

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



**Strategic Framework
2015-2017**



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INTRODUCTION

The Equal Employment Opportunity Commission (EEOC) is the Federal agency responsible for enforcement of Title VII of the Civil Rights Act of 1964, as amended, and other statutes that prohibit employment discrimination based on race, sex, color, religion, national origin, age, disability, or genetic information. EEOC is also responsible for carrying out Executive Order 12067, which promotes coordination and minimizes conflict and duplication among Federal agencies that administer statutes or regulations involving employment discrimination.

The Inspector General Act of 1978 established Offices of Inspector General in certain federal departments and agencies and thereby created independent and objective units:

(1) to conduct and supervise audits and investigations relating to the programs and operations of the establishments listed in section 12(2) of the Inspector General Act of 1978;

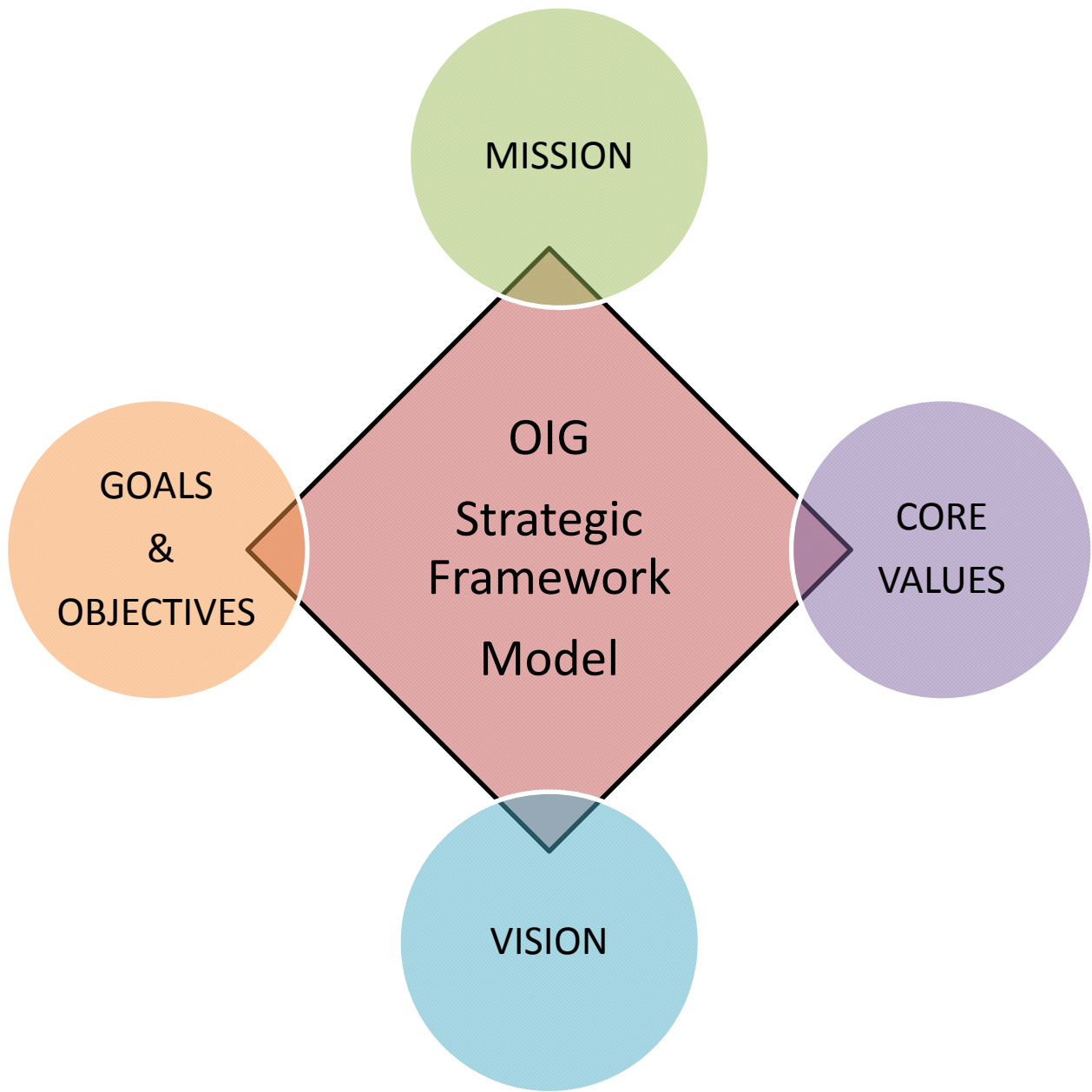
(2) to provide leadership and coordination and recommend policies for activities designed (A) to promote economy, efficiency, and effectiveness in the administration of, and (B) to prevent and detect fraud and abuse in, such programs and operations; and

