



# ORGANIZATIONAL ASSESSMENT

FISCAL YEAR 2020

**U.S. Agency for International Development**  
**OFFICE OF INSPECTOR GENERAL**



# Message From the Inspector General

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I am pleased to present OIG's assessment of the progress we made in fiscal year 2020 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, and the Inter-American Foundation.



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.

Establishing and tracking our three strategic goals and examining the appropriateness of our targets based on each year's outcomes underscore 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 2020

# Mission and Values

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## 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), and the Inter-American Foundation (IAF).<sup>1</sup> Together, these four 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.

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<sup>1</sup> USAID OIG also had oversight responsibility for the Overseas Private Investment Corporation (OPIC), which merged with some USAID functions to form the U.S. International Development Finance Corporation (DFC) pursuant to the Better Utilization of Investments Leading to Development Act of 2018. After DFC became operational, USAID OIG coordinated oversight with DFC until it established its own OIG. USAID OIG continued to assist the DFC Inspector General, who was appointed in mid-2020, while the office became fully functional.

# Who We Are

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## **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 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 units 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 Strategic and Accountability Framework

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The annual organizational assessment is part of OIG’s framework to strategically 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. Our disciplined and rigorous approach to prioritizing, planning, and continuous improvement are described in the following plans and reports:

- **[Fiscal Year 2018-2022 Strategic Plan](#)**. Our 4-year strategic plan describes the goals and objectives we ascribe to as an organization and provides a framework for measuring our progress. The plan builds on the three themes identified in our reform plan: work, process, and people. While the rigor we apply to our planning enables us to achieve high-impact outcomes, we maintain the flexibility to respond to tips submitted to our fraud, waste, and abuse hotline and to emerging Federal Government priorities. This built-in flexibility served us particularly well in 2020, as it allowed us to quickly modify our oversight portfolio to include the Government’s COVID-19 response and the pandemic’s effect on foreign assistance programs.
- **Annual Plans**. OIG implements its strategic plan through a series of annual planning documents. For example, OIG publishes an annual [OIG Oversight Plan](#), which highlights our oversight priorities for the foreign assistance agencies we oversee. As needed, we also prepare supplementary oversight plans to address major new oversight requirements, as was the case with our COVID-19 Oversight Plan. Jointly with other OIGs, we issue an annual [Comprehensive Oversight Plan for Overseas Contingency Operations](#) and the annual [Inspectors General Coordinated Oversight Plan for Foreign Assistance 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.
- **[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 audits completed 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 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.
- **[2017 Organizational Reform Plan](#)**. Our 2017 reform plan identified key efforts needed to improve our work and processes, and better support our people. The reform plan provides the framework for our annual organizational assessment—specifically, to identify where we met, fell short of, or exceeded our annual performance targets for our work, process, and people objectives, using quantitative data gathered and tracked in internal OIG systems and through employee surveys.

# Fiscal Year 2020 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
<b>1.1 Conduct independent audits and other analytical work that target high-priority areas, address root causes of systemic challenges, and promote transparency</b>	
• <b>Maximize Impact</b>	Prioritize audits based on risk, stakeholder concerns, and management challenges
• <b>Align Resources</b>	Identify and dedicate the skill sets needed to best ensure timely, relevant, and irrefutable work
• <b>Publish Results</b>	Deliver objective, high-quality products that are incisive, compelling, and accessible
• <b>Monitor Outcomes</b>	Track and report agency corrective actions, their timeliness, and the extent to which they meet the intent of OIG recommendations
<b>1.2 Investigate allegations of criminal activity, civil violations, and employee misconduct, while promoting program and operational integrity</b>	
• <b>Encourage Early Detection and Intervention</b>	Target outreach and education to areas of heightened fraud risk and vulnerability of committing criminal, civil, and administrative violations
• <b>Maximize Impact</b>	Manage workloads by prioritizing cases with the greatest potential to cause harm and setting the stage for quickly deploying investigative resources
• <b>Ensure Readiness</b>	Cultivate, maintain, and apply the full range of investigative tools and techniques while leveraging crosscutting expertise
• <b>Drive Action</b>	Structure notifications and referrals so that they are actionable to the maximum extent possible, and monitor impact
• <b>Promote Deterrence</b>	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 2020.

