

Contents

A Message from the Inspector General	3
About This Assessment	4
Mission, Vision, and Core Values	5
Strategic Goal 1	6
Strategic Goal 2	7
Strategic Goal 3	8
Strategic Goal 4	9
Strategic Goal 5	10
Office of Auditing and Evaluation	12
Office of Investigations	13
Office of Administration and Management	14
Office of Chief Counsel	15
Office of Strategic Communications and Programs	16
Office of Quality Assurance	17

A Message From the Inspector General

The Office of the Inspector General (OIG), Department of Transportation (DOT) is proud to conduct significant transportation safety, oversight, and management work for Congress, the Department, and the American public. We carry out this work through our statutory responsibilities under the Inspector General Act while supporting DOT's mission and strategic goals. Through our mission and core values, we contribute to DOT's efforts to achieve a safer, more efficient transportation system. We also work closely with Congress, senior DOT officials, and law enforcement to enhance the effectiveness and integrity of DOT programs and investigate allegations of fraud, waste, and abuse.



This year, OIG expertly met our mission requirements while improving our efforts to recruit and engage new employees as well as manage our facilities efficiently. Thanks to the constant dedication of our staff, in fiscal year (FY) 2024, we returned \$11 for every dollar appropriated to us—an impressive return on investment. We issued 41 audit reports with a total of 186 recommendations, including financial recommendations totaling \$1.2 billion. Our investigative work resulted in 74 convictions; 82 indictments; and \$55.8 million in fines, forfeitures, restitutions, and recoveries.

In addition, we continued to provide timely and transparent communication on the results of our audits and investigations, meeting all requirements for weekly, monthly, and semiannual reports to congressional and DOT stakeholders. We consistently evaluate and, as appropriate, update our planning and assessment mechanisms to ensure we are achieving mission outcomes and remain prepared to address new Federal initiatives and emerging issues.

The following assessment of our organization provides further details about these mechanisms, their associated outcomes, and the many important accomplishments of our committed staff in FY 2024.

A handwritten signature in black ink that reads "Eric J. Soskin". The signature is fluid and cursive.

Eric J. Soskin

About This Assessment

The OIG Organizational Assessment is one of three key components in our strategic planning and improvement process. We conduct this assessment at the end of the Federal fiscal year to ensure our work and results remain closely aligned with our Strategic Plan and the Department’s mission as outlined by our statutory responsibilities.

OIG’S STRATEGIC PLAN 2022–2026

Our 5-year strategic plan describes the goals, strategies, and performance measures for achieving our mission and maintaining our focus on the critical objectives of independence, accountability, and excellence. The plan’s five strategic goals provide a roadmap for our audits, investigations, stakeholder communication, and organization improvement efforts.

OIG’S FY 2024 STRATEGIC IMPLEMENTATION PLAN

This plan, compiled in the first quarter of the fiscal year, quantifies our performance measures into specific, measurable benchmarks to evaluate our progress each year. The quantities in this plan are the result of a thorough analysis of our results data over the last several years. These benchmarks are also the basis of the results-driven performance measures in our senior executives’ individual performance plans to ensure a cohesive vision of our success and path to strategic goals.

OIG’S FY 2024 ORGANIZATIONAL ASSESSMENT

This fiscal year-end assessment reports our progress against the measures and benchmarks laid forth in our other strategic planning documents. We share these results with our staff as well as our external stakeholders in order to promote accountability and transparency. We will use this year’s results to identify areas for improvement in the coming fiscal year.

STATUTORY RESPONSIBILITIES

The Inspector General Act of 1978, as amended, requires Offices of Inspector General to:

- conduct independent and objective audits and investigations;
- promote economy, efficiency, and effectiveness;
- prevent and detect waste, fraud, and abuse;
- review pending legislation and regulations; and
- keep Congress and the Secretary fully and currently informed.

Mission

OIG enhances DOT's programs and operations by conducting objective investigations and audits on behalf of the American public.

Vision

OIG is a high-performing organization that strives to achieve a safer and more efficient national transportation system; greater integrity, transparency, and performance within DOT programs; and a supportive, diverse, equitable, and inclusive workplace for OIG employees.

