



# STRATEGIC PLAN

## FISCAL YEARS 2019-2021



Office of Inspector General  
United States Department of State

OIG-ERM-19-01

# Message from the Inspector General



Steve A. Linick

I am pleased to present the Department of State (Department) Office of Inspector General (OIG) Strategic Plan for fiscal years 2019-2021. Since my arrival in 2013, I have focused on improving oversight relevancy, the timeliness and impact of our work, and OIG's internal culture. This strategic plan, the second of my tenure as Inspector General, is the result of an integrated team effort from OIG staff members at all levels. It builds upon the success of the FY 2016-2018 plan and measures our success in terms of how we provide value to all our stakeholders, including the Department, the U.S. Agency for Global Media (USAGM),<sup>1</sup> Congress, and the American people.

This is our roadmap for fulfilling our statutory responsibility to conduct independent, objective, and evidence-based oversight of Department and USAGM programs and operations while continuously striving to make OIG's internal operations more efficient and effective.

To do so, my organizational priorities for OIG for the next 3 years include:

- Delivering timely and value-added oversight products
- Contributing to the safety and security of Department and other U.S. Government personnel
- Identifying potential cost savings and efficiencies
- Driving timely implementation of OIG recommendations
- Fostering a diverse and inclusive culture within OIG that will drive high performance and accountability
- Providing professional development opportunities for OIG staff

This strategic plan will help us implement our vision to be a "world-class" organization and a catalyst for effective management, accountability, and positive change in the Department, USAGM, and the foreign affairs community.

Just as OIG's oversight work relies on its staff, this plan similarly would not have been possible without their contributions and commitment. It has been a privilege to lead this organization for the past 5 years, and I am confident that the next 3 years will continue to showcase OIG's leadership, innovation, and high quality work.



Steve A. Linick  
Inspector General  
December 11, 2018

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<sup>1</sup> Effective August 22, 2018, the Broadcasting Board of Governors changed its name to the U.S. Agency for Global Media.

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# Introduction/Organizational Description

The mandate of the Office of Inspector General (OIG) is to conduct independent oversight of the Department of State (Department) and U.S. Agency for Global Media (USAGM). OIG must:

- Conduct its mission independently and objectively.
- Provide leadership in promoting economy, efficiency, and effectiveness.
- Prevent, detect, deter, and investigate fraud, waste, abuse, and mismanagement in Department and USAGM programs and operations.

Through this work, we help ensure that the Department and USAGM efficiently and effectively use taxpayer funds, safeguard their personnel and property, and advance their core missions through sound management practices.

Congress enacted the Inspector General Act of 1978 (IG Act), which established 12 statutory OIGs to provide independent and objective oversight of designated Federal agency programs and operations. Although the OIG for the Department of State existed at the time of the 1978 legislation, it was not designated as a statutory OIG until 1986. In 1999, Congress designated OIG as the oversight organization for USAGM when it was created to replace the abolished United States Information Agency.<sup>2</sup>

## INSPECTOR GENERAL

The Inspector General (IG) is nominated by the President and confirmed by the Senate. The IG Act requires that Inspectors General be appointed without regard to political affiliation and solely based on integrity and demonstrated ability in accounting, auditing, financial analysis, law, management analysis, public administration, or investigation. Inspectors General report to the head of the agency they oversee but are subject only to their “general supervision.” In addition, the agency cannot prevent or prohibit the IG from initiating, carrying out, or completing oversight responsibilities.

The IG has independent authority over all aspects of OIG’s oversight operations, including selecting and hiring staff (including independent legal counsel) and managing OIG’s appropriation. OIG has access to all agency records related to OIG’s oversight authority and has the authority to subpoena records.<sup>3</sup>

## OIG OVERSIGHT WORK

To ensure effective oversight, OIG conducts strategic planning that guides our work plan process. OIG develops these plans through discussions with stakeholders, including Department and USAGM management, the Office of Management and Budget (OMB), Congress, the U.S. Government

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<sup>2</sup> OIG also oversees the U.S. International Boundary and Water Commission.

