



ORGANIZATIONAL ASSESSMENT

FISCAL YEAR 2019

**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF INSPECTOR GENERAL**

Message From the Inspector General

I am pleased to present OIG's assessment of the progress we made in fiscal year 2019 in meeting internal strategic goals that support maintaining a high-performing organization and achieving the highest possible return on taxpayer investment.

Beginning in fiscal year 2018, we reframed our internal goals—captured in our 2018-2022 strategic plan—to better ensure more effective and efficient oversight of the U.S. Agency for International Development (USAID), the Millennium Challenge Corporation, the U.S. African Development Foundation, the Inter-American Foundation, and the Overseas Private Investment Corporation.



Our strategic plan affirms our mission to strengthen U.S. foreign assistance and safeguard the Nation's substantial investments in these activities through timely, relevant, and impactful oversight. Accordingly, the plan identifies the three internal goals that we established to better position our office's work, processes, and people to achieve our mission:

- Provide sound reporting and insight for improving foreign assistance programs, operations, and resources.
- Promote processes that enhance OIG performance and maximize operational efficiency.
- Foster a committed OIG workforce built on shared core values.

While we have previously reported and continue to report the results of our organizational assessments in our semiannual reports, this assessment is the first separate reporting of our organization's annual progress toward meeting our internal goals. In addition, because a number of the metrics that we developed to measure our progress in accomplishing these three goals are new, this is our first time assessing our progress against them. Therefore, we will be examining the appropriateness of our targets based on this year's outcomes.

Establishing and tracking our three strategic goals emphasize our commitment and obligation to providing quality oversight to the agencies we oversee and transparency to Congress and the American taxpayer.

Ann Calvaresi Barr

November 2019

Mission and Values

OUR MISSION

To safeguard and strengthen U.S. foreign assistance through timely, relevant, and impactful oversight.

AGENCIES WE OVERSEE

OIG provides oversight of USAID, the Millennium Challenge Corporation (MCC), the U.S. African Development Foundation (USADF), the Inter-American Foundation (IAF), and, to a limited extent, the Overseas Private Investment Corporation (OPIC).¹ Together, these five organizations manage billions of dollars in U.S. foreign assistance programs that include efforts to alleviate poverty, provide disaster relief, promote economic growth, and encourage accountable, democratic societies.

OUR CORE VALUES

Integrity

We are independent, objective, and ethical in our work.

Accountability

We are responsible, dependable, and committed to continuous improvement.

Excellence

We promote quality, innovation, and creativity for high-impact products and services.

Transparency

We promote open, clear, and relevant communication to inspire confidence and trust.

Respect

We promote a fair and professional work environment to maintain the highest standards of conduct.

¹ Since passage of the Better Utilization of Investments Leading to Development (BUILD) Act of 2018, OPIC is planning to transition to the U.S. International Development Finance Corporation (DFC) in fiscal year 2020. USAID OIG will continue to provide oversight of OPIC while it exists and will coordinate oversight with DFC until its own OIG is established.

Who We Are

Immediate Office

The Immediate Office serves the Inspector General, Deputy Inspector General, and other senior managers and staff on a wide variety of matters related to operations; legal authorities and requirements; and our relationships with agency leaders, Congress, and the public. The Immediate Office includes the Counselor to the Inspector General for Global Strategy, Overseas Contingency Operations, and External Affairs; General Counsel; Chief of Staff including Congressional and Public Affairs; Quality Assurance and Review Director; Process Improvement Director; and professional and administrative staff.

Office of Audit

The Office of Audit conducts performance audits, which evaluate program effectiveness, economy and efficiency, internal control, and compliance. The office conducts program and management system audits, as well as financial statement audits conducted by independent public accounting firms, which are required under the Chief Financial Officers Act of 1990. Our auditors also review audits related to the financial accountability of grantees and contractors.