Core Values



INDEPENDENCE

Establishes trust in OIG. Our organization and its employees uphold their independence to ensure the work is objective and impartial.



ACCOUNTABILITY

Is at the heart of OIG's work. We seek to ensure that all DOT agencies are accountable for their results and for the resources the public invests in them. OIG also holds itself accountable to the highest standards of integrity, transparency, and excellence.



INNOVATION

Ensures OIG's continued relevance. We help the Department identify opportunities for improving existing programs and respond to emerging issues. We also seek opportunities to enhance OIG's performance, agility, and resilience.



COMMUNITY

Is critical to OIG's success. We maintain a culture of civility, diversity, inclusion, and fairness. OIG strives to provide its employees with physical and psychological safety, opportunities for growth, and recognition for their outstanding contributions and achievements.

Strategic Goal 1

PROMOTE TRANSPORTATION SAFETY.

STRATEGIES

- Investigate transportation safety-related crimes.
- Conduct audits and other reviews to improve DOT safety programs.
- Adjust investigative and audit priorities

based on evolving transportation technologies, trends, and emerging issues.

PERFORMANCE MEASURES

Percentage of safety-related cases that result in a favorable outcome for the public.

- At least 30 percent of all investigations opened address transportation safety-related issues.
- At least 50 percent of transportation safety-related cases are accepted for civil or criminal action.

Percentage of safety-related recommendations concurred with by the Department.

- At least 70 percent of safety-related recommendations are concurred with by the Department.

Development of annual risk-based investigative and audit plans that include a focus on safety.

- Develop a risk-based annual investigative plan in which 30 percent of proposed investigations include a focus on safety-related crimes.
- Develop a risk-based annual audit plan in which at least 20 percent of total proposed audits (excluding single audit-related projects) focus on safety.

RESULTS

- 41 percent of all investigations opened addressed transportation safety.
- 80 percent of all transportation safety cases were accepted for civil or criminal action.

- 100 percent of safety-related recommendations that were opened in FY 2024 were concurred with by the Department.

- A risk-based annual investigative plan in which 30 percent of proposed investigations focus on safety-related crimes was implemented and distributed to all investigative personnel.
- A risk-based annual audit plan in which 23 percent of total proposed audits focus on safety was implemented and distributed to all audit personnel.

Strategic Goal 2

IMPROVE DOT'S INFRASTRUCTURE AND TRANSPORTATION INVESTMENTS.

STRATEGIES

- Investigate allegations of fraud, waste, and abuse in DOT programs and funding.
- Conduct audits and other reviews to improve DOT's investment programs and oversight of DOT funding recipients.
- Adjust investigative and audit priorities based on new developments in transportation funding, policy, and technology.

PERFORMANCE MEASURES

Percentage of grant-fraud cases that result in a favorable outcome for the public.

- At least 30 percent of all investigations opened address transportation grant and procurement issues.
- At least 50 percent of transportation grant- and procurement-related cases are accepted for civil or criminal action.

Percentage of transportation investment-related recommendations concurred with by the Department.

- At least 70 percent of transportation investment-related recommendations are concurred with by the Department.

Development of annual risk-based investigative and audit plans that include a focus on transportation investments.

- Develop a risk-based annual investigative plan in which 30 percent of proposed investigations focus on grant- and procurement-related crimes.
- Develop a risk-based annual audit plan in which at least 20 percent of total proposed audits (excluding single audit-related projects) focus on transportation investments.

RESULTS

- 31 percent of all investigations opened addressed transportation grant and procurement issues.
- 61 percent of transportation grant- and procurement-related cases were accepted for civil or criminal action.
- 86 percent of transportation investment-related recommendations that were opened in FY 2024 were concurred with by the Department.
- A risk-based annual investigative plan in which 30 percent of proposed investigations focus on grant- and procurement-related crimes was implemented and distributed to all investigative personnel.
- A risk-based annual audit plan in which 32 percent of total proposed audits focus on transportation investments was implemented and distributed to all audit personnel.

Strategic Goal 3

ENHANCE DOT'S BUSINESS OPERATIONS.