<sup>3</sup> OIG is specifically required to keep Congress and the agencies it oversees informed of the results of our oversight, and also more broadly seeks to ensure that the public is aware of our work. OIG does so in a variety of ways, including through provision of mandated semiannual reports to Congress, required posting of most of our reports on our website, meeting and briefing Department and USAGM officials, congressional testimony, and meetings with members of Congress and staff. OIG also prepares required annual statements on major management and performance challenges that are included in the Department’s annual Agency Financial Report and the annual USAGM Performance and Accountability Report.

Accountability Office (GAO), and other OIGs, such as the Department of Defense OIG and U.S. Agency for International Development (USAID) OIG. OIG also receives periodic oversight requests from Congress and agency officials outside the formal strategic and work plan processes.

Five offices within OIG conduct and coordinate oversight of the Department and USAGM:

- The Office of Audits (AUD)
- The Office of Evaluations and Special Projects (ESP)
- The Office of Inspections (ISP)
- The Office of Investigations (INV)
- The Office of Overseas Contingency Operations Oversight

### **Office of Audits**

Our audits provide an independent and objective assessment of performance or cost of government policies, programs, or operations. This allows OIG to review the agencies' stewardship of public resources. In addition to OIG's Arlington, VA, headquarters, AUD staff also serves at overseas locations in Frankfurt, Germany; Baghdad, Iraq; and Kabul, Afghanistan.

Many of the projects that AUD performs each year focus on high-risk management challenges, high-cost programs, and vital operations that will provide Department and USAGM managers with information to assist them in making sound operating decisions. A significant amount of AUD's oversight portfolio involves conducting mandated oversight, including annual financial statement and information security audits.

### **Office of Evaluations and Special Projects**

ESP conducts management and programmatic evaluations to provide insight into issues of concern to the Department, USAGM, Congress, and the American public. ESP accomplishes this mission by analyzing patterns and practices that contribute to waste and abuse of tax dollars, investigating misconduct allegations and allegations of whistleblower retaliation, managing OIG's Whistleblower Protection Program, and conducting special reviews.

### **Office of Inspections**

OIG is unique in the Federal IG community in that it is mandated by the Foreign Service Act of 1980 to inspect every overseas post and domestic operating unit of the Department of State. ISP implements this mandate by conducting reviews of posts and bureaus. These reviews assess the implementation of foreign policy goals and objectives, resource management, and internal controls. OIG uses a risk-based approach to determine which overseas posts and domestic units to inspect each year, taking into account risk indicators such as mission funding, foreign assistance level, country threat profile, and staff vacancy rate. Under its risk-based approach, OIG also tailors each inspection to better target the Department's most significant vulnerabilities.

### **Office of Investigations**

INV conducts criminal, civil, and administrative investigations of Department and USAGM programs and operations, employees, contractors (and sub-contractors), and grantees. In addition to the Arlington, VA, headquarters, INV maintains field offices in Charleston, SC, and Frankfurt, Germany.

Investigations usually are initiated because of allegations received from one of the following sources: OIG's hotline, OIG audit or inspection teams, Department and USAGM management and employees, other OIGs, other Federal law enforcement agencies, Congress, or the public. Areas of investigative focus include procurement fraud, grant fraud, and employee misconduct/public corruption, as well as other large-scale or systemic crimes against agency programs and operations.

## **Overseas Contingency Operations Oversight**

OIG is a member of the Lead Inspector General for Overseas Contingency Operations (LIG-OCO) effort, and the IG is the Associate Lead IG for six current OCOs, including:

- Operation Inherent Resolve to degrade and defeat ISIS
- Operation Freedom's Sentinel to develop Afghanistan's security forces and fight terrorism in that country
- Operation Pacific Eagle-Philippines to support the Philippine government's fight against ISIS affiliates and other terrorist organizations

OIG also oversees three classified OCO operations.

OIG coordinates and reports on joint efforts to conduct oversight activities in support of the LIG-OCO mandate with the Department of Defense and USAID OIGs.

