

Office of Inspector General



Strategic Plan

FY 2004 - 2008

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FDIC Office of Inspector General Strategic Plan Framework

(2004-2008)



VISION

The agency and Congress see us as a valuable part of the Corporation and we are viewed as one of the best OIGs in government.

MISSION

The Office of Inspector General promotes the economy, efficiency, and effectiveness of FDIC programs and operations, and protects against fraud, waste, and abuse, to assist and augment the FDIC's contribution to the stability of, and public confidence in, the nation's financial system.

STRATEGIC GOALS

Value and Impact

OIG products will add value by achieving significant impact related to addressing issues of importance to the Chairman, the Congress, and the public

Communication and Outreach

Communications between the OIG and the Chairman, the Congress, employees, and other stakeholders will be effective

Human Capital

The OIG will align its human resources to support the OIG mission

Productivity

The OIG will effectively manage its resources

STRATEGIC OBJECTIVES

OIG will contribute to ensuring the:

- Protection of insured depositors
- Safety and soundness of FDIC-supervised institutions
- Protection of consumer rights
- Achievement of recovery to creditors of receiverships
- Effective management of agency resources

OIG will foster effective:

- Agency relations and communications
- Congressional relations and communications
- OIG employee relations and communications
- Relations and communications with other OIG stakeholders

OIG will enhance:

- Workforce analysis and planning
- Competency investments
- Leadership development
- The development of a results-oriented high performance culture

OIG will ensure:

- OIG processes are efficient
- OIG products meet quality standards

CORE VALUES

Communication

Objectivity

Responsibility

Excellence

Introduction

The Government Performance and Results Act of 1993 (Results Act or GPRA) was enacted to improve the management, effectiveness, and accountability of federal programs. The Results Act requires most federal agencies, including the Federal Deposit Insurance Corporation (FDIC), to develop a strategic plan that broadly defines the agency's mission and vision, an annual performance plan that translates the vision and goals of the strategic plan into measurable objectives, and an annual performance report that compares actual results against planned goals.

The FDIC Office of Inspector General (OIG) strongly supports the Results Act and is fully committed to applying its principles of strategic planning and performance measurement and reporting to our operations. Doing so will enable us to demonstrate that we are providing value to the Corporation and will help identify where changes are needed to improve organizational effectiveness and efficiency. This strategic plan lays the foundation for establishing goals, measuring performance, and reporting accomplishments consistent with the principles and concepts of the Results Act and serves as the basis for the annual planning process in the OIG.

Our strategic plan sets forth the broad goals and objectives for implementing the OIG's mission of promoting economy, efficiency, and effectiveness, and protecting against fraud, waste, and abuse in FDIC programs and activities over the next 5 years. The plan focuses on long-term goals and objectives related to providing products that add value to Corporation programs and operations. It also focuses on maintaining effective external communications with stakeholders, aligning human resources to support the OIG mission, and effectively managing our resources. Our strategic plan also includes a description of the means, strategies, and resources that will be needed to achieve our goals and objectives, and identifies key external factors that could affect our ability to accomplish the stated goals.

The OIG recognizes that strategic planning supported by performance goal setting and measurement is an ongoing and evolutionary process that requires continuous monitoring. We further recognize the importance of results-oriented goals and alignment with the Corporation's strategic goals and objectives. Accordingly, we continually reevaluate our strategic and performance plans and goals to ensure consistency with the objectives of the Results Act in concert with the IG Act and the Corporation's goals.

Mission and Vision

OIG Mission

Federal OIGs have responsibility to report on current performance and accountability and to foster good program management to ensure effective government operations. The Inspector General Act of 1978, as amended, created the OIGs to:¹

- Conduct, supervise and coordinate audits and investigations relating to the programs and operations of their agencies;
- Review existing and proposed legislation and regulations to make recommendations concerning the impact of such legislation and regulations on economy and efficiency or the prevention and detection of fraud and abuse;
- Provide leadership for activities designed to promote economy, efficiency, and effectiveness, and to promote efforts to reduce fraud, waste, and abuse in the programs and operations of their agencies;
- Coordinate relationships between the agency and other Federal agencies, State and local government agencies, and non-government agencies to promote economy and efficiency, to prevent and detect fraud and abuse, or to identify and prosecute participants engaged in fraud or abuse;
- Inform their agency heads and Congress of problems in their agencies' programs and operations and the necessity for and progress of corrective actions; and
- Report to the Attorney General whenever the Inspector General has reasonable grounds to believe there has been a violation of Federal criminal law.