STRATEGIES

- Conduct audits and other reviews to improve DOT's financial policies, procedures, and management practices and to assess the Department's compliance with requirements.
- Conduct audits and other reviews to improve DOT's information technology policies, procedures, and management practices and to assess the Department's response to cybersecurity threats.
- Conduct audits and other reviews to improve DOT's acquisition and procurement functions.
- Investigate allegations of fraud, waste, and abuse by DOT employees.
- Adjust investigative and audit priorities based on new developments in the Department.

PERFORMANCE MEASURES

Percentage of financial, procurement, information technology, and employee integrity cases that result in a favorable outcome for the public.

- At least 20 percent of employee integrity investigations closed result in administrative, criminal, or civil action.

Percentage of financial, procurement, and information technology recommendations concurred with by the Department.

- At least 70 percent of financial, procurement, and information technology-related recommendations are concurred with by the Department.

Development of annual risk-based investigative and audit plans that include a focus on DOT business operations.

- Develop a risk-based annual investigative plan in which 10 percent of proposed investigations focus on employee integrity issues.
- Develop a risk-based annual audit plan in which at least 40 percent of total proposed audits (excluding single audit-related projects) focus on DOT's business operations.

RESULTS

- 55 percent of employee integrity investigations closed resulted in administrative, criminal, or civil action.
- 96 percent of financial, procurement, and information technology-related recommendations that were opened in FY 2024 were concurred with by the Department.
- A risk-based annual investigative plan in which 10 percent of proposed investigations focus on employee integrity issues was implemented and distributed to all investigative personnel.
- A risk-based annual audit plan in which 45 percent of total proposed audits focus on DOT's business operations was implemented and distributed to all audit personnel.

Strategic Goal 4

MAINTAIN OIG'S POSITION AS A LEADER.

STRATEGIES

- Provide employees with the resources and services they need to accomplish OIG's mission.
- Evolve policies to define the future of OIG's workplace and continuously improve efficiency and effectiveness.
- Ensure the integrity of OIG's assets.
- Communicate the results of OIG's work to the Department, Congress, and the public effectively and timely.

PERFORMANCE MEASURES

Percentage of fulfilled requests for support, as measured by OIG's customer service resolution and tracking systems.

- At least 80 percent of resolved Office of Administration and Management customer service requests meet length of service timelines.
- At least 80 percent of the time, an attorney is assigned to an audit within 5 days of request for legal review of the audit proposal.
- At least 80 percent of the time, provide legal reviews of subpoenas to determine compliance with applicable statutes and case law within 5 business days of receipt.

Timeliness of critical communications to the Department and Congress.

- Issue Semiannual and Top Management Challenges Reports to Congress within mandated timeframes.
- Submit internal financial statements and annual budget requirements in accordance with applicable guidance and within agreed-upon deadlines.
- Post at least 80 percent of final audit reports to OIG's website within 3 days of issuance.
- Deliver at least 80 percent of OIG's Weekly Reports to the Secretary within established timeframes.

RESULTS

- 95 percent of Office of Administration and Management service requests met length of service timelines.
- An attorney was assigned to an audit within 5 days of a request for legal review of the audit proposal 100 percent of the time.
- Legal reviews of subpoenas to determine compliance with applicable statutes and case law were provided within 5 business days of receipt 100 percent of the time.
- OIG issued Semiannual and Top Management Challenges Reports to Congress within statutorily mandated timeframes.
- OIG submitted internal financial statements and its annual budget requirements in accordance with applicable guidance and within all agreed-upon deadlines.
- OIG posted 100 percent of its audit reports to its website within 3 days of issuing and delivering them to DOT and Congress.
- OIG provided 100 percent of updates on upcoming audits, recently completed audits, and investigative results to the Secretary on a weekly basis.

Strategic Goal 5

ADVANCE OIG'S WORKFORCE EXCELLENCE.

STRATEGIES

- Recruit, support, and retain a workforce of talented and engaged employees.
- Empower OIG employees to achieve outstanding results through professional development, training, and thoughtful, effective feedback.
- Maintain and implement a strategic workforce plan to assure that OIG meets continuing workforce needs.
- Instill a workplace culture characterized by civility, diversity, inclusion, and fairness.
- Promote employee wellbeing through transparency, innovation, workplace flexibility, and resilience.
- Recognize the outstanding contributions and achievements of OIG divisions, teams, and employees.