## **OTHER OIG OFFICES**

OIG's other offices provide critical administrative and legal services to all OIG staff.

### **Office of Communications**

The Office of Communications is responsible for planning OIG-wide internal and external communications strategies. The office also serves as OIG's liaison with the media and other external organizations.

### **Office of Congressional Affairs**

The Office of Congressional Affairs is OIG's liaison with Members of Congress, congressional committees, and staff. The office leads OIG's efforts in responding to congressional requests. It also provides timely information that supports congressional oversight efforts.

### **Office of Enterprise Risk Management**

In January 2018, the Inspector General established a new, permanent Office of Enterprise Risk Management in OIG. This office and strategy were implemented to develop a blueprint that will inform and educate OIG's internal operations and oversight in the near- and long-term. Enterprise Risk Management (ERM) is a decision-making tool that the IG and OIG senior leaders can use to view risks across the organization and take appropriate action. OIG will apply the results of its ERM efforts to its long-term oversight strategy.

## **Office of the Executive Director**

The Office of the Executive Director (EX) provides timely, accurate, and comprehensive administrative support services to the Office of Inspector General. EX provides support services in the areas of Budget, Human Resources, Information Technology, Internal Controls and Compliance, and General Support Services.

## **Office of General Counsel**

The Office of General Counsel (OGC) provides legal advice to the Inspector General, his senior staff, and others in OIG on the full range of OIG's activities, including inspections, investigations, and audits. OGC is responsible for managing OIG's Freedom of Information Act (FOIA) and Privacy Act programs. The General Counsel reports to the IG and is independent from the Department's Legal Adviser and USAGM's General Counsel.

## OUR VISION

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To be a world-class organization and a catalyst for effective management, accountability, and positive change in the Department, the U.S. Agency for Global Media, and the foreign affairs community.

## OUR MISSION

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To conduct independent audits, inspections, evaluations, and investigations to promote economy and efficiency and to prevent and detect waste, fraud, abuse, and mismanagement in the programs and operations of the Department and the U.S. Agency for Global Media.

## OUR VALUES

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### ACCOUNTABILITY

We accept responsibility for our work products, services, and performance.

### RESPECT

We promote diversity in the workplace and treat people with dignity and respect. We expect civility as we conduct our work and in our interactions with each other.

### COMMUNICATION

We clarify expectations and encourage candor. We communicate with purpose and strive to align our words and our actions and to be aware of the effect we have on others. We look for ways to improve ourselves and our work by expressing appreciation and by giving and accepting constructive feedback.

### TEAMWORK

We foster a diverse, inclusive, collaborative, and trusting culture where people can share their ideas and opinions. We empower and engage our colleagues to achieve outstanding organizational results.

### INTEGRITY

We maintain our independence and act with courage, honesty, and professionalism. Our work is fact-based, objective, and supported by sufficient evidence that meets professional standards.

### CURIOSITY

We are committed to learning about and listening to others' perspectives, objectives, and challenges. We seek new information to inspire creative and analytical thinking. We foster an environment that fuels innovation and results.

## OIG'S STAKEHOLDERS

OIG's ability to meet its obligations and to fulfill its goals requires a clear understanding of our stakeholders' missions, objectives, and challenges. These stakeholders include, at a minimum, the American public, the Department and USAGM, Congress, GAO and OMB, and other agencies. OIG also considers the Council of the Inspectors General on Integrity and Efficiency (CIGIE) and the IG community more broadly to be its stakeholders. OIG's staff members are a crucial group of internal stakeholders. The missions and goals of these stakeholders often overlap with and complement each other.

OIG's obligations to the **American public** are wide ranging and require us to fulfill every aspect of our statutory mandate to promote efficient and effective operations and to detect and prevent fraud, waste, abuse, and mismanagement. All of our work is devoted to meeting these obligations, and we intend to ensure that we do so in a timely manner. Moreover, OIG seeks to increase outreach to better communicate OIG's contributions to the public.