(3) to provide a means for keeping the head of the establishment and the Congress fully and currently informed about problems and deficiencies relating to the administration of such programs and operations and the necessity for and progress of corrective action;

In 1988 the U.S. Congress amended the Inspector General Act of 1978 creating Offices of Inspectors General for certain designated federal entities (DFEs) including the Office of Inspector General (OIG) at the EEOC.

This *Strategic Framework* articulates the EEOC OIG's shared understanding about the values, mission, and strategic approach that will guide the OIG over the next three years. The *Strategic Framework* is meant to provide consistency across the organization, promote innovative thinking, accountability, good customer service, and transformative leadership, while honoring the diversity of our workforce in an ever evolving environment. This is considered a dynamic guide, and the intent is to update it as needed to ensure its relevance to current conditions.

MISSION, VISION, AND CORE VALUES



EEOC OIG's Mission

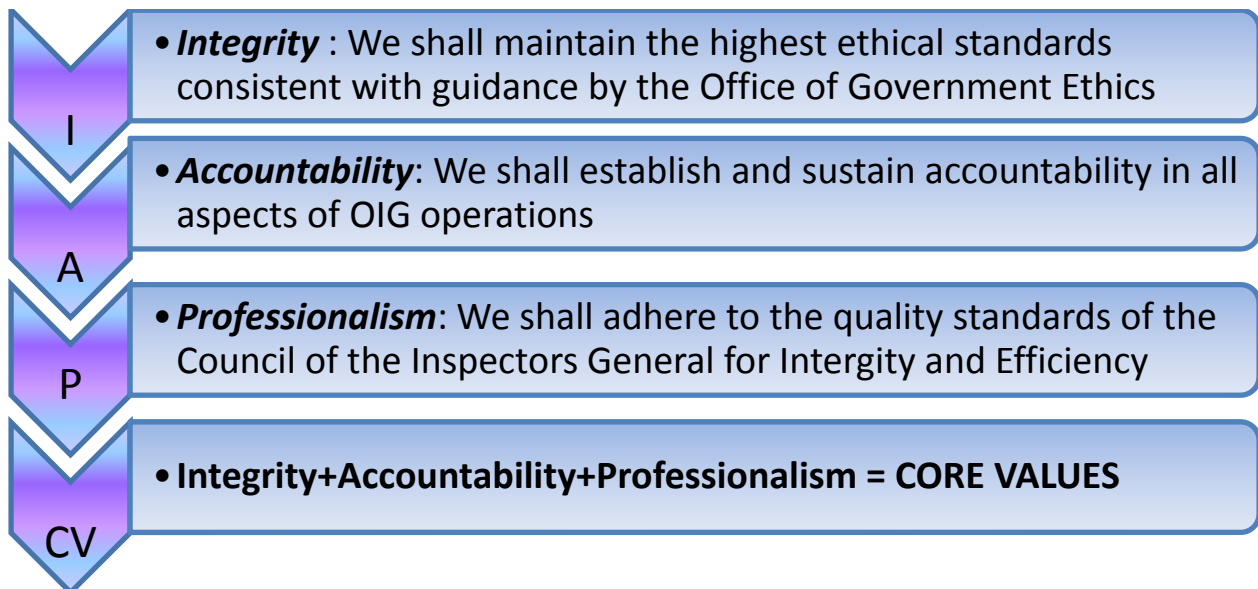
To detect and prevent fraud, waste, and abuse, and to promote economy, efficiency, and effectiveness in the programs and operations of the U.S. Equal Employment Opportunity Commission.