PERFORMANCE MEASURES

Achievement of the OIG's strategic workforce plan milestones.

- Develop a new 2-year Human Capital Operations Plan (HCOP).
- At least 80 percent of new hires attend New Employee Orientation within their first year of OIG employment.
- At least 90 percent of all employees complete training on the Inspector General's Civility, Diversity, and Inclusion (CDI) Topic of Focus.
- Implement the *Diversity, Equity, Inclusion, and Accessibility Strategic Plan* to reinforce OIG's commitment to civility, diversity, equity, inclusion, and accessibility.
- Leverage multiple forms of outreach and communication to enhance recruiting initiatives, including focus on under-represented groups in the OIG workforce.

RESULTS

- OIG developed a 2-year HCOP to improve key human resource programs and maximize employee and organizational performance.
- 100 percent of new hires attended New Employee Orientation within their first year of OIG employment.
- 98 percent of all employees completed training on the CDI Topic of Focus.
- OIG's *Diversity, Equity, Inclusion, and Accessibility Implementation Plan* was executed. It detailed completion of and updated the status of quarterly and annual goals, responsible parties, and dedicated resources for each strategic area.
- OIG leveraged multiple forms of outreach and communication to enhance recruiting initiatives, including revising recruitment brochures and expanding its recruitment efforts and its Pathways Program contact list to include colleges and universities with under-represented groups.

PERFORMANCE MEASURES

Federal Employee Viewpoint Survey (FEVS) results.

- Exceed 90 percent of the 3-year rolling average on the FEVS Employee Engagement Index.
- Exceed 90 percent of the 3-year rolling average on the FEVS Global Satisfaction Index.

RESULTS

- OIG achieved 102 percent of the 3-year rolling average on the FEVS Employee Engagement Index, scoring 84 percent in FY 2024.
- OIG achieved 103 percent of the 3-year rolling average on the FEVS Global Satisfaction Index, scoring 82 percent in FY 2024.



Office of Auditing and Evaluation

MISSION FOCUS

OIG develops and maintains a 24-month audit plan, updated annually, to maximize resources and provide the greatest potential benefits to DOT and the public. As part of this plan, we ensure that audits address key DOT goals, risks, and challenges; meet mandates and congressional and Secretary requests; and cover other key issues noted by our audit staff. Our most recent audit plan update, completed in December 2023, identified 151 audits in critical areas across DOT's Operating Administrations.

As required by law, OIG also issues an annual report on DOT's top management challenges—a forward-looking assessment of DOT's most significant challenges to meeting its mission for the coming fiscal year. In identifying these challenges, we consider their safety impact, documented vulnerabilities, large dollar implications, and the ability of the Department to effect change.

AUDIT ACCOMPLISHMENTS

	audit reports issued	41
	recommendations	186
	financial impact of DOT-OIG audits	\$1.2b
	funds that could be put to better use	\$1.0b
	questioned costs	\$136.4m
	unsupported costs	\$0
	testimony before Congress	1

STRENGTHENING OVERSIGHT OF DOT INVESTMENTS

Through programs established by the Infrastructure Investment and Jobs Act (IIJA) along with existing funding programs, DOT distributes billions of dollars in infrastructure investments across all modes of transportation. Responsible stewardship over Federal funds directly correlates to DOT's ability to achieve its strategic goals and mission of delivering the world's leading transportation system. Given the challenges DOT faces managing complex programs, improving safety, and ensuring compliance in its grant and contract award decisions, we completed more than 15 audits focused on oversight of DOT's fiscal and physical investments. We also announced several other audits focused on reviewing DOT's capabilities to protect critical systems and meet the challenges of future innovations. We will continue to coordinate with DOT management as we plan future work to ensure we focus on the areas of highest risk.

Office of Investigations

MISSION FOCUS

OIG's Office of Investigations focuses on criminal cases that have the greatest direct impact on DOT programs and operations, particularly where regulatory enforcement action is ineffective. To determine if an investigation is warranted, we weigh the seriousness of the conduct, impact on public safety, availability of investigative resources, prosecutorial appeal, and any likely deterrent effects. Based on available resources, we generally focus our investigative efforts on three overarching areas: transportation safety, grant and procurement fraud, and employee integrity.