The **Department of State** and **USAGM** are two of OIG's critical stakeholders. The Department leads American foreign policy through effective diplomatic relations and ensures the safety of Americans abroad. USAGM informs, engages, and connects people around the world in support of freedom and democracy. Both agencies must also serve as efficient and effective stewards of taxpayer dollars. OIG's obligations to these agencies are similarly broad and require us to provide timely and useful oversight. We must also provide actionable recommendations. To do so effectively, we must ensure that we understand these agencies and their missions, and we must ensure open and ongoing communication. We must also assist them in prioritizing their challenges and provide information on systemic issues and challenges so the agencies can effectively address them. At the same time, we must ensure that we remain objective and independent.

Our obligations to the employees and other personnel who work for these agencies warrant special note. OIG must simultaneously engage in oversight to ensure institutional and individual accountability and promote an environment in which Department and USAGM personnel understand that OIG's work can provide a roadmap to enable their agencies to function more efficiently and effectively. OIG relies on Department and USAGM personnel to help identify instances of waste, fraud, abuse, and mismanagement. Unless they are confident that OIG is independent and objective, they may not be willing to do so. In addition to ensuring that we are, in fact, objective and independent, OIG must educate Department and USAGM personnel on our mission, solicit feedback on our work and areas that may need increased attention, and learn where OIG's oversight can be most beneficial.

**Congress** is yet another crucial stakeholder in OIG's work. In addition to performing our core oversight obligations, OIG must proactively and effectively communicate the results of our oversight work to Members and staff and provide information as needed to help define and meet congressional priorities.

**The Office of Management and Budget** provides leadership to the entire Executive Branch and oversees the budget and performance of federal agencies. In accomplishing this mandate, OMB assists the President in meeting policy, budget, management, and regulatory goals by setting funding priorities and evaluating the effectiveness of agency programs. As with Congress, OIG can meet its obligations to OMB by conducting effective oversight in priority areas, effectively communicating the results of our work in a timely manner, and assisting OMB in determining its priorities.

**GAO**, which has a similar mission to OIG, is responsible for conducting effective executive branch oversight for Congress. GAO and OIG work together when appropriate and more generally seek to avoid unnecessary duplication in our oversight work. To do so, OIG strives to ensure that we communicate as frequently and transparently as appropriate.

**CIGIE and the IG community** work to advance integrity, efficiency, and effectiveness in the executive branch. We support other OIGs' efforts with effective communication within the community, through transparency across the community, and by promoting CIGIE's role as a collective voice on issues relevant to the overall IG community.

**OIG staff members** are essential to OIG's success. They are accountable for producing high quality, timely, and innovative work. In addition, they must provide effective internal operations support. They must also have the opportunities to improve and expand their skills, advance their careers, and to "make a difference." To enable them to do so effectively, we must develop a strategic plan that clearly defines our vision, mission, and values. We must communicate how individual staff members' work relates to OIG's overall vision and mission. We must also consciously focus on creating and sustaining a diverse and inclusive culture that promotes employee engagement and leadership development.

## Strategic Plan Approach

The FY 2016-2018 OIG Strategic Plan emphasized the timeliness of our oversight work and focused on the Department's and USAGM's major management and performance challenges. The plan stressed making recommendations to mitigate such challenges, identifying potential monetary benefits, and emphasizing the accountability of Department and USAGM employees and contractors through timely investigations of potential improper or illegal activity and appropriate civil, criminal, and administrative referrals. We also focused on improving OIG's internal operations, including the development and launch of an independent IT network (OIGNet) and more effectively tying OIG senior leadership performance to that of our staff. Another critical element of this plan was expanding stakeholder outreach to educate Department and USAGM staff on our oversight responsibilities and overall role.

OIG was very successful in meeting these goals and objectives and in fact exceeded key performance indicators. We identified more than \$1.2 billion in potential monetary benefits and published nearly 350 reports. Such reports offer recommendations to improve programs and operations and use taxpayer resources more efficiently and effectively. Congress has incorporated some of these recommendations into legislation. For example, in the FY 2018 Omnibus Appropriations Act, Congress directed the Department to report on the implementation of significant OIG recommendations in several critical, high-risk areas, including tracking and reporting on foreign assistance funds, records management of Presidential appointees and other Department personnel, and strengthening cybersecurity.