Office of Investigations

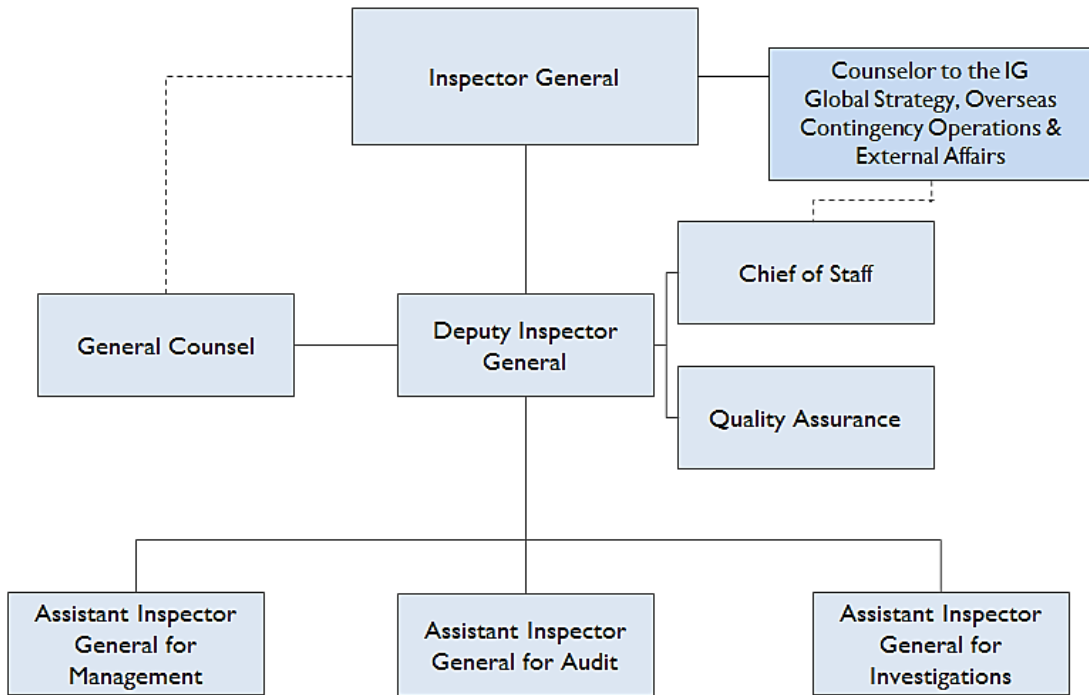
The Office of Investigations conducts worldwide investigations into allegations of criminal, civil, and administrative violations. The office pursues allegations of abuses in agency programs and activities as well as other violations of law or misconduct by those involved in these programs.

Office of Management

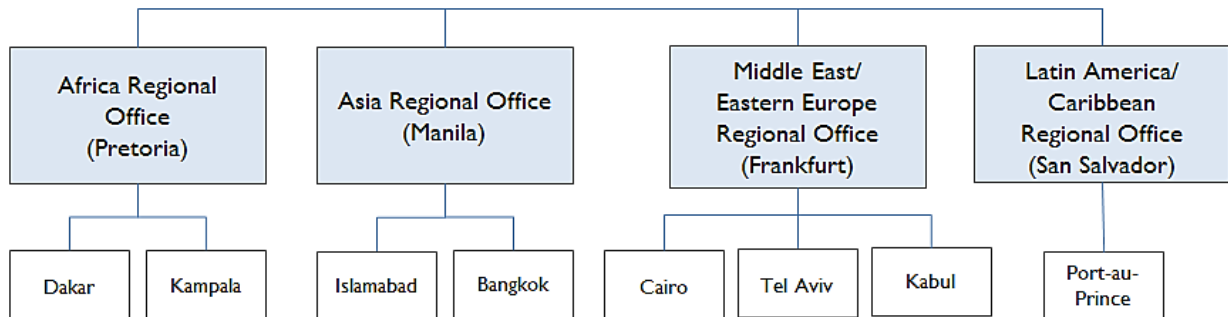
The Office of Management executes critical organizational functions and provides worldwide support to the operational divisions as they carry out OIG's mission. The office's core responsibilities are broad and complex: budget formulation and execution; financial resource monitoring and management; human capital management; employee relations and benefits; facilities management and security; procurement and contract management; information technology acquisition, management, and support; and learning and development.

