national organized criminal enterprises, labor racketeering, and workforce exploitation in the American workplace

FY 2015 Performance Indicators	FY 2015 Result
Number of intelligence sources developed in industries controlled or influenced by organized criminal enterprises and labor racketeering	14
Number of cases opened focused on emerging trends	6
Number of briefings, presentations, and speeches delivered to key external groups	343
Percentage of investigations resulting in a positive outcome involving:	
a. transnational and national organized criminal enterprises in unions, labor organizations, and benefit funds;	0 ⁴
b. labor racketeering in unions, labor organizations and benefit funds and the American workforce; and	56 percent
c. exploitation in the American workforce.	51 percent

Under Goal 2, the OIG protects DOL programs by conducting law enforcement work to prevent and safeguard unions, labor organizations, and benefit funds from the influence of organized criminal enterprises and labor racketeering. To do this, the OIG builds strong relationships with internal and external partners to identify emerging trends of corrupt organized activity that adversely affects the American workforce, and conducts outreach to educate groups and the public about the value of OIG work to protect the American workforce.

Results of OIG work for Goal 2:

- Three former presidents and a former vice president of the International Longshoremen’s Association Local 1235 were sentenced for their role in a multi-decade extortion scheme.
- A former Ironworker Local 401 business manager was convicted for a racketeering conspiracy that included the destruction of equipment and property of nonunion contractors. A former Local 401 member was also sentenced to 74 months in prison and ordered to pay \$128,000 in restitution for his role in the conspiracy.
- A former Ironworkers business manager was sentenced to more than 19 years in prison and ordered to pay more than \$558,000 in restitution for his role in a racketeering conspiracy involving a dozen members of Ironworkers Local 401.

⁴ There were no investigative cases closed in FY 2015 associated with transnational and national organized criminal enterprises since the focus during this performance period was to close other investigative cases.

- A former Long Island stockbroker and owner of electrical contracting companies was sentenced to more than 11 years in prison for his role in a 17-year money laundering conspiracy involving different financial fraud schemes.
- Two men pleaded guilty to mail fraud and mail fraud conspiracy violation charges in a scheme to fraudulently obtain a union job for an organized crime underboss by falsifying documents to circumvent union hiring rules.
- Three high level Detroit officials were found guilty of conspiring to defraud the city's pensioners by accepting bribes. In addition, one of the defendants was convicted of two counts of extortion and one count of bribery. Detroit's two retirement systems lost more than \$97 million as a result of the defendants' bribery and kickback schemes.
- A Chicago-area dermatologist was sentenced to seven years in prison and ordered to pay restitution of more than \$3.7 million for mail and wire fraud charges associated with false medical diagnoses and unnecessary treatments that would not have been covered expenses without the false diagnoses.
- Three California individuals were convicted by a jury on multiple counts of mail fraud for their role in a scheme to defraud various union-sponsored and private health insurance plans of approximately \$50 million.



Goal 3: Foster an internal OIG culture that drives high performance and engagement

FY 2015 Performance Indicators	FY 2015 Result
Percentage of employee satisfaction in annual employee surveys	59 percent
Percentage of managers who use feedback mechanisms, such as 360 degree evaluations	100 percent
Percentage of departing employees who submit to exit interviews	56 percent
Average number of work days positions remain vacant	107
Percentage of staff in compliance with professional/industry training standards	99 percent
Percentage of employees who complete employee development plans	48 percent

Under Goal 3, the OIG recognizes that a high-performing culture relies on a highly engaged workforce. The OIG is focusing on developing a culture that enables a high-performing, optimized, and mission-driven workforce, by providing developmental tools that OIG staff and leaders need to grow and succeed, and by creating an environment of openness, engagement, and collaboration. This important investment creates a workplace culture and environment that encourages enhanced employee engagement, increased employee morale and satisfaction, continuous learning and development, and shared institutional knowledge. Collectively, these efforts leverage principles of organizational development focusing on activities that will impact not only OIG staff but indirectly, all OIG stakeholders and taxpayers.

Results of OIG work for Goal 3:

- The OIG is committed to being among the best places to work in the federal government and realizes that a high-performing OIG relies on a highly engaged workforce. The "Federal Employee Viewpoint Survey" (FEVS) is a valuable tool for measuring employee engagement. In FY 2015, the OIG conducted a robust analysis of the FEVS and created a FEVS Action Plan to launch in FY 2016.
- The OIG created a Leadership Philosophy Statement to affirm our core value that our employees are our most valued asset. The statement describes how, both managers and non-managers, should treat each other with a heavy emphasis on personal effectiveness, relating to others and empathy. The statement also guides leadership actions and behaviors as the OIG builds an effective culture that demonstrates everyone is a valued member. This effort also included promoting self-awareness, connection and meaningful dialogue between employees, supervisors and leaders by leveraging employee feedback to identify areas for growth and development.
- The OIG's efforts towards continuous improvement included leveraging exit interviews to assess employee experiences prior to departing. This information helps the OIG pinpoint activities that can maximize employee retention and succession planning. In addition, the OIG worked towards minimizing mission disruption by effectively backfilling positions and recruiting high caliber candidates such as the hiring of an SES-level Assistant Inspector General, three Special Agents in Charge, including one for a new Electronic

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Crimes Unit; three Assistant Special Agents in Charge; four Audit Directors, and the Director of Special Investigations.