Goal I Performance Measures	FY 2020	
	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%	100%
Percentage of OIG investigations resulting in a positive outcome	65%	59%
Percentage of OIG referrals resulting in agency or implementer action	60%	76%
OIG annual return on investment	100% (1:1)	397% (3.97:1)

### 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 2020 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, two of our audits addressed areas of significant interest to global health. The first concerned USAID’s health systems strengthening activities. Through our review of 11 missions, we learned that activities designed to support health systems were not prioritized because USAID lacked a dedicated funding source for these activities. Further, USAID had limited data on and no central mechanism to track the progress of these activities. The second audit concerned USAID’s \$9.5 billion award supporting global health supply chains—the Agency’s largest single award to date. While mission activities to address supply chain vulnerabilities generally aligned with industry best practices, risk assessments were country-specific, and USAID did not consider broader, systemic risks across countries. As a result, the Agency’s risk mitigation measures, such as setting up parallel supply chain systems, were often workarounds and ultimately unsustainable.

### Recommendations Implemented Within Established Timeframes

At 100 percent, we exceeded our fiscal year 2020 target to close performance audit recommendations within 4 months of OIG receiving documentation that demonstrated a sufficient agency response. For example, in September 2019, we made 10 OIG recommendations related to an audit of USAID’s oversight of awards that ended between fiscal years 2014 and 2016, a population of 2,321 awards with disbursements of \$21.4 billion. The audit found that almost half of the awards did not achieve expected results, but implementers were paid in full. In addition, the auditors concluded that USAID’s award management process lacked the rigor needed to ensure results are achieved. Six recommendations were closed at the time we issued our report in 2019. As of the last quarter of 2020, USAID had taken final action on the remaining four recommendations, which we closed within 4 months of receiving evidence of agency actions.



## **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. Of the investigations closed in fiscal year 2020, 59 percent were closed with a positive outcome resulting in some punitive action, exoneration, or unfounded allegation. This end-of-year result fell slightly short of our target of 65 percent. The shortfall is largely due to the Office of Investigations' attention in fiscal year 2020 to closing a backlog of inactive and unproductive cases.

## **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 needed action and monitoring. We measure administrative actions taken in response to our referrals, such as personnel actions, award suspensions, and contract terminations. 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. In fiscal year 2020, OIG exceeded its target by 16 percent.<sup>2</sup>

## **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 2020, 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 397 percent.

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<sup>2</sup> In fiscal year 2020, OIG changed the format of this metric from a numeric target to a percentage target.

## 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
<b>2.1 Establish and maintain policies, systems, and procedures that support the efficient and effective execution of <b>OIG</b> functions</b>	
• <b>Apply Strategic Focus</b>	Plan work priorities and efforts that optimize our impact while strengthening our internal controls and managing risk
• <b>Leverage Expertise</b>	Establish mechanisms that harness staff knowledge and skills across the organization in conducting oversight as well as supporting internal initiatives
• <b>Share Information</b>	Coordinate information-gathering and outreach efforts across units to promote cutting-edge work
• <b>Safeguard Independence</b>	Maintain operational and procedural autonomy while reliably meeting organizational needs
• <b>Emphasize Quality and Continuous Improvement</b>	Apply quality standards and methodologies that optimize <b>OIG</b> processes, and continuously monitor their execution
• <b>Manage Change</b>	Align major reforms to priorities and organizational capacity, and openly communicate the implementation of plans
<b>2.2 Maximize organizational performance through strategic human resource planning and management</b>	
• <b>Envision and Plan</b>	Identify personnel resources that support mission priorities, and regularly plan to address workforce competencies, career paths, and succession
• <b>Recruit and Orient</b>	Promote effective recruitment of a skilled and diverse workforce and timely hiring and onboarding
• <b>Lead and Supervise</b>	Maintain a leadership and supervisor cadre that provides effective technical and administrative direction, develops staff, and demonstrates good institutional stewardship
• <b>Apply Talent</b>	Actively identify and evaluate staff capabilities and align staff aptitudes with assignments
• <b>Manage Performance</b>	Maintain and apply clear, consistent standards and processes for communicating expectations and evaluating employee performance
<b>2.3 Conduct external engagement to galvanize action and maximize impact</b>	
• <b>Engage Stakeholders</b>	Cultivate ongoing and open dialogue with stakeholders about areas of heightened interest and activity, and proactively share observations