OIG Organization Chart

As of September 2019



Regional Offices



OIG Strategy and Accountability Framework

To promote effectiveness and efficiency in U.S. foreign assistance programs, achieve the highest return on taxpayer investment in our operations, and provide transparency and accountability to our stakeholders, we take a disciplined and rigorous approach to prioritizing, planning, and continuously improving our work.²

- **[2017 Organizational Reform Plan](#)**. Our 2017 reform plan identified key efforts needed to improve our work and processes, and better support our people.
- **[Fiscal Year 2018-2022 Strategic Plan](#)**. Our 4-year strategic plan describes our audit and investigation priorities for the five U.S. foreign assistance agencies we oversee. The strategic plan's goals, objectives, and performance measures are organized around the three themes identified in our reform plan: work, process, and people.
- **Annual Plans**. OIG implements its strategic plan through a series of annual planning documents. For example, OIG publishes an [annual audit and investigative plan](#) that highlights our audit and investigative priorities for the foreign assistance agencies we oversee. Jointly with the Departments of Defense and State Inspectors General, we issue an [annual comprehensive oversight plan for Overseas Contingency Operations](#), and we issue a similar [plan for our coordinated oversight of foreign assistance efforts to combat HIV/AIDS, tuberculosis, and malaria](#). Internal plans also guide OIG's external engagement and outreach, quality assurance reviews, and a wide range of Office of Management process improvement projects.
- **Annual Organizational Assessment**. The organizational assessment measures our oversight performance in the three areas identified in our strategic plan. Specifically, the assessment uses quantitative data—gathered and tracked in internal OIG systems and through employee surveys—to determine whether we met, fell short of, or exceeded our annual performance targets for our work, process, and people objectives.
- **[Semiannual Reports to Congress](#)**. As required under the Inspector General Act of 1978, OIG reports the results of its work every 6 months to the agencies it oversees, Congress, and the public. OIG's semiannual reports identify audit reports issued during the reporting period and describe agency and implementer actions—including monetary savings and recoveries, personnel actions, and systemic changes—attributable to OIG's investigative

² The GPRA Modernization Act of 2010 and OMB Circular No. A-11 articulate agency responsibilities for developing strategic plans, annual plans, and annual performance reports.

work. Each semiannual report underscores OIG's impact and helps promote transparency among the agencies we oversee. The report also describes OIG's external outreach to inform stakeholders and reinforce accountability among agency and implementer staff.

Fiscal Year 2019 Results

GOAL I: WORK

Provide sound reporting and insight for improving foreign assistance programs, operations, and resources

Goal I emphasizes impact by strategically identifying and prioritizing our audit and investigative work. This goal has two objectives, each with multiple subcomponents that further define the objective. Under Objective 1.1, our Office of Audit targets its work toward high-priority areas, addresses systemic challenges, and monitors agency actions to address OIG recommendations. Under Objective 1.2, our Office of Investigations targets its work toward organized crime, fraud, and corruption in high-risk regions and critical foreign assistance functions while also conducting outreach to deter such activities. The strides we have made in advancing our Goal I objectives have yielded tangible results at the agencies we oversee.

Subcomponent	Activity
1.1 Conduct independent audits and other analytical work that target high-priority areas, address root causes of systemic challenges, and promote transparency	
• Maximize Impact	Prioritize audits based on risk, stakeholder concerns, and management challenges
• Align Resources	Identify and dedicate the skill sets needed to best ensure timely, relevant, and irrefutable work
• Publish Results	Deliver objective, high-quality products that are incisive, compelling, and accessible
• Monitor Outcomes	Track and report agency corrective actions, their timeliness, and the extent to which they meet the intent of OIG recommendations
1.2 Investigate allegations of criminal activity, civil violations, and employee misconduct, while promoting program and operational integrity	
• Encourage Early Detection and Intervention	Target outreach and education to areas of heightened fraud risk and vulnerability of committing criminal, civil, and administrative violations
• Maximize Impact	Manage workloads by prioritizing cases with the greatest potential to cause harm and setting the stage for quickly deploying investigative resources
• Ensure Readiness	Cultivate, maintain, and apply the full range of investigative tools and techniques while leveraging crosscutting expertise
• Drive Action	Structure notifications and referrals so that they are actionable to the maximum extent possible, and monitor impact
• Promote Deterrence	Publicize investigative results and heighten awareness of the consequences

Goal I has five performance measures. OIG met or exceeded all but one of the Goal I performance targets in fiscal year 2019.

