



Office of Inspector General | United States Postal Service

FY 2022 - 2026

FIVE YEAR STRATEGIC PLAN



Table of Contents

- Cover
- Message from the Inspector General 1
- Mission, Vision, and Values 2
 - Mission Statement 2
 - Vision Statement 2
 - Values Definitions 2
- Strategic Goals and Implementation Strategies 3
 - Introduction 3
 - Strategic Goal #1 3
 - Strategic Goal #2 4
 - Strategic Goal #3 5
- Appendices 6
 - Appendix A: Strategic Alignment and Planning 7
 - Audit 7
 - Investigations 8
 - Appendix B: Statutory Responsibilities 9
- Contact Information 10

Message from the Inspector General

I am pleased to present the U.S. Postal Service Office of Inspector General (OIG)'s Strategic Plan for Fiscal Years 2022 through 2026. This plan outlines the OIG's strategic goals and implementation strategies to serve as our guide in the years ahead.

This year, the OIG celebrates twenty-five years of ensuring efficiency, accountability, and integrity in the Postal Service. The Postal Service has the largest retail network in the nation, with 31,000 retail offices, and an annual operating revenue of \$73 billion last year. It delivers to 161.4 million addresses nationwide, employing more than 600,000 people to transport, process and deliver the mail six days a week.

The Postal Service and the OIG's mission are critical to both the national economy and the American people. The OIG's strategic plan identifies three strategic goals that will steer our work over the next five years. Our goals are to 1) promote efficiency and effectiveness of postal operations; 2) foster integrity by detecting and preventing fraud, waste, and abuse in postal programs; and 3) advance OIG innovations and excellence.

The OIG will focus on areas of strategic risk for the Postal Service, including its need to increase revenue, optimize operations and remain competitive in an increasingly challenging marketplace. We will monitor and provide transparency around any changes to the Postal Service's network and operations, including impacts of the Postal Service's 10-year plan, Delivering for America. At the same time, our investigations will continue to foster integrity in the postal workforce by detecting and preventing employee fraud and misconduct.

Strength in leveraging emerging technology and data analytics to inform and support our work will remain an emphasis. The OIG is an organization that values diversity, equity and inclusion; innovation and creativity; and a resilient workforce that meets challenges with the determination and commitment our dedicated staff has shown throughout the COVID-19 pandemic.

The OIG's mission is as critical now as it was when we began twenty-five years ago. I look forward to continuing to keep the Postal Service, Congress and our stakeholders informed of our valuable work.



A handwritten signature in black ink that reads "Tammy Whitcomb". The signature is written in a cursive, flowing style.

Mission, Vision, and Values

Mission Statement

Ensuring the efficiency, accountability, and integrity in the U.S. Postal Service.

Vision Statement

Fostering an inclusive environment of engaged professionals advancing excellence for a thriving Postal Service.

Values Definitions

Respect

- We champion diversity, equity, and inclusion, and actively seek to incorporate differing perspectives.
- We embrace the value and integrity of others.
- We communicate with empathy, courage, and compassion.

Impact

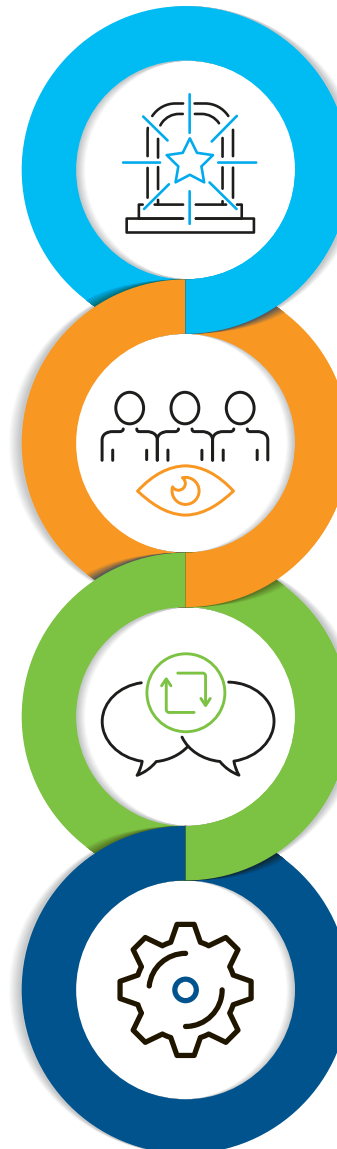
- We pursue performance that is significant and measurable.
- We focus on delivering high quality results that are accurate, timely, relevant, and unbiased.
- We seek to develop informed and reliable data-driven insights that make a difference.
- We are building team knowledge and leadership skills for a thriving OIG.