Subcomponent	Activity
• <b>Sustain Robust Partnerships</b>	Continuously coordinate and collaborate with oversight counterparts and law enforcement and prosecutorial partners
• <b>Strengthen Networks</b>	Expand our reach within the oversight and development community
• <b>Underscore Our Role</b>	Clearly document and communicate our authorities and requirements to promote seamless engagement with counterparts
• <b>Raise Public Interest</b>	Promote awareness and knowledge of our mission and work

Goal 2 has four performance measures, and OIG exceeded all four targets in fiscal year 2020.

Goal 2 Performance Measures	FY 2020	
	Target	Actual
Number of high-level engagements with stakeholders pertaining to future, ongoing, or completed work	125	331
Percentage of employees expressing a favorable view of internal processes, communications, and collaboration <sup>a</sup>	60%	66%
Percentage of employees expressing a favorable view of human resources management <sup>b</sup>	65%	78%
Number of process improvement initiatives completed	10	18

<sup>a</sup>Metric 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.

<sup>b</sup>Metric 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 regularly engages with stakeholders in areas of heightened interest and activity and shares observations based on audit and investigative work to inform agency decision making. We also conduct other outreach to promote awareness of our role and functions and to ensure support for oversight and accountability efforts. In fiscal year 2020, the Inspector General and OIG's executive team engaged extensively with USAID leadership; State Department and other U.S. Government officials, including congressional staff with foreign affairs and assistance oversight responsibilities; representatives at the U.S. Mission to the United Nations, the U.N. Development Programme, the Food and Agriculture Organization, the World Food Programme, and other U.N. agencies; international organizations and donors; and host governments to discuss OIG's work and advance positive change in foreign assistance.

OIG also regularly engages with its counterparts in the Federal oversight community. OIG continued to work with the Departments of Defense and State OIGs to oversee and jointly report on contingency operations in Iraq and Syria, Afghanistan, the Philippines, Africa, and the Middle East. We met quarterly with our counterparts at the Department of State, the

Department of Health and Human Services, and the Peace Corps to share and coordinate oversight plans for programs to combat HIV/AIDS, tuberculosis, and malaria. We also engaged with the Pandemic Response Accountability Committee since it was established in April 2020, sharing views, information, and work products, including OIG contributions to the committee's top pandemic management challenges report for Federal agencies.

In 2020, we continued to expand our engagement with key international partners, signing two memorandums of understanding—one with the Global Fund IG to formalize information sharing and coordination in the oversight of programs to fight the spread of HIV/AIDS, and one with the World Bank's Integrity Vice Presidency to increase information sharing and coordination to prevent fraud and corruption in World Bank/USAID-funded programs, including the Afghanistan Reconstruction Trust Fund, a World Bank-managed multidonor trust fund that has received \$2.7 billion in USAID assistance.

OIG routinely engages with agency personnel as well as international aid and development organizations receiving USAID funding to communicate expectations for the prevention, detection, and timely reporting of fraud and other misconduct, such as suspected cases of sexual exploitation and abuse. OIG also joined the Department of Justice's Metropolitan Area COVID-19 Anti-Fraud Task Force, participating in meetings to coordinate oversight efforts covering Coronavirus Aid, Relief, and Economic Security Act provisions; anticipated financial fraud schemes related to the act; and relevant statutes for prosecuting these crimes.

Because outreach efforts in fiscal year 2020 greatly exceeded our target, OIG will 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. We increased our target for fiscal year 2020 and exceeded the higher target. Our Process Improvement Office conducted an organization-wide scan to identify our process needs and help OIG prioritize improvements. Employee feedback indicates that continued efforts are needed to clarify internal processes and the systems and procedures that support them. Communication was enhanced during the pandemic, including weekly messages from the Inspector General to share key highlights and status updates. A pulse survey conducted in May 2020, after 2 months of mandatory telework, showed that over 90 percent of employees were satisfied with the communications they received.

