



United States Government
National Labor Relations Board
Office of Inspector General

Strategic Plan
Fiscal Years 2021 to 2026

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A MESSAGE FROM THE INSPECTOR GENERAL

I am pleased to present the National Labor Relations Board (NLRB) Office of Inspector General (OIG) Strategic Plan for Fiscal Years 2021 to 2026. The Plan provides an overview of the OIG's strategic goals and objectives.

Our Strategic Plan is the culmination of a process requiring reflection and dialogue, during which OIG staff views and input were solicited and considered when finalizing our strategic goals, objectives, and priorities. Our approach is to strive for excellence in process and results. Through our goal-oriented approach, we produce relevant, timely, and impactful results; maintain a high morale among our staff by seeking employee engagement and engaging in transparent decision making. We also leverage technology to share information and foster collaboration.

These strategic goals will guide the OIG staff as they provide independent oversight of the NLRB's programs and operations.



David Berry
Inspector General

STRATEGIC ENVIRONMENT

OFFICE OF INSPECTOR GENERAL STRUCTURE

The OIG is composed of the Audits Section, the Investigations Section, and the Legal Counsel Section. The Audits Section conducts, coordinates, and supervises independent audits of the Agency's programs and operations. The Investigations Section investigates allegations of criminal, civil, and administrative violations relating to NLRB programs and operations by NLRB employees as well as external parties. The Legal Counsel Section serves as the general counsel to the Inspector General and the OIG staff in all matters relating to the OIG's operations and activities.

The OIG continues to develop a culture of leadership, which will ensure consistency and continuity in the OIG's business practices and operations. Our strategic planning process provides OIG employees with opportunities to contribute to the development of the OIG's strategic goals, objectives, and priorities.

MISSION, VISION, AND VALUES

Mission

The mission of the OIG is to promote the integrity, efficiency, and effectiveness of the critical programs and operations of the NLRB and to detect and prevent fraud and abuse in such programs. We accomplish this mission by the following:

- Conducting independent and objective audits and other reviews of NLRB programs and operations;
- Conducting independent and objective investigations of potential criminal, civil, and administrative violations that undermine the ability of the NLRB to accomplish its statutory mission;
- Preventing and detecting fraud and abuse in NLRB programs and operations;
- Identifying vulnerabilities in NLRB systems and operations and making recommendations to improve them;
- Communicating timely and useful information that facilitates management decision making and the achievement of measurable gains; and
- Keeping the Congress, Chairman, and Board fully and currently informed of significant issues and developments.

Vision

The OIG is an independent, professional organization that contributes to the success of the NLRB and acts as a catalyst for positive change in the NLRB's programs and operations. We realize this vision by being engaged, insightful, proactive, and versatile.

Values

The OIG recognizes several values that apply to its work. These values are also fundamental to the OIG accomplishing its mission and conducting its daily operations.

INTEGRITY: Consistent with the Inspector General Act, as amended, the OIG is independent and objective in its activities. We hold ourselves and each other to the highest ethical standards.

EXCELLENCE: The OIG is committed to the highest standards of excellence in pursuing its mission.

ACCOUNTABILITY: The OIG embraces the responsibility with which it is charged. We hold ourselves accountable to the public and take responsibility for achieving the OIG's mission.

EFFECTIVENESS: The OIG strives to work creatively, proactively, and effectively in performing its oversight work and continually looks for ways to make its business processes more efficient and effective.

TEAMWORK: The OIG recognizes that its success lies in working together; fostering an inclusive and mutually supportive environment; and providing each team member opportunities to contribute, develop, grow, and learn.

FAIRNESS: The OIG treats its employees and all its stakeholders with dignity, fairness, professionalism, and respect. We follow applicable professional standards and ensure that we make decisions in a fair and ethical manner.

OIG Leadership Values

OIG management has identified the following leadership values that guide OIG leadership in its daily endeavor to strive for continued excellence with our results, people, and processes.

INTEGRITY: We do the right thing for the right reasons. Our actions are guided by consistent principles of honesty, accountability, fairness, courage, trust, and humility.

COMPETENCE: We hire leaders who are skilled in their fields of expertise and know how to lead others to accomplish accurate, reliable, value-added results. Our leaders develop and mentor our staff, set the right goals and objectives, and adapt to changing conditions to achieve optimal effectiveness, efficiency, and organizational success.

COLLABORATION: We work together in a manner that facilitates harmonious communication internally and externally. Our leaders encourage the exchange of information, feedback, and other points of view to achieve the OIG's mission.