Innovation

- We are thought leaders with the courage to fail and persistence to succeed.
- We leverage creativity and technology to solve complex problems.
- We foster an inclusive, forward-thinking environment that drives meaningful change.
- Creativity is what sets us apart.

Resilience

- We meet challenges through fierce commitment, dedication, and determination.
- We champion a flexible and adaptable work environment to prepare for the future.



MISSION

Ensuring efficiency, accountability, and integrity in the U.S. Postal Service

VISION

Fostering an inclusive environment of engaged professionals advancing excellence for a thriving Postal Service

VALUES

- Respect
- Impact
- Innovation
- Resilience

STRATEGIC GOALS

- Promote Efficiency and Effectiveness of Postal Operations
- Foster Integrity by Detecting and Preventing Fraud, Waste, and Abuse in Postal Programs
- Advance OIG Innovations and Excellence

Strategic Goals and Implementation Strategies

Introduction

In keeping with the Government Performance and Results Act and the Inspector General Act, our strategic goals and implementation strategies form the foundation of this strategic plan and are designed to guide us in performing work that will improve our operational efficiency and effectiveness and the value of our products and services. We developed these goals and implementation strategies to ensure continued alignment with Postal Service and stakeholder strategies.

STRATEGIC GOAL #1

Promote Efficiency and Effectiveness of Postal Operations

Make recommendations that enhance service and improve operational economy efficiency and effectiveness.

Explore emerging opportunities and industry best practices and innovations.

Implementation Strategies

- Focus work on strategic risks to the Postal Service, which include its need to increase revenue, optimize operations, and remain competitive in an increasingly challenging marketplace.
- Focus on changes to the Postal Service's network and operations and provide as much transparency as possible into service impacts resulting from its 10-year plan.
- Conduct data driven audits and evaluations of operations and processes and make recommendations to strengthen internal controls on postal systems.
- Conduct audits and evaluations that will improve the safety and security of the nation's mail systems, its data and information systems, and its employees.
- Inform management, the Board of Governors, Congress, and other stakeholders as they make decisions regarding the future of the Postal Service and its obligations.
- Enhance stakeholder engagement to increase the visibility and impact of OIG work.
- Continuously monitor trends affecting the Postal Service, its customers, and international posts to identify

opportunities for innovation in the types of products and services it offers.

- Increase transparency of and accessibility to OIG work, Postal Service processes, and related information.

Summary Measurement Indicators

- Revenue impact; monetary benefits; management implementation of recommendations; work coverage addresses top risk areas; interactions with Congress, external stakeholders, and opinion leaders; and timeliness of audits and evaluations.

Summary Performance Measures

- Financial impact associated with report recommendations that target revenue growth and/or cost reductions.
- Number of audits, white papers, and other reports that address the Postal Service's top risk areas and management challenges.
- Percentage of recommendations implemented by management.
- Percentage of audits and evaluations completed on time.
- Number of Congressional and stakeholder interactions.

STRATEGIC GOAL #2

Foster Integrity by Detecting and Preventing Fraud, Waste, and Abuse in Postal Programs

Conduct investigations and audits that enhance the integrity and security of Postal Service products, services, and people.

Proactively address areas of risk to financial processes, focus on the recovery of improper payments, and highlight industry best practices and innovations.

Implementation Strategies

- Focus on detecting and preventing misconduct by postal employees and contractors, and fostering integrity in the workplace.
- Conduct objective, independent, timely, and high-quality investigations of misconduct and fraud and promptly refer the results for criminal, civil, and administrative action.
- Conduct high-impact investigations that will achieve significant results in fines, restitutions, recoveries, settlements, and cost avoidances for the Postal Service.
- Leverage emerging technology and advances in analytics to identify evidence of fraud, waste, and abuse and proactively address high-risk areas of vulnerability.
- Enhance the timely analysis of and response to complaints, allegations, and requests received.

Summary Measurement Indicators

- Timeliness, quality, and impact of investigations; cost avoidance, fines, recoveries, settlements and judgments; closed investigations; criminal, civil, and administrative actions taken; and number of actionable, data-driven leads for investigations.

