

Table 1 The Range of Possible Operating Missions for OIGs

	Controlling Costs			Managing Relationship Between Cost and Output
	Controlling Fraud	Controlling Abuse	Controlling Waste	Promoting Efficiency and Effectiveness
Backward-Looking Detection	Criminal investigation		Audit	Program evaluation
Forward-Looking Prevention		Design of internal controls		Policy analysis, and
Promotion of Efficiency and Economy		Incentives and advice for managers		Program design and experimentation

Table 2 The Strategies of Inspectors-General

	Primary Focus and Thrust	Internal Management Problems	Relations with Program Management
First Generation			
Dempsey (HUD)	To use audit and investigation to produce information for prevention of fraud, waste, and abuse; to advise management on loss prevention	Few problems due to long history of office	Actively cooperative
McBride (USDA)	To prevent and detect fraud; to recoup dollar losses; to assume integrity of federal employees	Changes in mid management/ creation of priority-setting office; low-level morale problem	Mostly cooperative; press leaks and releases created some suspicions
Morris (HHS)	To use audit and investigation to produce information for prevention of fraud, waste, and abuse; to advise management on loss prevention	Few problems: predominantly audit organization	Strong support from top management
Knowles (DOL)	To prevent loss; to emphasize importance of legislative changes as well as management reform	Major problems: hiring senior staff; competence of lower levels	Difficult due to incompetence of auditors and investigators

Muellenberg (GSA)	To investigate proactively; to promote efficiency	Major problems	Difficult due to leaks, attitudes of auditors, and fears of management
Second Generation			
Dempsey (HUD)	Unchanged from above	Unchanged from above	Improved; Reagan election has increased management's interest and receptivity
Graziano (USDA)	To prevent fraud, waste, and abuse; to promote efficiency	Setting up staff to work with management on vulnerability assessments	Very good; managers are responsive
Kusserow (HHS)	To prevent fraud and abuse; to advise management on systems to prevent losses	Priority setting	Managers are very responsive
McBride (DOL)	To move to include "reduced inefficiency" as objective; to examine whole operation of program	Many problems resolved	Substantially improved; goal is to "educate" management; finds managers responsive
Sikon (GSA)	To audit proactively	Problems lessened, but not resolved	Improving, but still difficult

Table A.1 Different Points of Control Within Government Programs

Functional Areas	Stages of Production			
	Available Resources	Existing Technologies/ Operating Procedures	Outputs	Outcomes
Police/Crime	Policemen	Geographical definition of patrol sectors	Response time to calls for service	Reduced crime
	Police cars	Priorities for dispatching patrol cars		Arrests
Welfare/Poverty	Caseworkers	Procedures for eligibility determination and benefit calculation	Case decisions: speed, accuracy, fairness	Increased security
	Welfare offices			Reduced economic cost
Environmental Protection	Inspectors	Installation of Anti-pollution technologies	Reduced effluents	Reduced poverty
	Research on health effects	Compliance actions by government		Increased confidence in administrative integrity
				Reduced economic cost
				Clean air & water
				Net effects on economic development

Table A.2 Terms of Accountability by Stage of Production

Level of Generality	Stage of Production		
	Process	Output	Outcome
Specific			
Policing	Deploy two-man patrol cars to each sector	Respond to all calls for service in less than five minutes	Surveys of citizen satisfaction show increase of 10% in "favorable" ratings
Environmental Protection	Install "scrubbers" in steel industry	Reduce SO ² emissions by 10%	Meet standards 95% of the time for ambient condition of air for SO ²
General			
Policing	Maintain a mixed force of motorized patrol, foot patrol, and detectives	Meet citizen demands for service in decently responsive way	Enhance citizen security
Environmental Protection	Promote industrial efforts to clean environment	Abate pollution	Produce a safe and clean environment