Goal I Performance Measures	FY 2019	
	Target	Actual
Percentage of completed audits that targeted high-priority programs, addressed major management challenges, or responded to established stakeholder interests	92%	100%
Percentage of recommendations implemented within established timeframes	80%	85%
Percentage of OIG investigations resulting in a positive outcome	60%	86%
Number of actions in response to OIG referrals, advisories, and other reporting	140	90
OIG annual return on investment	100%	460%

Completed Audits That Targeted High-Priority Programs, Addressed Major Management Challenges, or Responded to Established Stakeholder Interests

As envisioned in our reform plan, we prioritized audits on programs and operations with significant financial investments or vulnerabilities, and elevated the scope of our audits to focus on crosscutting challenges and pervasive root causes. At 100 percent, we exceeded our fiscal year 2019 target for completing such audits, including those on complex initiatives and processes that have far-reaching implications for U.S. national security and economic interests. For example, we reported that the multiagency Power Africa initiative, led by USAID, did not include a risk management program or a stable methodology for measuring results, which are critical controls for ensuring accountability in U.S. foreign assistance programs.³ Our crosscutting report on USAID’s management of its awards demonstrated how insufficient performance plans and measures, weak internal controls, unclear oversight responsibilities, and lax recordkeeping diminish USAID’s ability to hold implementers accountable for achieving results.⁴

Recommendations Implemented Within Established Timeframes

For fiscal year 2019, we exceeded our target to close recommendations within 4 months of OIG receiving documentation that demonstrated a sufficient agency response. For example, we closed four OIG recommendations related to USAID’s oversight of public international organizations (PIOs)—organizations principally made up of multiple governments or international financial institutions, such as the World Food Programme or the World Health Organization. USAID’s oversight lacked the rigor needed to identify, assess, and manage risks

³ USAID OIG, “[Power Africa Coalesced Energy Efforts but Lacked Portfolio-Wide Risk Management and Consistent Measures of Progress](#)” (4-698-19-001-P), March 7, 2019.

⁴ USAID OIG, “[USAID’s Award Oversight Is Insufficient To Hold Implementers Accountable for Achieving Results](#)” (9-000-19-006-P), September 25, 2019.

related to working with PIOs to advance the Agency’s humanitarian assistance and development goals around the world, including those posed by terrorist groups that seek to benefit from USAID assistance. In response to our 2018 report,⁵ USAID’s Executive Management Council on Risk and Internal Control voted to include the risks that arise from USAID’s portfolio of PIO grants to the Agency’s Risk Profile, thus better ensuring the development of a risk response plan that articulates responsibility for its implementation and provides for regular monitoring by Agency senior leadership. USAID also revised its policy on agreements with PIOs to clarify roles, responsibilities, and processes for identifying, managing, and responding to associated risks.

OIG Investigations Resulting in a Positive Outcome

OIG maximizes its investigative impact by evaluating allegations that enable its agents to quickly identify the most significant accusations with the greatest potential to cause financial or reputational harm to USAID, or endanger its beneficiaries. By prioritizing employee and program integrity allegations, OIG is able to deliver timely, relevant, and impactful results. As a measurement, closed investigations are given a disposition documenting their outcome. For fiscal year 2019, of the investigations closed by OIG, 86 percent were closed with a positive outcome resulting in some punitive action, exoneration, or unfounded allegation. This end-of-year result surpassed our initial target by 26 percent.

Actions in Response to OIG Referrals, Advisories, and Other Reporting

To the extent possible, OIG structures its notifications and referrals to the agencies it oversees to drive results-oriented action and impact after an investigation has revealed misconduct. These referrals provide the intended recipients with a deeper awareness of an investigation and prompt any action and monitoring if necessary. Actions taken in response to our investigative referrals range from various administrative remedies, such as personnel and procurement, to criminal and civil actions. OIG’s target is based on actions taken the previous fiscal year; however, responses to our investigative referrals are driven by the recipient and are based on actions they deem appropriate. Through this method, our engagements are constructive by design, though outcomes and results will continually vary.

OIG Annual Return on Investment

OIG seeks to provide a return on investment that is at least equal to OIG’s annual funding. In fiscal year 2019, our return on investment—defined as the combined total of questioned costs, funds recommended put to better use, and investigative recoveries, savings, and cost avoidance as a percentage of total annual budgetary obligations—was 460 percent.

⁵ USAID OIG, “[Insufficient Oversight of Public International Organizations Puts U.S. Foreign Assistance Programs at Risk](#)” (8-000-18-003-P), September 25, 2018.