In addition to audits and investigations referenced in the first item above, OIGs may conduct, supervise, and coordinate inspections and evaluations, and other reviews related to the programs and operations of their agencies.

Our Mission Statement

The Office of Inspector General promotes the economy, efficiency, and effectiveness of FDIC programs and operations, and protects against fraud, waste, and abuse, to assist and augment the FDIC's contribution to the stability of, and public confidence in, the nation's financial system.

¹ IG Act, Section 2 and Section 4.

Our Vision Statement

The agency and Congress see us as a valuable part of the Corporation and we are viewed as one of the best OIGs in government.

CORE Values

The OIG has adopted the following “CORE” values to guide us in achieving our mission, goals, and objectives:

***C*ommunication.** The OIG strives for an environment of open and honest communication both among our people and with our customers and stakeholders. We listen to, learn from, and collaborate with our employees and stakeholders. We will build responsive and constructive relationships with corporate officials based on a shared commitment to improving program and operational effectiveness.

***O*bjectivity.** The OIG will maintain personal, external, and organizational independence so that our opinions, conclusions, and recommendations will be impartial and will be viewed as impartial by knowledgeable third parties. We will exercise objective and unbiased judgement on all issues associated with conducting and reporting on our work.

***R*esponsibility.** The OIG works toward ensuring that all employees have a clear understanding of what is expected of them. We believe that each individual is responsible and accountable for his or her actions and should be mindful that these actions always reflect on our customers’ perception of the OIG. We respect all of our employees because they are important, trusted, and the key to continued improvement of our services to all customers.

***E*xcellence.** The OIG’s products and services must always be of the highest quality. They are defined by their accuracy, fairness, and usefulness to our customers. The OIG acknowledges that growth and vision are crucial to the success of our office. We must learn from the past and anticipate and prepare for the future. We are committed to taking actions, whenever necessary, to adapt to a changing environment in order to achieve and maintain the level of excellence expected of us by our customers.

The OIG also embraces the Corporation’s core values that follow:

***F*inancial Stewardship.** The FDIC is committed to being a responsible fiduciary in its efforts to provide insured institutions the best value for their contributions to the insurance funds.

***E*ffectiveness.** The FDIC’s reputation rests on its professionalism, its adherence to the highest ethical standards, and its skilled and dedicated workforce.

***R*esponsiveness.** The FDIC strives to respond rapidly, innovatively and effectively to risks to the financial system. It works effectively with other federal and state supervisors to achieve consistency in policy and regulation. It seeks and considers information from the Congress, the financial institution industry, individuals seeking and receiving financial services, and others

outside the FDIC in the development of policy. The FDIC seeks to minimize regulatory burden while fulfilling its statutory responsibilities.

Teamwork. The FDIC promotes and reinforces a corporate perspective and challenges its employees to work cooperatively across internal and external organizational boundaries.

Fairness. The FDIC strives to treat everyone fairly and equitably. It exercises its responsibilities with care and impartiality; promotes a work environment that is free of discrimination and values diversity; and adheres to equal opportunity standards.

Service. The FDIC's long and continuing tradition of public service is supported and sustained by a highly skilled and diverse workforce that responds rapidly and successfully to changes.

Integrity. The FDIC strives to perform its work with the highest sense of integrity, requiring the agency to be, among other things, honest and fair. The FDIC can accommodate the honest difference of opinion; it cannot accommodate the compromise of principle. Integrity is measured in terms of what is right and just, standards to which the FDIC is committed.

Strategic Outlook

This section summarizes the OIG's strategic outlook as we continue to strive to achieve our mission through accomplishment of our strategic goals and objectives.