- The OIG launched a Mentoring Program to provide all personnel opportunities to establish positive professional relationships that enhance professional career objectives while supporting the OIG's vision to foster a thriving work environment of collaboration, learning and growth.
- The dynamic needs of a 21st century organization require employees to be flexible, collaborative, innovative, and skilled. To meet these requirements, the OIG has placed emphasis on training and development, which includes launching a robust new Employee Professional Development Plan program in FY 2015. By emphasizing continuous growth and development, our employees and supervisors are motivated to chart a path to develop a broad spectrum of competencies, knowledge, and skills.



Goal 4: Promote responsible stewardship of OIG financial and non-financial resources

FY 2015 Performance Indicators	FY 2015 Result
Percentage of employee hours charged to audits and investigations compared to total hours available	80 percent
Percentage of actual hours worked on an audit compared to hours budgeted	120 percent
Percentage of audit products that address issues identified in Top Management Challenges	49 percent
Average travel funds expended per audit or investigation	\$5,513

Under Goal 4, the OIG strives for organizational excellence by maximizing efficiency and productivity in deploying limited resources to meet the OIG mission. This includes instituting processes for identifying and prioritizing mission requirements, engaging in robust planning to anticipate future needs, developing sound budget forecasts for audit and investigation activities, and adapting quickly to changing requirements. The OIG also leverages technology to enhance audit, investigative, and administrative processes in an effort to ensure the most effective use of its limited resources. Optimizing OIG resources further enables the achievement of Goal 4, as well as other OIG strategic objectives and priorities. This allows the OIG to effectively prioritize critical work such as auditing DOL financial statements, conducting work under the Federal Information Security Management Act (FISMA) to ensure that DOL information technology (IT) systems are secure, addressing DOL Top Management and Performance Challenges, and helping ensure that DOL administrative processes comply with various regulations and laws.

Results of OIG work for Goal 4:

- Balancing the need to comply with the Anti-Deficiency Act and effectively using resources to support the OIG mission and goals, the OIG achieved historically high resource utilization rates of 99.94percent funds utilization and 97.1percent full-time equivalent (FTE) utilization in FY 2015.
- The OIG achieved 100percent integrity and accuracy of acquisition data as confirmed by an independent audit of the Federal Procurement Data System, far exceeding the 90percent performance metric. With respect to procurement quality, 98percent of the 350 OIG procurement actions met agreed upon requirements for timeliness, efficiency, and compliance with laws and regulations.
- The OIG was also instrumental in building coalitions at DOL to meet Administration IT consolidation goals, developing a plan to co-locate the OIG and DOL data centers, creating a win-win scenario that allows DOL to meet Federal Data Center Consolidation Initiative goals while protecting OIG independence in accordance with the IG Act and the Federal Information Technology Acquisition Reform Act (FISMA).
- The OIG awarded a contract for a new Investigative Case Management System to modernize its decades-old systems, resulting in an innovative cloud-based solution that saved OIG approximately \$200,000.

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Moreover, this system enhances accountability and supports the verification and validation of performance indicators.

- The OIG created and deployed a new Mobile Device Management capability that saved the OIG \$175,000 in FY2015.
- Cyber security being of utmost National importance, the OIG exceeded expectations achieving government-wide goals resulting from the OPM data breach. The OIG was the first DOL entity to achieve personal identity verification (PIV) deployment goals by July 30, 2015 resulting in a PIV deployment rate of 100percent for privileged users and 97percent for all users.

Results of OIG audit work for Goal 4:

- As part of our FISMA work, we concluded that DOL and its component agencies had not implemented minimum security controls, which presented unnecessary risks to the confidentiality, integrity, and availability of DOL information.
- An OIG review of DOL-sponsored conferences found that the DOL did not obtain proper approval for one conference and did not post five conferences totaling \$1.1 million on the DOL website as required.
- The OIG issued two alert memoranda notifying DOL of the need to strengthen oversight of its financial management system to control costs and to highlight significant information security deficiencies repeatedly identified in previous reports.