GOAL 2: PROCESS

Promote processes that enhance **OIG** performance and maximize operational efficiency

Goal 2 emphasizes processes and other organizational elements that enhance **OIG** performance and operational efficiency. This goal has three objectives. Under Objective 2.1, **OIG** seeks to safeguard **OIG** independence, promote efficient and effective operations, leverage expertise and share information across the organization, and ensure robust quality standards and continual improvement. Under Objective 2.2, **OIG** seeks to maximize organizational performance through strategic human resource management. Under Objective 2.3, **OIG** seeks to increase its impact by strategically engaging with key stakeholders and expanding its networks in the oversight and development communities.

Subcomponent	Activity
2.1 Establish and maintain policies, systems, and procedures that support the efficient and effective execution of OIG functions	
• Apply Strategic Focus	Plan work priorities and efforts that optimize our impact, while strengthening our internal controls and managing risk
• Leverage Expertise	Establish mechanisms that harness staff knowledge and skills across the organization in conducting oversight as well as supporting internal initiatives
• Share Information	Coordinate information-gathering and outreach efforts across units to promote cutting-edge work
• Safeguard Independence	Maintain operational and procedural autonomy while reliably meeting organizational needs
• Emphasize Quality and Continuous Improvement	Apply quality standards and methodologies that optimize OIG processes, and continuously monitor their execution
• Manage Change	Align major reforms to priorities and organizational capacity, and openly communicate the implementation of plans
2.2 Maximize organizational performance through strategic human resource planning and management	
• Envision and Plan	Identify personnel resources that support mission priorities, and regularly plan to address workforce competencies, career paths, and succession
• Recruit and Orient	Promote effective recruitment of a skilled and diverse workforce and timely hiring and onboarding
• Lead and Supervise	Maintain a leadership and supervisor cadre that provides effective technical and administrative direction, develops staff, and demonstrates good institutional stewardship
• Apply Talent	Actively identify and evaluate staff capabilities and align staff aptitudes with assignments
• Manage Performance	Maintain and apply clear, consistent standards and processes for communicating expectations and evaluating employee performance

2.3 Conduct external engagement to galvanize action and maximize impact

• Engage Stakeholders	Cultivate ongoing and open dialogue with stakeholders about areas of heightened interest and activity and proactively share observations
• Sustain Robust Partnerships	Continuously coordinate and collaborate with oversight counterparts and law enforcement and prosecutorial partners
• Strengthen Networks	Expand our reach within the oversight and development community
• Underscore Our Role	Clearly document and communicate our authorities and requirements to promote seamless engagement with counterparts
• Raise Public Interest	Promote awareness and knowledge of our mission and work

Goal 2 has four performance measures, and OIG met or exceeded all four targets in fiscal year 2019.

Goal 2 Performance Measures	FY 2019	
	Target	Actual
Number of high-level engagements with stakeholders pertaining to future, ongoing, or completed work	125	315
Percentage of employees expressing a favorable view of internal processes, communications, and collaboration ^a	55%	65%
Percentage of employees expressing a favorable view of human resources management ^b	65%	70%
Number of process improvement initiatives completed	10	32

^aMetric is based on the average positive responses to three questions and ratings in our annual employee feedback survey: (1) The policies, systems, and procedures in my unit support efficient and effective execution of OIG functions; (2) coordination, collaboration, and knowledge-sharing within and across units are encouraged and enhance the performance of our mission; and (3) managers have effectively explained the change initiatives they are promoting within my unit.

^bMetric is based on the average positive responses to three questions and ratings in our annual employee feedback survey: (1) Overall, how good of a job do you feel is being done by your immediate supervisor? (2) my talents are used well in the workplace; and (3) I know what is expected of me on the job.