Corporate Environment and Management Challenges at the FDIC

Corporate Environment

The strategic outlook for the OIG, established within the corporate environment, must necessarily give primary consideration to the challenges that the Corporation will face now and in the future in meeting its mission. Accordingly, the OIG must continually evaluate major corporate challenges and issues in order to identify corporate vulnerabilities (to fraud, abuse, and inefficient, uneconomical and ineffective activities) that we must address to meet our mission under the Inspector General Act.

In February 2002 at an Executive Leadership Conference, FDIC Chairman Donald Powell announced a new vision for the Corporation. He envisions the FDIC providing timelier and better banking-related information than anyone else; recognizing and responding to emerging risks before they threaten safety and soundness or harm consumers; and becoming the authority and resource that the Congress, media, and others turn to for guidance. The OIG fully supports that vision for the Corporation and will do all it can, in partnership with the Corporation, other financial regulatory agencies, and the Inspector General community, to help make it a reality.

The Chairman has also developed annual corporate performance objectives to accomplish the Chairman's vision. These performance objectives included a reorganization during 2002 that continued into 2003 with a reduction-in-force that resulted in a streamlined but more agile and efficient workforce of the FDIC. The Chairman is further challenging his executive team with a leadership agenda that includes additional corporate and division/business line initiatives in the areas of policy leadership, management of the insurance funds, and stewardship. These initiatives, together with the performance measures under the FDIC's GPRA performance plans, are serving to foster an environment of accomplishment and a renewed focus on results.

Management and Performance Challenges Facing the FDIC

In the interest of improving federal performance government-wide, the Senate Governmental Affairs Committee has asked Offices of Inspector General to annually identify the most significant management challenges facing their agencies. At the FDIC, our office has identified and reported these challenges to the Chairman, the Congress, and others through our Semiannual Reports to the Congress. In addition, the Reports Consolidation Act of 2000 (RCA) provides that an agency producing a consolidated performance and accountability report will include a statement prepared by the agency's Inspector General that summarizes the most serious management and performance challenges facing the agency. Beginning in 2002, the FDIC decided to prepare a consolidated performance and accountability report consistent with the RCA. This report consolidates the FDIC's Chief Financial Officers Act Report, the Program Performance Report, and the traditional Annual Report. In the spirit of the RCA, the Inspector General provides for inclusion in the consolidated report an annual statement that identifies the most serious management and performance challenges facing the Corporation. For the 2003

FDIC consolidated report, the OIG identified management and performance challenges in the following areas.

- Adequacy of Corporate Governance in Insured Depository Institutions
- Protection of Consumer Interests
- Management and Analysis of Risks to the Insurance Funds
- Effectiveness of Resolution and Receivership Activities
- Management and Security of Information Technology Resources
- Security of Critical Infrastructure
- Management of Major Projects
- Assessment of Corporate Performance
- Organizational Leadership and Management of Human Capital
- Cost Containment and Procurement Integrity

The OIG will continue to evaluate and annually update the challenges and will pursue audits, evaluations, investigations, and other reviews that address these challenges and related corporate risks. Although the most serious management and performance challenges may change during the period covered by this strategic plan, we believe many of the above-listed issue areas will continue to present challenges to management into the foreseeable future.

OIG Strategic Challenges and Strategies

The OIG is faced with the challenge of designing audit, evaluation and investigation strategies which provide the highest value, or greatest return, in identifying and minimizing the vulnerabilities and risks the Corporation faces as it addresses its formidable challenges. As the Corporation identifies its priorities and develops strategies to operate into the future, the OIG recognizes it must stay abreast of changes and reevaluate its priorities and strategies in light of the Corporation's needs.

Audit and Evaluation Strategies

The Office of Audits develops and issues annual *Assignment Plans* which present projects designed to help the FDIC successfully address risks, meet its many challenges, and accomplish its strategic goals. The plan provides a key mechanism to assist the OIG in achieving its first strategic goal (value and impact): OIG products will add value by achieving significant impact related to addressing issues of importance to the Chairman, the Congress, and the public.