### **Employees Expressing a Favorable View of Human Resources Management**

Improving human resources management has been a significant focus of our reform plan. In 2019, we increased our independence over human capital functions, adjusted our field office structure, better aligned resources with OIG priorities, and clarified position roles and responsibilities across OIG. We also released new policies and processes for civil service, Foreign Service, and senior Foreign Service performance management, including promotions, which better align the civil and Foreign Service systems where appropriate. Fiscal year 2020 marks the first full year operating under these major changes.

OIG continued to focus on improving human resources management in fiscal year 2020. We measure this aspect of our organization based on employee views of their supervisor's job performance and the extent to which employees understand their job expectations and feel their talents are used well in the workplace. The supervisory-employee relationship has emerged as one of our strongest assets: OIG supervisors consistently receive high positivity scores on our employee feedback survey. The survey indicates that employees generally trust their supervisors, feel they are doing a good job, and support employee development. Moreover, employees increasingly understand what is expected of them on the job, perhaps as a result of OIG's sustained focus on improving policies, guidance, and communication, and feel that their talents are well used.

### **Process Improvement Initiatives Completed**

The Process Improvement Office's fiscal year 2020 organization-wide scan helped frame OIG's process improvement needs and allocate resources to the highest priority issues. Key priority areas include expanding policies and procedural guidance, increasing use of data and analysis to improve organizational performance, modernizing and stabilizing IT systems, and reducing performance audit timeframes. Of the 18 improvement projects we completed in 2020, several supported these priority goals while others addressed long-standing challenges:

- The Immediate Office took several steps to improve policies and procedures. For example, the Office of General Counsel instituted a strategic reorganization to streamline its delivery of legal support to OIG units as well provide clear guidance for succession planning. The Quality Assurance Office issued policies and procedures to clarify the process for selecting internal reviews of OIG functions and its methodology for conducting those reviews, and the Global Strategy and Overseas Contingency Operations Division established policies and procedures for its staff to follow while planning, completing, and issuing mandated quarterly reports.
- The Office of Audit completed Phase I of its efforts to reduce performance audit timeframes by collecting data on completed audits, clarifying key audit milestones and phases, and conducting an initial assessment of processes and practices that may warrant further streamlining. The Office of Audit also implemented a new system to track the use of staff resources on performance audits. During fiscal year 2021, the office will seek to refine its audit scoping and planning tools, improve transitions between fieldwork and audit reporting, and clarify and optimize roles and responsibilities for all performance audits.
- The Office of Management took several steps to improve OIG's access to data. For example, our Human Capital Division converted all employee records to digital format, improving the accuracy and accessibility of these records; our Financial Resources Division worked with field offices to ensure that data entry on obligations complied with relevant rules and standards; and our Learning and Development Division realigned its office and created tools to improve tracking and reporting of staff training and professional development activities, better ensuring professional development requirements are being met and the impact of such activities can be assessed.
- The Office of Investigations made significant strides to improve its Hotline efficiency by onboarding direct hires fully dedicated to Hotline operations, eliminating redundant

procedures, and streamlining its evaluation processes. The Office of Investigations also engaged and worked with the Process Improvement Division to further examine its operations, and a number of recommendations were made and implemented, including streamlining complaint processing and reporting.

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

OIG established three performance measures for Goal 3 and exceeded all three targets in fiscal year 2020.

Goal 3 Performance Measures	FY 2020	
	Target	Actual
Percentage of employees expressing a favorable view of staff engagement and professional development <sup>a</sup>	60%	70%
Percentage of employees expressing a favorable view of organizational climate <sup>b</sup>	70%	80%
Rate of retention of employees performing at the fully successful level or above	90%	95%

<sup>a</sup>Metric 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?

<sup>b</sup>Metric 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

Several factors contributed to 70 percent of employees having a favorable view in this measure. Notably, in fiscal year 2020:

- The Learning and Development Division partnered with subject matter experts across OIG to customize and facilitate professional development in a range of areas.
- OIG hosted a worldwide training conference for foreign service nationals to exchange knowledge and information and enhance collaboration among colleagues across the organization.
- Thirteen OIG staff representing OIG offices in Washington and overseas graduated from OIG’s 9-month “AIM to Lead” leadership development program.
- OIG established an internal dashboard to measure employee satisfaction with training and to continually monitor the impact of professional development across the organization.

### 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 80 percent 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 of 95 percent exceeded our goal.