INVESTIGATIVE ACCOMPLISHMENTS

 hotline complaints	4,530
 convictions/indictments	74/82
 fines, forfeitures, restitutions, and recoveries	\$55.8m

COMBATING BID RIGGING

OIG protected American tax dollars by investigating allegations of bid rigging. During one investigation, a concrete company, company owner, and a former cement salesman for another company were sentenced for fixing prices and rigging bids. The company was sentenced to 12 months of probation and a \$2.7 million fine. The owner was sentenced to 5 months in prison, 6 months of home confinement, 3 years supervised release, and a \$150,000 fine. The former cement salesman was sentenced to 24 months of probation and 40 hours of community service.

PROTECTING THE TRAVELING PUBLIC

OIG rigorously investigated fraudulent commercial drivers license (CDL) schemes. In one OIG investigation, an individual was sentenced to 57 months of incarceration, 36 months of supervised release, and a \$5,000 fine for paying bribes to a third-party CDL examiner to reward the examiner for issuing passing scores, which led to the issuance of fraudulent CDLs.

Office of Administration and Management

MISSION FOCUS

The Office of Administration and Management provides a full range of administrative services, including human resources, training, information technology, facilities management, and acquisitions and procurements. Our mission is to provide the right people, technology, property, services, and processes to support the needs of OIG.

IMPROVING OIG'S BUSINESS EFFICIENCIES AND MISSION ACCOMPLISHMENT

The Office of Administration and Management enhanced OIG's operations and better prepared OIG for the future by:

- Implementing over \$1.3 million in investments to improve IT infrastructure, which supports the modernization and migration of key IT services and systems to improve reliability, capability, and security while aligning with the new Executive Order (EO) on Improving the Nation's Cybersecurity.
- Awarding (in partnership with the Office of the Secretary's Acquisitions Office) 132 contracts and 49 interagency agreements totaling over \$25 million, in addition to 352 purchase card purchases totaling over \$335,000 in support of OIG's mission.
- Implementing the high-priority Training Tracker to ensure OIG employees are meeting their important training requirements and certifications. The tracker was customized for ease of use, is designed for employees to easily record required training completion accurately and upload certificates, and can quickly generate reports for accountability.

ADVANCING OIG'S FACILITIES STRATEGIC PLAN

The Office of Administration and Management made significant progress on the following complex projects, including:

- Construction completion and move-in of OIG's Chicago-area field office,
- Purchase order award for the Headquarters (HQ) Audit Lab facility, and
- Funding and General Services Administration acceptance of the new New York-area field office.

In addition, OIG completed final implementation of our new HQ Shared and Reduced Workspace Project, which included the implementation of OIG's workspace reservation system, supporting more than 225 HQ and additional traveling field employees. The project resulted in over a 40 percent workspace reduction of OIG's footprint in the DOT HQ building and reduced OIG's rent and associated costs by nearly \$2 million per year starting in FY 2025. This project represents a major shift in OIG's HQ work environment, shifting from individual workspaces to space allocated as a mix of reservable as-needed and individually assigned.

Office of Chief Counsel

MISSION FOCUS

The Office of Chief Counsel provides key mission support services. The office handles all OIG Freedom of Information Act (FOIA) requests from the public; manages OIG's Ethics Program; and provides legal advice and assistance to senior OIG officials, auditors, investigators, and administrative staff.

ADVANCING OIG'S MISSION THROUGH TRAINING AND OUTREACH

This year, the Office of Chief Counsel provided legal training to all OIG investigators at the Office of Investigations in-service and supported the audit managers training. The Office of Chief Counsel also presented to attorneys at the Federal Railroad Administration and the Federal Transit Administration to discuss OIG's work.

Office of Strategic Communications and Programs

MISSION FOCUS

The Office of Strategic Communications and Programs serves as an organizational center of excellence—enhancing the quality and effectiveness of OIG’s operations, products, and communications by providing innovative solutions and collaborative support. The Office of Strategic Communications and Programs facilitates a variety of OIG activities by providing expert advice and advanced technical capabilities to enhance the Agency’s products, operations, and impact.