Summary Performance Measures

- Number of resolved investigations.
- Number of investigations referred for criminal, civil, and administrative action.
- Number of investigations initiated based on analytics tools.
- Total investigative financial impact (cost avoidances and fines, recoveries, and restitutions to the Postal Service).
- Percentage of medium/high impact investigative work.
- Utilization of analytics tools built to support investigations and audits.
- Average time for OIG management to evaluate and take action on Hotline complaints.
- Number of fraud prevention campaigns and initiatives.

STRATEGIC GOAL #3

Advance OIG Innovations and Excellence

Respect and develop our people and sustain our performance culture with increasingly challenging and satisfying work that adds value to the Postal Service and supports the OIG's mission.

Inform and connect the OIG through the use of innovative technology.

Implementation Strategies

- Promote the value of diversity, equity, and inclusion throughout the OIG.
- Recruit, retain, and develop a highly skilled, diverse, and inclusive workforce and foster a culture that develops leaders.
- Foster information sharing, professional expertise, and postal knowledge.
- Leverage innovative technologies to provide employees with the information they need, anytime, anywhere.
- Apply evidence-based decision-making for resource allocation to drive OIG performance.
- Deliver data analytics solutions to improve internal efficiencies and sustain a focus on performance.
- Encourage employee ideas and suggestions for organizational improvement.

Summary Measurement Indicators

- OIG budget execution; survey results; Diversity, Equity, and Inclusion measurements; Employee Development measurements; Human Resource-related metrics.

Summary Performance Measures

- Component timeliness and Customer Satisfaction Survey results.
- Federal Employee Viewpoint Survey results to evaluate the organization's progress returning to normal operations post-COVID.
- Number of annual innovations in each component.
- Number of products (videos, brown bags, etc.) that showcase technology tools or capabilities.
- Number of audits and investigations initiated based on analytics tools.
- Utilization of data analytics tools, dashboards, and Sharepoint sites or files.
- Effectiveness / ROI of budget invested in training over time.
- Percentage of non-auditor employees who take non-mandatory training.
- Percentage of employees who engage in leadership development (i.e. NLDP, acting assignments, leadership courses, mentoring, etc).

Appendices

Click on the appendix title below to navigate to the section content.

- Appendix A: Strategic Alignment and Planning 8
 - Audit 8
 - Investigations 9
- Appendix B: Statutory Responsibilities..... 10

Appendix A: Strategic Alignment and Planning

Our Offices of Audit and Investigations work to provide oversight of the Postal Service, ensuring accountability and transparency into how the organization manages its major risks.

Audit

The Office of Audit's (OA) focus is on those projects that provide Postal Service management with information to address emerging strategic issues, major risks, revenue opportunities, and management challenges facing the organization. OA organizes its audit work into five functional areas:

- The **Mission Operations** audit area reviews two of the largest cost center functions within the Postal Service — network processing and transportation. These business segments annually spend about \$17 billion.
- The **Retail, Delivery, and Marketing** audit area focuses on Postal Service operations related to retail, delivery, vehicles, sales, revenue generation, revenue protection, customer service, international mail, and marketing.
- The **Finance and Pricing** audit area focuses on finance, cost, and pricing, which help ensure that the Postal Service is following regulatory requirements.
- The **Supply Management and Human Resources** audit area focuses on contracting, facilities, human resource management, emergency preparedness, and sustainability.
- The **Inspection Service and Information Technology** audit area focuses on the Postal Service's ability to use technology to manage operations, maximize ROI, and provide robust data security. This area also oversees the role of the USPIS in protecting the Postal Service from criminal activity.

Because the Postal Service does not receive its funds from taxpayer dollars and instead earns revenue from the sale of its products and services, it is critical that the OIG's audits and evaluations focus on the areas of greatest financial and business impact. OA uses data analytics to identify high risk areas in the national infrastructure as well as to highlight cost savings opportunities.

OA's planning process ensures that our audit work addresses key risks and business objectives. OA uses an Enterprise Risk Management approach to identify both risks to the Postal Service and opportunities for innovation. OA executives update their annual assessments of key risk factors and discuss the assessments with all OIG executives. OA executives keep abreast of strategies in the postal industry, focusing reviews on relevant best practices and successful strategies. OA executives and directors also maintain professional relationships and outreach with Postal Service executives and other stakeholders to ensure open communication and full coverage of postal issues and challenges. In quarterly meetings, OA executives and directors discuss strategic focus areas that emerge from the risk discussions, and, based on risks, opportunities and stakeholder concerns, develop "just-in-time" audit projects for the next calendar quarter. These processes allow OA to also focus on future strategies to help the Postal Service be a successful enterprise in the 21st century.