High-Level Engagements With Stakeholders

OIG maintains open dialogue with stakeholders in areas of heightened interest and activity; proactively shares observations based on audit and investigative work to promote more informed decision making among auditees; and engages in other outreach to promote awareness of our role and functions, and to ensure support for oversight and accountability efforts. For example:

- At a July 2019 hearing held by the House Appropriations Subcommittee on State, Foreign Operations, and Related Programs, the Inspector General underscored USAID's top

management challenges for fiscal year 2019 and called for USAID to enforce greater accountability among its implementers.⁶

- OIG's senior leaders also met with congressional staff throughout the year on a variety of topics, including fiscal year 2019 top management challenges, oversight of overseas contingency operations, audit recommendations to improve USAID's oversight of PIOs and its Power Africa initiative; and investigative work in Syria.
- The Inspector General and OIG's executive team extensively engaged with USAID leadership, State Department officials, and other U.S. Government representatives at headquarters and in the field as well as representatives of other donors, international organizations, and host governments to discuss the results of OIG's work and ongoing operations. These discussions increased understanding of OIG's role and authorities, promoted better oversight of PIOs, and advanced OIG's ability to operate abroad.
- OIG remained engaged in ongoing discussions with policymakers, researchers, and high-level U.S. Government and foreign government officials on improving humanitarian access in crisis and conflict settings and preventing material support to terrorist and other armed groups.

Because our outreach efforts in fiscal year 2019 greatly exceeded our target, we continue to evaluate and refine this metric.

Employees Expressing a Favorable View of Internal Processes, Communications, and Collaboration

OIG continues to focus on improving internal processes, strengthening internal communication, and encouraging collaboration among employees. For example, our Office of Audit revamped its Audit Procedures Handbook to provide comprehensive guidance on new audit policies and procedures with links to a series of tools and templates. Multiple OIG offices have taken steps to improve communication within and across organizational and geographic locations, including weekly emails and monthly conference calls to share important information and hear staff questions or concerns. The development of our annual top management challenges report, a key oversight document, significantly enhanced collaboration by bringing together staff from multiple organizational units to prepare a crosscutting and comprehensive report.⁷

⁶ [“USAID’s Top Management Challenges and OIG’s Continuing Oversight Statement IG Ann Calvaresi Barr USAID Hearing before the U.S. House of Representatives Appropriations Committee, Subcommittee on State, Foreign Operations, and Related Programs,”](#) July 11, 2019.

⁷ USAID OIG, [“Fiscal Year 2019 Statement on Top Management Challenges for USAID and MCC,”](#) November 19, 2018.

Employees Expressing a Favorable View of Human Resources Management

Improving human resources management was a significant focus of our reform plan, which includes plans to increase our independence over human capital functions, adjust our field office structure, ensure resource allocations are aligned with OIG priorities, and clarify position roles and responsibilities across OIG. We have been reviewing our performance and promotion policies, and gathering management and employee feedback. In fiscal year 2019, we released new policies and processes for civil service, Foreign Service, and senior Foreign Service performance management. We also delivered new policies and processes for Foreign Service promotions and civil and Foreign Service grievances. These new policies better align the civil and Foreign Service systems where appropriate. More significantly, they aim to make assessments as objective as possible—a significant achievement toward our commitment to accountability.

Process Improvement Initiatives Completed

As envisioned in our reform plan, OIG stood up dedicated process improvement and quality assurance functions in 2017, which have helped us develop a systematic, data-driven approach to organizational improvement. For example, in fiscal year 2019:

- OIG completed 32 process improvement initiatives affecting a broad cross-section of OIG functions. These included finalizing an external outreach strategy, increasing the independence of OIG’s legal authorities, improving the appearance and usability of OIG’s public website, replacing outdated information technology assets, streamlining how our globally disbursed workforce remotely accesses the OIG network, and reducing the workload associated with annual Foreign Service Officer reassignments.
- Our Quality Assurance and Review (QAR) Division conducted three reviews to assess internal quality controls and procedures. QAR’s review of the Office of Audit’s quality controls found no material errors and significant improvements in audit product quality but noted that the Office of Audit should continue to improve policies, processes, tools, and templates and ensure staff are using them correctly. Similarly, QAR’s review of the Office of Investigations’ procedures for firearms maintenance, evidence management, case management, training, use of confidential funds, and the digital forensics program found no material weaknesses and general compliance with professional standards but identified the need to improve documentation of mandatory training requirements.⁸ Its review of the Office of Management’s maintenance of auditor training records for fiscal years 2017 through 2019 identified the need to tighten policies and procedures to ensure proper monitoring and consistent application of relevant requirements.

⁸ The digital forensics review was conducted jointly with the State Department OIG’s Digital Forensics Division.