### OUR FY 2019-2021 STRATEGIC PLAN:

In developing our strategic plan for the next 3 years, we remained focused on OIG's statutory mission to provide independent and objective oversight. We have, however, taken a broader, multi-faceted approach. To accomplish this, we carefully examined our new strategic goals, paying particular attention to what we identified as our stakeholders' challenges and objectives and considering them in the development of the new plan's objectives and performance indicators. We sought to ensure that we appropriately emphasized sustainable, qualitative factors rather than easily quantifiable but potentially less meaningful factors. We built on our earlier work and used what we had learned to refine our objectives and the ways that we measure accomplishing those objectives. Moreover, in considering how we would meet our objectives and indicators, we were mindful of available resources.

We also evaluated how we could more effectively provide information about our work. In addition, we considered how we could best provide the oversight necessary to assist our stakeholders in meeting their own obligations. Finally, as a fundamental part of our efforts to develop a responsive plan, we invited the active participation and leadership of staff members at all levels of experience, tenure with OIG, and rank to contribute their time and insights into developing a plan that reflects our organizational priorities. In short, this new 3-year strategic plan is the result of this collaborative, organization-wide effort.

This new plan consists of four integrated and interdependent goals:

- To serve the American people and support the Department of State and the U.S. Agency for Global Media, we advance fiscal responsibility and accountability.
- In support of Department and other U.S. Government personnel, we strengthen the Department's ability to protect people, information, and facilities.

- On behalf of the American people, we advance efficiency and transparency of the Office of Inspector General's oversight mission.
- To support our staff, we foster a diverse and inclusive culture that inspires innovation, high performance, engagement, and accountability.

## RELATIONSHIP OF OIG'S STRATEGIC PLAN TO GOVERNMENT-WIDE AND DEPARTMENT PLANS

OIG intends for this plan to respond to both Department and government-wide strategic priorities for improving performance and promoting efficiency and effectiveness in government programs and operations. OIG drew from the following sources to ensure that our strategic priorities will provide effective oversight of broader executive branch goals and complement the oversight work of other OIGs and GAO.

- U.S. Department of State and U.S. Agency for International Development Joint Strategic Plan for FY 2018-2022
- The Inspector General's Statement on the Department of State's Major Management and Performance Challenges FY 2017
- The Inspector General's Statement on the Broadcasting Board of Governors' Major Management and Performance Challenges FY 2017
- National Security Strategy of the United States of America, December 2017
- GAO High-Risk List, 2017 Update
- The President's Management Agenda: Modernizing Government for the 21<sup>st</sup> Century, March 2018
- FY 2018 Comprehensive Oversight Plan, OCO

In addition, OIG generally considered key congressional priorities as it developed this plan.

## Strengths and Challenges

Over the past 5 years, and integral to the success of the FY 2016-2018 strategic plan, OIG has made significant accomplishments and improvements in conducting our oversight mission. These accomplishments include the deployment of OIGNet, a separate and independent IT network that enable OIG staff to have access to the latest technology and security in conducting its oversight mission. OIG also opened a regional office in Frankfurt, Germany, staffed with auditors and criminal investigators to conduct oversight of the billions of dollars the Department allocates to support critical U.S. government operations in locations such as Afghanistan, Iraq, and Pakistan. Domestically, OIG opened an office in Charleston, SC, staffed with criminal investigators to oversee the Department's domestic financial services operations. We have enhanced our ability to conduct effective oversight by creating a Criminal Analysis Division in OIG's Office of Investigations. This was done in response to the ever-increasing use and prevalence of "big data" and OIG's responsibility to use this data more effectively to target our limited resources to the greatest areas of risk.