In March 2021, the Postal Service announced its 10-year 'Delivering for America' plan with a stated goal to deliver the following:

- A modernized Postal Service capable of providing world class service reliability at affordable prices
- Maintenance of universal six-day mail delivery and expanded seven-day package delivery reach
- Workforce stability and investment strategies that empower, equip, and engage each employee and put them in the best possible position to succeed
- Innovation that grows revenue and meets changing marketplace needs
- Financial sustainability to fund its universal service mission

The Postal Service's announcement of this plan stated that it is intended to mitigate an estimated \$160 billion in shortfalls over the coming decade. The changes outlined in the 10-year plan will call for an increase in both the amount of oversight work required by our OIG as well as the speed with which we need to

Investigations

The Office of Investigation's (OI) focus is on ensuring the integrity of postal processes, finances, and personnel as well as to protect the mail. OI organizes its work into five major programs:

- The **Internal Mail Theft** program focuses on investigating mail theft by postal employees and postal contractors.
- The **Narcotics** program focuses on narcotics possession and distribution by Postal Service employees as well as collusion by employees with drug trafficking organizations which are using the mail to transport illicit narcotics.
- The **Healthcare Fraud** program includes investigations of both claimant and medical provider fraud. The Postal Service is the single largest contributor to the Department of Labor's (DOL) Office of Workers' Compensation Program (OWCP) and, in FY 2019, it paid nearly \$1.35 billion for disability-related benefits. These disability payments are funded by Postal Service customers rather than tax dollars, and any portion of those funds lost to fraud has a direct impact on the Postal Service and its operations.

complete it. Looking forward, we will be working to respond to areas of concerns across the country and collect insights as quickly as we can with our current resources. The goal will be to provide as much transparency as possible into the service impacts resulting from implementation of changes in this plan.

- The **Contract Fraud** program is responsible for investigations of contract fraud, waste, and misconduct. The Postal Service manages contracts, ranging from multimillion-dollar national service contracts to local contracts for supplies and services at individual Postal Service facilities.
- The **Financial Fraud** program focuses on the theft of Postal Service money and products. A large portion of the revenue generated by the Postal Service is handled at over 31,000 Postal Service retail locations. Stamps, cash, and money orders can all become targets for theft.

Because of the large, geographically dispersed Postal Service workforce and the reactive nature of criminal work, our OIG must maintain a large investigative workforce. We constantly analyze the complaints we receive, our past work, and the distribution of Postal Service costs and personnel, to ensure our agents are in the right locations and assigned to program areas with the most potential impact (i.e. more Healthcare Claimant and Provider fraud agents in areas with higher OWCP costs).

Appendix B: Statutory Responsibilities

The Postal Service OIG was established pursuant to provisions of the Omnibus Consolidated Appropriations Act of 1997, Public Law 104-208, on September 30, 1996. General OIG authority is derived from the Inspector General Act of 1978, as amended, codified at 5 U.S.C. Appendix 3, §§ 1-13, which provides statutory responsibility to protect the integrity of Postal Service programs and operations, and to ensure that the mail service is administered with maximum economy and efficiency.

As prescribed by the IG Act, we will:

- Maintain our independence and objectivity to conduct and supervise audits and investigations relating to the programs and operations of the Postal Service;
- Recommend policies and practices to promote economy, efficiency, and effectiveness in the administration of Postal Service programs;
- Take appropriate action to prevent and detect fraud, waste, and abuse in the Postal Service's programs and operations;
- Oversee all activities of the U.S. Postal Inspection Service, including any internal investigation performed by them;
- Keep the Governors and Congress fully and currently informed about problems and deficiencies and the necessity for and progress of corrective action;
- Receive and, as appropriate, investigate complaints from any person or entity, including Congress;
- Report violations of law to the U.S. Attorney General;
- Review existing and proposed legislation and regulations;
- Protect the identity of whistleblowers; and
- Prepare and submit semiannual reports to the Governors and Congress.

The Postal Accountability and Enhancement Act of 2006 requires the OIG to regularly audit the data collection systems and procedures the Postal Service uses in collecting information used for its reporting to the Postal Regulatory Commission.

OFFICE OF
**INSPECTOR
GENERAL**
UNITED STATES POSTAL SERVICE

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