EXCELLENCE IN FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

The Office of the Chief Financial Officer (CFO) planned, justified, and managed a \$116.5 million budget supporting 397 full-time equivalents. In addition, the CFO administered and oversaw mandated financial management and internal controls testing. OIG reported no material weaknesses or financial system non-compliance and established reasonable assurance that internal controls over reporting are operating effectively. Tests included the independent testing of two entity-level focus areas—Risk Assessment and Control Activities. In general, these tests are designed to provide reasonable assurance that OIG complies with applicable laws and requirements regarding obligations and costs; funds, property, and other assets; accounting practices; audit findings; and financial systems.

ENHANCED CDI INITIATIVES

OIG continued to meet Agency-wide and Administration priorities for CDI. In response to EO 14035, OIG executed a Diversity, Equity, Inclusion, and Accessibility Implementation Plan highlighting successes of identified quarterly and annual goals for each strategic area and for future fiscal years. It demonstrates how our CDI program meets the EO 14035 objectives of making Federal agencies models “for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect.” In addition, to ensure awareness and practice of CDI principles among the entire staff, each year our CDI Director provides targeted training on a Topic of Focus. We provided 12 sessions on *Accessibility: In Search of Inclusion* to all OIG employees, nationwide.

EFFECTIVE NEW EMPLOYEE ENGAGEMENT

OIG’s Office of Organizational Development launched a summer program to increase learning, in-person engagement, and mission connection for audit Pathways Interns. This 3-month program featured 13 seminars on topics such as congressional testimony processes, conflict resolution, self-advocacy, and DOT programs. The cohort also visited DOT’s Transportation Operations Center, the air traffic control tower at Reagan National Airport, and the Federal Highway Administration’s Turner Fairbank Research and Development Labs to enhance knowledge of DOT operations and facilities. Interns completed an extensive project on applying artificial intelligence to OIG’s work and presented it to Senior Leaders. All interns were extended and upon graduation will be converted to full-time employees.

Office of Quality Assurance

MISSION FOCUS

OIG maintains a Quality Assurance and Improvement Program to ensure that all work performed—audits; investigations; legal, legislative, and external affairs; and administrative—adheres to established OIG policies and procedures and meets established standards of performance. The quality of all our work significantly affects our credibility and effectiveness in performing oversight.

The Office of Quality Assurance maintains a 3-year schedule of offices and functions to be reviewed and updates the schedule annually. Quality Assurance Review (QAR) reports include an opinion on internal controls and make recommendations where improvements are needed.

This office also serves as the point-of-contact for external reviews of our audit and investigative work, including our adherence to Generally Accepted Government Auditing Standards (GAGAS), Council of Inspectors General on Integrity and Efficiency (CIGIE) guidelines, and the Attorney General Guidelines for Federal OIGs with statutory law enforcement authority. These external reviews occur every 3 years and are conducted by our peers in the Federal oversight and accountability community.

QUALITY ASSURANCE ACCOMPLISHMENTS



internal reviews/external reviews

6/1

AUDITS AND EVALUATIONS

QAR reports focus on the Office of Auditing and Evaluations' compliance with professional standards, including those for audit documentation and supervisory review procedures. When appropriate, we bring opportunities for improvement to the attention of the relevant Assistant Inspector General. This fiscal year we reported on one auditing activity pertaining to other matters previously identified by an external peer review team.

INVESTIGATIONS

QAR reports focus on the Office of Investigations' compliance with professional standards, including investigative and evidence procedures. When appropriate, we bring opportunities for improvement to the attention of the relevant Special Agent-in-Charge. This fiscal year we reported on activities within two regions and three individual offices.

The Office of Investigations also underwent a peer review this fiscal year. The review did not make any recommendations, concluding that our system of internal safeguards and management procedures for investigative operations was in compliance with CIGIE quality standards and other applicable guidelines and statutes.



U.S. Department of Transportation
Office of Inspector General

Fraud, Waste, & Abuse



Hotline

<https://www.oig.dot.gov/hotline>

hotline@oig.dot.gov

(800) 424-9071

Audit Recommendation
DASHBOARD 

Click the above image to browse
the OIG website.



U.S. Department of Transportation | Office of Inspector General
Strategic Plan 2022-2026

Click the above image to review
OIG's current Strategic Plan.

FLAMMABLE
GAS
2