Results of OIG investigative work for Goal 4:

- A former mail room supervisor for the DOL Office of Workers' Compensation Programs pled guilty to charges related to a large-scale piracy business involving the copying and selling of copyright-protected music and movies and was sentenced to 24 months home confinement.
- A former OWCP supervisory claims examiner was sentenced to 26 months after pleading guilty to possession of false documents to defraud the U.S. government. The employee was removed from federal service.

Conclusion

The OIG contributes significantly towards the achievement of the Department's mission and goals through improved integrity of DOL programs and operations, reduced vulnerabilities, and efficiencies and cost savings realized. The OIG strives to be a performance-based, people-focused organization committed to manage towards specific, measurable goals derived from our critical mission, using performance data to continually improve operations. The OIG is dedicated to results-driven management focused on continuously improving its strategic and performance management efforts by identifying lessons learned and adopting best practices.

The OIG is committed to carrying out its mission as a high-performing organization that maximizes value to the American taxpayer. In FY2015, the OIG received budget authority of approximately \$81.9 million⁵ while providing \$300.9 million⁶ in returns associated with investigative and audit efforts in FY 2015. This represents a return of investment (ROI) to taxpayers of approximately four to one⁷. It is important to note that this ROI calculation excludes many critical, nonmonetary activities such as protecting taxpayers against mismanagement, organizational problems and other potential issues associated with DOL programs and operations.

The OIG is proud of its accomplishments and looks forward to continuing to work constructively with the Department and Congress on our shared goals of identifying improvements to DOL programs and operations, and protecting the interests and benefits of workers and retirees.

⁵ FY 2016 budget information (including FY 2015 budget authority) can be found at:

<https://www.dol.gov/sites/default/files/documents/general/budget/2016/FY2016BIB.pdf>

⁶ See FY 2015 statistics on page 5. Note that the \$300.9 million excludes funds associated with outstanding questioned costs initiated in previous fiscal years, but resolved in FY 2015.

⁷ Return on investment is calculated as a ratio of all received funds during FY 2015 (savings or recovered funds) to the FY 2015 budget.

Appendix A

FY 2015 Indicator Definitions and Verification and Validation of Performance Information

Goal 1: Deliver timely, relevant, and high-impact results

FY 2015 Indicators	Definitions	Verification & Validation
Percentage of OIG audits and investigations completed within prescribed timelines	Audits completed within timelines according to agreed upon audit milestones, or as prescribed by OIG leadership and/or Congress. Investigations completed (referred for prosecution or administrative/civil proceedings, or closed) within 12 months of case opening.	Office of Audit (OA) leverages Team Tec audit data and reports which are regularly reviewed by management senior leadership, as well as audit information included in OIG's Semiannual Reports to Congress. Office of Labor Racketeering and Fraud Investigations (OLRFI) leverages data in their Investigation Management Information System (IMIS), which is analyzed and reviewed by management.
Percentage of audits and investigations that address significant risks to the Department	Audits that address significant areas of concern that can cause DOL to be particularly vulnerable to mismanagement, error, fraud, waste, or abuse. Significant risks are determined based on potential impact to DOL's mission and goals, as well as prevailing concerns based on audit work, external information and other stakeholder concerns. Investigations are prioritized based on efforts that will have most impact in directly protecting the American worker from exploitation in the workplace.	OA uses the Top Management and Performance Challenges reported annually in the Agency Financial Report, significant concerns reported in Semiannual Reports to Congress, and risk assessments of major DOL program areas. OLFRI investigations are prioritized based on documented criteria which includes critical risks, high risk and low risk benchmarks. Investigative priorities are also validated by management and OIG senior officials.
Number of outreach sessions conducted with internal and external stakeholders	Number of conferences, meetings, presentations and events including stakeholders such as Congress and DOL organizations that further the understanding of OIG's mission, goals and deliverables.	OA and OLFRI leverage weekly significant activities reports provided to management and leadership. Frequent leadership reviews of activities.
Amount of questioned costs, funds put to better use, and other cost savings identified in audits	Costs that are questioned by the OIG because of (a) an alleged violation of a provision of a law, regulation, contract, grant, cooperative agreement, or other agreement or document governing the expenditure of funds; (b) a finding that, at the time of the audit, such cost is not supported by adequate documentation; or (c) a finding that the expenditure of funds for the intended purpose is unnecessary or unreasonable.	Information recorded and reported in the Audit Resolution and Tracking System
Percentage recommendations implemented by DOL	Generally, DOL is required to implement audit recommendations within 12 months of agreeing to take corrective action (resolution date). A recommendation is considered resolved when the DOL and OIG agree on the corrective action to be taken and the date the action will be completed.	Information recorded and reported in the Audit Resolution and Tracking System

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Goal 2: Combat the influence of transnational and national organized criminal enterprises, labor racketeering, and workforce exploitation in the American workplace

