



# HIGHLIGHTS

Office of Inspector General  
United States Department of State

ISP-IB-19-22

## What OIG Inspected

In this targeted inspection, OIG reviewed the U.S. Agency for Global Media's governance structure and mandate; strategic direction and communication; program implementation; and resource management.

## What OIG Recommends

OIG made five recommendations to improve executive direction and supervision of U.S. Agency for Global Media in the areas of information and decision management, program implementation, and resource management, including internal controls and workforce issues.

In its comments on the draft report, the agency concurred with the five recommendations. OIG considers all five recommendations resolved. The agency's response to each recommendation, and OIG's reply, can be found in the Recommendations section of this report. The agency's formal written response is reprinted in its entirety in Appendix E.

April 2019

OFFICE OF INSPECTIONS

U.S. AGENCY FOR GLOBAL MEDIA

Inspection of the United States Agency for Global Media

## What OIG Found

- The governance structure in place at the U.S. Agency for Global Media since 2015—led by a Chief Executive Officer supported by a bipartisan board that had transitioned to a more advisory role—significantly improved executive direction of the agency compared to the board-led governance structure in place during OIG's 2013 inspection.
- Serving concurrently as the board for its three grantee organizations, allowed the agency's board to meet its responsibilities and mitigate the favoritism problems OIG noted in its 2013 inspection.
- Some provisions in the agency's governing statute—the International Broadcasting Act of 1994, as amended—relating to future board compensation, composition, and authorities are unclear or inconsistent.
- The Chief Executive Officer respected the broadcasting entities' editorial independence, but agency personnel expressed concerns that amendments made to the governing statute in 2017 potentially reduced protection for this independence.
- The Chief Executive Officer actively shared his vision and priorities internally and externally; however, not all information reached employees, and the agency's shifting governance structure since 2015 contributed to employee uncertainty about the agency's direction.
- The agency lacked a formal system for executive information and decision management.
- The agency did not effectively implement a new procedure for producing Voice of America editorials that present U.S. Government policies.
- The agency took steps to improve its internal controls, but key internal policy and procedural documents were out of date.
- The agency made progress on some persistent workforce issues, including performance management, but still failed to provide annual performance reviews for all employees.