EEOC OIG's Vision

Effective, efficient and accountable management of Agency programs, operations, and personnel.

EEOC OIG's CORE VALUES

The EEOC OIG's core values form the foundation of its overarching approach to effectuating both the spirit and the letter of the Inspector General Act of 1978, as amended. These values underlie our work, how we interact with each other, and how we relate to Agency personnel, the U.S. Congress, and the public we serve. These values are essential elements of our strategic planning and the tactics we employ to fulfill our mission. The EEOC OIG's values are an ever present reminder of our obligation to maintain the highest professional standards, by being objective and independent; and by promoting transparency and accountability in the operations and programs of the EEOC.



STRATEGIC GOALS

Strategic Goal 1: Promote economy, efficiency, and effectiveness; and detect and prevent waste, fraud, and abuse, in the EEOC's programs and operations.

Objectives:

1. Produce reports with recommendations that maximize EEOC cost savings, program efficiencies, and/or ensure that funds are put to better use.
2. Assist in strengthening financial management and information security.
3. Reduce EEOC's risk for fraud, waste, abuse in its programs and operations.
4. Provide the EEOC and the public with effective and efficient mechanisms to report waste, fraud and abuse.

Strategies:

1. Focus on issues presenting the highest risk to EEOC operations, programs, and personnel.
2. Plan and execute mandatory and discretionary audits, assessments and reviews in accordance with federal statutes, Office of Management and Budget directives, and other applicable requirements.
3. Strengthen financial management and cyber security through efficient completion of mandatory reviews.
4. Concentrate investigative efforts on allegations of criminal, civil and ethical violations that adversely impact the Agency programs and operations.

Strategic Goal 2: Communicate effectively with stakeholders and deliver timely products and services that meet their needs.

Objectives:

1. Develop and maintain a communications plan that heightens the awareness of criminal, civil, fraudulent and ethical activities for internal and external customers and stakeholders.
2. Enhance internal communications with senior EEOC management by keeping them informed and aware of the work of the EEOC OIG.
3. Expand external communications with stakeholders to include, but not limited to, others in the audit/investigative community, the press, and members of the public.

Strategies:

1. Provide stakeholders an opportunity for input in the annual OIG operations planning process and in individual projects, as appropriate.
2. Report the results of our work in a manner that achieves impact and encourages quick corrective action.
3. Improve and ensure continuing stakeholder awareness, communication, and feedback by conducting briefings, performing outreach, and otherwise communicating with stakeholders to increase awareness of the OIG's roles, work, results, and contributions.

Strategic Goal 3: Improve the Efficiency and Effectiveness of OIG operations by adopting innovative work processes and practices.

Objectives:

1. Evolve into an organization with minimal physical space needs.
2. Increase use of multidisciplinary teams in OIG products and projects.

Strategies:

1. Identify and adopt technology that reduces OIG's reliance on paper and reduces OIG's real estate requirements, in accordance with applicable federal law (e.g., Paperwork Reduction Act of 2010), regulation, guidance, and best practices.
2. Use multidisciplinary teams when planning projects.

Strategic Goal 4: 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 for existing staff.
3. Improve mutual respect, open communication, and improved teamwork.
4. Prepare staff to assume leadership positions.

Strategies:

1. Encourage and support staff to seek out innovative technologies that are effective and increase productivity.
2. Encourage challenging training that aims to support *Individual Development Plan* goals.
3. 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.

IMPLEMENTING THE EEOC OIG STRATEGIC FRAMEWORK

The EEOC OIG will refine the Strategic Framework after initially implementing its various strategies in a cycle of implementation, feedback, analysis, and planning. In FY 2015, the EEOC OIG will develop and begin implementation of project plans in each of the four OIG strategic goals described in this document. Key objectives for FY 2015 include reviewing and refining the OIG goals, objectives, and strategies.