



Office of the Special Inspector General for
Pandemic Recovery

Strategic Plan

Fiscal Years 2021-2023



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MESSAGE FROM THE SPECIAL INSPECTOR GENERAL

I am pleased to present the first strategic plan for the Office of the Special Inspector General for Pandemic Recovery (SIGPR). This plan sets forth SIGPR's mission, vision, and goals for the next three years and how it intends to fulfill them.

The plan also provides a 3-year roadmap for SIGPR fulfilling its statutory responsibility to conduct independent, objective, and fact-based oversight of certain Coronavirus Aid, Relief, and Economic Security (CARES) Act funds and programs while developing SIGPR's team and processes.

SIGPR will align its resources to accomplish its goals in the most efficient way possible. SIGPR's core values of accountability, integrity, independence, effectiveness, and fidelity to the law guide the office's leadership in making decisions that optimize performance and stewardship to achieve success in our important oversight mission.



Brian D. Miller
Inspector General



MISSION

SIGPR strives to ensure that the American taxpayer gets the best return on investment by promoting the economy, efficiency, effectiveness, and integrity of CARES Act funds and programs.

VISION

To safeguard CARES Act funds and programs.

VALUES

Accountability

SIGPR will hold itself and others to the highest personal, professional, and ethical standards.

Integrity

SIGPR will demonstrate the highest levels of professionalism, independence, fairness, and quality in its work and operations.

Independence

SIGPR will maintain its independence by objectively following the facts and the law.

Effectiveness

SIGPR will leverage strategic partnerships to protect funds and programs from fraud and promote best practices in the management of program operations.

Fidelity to the Law

SIGPR will follow and apply the law fairly.

INTRODUCTION

The Office of the Special Inspector General for Pandemic Recovery (SIGPR) was established by Section 4018 of the Coronavirus Aid, Relief, and Economic Security (CARES) Act. Under the CARES Act, SIGPR has the duty to conduct, supervise, and coordinate audits and investigations of the making, purchase, management, and sale of loans, loan guarantees, and other investments by the Secretary of the Treasury under any program established by the Secretary under Division A of the CARES Act, as well as the management by the Secretary of any program established under Division A of the CARES Act.

By express incorporation, SIGPR also has the duties, responsibilities, powers, and authorities granted inspectors general under the Inspector General Act of 1978, including broad subpoena authority.

ORGANIZATION

SIGPR is organized into a front office and four major operational offices: Office of Investigations; Office of Audits; Office of Administration; and Office of Counsel.

JURISDICTION

SIGPR has concluded that it has clear jurisdiction over the following programs under the CARES Act:

- Loans and loan guarantees made by the Secretary of the Treasury to passenger air carriers, cargo air carriers, and businesses critical to maintaining national security, as well as the management of those Section 13(3) facilities in which the Secretary has invested under the CARES Act, Title IV, Subtitle A;
- Assistance to aviation industry workers pursuant to the Payroll Support Program under the CARES Act, Title IV, Subtitle B;
- Aid to states, municipalities, and Tribal governments under the Coronavirus Relief Fund pursuant to CARES Act, Division A, Title V; and
- Loans by the Secretary of the Treasury to the U.S. Postal Service under the CARES Act, Division A, Title VI.

SIGPR continues to assess relevant information to provide a definitive position on its legal jurisdiction over the Paycheck Protection Program.

GOALS AND OBJECTIVES

To help fulfill its mission, SIGPR has established four strategic goals with objectives and strategies.

GOAL 1: HIGH IMPACT WORK. Audit and investigations will deliver timely, relevant, and high impact results.

GOAL 2: INTEGRITY IN OVERSIGHT WORK. Audits and investigations will deliver accurate, professional, independent, and actionable work products.

GOAL 3: INCLUSIVENESS AND INNOVATION. Promote a diverse and inclusive culture that is innovative, high performing, and engaged.

GOAL 4: EFFECTIVE COLLABORATION AND OUTREACH. Work with oversight partners and others to ensure efficiency, effectiveness, and transparency in SIGPR’s work.

