



FY 2025 - 2029
**FIVE YEAR
STRATEGIC
PLAN**

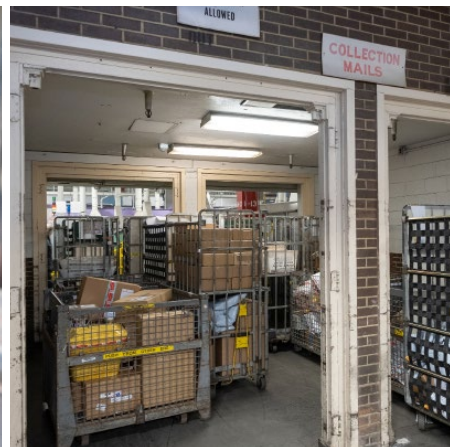


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Message from the Inspector General

This strategic plan includes the mission, vision, and values that will continue to guide our work, along with our strategic goals and implementation strategies for the next five years. Our new strategic plan comes at a critical time for the Postal Service and its customers, as the Postal Service is in the process of rolling out numerous initiatives related to its own 10-year Delivering for America (DFA) strategic plan. These changes have led to stakeholder concerns about many issues including higher prices, timely mail delivery, and whether the changes will impact some customers more than others. Consequently, our oversight role has never been more important. A major focus of our work over the next five years will be to continue to provide unbiased, data-driven oversight of the various DFA initiatives. Admittedly, this is no easy task given the government-wide fiscal challenges resulting in personnel and resource reductions while our audit and investigative demands continue to grow in complexity and scope.



We are focused on finding innovative ways to use our limited resources as efficiently as possible. Over the past couple of years, we have become experts on how to use data and create data analytics tools to inform and guide our work. We will continue to find new ways to utilize these tools with a renewed focus on sharing information across the various components of our organization.

Like many organizations, we have experienced a fair amount of employee turnover over the past couple of years. We welcome the new talent, and one of our strategic areas of focus will be developing and training both new and existing employees, with a strong emphasis on developing leaders.

I look forward to meeting the challenges the next five years will bring. Our oversight of the Postal Service and the Postal Regulatory Commission (PRC) will play a critical role in ensuring the American public continues to receive affordable and reliable mail service.

A handwritten signature in black ink that reads "Tammy L. Hull". The signature is fluid and cursive.

Tammy L. Hull

Inspector General, United States Postal Service

Mission, Vision, and Values

Mission Statement

Promoting the integrity, accountability, and efficiency of the U.S Postal Service and its regulator.

Vision Statement

Pursuing innovative oversight to advance the value of U.S. postal services for all.

Values Definitions

Respect

- Our people are our most important resource.
- We embrace the value and integrity of all.
- We communicate with empathy, courage, and compassion.

Impact

- We deliver high quality results that are accurate, timely, relevant, and unbiased.
- We develop informed and reliable data-driven insights that make a difference.
- We build team knowledge and leadership skills for a thriving OIG.

Innovation

- We are thought leaders with the courage to fail and persistence to succeed.
- We look beyond past conventional wisdom to drive meaningful change.
- We embrace ingenuity and technology to address evolving challenges.

Resilience

- We embrace change with commitment, dedication, and determination.
- We champion a flexible and adaptable work environment.
- We meet challenges head on, viewing obstacles as an opportunity not a barrier.



MISSION

Promoting the integrity, accountability, and efficiency of the U.S. Postal Service and its regulator



VISION

Pursuing innovative oversight to advance the value of U.S. postal services for all



VALUES

- Respect
- Impact
- Innovation
- Resilience

STRATEGIC GOALS

- Promote Efficiency, Effectiveness, and Transparency of Postal Operations
- Foster Integrity by Detecting and Preventing Fraud, Waste, and Abuse in Postal Programs
- Pursue Excellence Through Developing Our People and Advancing Innovations

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 the strategies of U.S. Postal Service (Postal Service) and the Postal Regulatory Commission (PRC).

STRATEGIC GOAL #1: Promote Efficiency, Effectiveness, and Transparency of Postal Operations

Objectives

- Make recommendations that enhance service and improve the efficiency, effectiveness, and financial sustainability of the Postal Service as it rolls out its 10-year Delivering for America strategic plan (DFA).
- Explore emerging opportunities and industry best practices and innovations.

Implementation Strategies

- Focus on the Postal Service's strategic efforts including increasing revenue, optimizing operations, and remaining competitive in an increasingly challenging marketplace.
- Provide transparency into the impact of the DFA on the Postal Service's network, operations, and timely mail delivery for all.
- Deploy technological solutions, conduct data-driven audits and evaluations of operations and processes, and make recommendations to strengthen internal controls for postal systems, in order to improve the safety and security of the nation's mail system, postal data and information systems, and postal employees.
- Collaborate and share data and knowledge across components, leveraging Office of Investigation data and trends to inform audits.

- Inform postal management, the Board of Governors (Governors), the PRC, 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.

Key Performance Indicators

- 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 agreed to by end of resolution process.
- Percentage of audits and evaluations completed on time.
- Number of Congressional and stakeholder outreach efforts.