FY 2015 Indicators	Definitions	Verification & Validation
Number of intelligence sources developed in industries controlled or influenced by organized criminal enterprises and labor racketeering	As part of the investigative process of industries controlled or influenced by organized crime, OLFRI identifies different human sources that can assist in the collection of information. The collection may be done openly, as when agents interview witnesses/suspects; or it may be done through covert means.	IMIS data reports and periodic leadership reviews.
Number of cases opened focused on emerging trends	As investigations are conducted, OLFRI reviews ongoing and previous cases to identify patterns, trends and emerging areas in mission critical activities.	IMIS data reports and periodic leadership reviews.
Number of briefings presentations and speeches delivered to key external groups	Number of briefing presentations and speeches that include key external stakeholders such as Congress, industry and other federal agencies.	Staff document number of presentations and speeches for labor racketeering program and other key mission areas to external groups. Information is reviewed and reported by management.
Percentage of investigations resulting in a positive outcome involving: <ul style="list-style-type: none"> a. Transnational and national organized criminal enterprises in unions, labor organizations, and benefit funds b. Labor racketeering in unions, labor organizations and benefit funds and the American workforce c. Exploitation in the American workforce. 	Positive outcome refers to investigations that result in civil, administrative and/or criminal actions including penalties, fines and/or incarceration.	IMIS data reports, management reviews, as well as selected statistics included in OIG's Semiannual Report to Congress.

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Goal 3: Foster an internal OIG culture that drives high performance and engagement

FY 2015 Indicators	Definitions	Verification & Validation
Percentage of employee satisfaction in annual employee surveys	OIG is placing great emphasis on creating a culture that engenders high performance and engagement. To assess progress, OIG is focusing on employee satisfaction as measured by the Employee View Point Global Satisfaction index score developed by OPM.	EVS survey results provided by OPM
Percentage of managers who use feedback mechanisms, such as 360 degree evaluations	Managers that complete 360 degree evaluations, online surveys and/or conduct focused feedback sessions with employees, peers and supervisors.	Assistant Inspector Generals receive progress information from their Directors regarding efforts to solicit feedback from employees.
Percentage of departing employees who submit to exit interviews	Exit surveys are provided by OMAP to all departing OIG staff within one week of receiving notice. Departing employees can choose to either complete a (confidential) survey or meet face-to-face with an HR specialist.	Office of Management and Policy (OMAP) records, including survey responses and notes from one-on-one interviews.
Average number of work days positions remain vacant	Number of working days required to fill an OIG vacancy starting from departure date of an existing staff to the onboarding date of a new staff.	Staffing records maintained and reported by OMAP
Percentage of staff in compliance with professional/industry training standards	Many occupations within the OIG have mandatory Continuing Professional Education and/or other training requirements necessary to maintain certifications that an employee must have in order to perform their job functions.	Information provided by Assistant Inspector Generals based on training data and records provided by Office Directors.
Percentage of employees who complete employee development plans (EDP)	The OIG strongly encourages the use of EDPs for new and current employees as a good management practice. Supervisors must encourage employees to take advantage of EDPs and work in collaboration with any employee who wants an EDP to develop one.	Information provided by Assistant Inspector Generals based on data and records provided by Office Directors.

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Goal 4: Promote responsible stewardship of OIG financial and non-financial resources

FY 2015 Indicators	Definition	Verification & Validation
Percentage of employee hours charged to audits and investigations compared to administrative time	Number of hours directly related to audits and investigations compared to administrative time which may include leave, training, management duties, etc.	TeamTec and IMIS resource utilization report which is validated by managers.
Percentage of actual hours worked on an audit compared to hours budgeted	For each audit engagement, OIG estimates the number of hours needed to complete the audit. The number of hours budgeted for each completed audit is then compared to the actual number of hours worked.	TeamTec resource utilization report which is validated by management.
Percentage of audit products that address issues identified in Top Management Challenges	Number of audit products that directly address and/or follow up on the most serious management and performance challenges facing DOL as included in the yearly "Top Management and Performance Challenges Facing the U.S. Department of Labor" report published in the Agency Financial Report.	Based on analysis conducted regarding audit information included in the Top Management and Performance Management Report (http://www.oig.dol.gov/public/topchallenges/2015.pdf), as well as Semiannual Reports to Congress.
Average travel funds expended per audit or investigation	Total travel costs for audits and investigations are recorded throughout the year and divided by the number of audits/investigations for each fiscal year. This is in an effort to accurately represent the return on investment for audits and investigations while monitoring costs.	Travel data is provided by OIG Offices based on TeamTec/IMIS and financial data reports, excluding travel for meetings, training or conferences. Information is validated by OMAP.