GOAL 3: PEOPLE

Foster a committed OIG workforce built on shared core values

Goal 3 aims to ensure that people—our most important asset—are developed, supported, and well-positioned to carry out OIG’s mission. This goal has two objectives. Under Objective 3.1, OIG emphasizes professional development that enhances the knowledge, skills, and abilities of our staff and recognizes exceptional performance. Under Objective 3.2, OIG seeks to ensure an inclusive, supportive work environment based on trust, fairness, work-life balance, and staff engagement.

Subcomponent	Activity
3.1 Invest in, develop, and recognize our staff	
• Enrich Knowledge, Skills, and Abilities	Develop and encourage professional growth through effective training, coaching, and mentoring
• Provide Critical Tools	Supply staff with timely information and cutting-edge technology that enhance collaboration, communication, and agility across OIG’s global portfolio
• Encourage Community and Creativity	Promote shared learning, strengthen camaraderie, and stimulate innovation in our work and processes through participation in events and forums
• Recognize Exceptional Performance	Reward those who exceed expectations through awards and incentive programs
3.2 Provide an inclusive, supportive, and professional work environment	
• Protect Staff Welfare	Promote safety and security, and support work-life balance
• Continuously Engage	Regularly gather staff input on organizational performance, evaluate feedback, and implement appropriate action plans
• Build in Trust	Follow through on commitments and account for departures from plans
• Practice Impartiality	Maintain fairness and apply ethical standards in benefits, incentives, assignments, promotions, and opportunities
• Promote Civility and Respect	Apply core values and personnel rules that govern appropriate behavior throughout the organization
• Maintain Transparency	Communicate the basis for decisions that affect staff and their work

OIG established three performance measures for Goal 3 and met or exceeded all three targets in fiscal year 2019.

Goal 3 Performance Measures	FY 2019	
	Target	Actual
Percentage of employees expressing a favorable view of staff engagement and professional development ^a	60%	71%
Percentage of employees expressing a favorable view of organizational climate ^b	70%	75%
Rate of retention of employees performing at the fully successful level or above	90%	92%

^aMetric is based on the average positive responses to three questions and ratings in our annual employee feedback survey, weighted at 75 percent, and the average rating of OIG internal training courses, weighted at 25 percent. The survey questions and ratings are: (1) How satisfied are you with the training you receive for your present job? (2) I feel encouraged to come up with new and better ways of doing things; and (3) how satisfied are you with the recognition you receive for doing a good job?

^bMetric is based on the average positive response to three questions and ratings in our annual employee feedback survey: (1) My organization’s senior leaders maintain high standards of honesty and integrity; (2) my supervisor treats me with respect; and (3) how satisfied are you with the information you receive from management about what’s going on in your organization?

Employees Expressing a Favorable View of Staff Engagement and Professional Development

In fiscal year 2019, our Learning and Development Division delivered a wide range of organizational development programs focused on effective leadership, organizational change management, and new employee onboarding and orientation. OIG also partnered with the Government Accountability Office’s Center for Audit Excellence to enhance auditing techniques and technical skills, and sponsored customized training to promote best practices in project management. The division has been working with our Offices of Audit and Investigations to develop competency maps and long-term training plans. While the percentage of employees expressing a favorable view of staff engagement and professional development greatly exceeded our target, we will continue to push for even higher percentages in this measure, given its criticality to our overall success.

Employees Expressing a Favorable View of Organizational Climate

OIG continually strives to ensure that our workplace is a positive, supportive, and safe environment. Our organizational climate metric measures employees’ views on senior leaders’ honesty and integrity, supervisors’ respectful treatment of staff, and managers’ communication about organizational activities and developments. Based on a blending of these factors, we

exceeded our target with three-fourths of OIG employees having a favorable view of the organization's climate.

Retention of Employees Performing at the Fully Successful Level or Above

Recruiting and retaining the best talent is vital to executing our mission. OIG aims to retain top talent by creating an organizational climate that fosters our values, providing opportunities to grow professionally, and rewarding top performers. The values we identified encompass our mission and our aspirations as an organization: integrity, accountability, excellence, transparency, and respect. Taken together, these values define an organization that encourages and rewards independent, objective, and impactful work; personal and professional accountability and responsibility; and a commitment to continuous improvement. We also promote a fair and professional work environment that maintains the highest standards of conduct. This year, our retention rate exceeded our goal, indicating that staff continue to identify OIG as an employer of choice.