OUR APPROACH: THE OIG STRIVES FOR CONTINUED EXCELLENCE WITH OUR RESULTS, PEOPLE, AND PROCESSES.

STRATEGIC GOAL 1: Deliver results that promote integrity, efficiency, and effectiveness in the NLRB's programs and operations.

OBJECTIVE 1.1: Produce relevant, timely, and impactful results.

Priorities:

- Issue accurate, clear, concise, and convincing products;
- Continuously monitor and assess NLRB programs and operations to identify emerging and high-risk areas, and target resources accordingly;
- Complete audits in a timely manner as established in the Annual Audit Plan and the individual audit plans;
- Issue the Annual Audit Plan in the first month of the Fiscal Year; and
- In administrative misconduct matters, within 90 days complete investigative field work and issue the report.

OBJECTIVE 1.2: Continually enhance the quality of our products in accordance with applicable professional standards.

Priorities:

- Identify opportunities to enhance quality controls and streamline reporting processes;
- Issue reports that contain no typographical errors; and
- Ensure the integrity of OIG operations through timely and effective quality assurance programs.

STRATEGIC GOAL 2: Advance an inclusive and dynamic OIG culture that inspires high performance.

OBJECTIVE 2.1: Maintain high staff morale through employee engagement and transparent decision making.

Priorities:

- Leverage individual and team contributions to achieve high-level organizational performance;
- Employ, retain, and engage a highly qualified, motivated, and diverse workforce;
- Ensure that all OIG employees meet or exceed the OIG training requirements;
- Promote initiatives that improve employee satisfaction and foster a positive work environment; and
- Foster a transparent environment that includes updating staff on decisions/directions affecting the OIG.

OBJECTIVE 2.2: Increase collaboration and staff knowledge to promote information sharing, continuous learning, and teamwork in support of the OIG's mission.

Priorities:

- Create more collaborative communication opportunities to enhance the OIG staff's understanding of critical issues and decisions;
- Encourage collaboration and information sharing throughout the OIG; and
- Provide opportunities for the OIG staff to develop professional and leadership skills.

STRATEGIC GOAL 3: Improve the effectiveness and efficiency of OIG processes through continuous innovation, collaboration, and communication.

OBJECTIVE 3.1: Leverage technology to share information and foster collaboration.

Priorities:

- Seek opportunities to use technology to improve information gathering and presentation; and
- Continue to provide employees with the information technology and tools that enhance mobility, collaboration, and communication.

OBJECTIVE 3.2: Enhance the OIG's processes to further the OIG's mission.

Priorities:

- Review and solicit feedback on OIG policies, procedures, and processes to identify potential improvements and/or sound business practices;
- Review NLRB policies and procedures to assess OIG applicability and issue guidance to staff as needed; and
- Develop and use innovative methods to identify oversight opportunities.

OBJECTIVE 3.3: Continue the OIG's efforts to communicate the mission and role of the office to our stakeholders.

Priorities:

- Continue effective communication with internal and external stakeholders;
- Meet monthly with the Board and at least annually with the Agency's Congressional oversight committee staff; and
- Enhance outreach efforts to promote awareness of the OIG's mission by meeting with new Presidential appointees and Regional Directors to ensure that they have an understanding of the OIG mission and processes; conducting outreach with field staff through the exchange programs; and offering outreach programs to the bargaining units.

OIG GENERAL OFFICE CONTACT INFORMATION

TELEPHONE: (202) 273-1960

WEB: <https://www.nlr.gov/about-nlr/who-we-are/inspector-general>

MAIL: Office of Inspector General
National Labor Relations Board
1015 Half Street, SE
Washington, DC 20570

REPORT FRAUD, WASTE, OR ABUSE

To report suspected fraud, waste, or abuse in NLRB programs or operations, as well as NLRB staff or contractor misconduct, use our online OIG hotline complaint form at <https://apps.nlr.gov/webform/webform1.aspx>, call (800) 736-2983 or (202) 273-1960, or email at OIGHotline@nlrb.gov.

In accordance with the Inspector General Act, as amended, information regarding the identity of individuals who contact the OIG to make a report is held in confidence. Although the OIG encourages complainants to provide information on how we may contact them for additional information, we also accept anonymous complaints.

COMMENTS AND IDEAS

The NLRB OIG also seeks ideas for possible future audits, evaluations, or reviews. We will focus on high-risk programs, operations, and areas where substantial economies and efficiencies can be achieved. Please send your input to OIGHotline@nlrb.gov.