GOALS AND OBJECTIVES			
High Impact Work	Integrity in Oversight Work	Inclusiveness and Innovation	Effective Collaboration and Outreach
<p>Identify risks and weaknesses in program areas within SIGPR’s jurisdiction and recommend solutions that help mitigate fraud, waste, abuse, and mismanagement.</p> <p>Employ risk-based approaches to prioritize and target audits and investigations in areas that provide the greatest impact.</p>	<p>Employ work processes that drive the timely completion of accurate, relevant, and impactful projects that adhere to professional standards.</p>	<p>Recruit and retain diverse, high-performing talent.</p> <p>Use innovative techniques and approaches that improve efficiency and effectiveness.</p> <p>Promote transparent and timely communications and inclusiveness.</p>	<p>Leverage strategic communications to expand outreach to and collaboration with SIGPR’s stakeholders and partners.</p> <p>Communicate SIGPR’s findings to Executive Branch leaders, Congress, and the public.</p>

GOAL 1: HIGH IMPACT WORK

Audits and investigations will deliver timely, relevant, and high impact results.

OBJECTIVES

- Identify risks and weaknesses in program areas within SIGPR’s jurisdiction and recommend solutions that help mitigate fraud, waste, abuse, and mismanagement.
- Employ risk-based approaches to prioritize and target audits and investigations in areas that provide the greatest impact and address the highest risks.

STRATEGIES

- Provide timely information, conclusions, and recommendations to SIGPR stakeholders for appropriate action and resolution.
- Design and implement a comprehensive process that identifies, prioritizes, and assesses risks.
- Develop and implement a process for proactive efforts that focus on high dollar loans or high impact projects.
- Leverage data analytics to identify meaningful indicators of fraud or misuse of CARES Act funds.
- Allocate resources to projects that address the highest risk and most vulnerable areas.

GOAL 2: INTEGRITY IN OVERSIGHT WORK

Audits and investigations will deliver accurate, professional, independent, and actionable work products.

OBJECTIVE

- Employ work processes that drive the timely completion of accurate, relevant, and impactful projects that adhere to professional standards.

STRATEGIES

- Develop policies, processes, and procedures to ensure that SIGPR work complies with the quality standards used in the federal inspector general community.
- Ensure that projects and work products comply with professional standards, including, but not limited to the Government Auditing Standards and Quality Standards for Investigations.
- Participate in the CIGIE audit and investigation external peer review process.

GOAL 3: INCLUSIVENESS AND INNOVATION

Promote a diverse and inclusive culture that is innovative, high performing, and engaged.

OBJECTIVES

- Recruit and retain diverse, high-performing talent.
- Use innovative techniques and approaches that improve efficiency and effectiveness.
- Promote transparent and timely communications and inclusiveness.

STRATEGIES

- Develop a recruitment strategy that targets the knowledge and skills necessary to meet the mission critical needs of the organization.
- Provide opportunities for continuous development and professional growth to meet current and future needs of the organization.
- Provide a work environment that promotes a positive work-life balance.
- Provide data analytic capabilities to support projects.
- Collaborate with other agencies to leverage best practices, tools, data, and technologies

GOAL 4: EFFECTIVE COLLABORATION AND OUTREACH

Work with oversight partners and others to ensure efficiency, effectiveness, and transparency in SIGPR's work.

OBJECTIVES

- Leverage strategic communications to expand outreach to and collaboration with SIGPR's stakeholders and partners.
- Communicate SIGPR's findings to Executive Branch leaders, Congress, and the public.

STRATEGIES

- Build strong relationships with internal and external partners and stakeholders to identify emerging trends of fraud, waste, and abuse and share best practices.
- Develop a communications plan for outreach and collaboration.
- Report on SIGPR findings and activities.
- Track, analyze, and report on Department of the Treasury CARES Act loans.



HELP FIGHT

FRAUD,
WASTE, AND
ABUSE.

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