



U.S. Department of Transportation | Office of Inspector General

# ***Organizational Assessment***

**FY 2025 | October 1, 2024 – September 30, 2025**



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# Agency Overview

The Department of Transportation (DOT) Office of Inspector General (OIG) is proud to conduct significant transportation safety, oversight, and law enforcement work for Congress, the Department, and the American public. We carry out this work through our statutory responsibilities under the Inspector General Act of 1978, as amended, 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 increasing efficiency, reducing Federal spending, and supporting efforts to implement presidential directives. Thanks to the constant dedication of our staff, in fiscal year (FY) 2025, we returned \$25 for every dollar appropriated to us—an impressive return on investment. We issued 49 audit reports with a total of 233 recommendations, including financial recommendations totaling \$1.6 billion. Our investigative work resulted in 68 convictions; 55 indictments; and \$1.7 billion 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 2025.

# 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 2025 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 2025 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 and greater integrity, transparency, and performance within DOT programs.

## 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. 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 80 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

- 44 percent of all investigations opened addressed transportation safety.
- 86 percent of all transportation safety cases were accepted for civil or criminal action.
- 96 percent of safety-related recommendations were concurred with by the Department.
- A risk-based annual investigative plan in which at least 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 24 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 80 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

- 30 percent of all investigations opened addressed transportation grant and procurement issues.
- 71 percent of transportation grant- and procurement-related cases were accepted for civil or criminal action.
- 81 percent of transportation investment-related recommendations were concurred with by the Department.
- A risk-based annual investigative plan in which at least 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 26 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 80 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

- 36 percent of employee integrity investigations closed resulted in administrative, criminal, or civil action.
- 98 percent of financial, procurement, and information technology-related recommendations were concurred with by the Department.
- A risk-based annual investigative plan in which at least 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 49 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 customer service requests meet length of service timelines.
- At least 80 percent of the time, an attorney reviews audit proposals prior to the Audit Initiation Meeting.
- 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

- 91 percent of service requests met length of service timelines.
- An attorney reviewed audit proposals prior to the Audit Initiation Meeting 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.
- 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 OIG's strategic workforce plan milestones.

- At least 80 percent of OIG's goals in its Human Capital Operations Plan (HCOP) will be complete by the end of FY 2025.
- At least 80 percent of new hires attend New Employee Orientation within their first year of OIG employment.
- Leverage multiple forms of outreach and communication to enhance recruiting initiatives.

### RESULTS

- OIG achieved 85 percent of the goals in its HCOP to improve key human resource programs and maximize employee and organizational performance.
- 99.25 percent of new hires attended New Employee Orientation within their first year of OIG employment.
- OIG paused active recruiting in 2025 due to the Federal hiring freeze.

## 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

- FEVS data were not available for 2025 because the FEVS was not conducted.








# 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 2024, identified 140 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	49
	recommendations	233
	financial impact of DOT-OIG audits	\$1.6b
	funds that could be put to better use	\$1.2b
	questioned costs	\$37m
	unsupported costs	\$338m
	testimony before Congress	0

## SUPPORTING AND ASSESSING DOT’S EFFORTS TO MEET SAFETY AND INFRASTRUCTURE INVESTMENT RESPONSIBILITIES

Safety is DOT’s first priority, and maintaining effective safety oversight requires prioritizing actions to reduce risks to travelers and transportation workers and balancing enforcement activities with collaboration efforts, despite ongoing resource limitations. Further, DOT’s efforts to deliver a safe and reliable transportation system depend on strong financial stewardship to deliver long-term value. We completed more than 15 audits focused on oversight of DOT’s safety and infrastructure investment responsibilities. We also announced several other audits focused on reviewing DOT’s capabilities to protect data and infrastructure, oversee the National Airspace System, and comply with grant and funding requirements.

## PEER REVIEW RATING

The Treasury Inspector General for Tax Administration (TIGTA) conducted a Council of the Inspectors General on Integrity and Efficiency peer review of our office in effect for the year ended September 30, 2024. TIGTA concluded that the audit organization’s system of quality control was suitably designed and complied with to provide OIG with reasonable assurance of performing and reporting in conformity with applicable professional standards and legal and regulatory requirements in all material respects. Accordingly, TIGTA provided a “pass” rating and did not make any recommendations. The report was released on March 28, 2025.

# 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	<b>5,048</b>
 convictions/indictments	<b>68/55</b>
 fines, forfeitures, restitutions, and recoveries	<b>\$1.7b</b>

## IMPROVING AVIATION SAFETY

OIG protected the traveling public by investigating allegations involving aviation safety. During an investigation, a company CEO was sentenced to over 33 years of incarceration and a company fined \$4.9 million. The CEO and company were convicted for conspiracy to defraud the Federal Aviation Administration and National Transportation Safety Board; aircraft parts fraud, in which the failure of the unapproved aircraft parts were the proximate cause of serious bodily injury and death; employing aircraft mechanics without a mechanic's certificate; employing pilots without a pilot's certificate; conspiracy to commit wire fraud; wire fraud; and money laundering.

## SAFEGUARDING TAXPAYER DOLLARS

OIG uncovered inferior airport runway construction by engineering and construction firms. In an OIG investigation, engineering and construction firms were sentenced to pay \$4.5 million to resolve allegations that they submitted false claims for payment concerning the rehabilitation of an airport runway. The firms certified the runway project met the project requirements and specifications; however, the runway did not meet the required conditions.

# Office of Operations

## MISSION FOCUS

The Office of Operations oversees a variety of activities that provide strategic value and critical mission support across OIG, including budget and financial management, facilities and asset management, human resources and training, information technology, organizational and administrative services, government and public affairs, and strategic communications.

## REALIGNING FOR EFFICIENCY AND EFFECTIVENESS

In FY 2025, OIG received approval from Congress of a reprogramming request to modify our organizational structure to ensure the continuity of operations while achieving our statutory oversight mission. A key component of this effort was realigning the offices of Administration and Management and Strategic Communications and Programs, both of which provide essential mission support services across the entire OIG. By merging these divisions and their functional teams into a single Office of Operations, we streamlined reporting structures and leveraged complimentary resources and expertise to achieve greater efficiencies while supporting the high-value DOT oversight the Department and Congress expect. The new Office of Operations continues to provide OIG with the critical services needed to maintain the effectiveness and independence of our oversight of the Department.

## 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 388 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, Information & Communication and Monitoring, and one business process focus area, Financial Reporting. 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.

## INCREASING EFFICIENCY AND REDUCING FEDERAL SPENDING

OIG is committed to the goals of increasing efficiencies and reducing overall Federal spending where possible. In fiscal year 2025, our efforts in these areas resulted in the cancellation or reduction of over 10 procurement vehicles with over \$1 million in cost savings.

# 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 Records Program; and provides legal advice and assistance to senior OIG officials, auditors, investigators, and administrative staff.

## SUPPORTING EFFORTS TO IMPLEMENT PRESIDENTIAL DIRECTIVES AND ADVANCE OIG'S MISSION

This year, the Office of Chief Counsel provided legal advice to senior executives and office directors to fully implement presidential priorities throughout the organization. At the same time, the legal team continued to assist investigators and auditors with mission-focused work to protect government investments and public safety. Of particular note, the Office of Chief Counsel directly supported the Department of Justice in the District of Guam and the Eastern District of Pennsylvania with prosecution of crimes affecting aviation safety.



U.S. Department of Transportation  
**Office of Inspector General**

**Fraud, Waste, & Abuse**



**Hotline**

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

*[hotline@oig.dot.gov](mailto: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  
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