

**U.S. Equal Employment Opportunity Commission  
Office of Inspector General**

**2018-2021  
Strategic Plan**



## **MESSAGE FROM THE INSPECTOR GENERAL**

I am pleased to provide this strategic plan issued by the Equal Employment Opportunity Commission, (EEOC) Office of Inspector General (OIG) for fiscal years 2018 through 2021. In developing this strategic plan, OIG established specific goals and performance measures consistent with the spirit of the GPRA Modernization Act of 2010. GPRA is the Government Performance and Results Act of 1993.

Our aim is to continue to help the EEOC in addressing its most important challenges. Our work focuses on assessing the Agency's progress in achieving mission-critical outcomes. The Strategic Plan also highlights key strategies and indicators for attaining and measuring results. This plan also allows flexibility to assess, anticipate, and respond to new challenges and we will update it as appropriate.

As OIG works toward these goals, I am confident that EEOC programs and taxpayer dollars will be better protected and that the programs will better serve the people who use them.

I want to thank our dedicated OIG staff for embracing this strategic planning process. I look forward to continuing to work with the OIG team to implement this plan that is designed to promote economy, efficiency, and effectiveness in the administration of programs and operations.

# OIG – Who we are

OIG provides independent and objective oversight that promotes economy, efficiency, and effectiveness in the programs and operations of EEOC. OIG’s program integrity and oversight activities are shaped by legislative and budgetary requirements and adhere to professional standards established by the Government Accountability Office (GAO), and the Inspector General community.

The U.S. Congress established the Office of Inspector General (OIG) at EEOC through the 1988 amendments to the Inspector General Act of 1978. These amendments expanded the authority of designated Federal entities to create independent and objective OIGs. We remain committed to our mission and the U.S. Equal Employment Opportunity Commission’s (<https://www.eeoc.gov/>) efforts to achieve Justice and Equality in the Workplace.

The scope of OIG’s mission includes the Agency’s 53 field offices and its headquarters offices that are located in Washington, D.C.

## Immediate Office of the Inspector General

The Immediate Office of the Inspector General provides business support (e.g., budget and financial management, human resources, and procurement) for the various OIG functions

## The Deputy Inspector General

The Deputy Inspector General serves as the IG’s alter ego and participates fully in policy development and in management of the OIG’s diverse audit, investigation, evaluation, and support operations

## Counsel to the Inspector General

Counsel to the Inspector General (CIG) oversees the Investigations program, and provides general legal services to OIG, rendering advice and opinions on EEOC programs and operations and providing all legal support for OIG’s internal operations.

## Audit/Evaluation

The Audit/Evaluation program performs and oversees audits and reviews to promote the economical, efficient, and effective administration of EEOC programs and operations.

## Investigations

The Investigations program detects and deters illegal and improper activities involving EEOC programs, operations, and personnel. The criminal investigations staff carries out a full range of traditional law enforcement functions.

# OIG MISSION, VISION, AND VALUES

Strategic planning at EEOC OIG begins with our mission, vision, and values. EEOC OIG values of integrity, accountability, hard work, and achievement guides our leadership and staff in making decisions that optimize performance and stewardship. Constant attention to core values leads to mission success. We distinguish ourselves through our integrity and our competency. We strive to be an outstanding team of professionals who are talented and knowledgeable, and who produce timely and relevant work products of the highest quality.

## OUR VISION

- **Effective, efficient and accountable oversight of Agency programs, operations, and personnel**

## OUR MISSION

- **To detect and prevent waste, fraud, and abuse, and to promote economy, efficiency, and effectiveness in the programs and operations of the Equal Employment Opportunity Commission**

## OUR VALUES

- **Integrity**
- **Accountability**
- **Hard Work**
- **Achievement**

# THE OIG STRATEGIC PLAN OVERVIEW

Goal 1: Promote economy, efficiency, and effectiveness; limit risk; detect and prevent fraud and abuse; and improve compliance in EEOC's programs, operations, and personnel

## Objectives:

1. Conduct performance audits and other reviews to produce recommendations maximizing cost savings, program efficiencies, and/or funds put to better use.
2. Provide the Agency and the public with effective and efficient mechanisms to report waste, fraud and abuse.
3. Conduct high-quality investigations of alleged fraud, waste, abuse and misconduct associated with the Agency programs, operations, and personnel.
4. Strengthen financial management and information security through exemplary completion of mandatory reviews and other applicable reporting requirements.