In addition, OIG has established new offices to ensure that our oversight most effectively addresses critical and emerging risk areas. These include the Lead Inspector General Office of OCO Oversight; the Office of Evaluations and Special Projects to focus on conducting systemic reviews and evaluations and review allegations of misconduct by senior officials; and the Office of Enterprise Risk Management to integrate risk management and strategic planning within OIG. None of this would have been possible without the support of multiple administrations and Congress, which has provided a 44 percent increase in funding for OIG since 2014.

OIG's greatest strength is its people—public servants who efficiently and effectively use the resources entrusted to them to conduct meaningful and timely oversight of the Department and USAGM. However, challenges remain, as we must compete with other organizations to continue to hire the best talent in a timely manner and conduct oversight involving more than 75,000 Department and USAGM employees who work in more than 270 countries, sometimes in dangerous locations. We must also oversee more than \$70 billion annually. Other challenges may include the need to obtain adequate funding that supports our mission; unanticipated and unfunded additional oversight responsibilities, including but not limited to the declaration of new Overseas Contingency Operations that OIG must oversee; and changes in Department strategic priorities. In addition, requests from Congressional and other stakeholders, and legislative priorities often require us to realign our limited resources, for example, by adding mandated oversight projects. These factors could affect our ability to successfully achieve all of the significant goals and objectives we have set for the next 3 fiscal years.

# Strategic Plan Chart




<p>To serve the American people and support the Department and USAGM, we advance fiscal responsibility and accountability</p>
<p><b>OBJECTIVES</b></p>
<p>1.1 Direct OIG resources to high and emerging risks, priority areas, and the identification of cost savings</p> <p>1.2 Drive the timely completion of OIG products</p> <p>1.3 Drive implementation of OIG recommendations</p>

# GOAL 1

All of OIG’s strategic goals and priorities are designed to enable us to serve our stakeholders by providing effective and efficient oversight of Department and USAGM programs and operations and preventing and detecting waste, fraud, abuse, and mismanagement. These responsibilities are central to OIG’s statutory oversight mission and, when combined, are at the core of OIG’s first strategic goal.

OIG must effectively oversee more than \$70 billion annually in Department, USAGM, and foreign assistance resources. Our stakeholders expect that OIG will work toward ensuring that these funds are used properly and effectively.

This goal has three strategic objectives: to direct OIG resources to the highest priority areas and areas of risk, identify potential monetary savings, and enforce accountability; to produce reports that are timely to provide the greatest added value; and to effectively engage the Department and USAGM on implementing our recommendations.

For the FY 2019-2021 strategic plan, OIG will continue to use a variety of quantitative and qualitative indicators to monitor, manage, and report on our progress toward meeting our goals and objectives. For Goal 1, the major performance tactics and indicators are:

- Pursuing investigations that focus on investigative priorities and lead to quality referrals to stakeholders/partners for appropriate action, as indicated by the percentage of investigations referred for criminal, civil, or administrative action (including suspensions/debarment, personnel actions, and suitability determinations/issues).
- Directing Office of Audits resources to projects that are likely to yield cost savings, such as oversight of financial and property management and high-risk, high-value contracts, grants, foreign assistance, and infrastructure projects.
- Enhancing oversight of overseas contingency operations: 1) in the Office of Audits by focusing resources on audits conducted by AUD’s Middle East Regional Office (MERO) and 2) in the Office of Inspections by the establishment of a program to focus on OCO operations oversight.
- Meeting established publication timeframes for audit, evaluation, and inspection reports.
- Presenting convincing findings and offering recommendations that garner agency agreement to implement, as indicated by the percentage of OIG recommendations that are resolved (agreed to) at report issuance.
- Improving timeliness in completing whistleblower investigations.


<p>In support of Department and other USG personnel, we strengthen the Department's ability to protect people, information, and facilities</p>
<p><b>OBJECTIVE</b></p>
<p>2.1 Strengthen Department and USAGM security, information technology, and safety programs and operations by identifying risks and improving adherence to standards</p>

## GOAL 2

One of OIG's most important oversight responsibilities concerns the protection of Department and other government personnel, including OIG staff members who work and live around the world, sometimes in dangerous and unstable locations. In addition, OIG must oversee the Department's efforts to protect the information and data it generates and uses to conduct its work. The scope of these obligations is highlighted by the fact that the Department alone has more than 75,000 staff located in 280 countries. OIG seeks to enhance efforts to prevent attacks and to ensure that facilities are constructed and maintained safely. This is an area where success cannot always be quantified and, in fact, may not be directly visible to the public.