STRATEGIC GOAL #2: Foster Integrity by Detecting and Preventing Fraud, Waste, and Abuse in Postal Programs

Objectives

- Conduct impactful investigations and audits that enhance the integrity and security of Postal Service products, services, and people.
- Proactively address areas of risk to financial processes, contracting, or other large postal portfolios; 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, as well as fostering integrity in the workplace.
- Conduct objective, independent, timely, high-quality, and impactful 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.

- Enhance timely collaboration between OIG components, leveraging insights from the Office of Audit to help identify and address systemic areas of fraud, waste, and abuse in the Postal Service.
- Identify, investigate, and refer for prosecution criminal organizations that are targeting, recruiting, and utilizing postal employees to engage in other illegal activity.
- Provide oversight of the U.S. Postal Inspection Service (Inspection Service), and its investigative programs.

Key Performance Indicators

- Number of resolved investigations.
- Number of investigations referred for criminal, civil, and administrative action.
- Number of investigations initiated based on analytics tools.
- Number of identified criminal organizations working with postal employees.
- Total investigative financial impact (cost avoidances and fines, recoveries, and restitutions to the Postal Service).
- Percentage of medium/high impact investigative work.
- Number of analytics tools completed to support investigations and audits.

STRATEGIC GOAL #3: Pursue Excellence Through Developing Our People and Advancing Innovations

Objectives

- Respect and develop our people and sustain our performance culture with challenging and satisfying work that adds value to the Postal Service and supports the OIG's mission.
- Inform and connect OIG employees through the use of innovative technology.

Implementation Strategies

- Recruit, retain, and develop a highly skilled, professional, knowledgeable workforce, and foster a culture that shares information and develops leaders.
- Encourage employee ideas and suggestions for organizational improvement.
- Leverage data analytics and technology solutions (robotic process automation, artificial intelligence) to provide timely information to employees, increasing efficiency and productivity.

- Focus on maintaining a high-performance culture while maintaining employees' work-life balance by using evidence-based decision making to allocate resources and identify structural and operational changes that will increase efficiency.

Key Performance Indicators

- Component timeliness and Customer Satisfaction Survey results.
- Number of high-impact innovations implemented.
- Number of products that showcase technology tools or capabilities.
- Number of data analytics, dashboards, and sites used effectively in audits and investigations.
- Return on budget invested in training over time.
- Percentage of employees who engage in leadership development (i.e. National Leadership Development Program, acting assignments, leadership courses, mentoring, etc).

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Appendix A: Strategic Alignment and Planning

Our offices of Audit and Investigation 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 and PRC management with information to address emerging strategic issues, especially with the rollout of the Postal Service's DFA. This includes major risks, revenue opportunities, and management challenges facing the organizations. It is critical that the OIG's audits focus on the areas of greatest financial and business impact. Therefore, OA uses data analytics to identify high risk areas in the Postal Service's national infrastructure and highlight cost savings opportunities. OA organizes its work into five functional areas:

- The **Mission Operations** audit area focuses its oversight on the operational functions of mail processing, transportation, and delivery.
- The **Finance, Pricing, and Human Capital** audit area examines the efficiency and effectiveness of the Postal Service in areas of financial reporting, financial management, human capital management, and data collection systems and processes utilized to report pricing and costing information to the Postal Regulatory Commission.
- The **Retail, Marketing, and Supply Management** audit area oversees critical changes to the Postal Service's retail platform and operations, product development and customer engagement, and contracting practices and support. This group also conducts critical oversight of ongoing infrastructure changes, including those needed to support fleet electrification.
- The **Inspection Service, Cybersecurity and Technology** audit area consists of a unique blend of auditors and analysts who conduct oversight of the Postal Inspection Service — including the efforts to combat and address mail theft — and the Postal Service's cybersecurity and technology processes, tools, and operations.
- The **Field Operations** audit area relies heavily on data analytics to target high risk delivery and processing facilities based on a series of operational risk factors and trip wires. Completed in a short time, these audits provide valuable results and actionable recommendations to the Postal Service. This group also conducts important oversight of the election process, peak season performance, and the PRC.

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 and opportunities for innovation within both the Postal Service and PRC. OA executives update their annual assessments of key risk factors and discuss the assessments with all OIG executives. Once this is complete, to ensure we are focusing on the highest priorities, OA uses a revamped audit planning process, which includes a strategic assessment of operations and other key functions, coupled with the annual risk assessment, to result in a strategic foundation from which to launch formal audits. This new process ensures our audit planning continues to align with the strategic priorities of the Postal Service and the PRC, any changes resulting from implementation of the DFA plan, and the overall effect on the quality and timeliness of service to customers.

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, postal contractors, and external subjects who conspire with them.
- 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.
- 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 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 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 on September 30, 1996, by the Omnibus Consolidated Appropriations Act of 1997, Public Law No. 104-208. General OIG authority comes from the Inspector General Act of 1978 (IG Act), as amended, codified at 5 U.S.C. Chapter 4, 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 required 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 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 Service Reform Act of 2022, Public Law No. 117-108, authorized and required the Postal Service OIG to assume oversight responsibilities over the PRC. Our oversight authority with respect to the Postal Service applies equally to the PRC, except that we report to the Commissioners of the PRC on such oversight matters, instead of to the Governors.

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 PRC.

OFFICE OF INSPECTOR GENERAL

UNITED STATES POSTAL SERVICE



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