Goal 2: Cultivate and retain a diverse, highly skilled, and productive workforce with the tools and training necessary to sustain OIGs ability to fulfill its mission

## Objectives:

1. Use innovative technologies to enhance productivity and leverage scarce resources
2. Strengthen human capital management to include hiring high quality staff and expanding training opportunities to existing staff.
3. Improve mutual respect, open communication, and improved teamwork to make internal communications among OIG managers and personnel more cooperative and productive.
4. Prepare staff to assume leadership positions through succession planning and other tactics.
5. Continued use of multidisciplinary teams in OIG products and projects

Goal 3: Communicate effectively with stakeholders by delivering timely products and services that meet their needs

## Objectives:

1. Use highly effective and efficient audit follow-up and resolution processes.
2. Expand external communications with stakeholders, to include but not limited to others in the audit/investigative community, the press, and members of the public.
3. Enhance internal communications with Agency Personnel by keeping them informed and aware of the work of our office.

# GOALS, OBJECTIVES, STRATEGIES, AND PERFORMANCE MEASURES

OIG's goals and objectives reflect the positive changes toward which we strive. Accompanying each strategic goal listed below are illustrative objectives, strategies and performance measures associated to each goal.

## **Strategic Goal 1: Promote economy, efficiency, and effectiveness; limit risk; detect and prevent fraud and abuse; and improve compliance in EEOC's programs, operations, and personnel**

### **Objectives:**

1. Conduct performance audits and other reviews to produce recommendations that maximize program efficiencies cost savings, and/or funds are put to better use.
2. Provide the Agency and the public with effective and efficient mechanisms to report waste, fraud, and abuse.
3. Conduct high-quality investigations of alleged fraud, waste, abuse, and misconduct associated with the Agency programs, operations, and personnel.
4. Strengthen financial management and information security through exemplary completion of mandatory reviews and other applicable reporting requirement.
5. Respond effectively and efficiently Complaints and hotline referrals

### **Strategies:**

1. Focus on issues having the greatest impact on Agency performance and compliance in mission critical programs and activities.
2. Concentrate investigative efforts on allegations of criminal, civil, and ethical violations that adversely affect the Agency programs and operations.
3. Heighten the awareness of criminal, civil, fraud and ethical violations among internal and external customers using various communication methods.
4. Strengthen financial management and cyber security through efficient completion of mandatory reviews.

**Performance Measures for Strategic Goal 1:**

|    | Performance Measure   | Target FY-18 | Target FY-19 | Target FY -20 | Target FY-21 |
|----|---|--------------|--------------|---------------|--------------|
| 1. | Measure: Timeliness of audit and evaluation products<br>Target: percentage draft product completed by planned date      | 80%          | 85%          | 85%           | 90%          |
| 2  | Measure: Efficiency in recommendation closure:<br>Target: Percentage of recommendations closed within one calendar year | 75%          | 80%          | 85%           | 85%          |

Note: We do not include a measure for timeliness of customer service for complaints and hotline referrals because the OIG is inadequately staffed for achieving timeliness in this activity.

**Strategic Goal 2: Cultivate and retain a diverse, highly skilled, and productive workforce with the tools and training necessary to sustain OIG’s ability to fulfill its mission.**

- Objectives:**
1. Use innovative technologies to enhance productivity and leverage scarce resources
  2. Strengthen human capital management to include hiring high quality staff and expanding training opportunities to existing staff.
  3. Improve mutual respect, open communication, and improved teamwork to make internal communications among OIG managers and personnel more cooperative and productive.
  4. Prepare staff to assume leadership positions through succession planning and other tactics.
  5. Increase use of multidisciplinary teams in OIG products and projects.

- Strategies:**
1. Encourage challenging training that aims to support Individual Development Plan goals.
  2. Maintain an open door policy between and among staff and managers that allows staff to identify and seek resolution to issues that are hindrances to employee morale, motivation, and achievement.
  3. Increase use multidisciplinary teams when scoping, planning, and conducting projects.

**Strategic Goal 3: Communicate effectively with Stakeholders by delivering timely products and services that meet their needs.**

**Objectives:**

1. Use highly effective and efficient audit follow-up and resolution processes.
2. Expand external communications with stakeholders, to include but not limited to others in the audit/investigative community, the press, and members of the public.
3. Improve communications with Agency Personnel by keeping them informed and aware of the work of our office.

**Strategies:**

1. Continue and using the Cooperative Audit Resolution and Oversight Initiative to improve recommendation followup.
2. Improve and ensure continuing stakeholder awareness, communication, and feedback by conducting briefings and performing outreach and otherwise communicating with stakeholders to increase awareness of the OIG's activities.
3. Provide stakeholders an opportunity to provide input that improves our annual audit planning process.

**Risk to OIG's Strategic Plan**

Several Risks could reduce our ability to achieve our goals. First, a significant budget cut would force us to reduce one or more of our core activities: investigations, audits, and evaluations. Second, a major change to EEOC's strategic plan could cause us to revisit our goals.

**Future Evaluations**

Each year, OIG will evaluate whether our performance measures are effectively designed, useful, and results-oriented, and whether we should revise any of our goals and objectives.