OIG uses risk models and other relevant information to focus on locations and other critical factors that can affect safety and security. The ability to track emerging trends and systemic issues, combined with our core inspection and audit work, all provide indications of OIG's ability to support our stakeholders' objectives to make people, information, and facilities as secure as possible.

For Goal 2, the major performance tactics and indicators are:

- Conducting audits, inspections, and evaluations that result in actionable recommendations that strengthen Department and USAGM security and IT programs and operation as indicated by the percentage of security and IT recommendations that are resolved (agreed to) at report issuance.
- Establishing a process to track security, IT, and safety deficiencies that are corrected without formal recommendations.
- Implementing an outreach and coordination plan to communicate information on security and IT operations oversight with the Department and other U.S. foreign affairs agencies.



On behalf of the American people, we advance efficiency and transparency of OIG’s oversight mission

**OBJECTIVES**

- 3.1 Strengthen OIG’s use of resources through strategic planning improvements and the expansion of enterprise risk management
- 3.2 Leverage strategic communications to expand outreach to our stakeholders
- 3.3 Enhance OIG’s use of technology to improve organizational efficiency and achievements
- 3.4 Enhance the timeliness, quality, and customer experience of OIG mission support activities

# GOAL 3

A central component of OIG’s mission is to recommend improvements in the programs and operations we oversee. To do that effectively, we must ensure our internal operations are well managed and that they serve as a model to the Department and USAGM. With this in mind, we have focused on strengthening many aspects of OIG’s operations, including:

- Expanding and integrating the activities of the Office of Enterprise Risk Management with OIG’s internal control activities.
- Evaluating processes and activities for potential risk and designing strategies to mitigate those risks.
- Offering cutting-edge tools and technology to OIG staff to help them do their jobs most effectively.

All of the objectives associated with this goal will allow OIG to continue providing meaningful oversight and, at the same time, help us to support our staff.

For Goal 3, the major performance tactics and indicators are:

- Implementing a plan to align strategic planning with the budget and procurement processes.
- Integrating OIG’s enterprise risk management and internal control processes.
- Deploying multiple IT upgrades and enhancements.
- Implementing a comprehensive external communication plan that includes diverse communication strategies to reach all stakeholders.

# GOAL 4

To support our staff, we foster a diverse and inclusive culture that inspires innovation, high performance, engagement, and accountability

## OBJECTIVES

- 4.1 Cultivate a culture of inclusiveness at all levels by fostering a fair, open, diverse, and cooperative working environment
- 4.2 Provide opportunities for continuous development and professional growth to meet current and future OIG mission needs
- 4.3 Advance strategic recruitment, succession, and retention planning
- 4.4 Increase leadership and management effectiveness

## GOAL 4

The success of OIG’s oversight mission and of this strategic plan depends on our staff—their engagement, their motivation, and their work. OIG must, in the first instance, be able to attract, hire, and retain talented staff who will have a positive effect on the organization. OIG must also ensure that, once people become part of this organization, we support them by fostering a culture that promotes professional development, innovation, inclusiveness, and open communication. This goal outlines key objectives to ensure that we motivate and inspire staff to help them lead, share their ideas, and perform their roles at the highest possible level.

These efforts are driven by our vision and core values, which describe the culture we seek to build and sustain. Overall, this strategy will help OIG produce outstanding, innovative results. It will also support our efforts to be a world class organization and a model for the inspector general community.

For Goal 4, the major performance tactics and indicators are:

- Developing a diversity and inclusion plan.
- Implementing a professional development framework.
- Developing a strategic recruitment plan.
- Implementing an action plan to address leadership and management challenges and opportunities identified in the annual Federal Employee Viewpoint Survey (FEVS) and other survey tools.

# Organizational Chart