The audit assignment plan is based on OIG's assessment of risks to the FDIC in meeting its strategic goals and objectives, consistent with the Chairman's priorities. This risk assessment process is linked to OIG's identification of management and performance challenges, as discussed above. This planning process is coordinated with the FDIC Audit Committee and senior FDIC management. Reports and products issued under the assignment plan are intended to produce constructive recommendations for improving programs and activities, and achieve economies and efficiencies in operations. As such, we believe the projects will enhance FDIC corporate governance and contribute to the Corporation's overall risk management activities.

The Office of Audits also maintains flexibility in its assignment planning to meet the changing needs of the Corporation. In keeping with the OIG's commitment to perform assignments that

are meaningful to the Corporation and that address corporate risks, the Office of Audits will be mindful of the “next best audit to perform” to ensure that all assignments meet identified and emerging risks. To this end, during the fiscal year, higher priority assignments may be substituted for those provided in the assignment plan, as appropriate.

Audit and evaluation work addresses the Corporation's three principal operational areas as discussed in the FDIC *Strategic Plan – Insurance, Supervision, and Receivership Management*. Our work also addresses a fourth area of corporate attention discussed in the FDIC *Strategic Plan – Resource Management*. This includes the FDIC’s human, financial, and technological resources essential to the successful accomplishment of the Corporation’s mission and its annual performance goals.

The Office of Audits manages its audit and evaluation activity through the following five operating directorates:

- Insurance, Supervision, and Consumer Affairs
- Resolution, Receivership, and Legal Affairs
- Information Assurance
- Resource Management
- Corporate Evaluations (Corporate-wide reviews that crosscut corporate operational areas)

The Appendix depicts how audit and evaluation planning by OA Directorate relates to the OIG and FDIC strategic goals and objectives, as well as the management and performance challenges facing the FDIC. The table reflects a comprehensive approach to addressing FDIC strategic goals, risks, and management and performance challenges. All challenges and risks cannot be addressed each year but should be addressed over the multi-year period covered by this plan.

Investigative Strategies

OIG investigative strategies and initiatives will add value to the Corporation’s programs and operations by identifying and investigating instances of fraud, waste, and abuse and other conduct leading to criminal, civil, and administrative penalties and recoveries. Several key investigative strategies and initiatives are discussed below.

- *Solvent/Insolvent Banks* – OIG continues to work closely with U.S. Attorney’s Offices, the FBI, and FDIC’s Division of Supervision and Consumer Protection (DSC) in addressing fraud at open and failed institutions. As federal law enforcement resources have had to be redirected to terrorism investigations, U.S. Attorneys’ Offices and the FBI are increasingly seeking OIG assistance in pursuing investigations of fraud at open and failed institutions. In addition to criminal prosecutions stemming from its investigations at open and failed institutions, OIG has been working with FDIC Legal and DSC to incorporate appropriate enforcement actions in the plea bargaining process, to prohibit offenders from future participation in banking.
- *Communication with DSC* – OIG communicates on an ongoing basis with DSC on matters relating to investigations of fraud at both open and closed institutions. Our relationship with DSC with respect to these cases has become increasingly collaborative; as we work together to aggressively combat fraud and obstruction that harm FDIC regulated and/or insured

institutions. To this end, we meet routinely with DSC officials. In addition to quarterly meetings with DSC's Special Activities Section in Washington, OIG representatives make regular visits to DSC regional and area offices to hold meetings with DSC managers. On average we visit two offices a quarter, with a goal of visiting all eight offices each year. During these meetings, we review our ongoing cases involving open and closed institutions and discuss issues of mutual concern. In addition to these management meetings, OIG agents have been making presentations to DSC staff at various field offices, to provide an overview of our Office of Investigations operations and address our role in investigating financial institution fraud. OIG continues to work with DSC and other FDIC program offices in developing and presenting training on "lessons learned" from our cases that may provide insight into bank failures and red flags of fraud at financial institutions.

In addition, OIG issues quarterly reports to DSC officials outlining the status of investigations involving open and failed institutions. At the conclusion of these cases, we also issue memorandum reports to DSC outlining the results of the investigation. As actions of significance occur in our cases, we provide DSC with relevant highlight reports, copies of indictments, and relevant press releases and news articles. Working collaboratively, OIG and DSC has issued a revised agreement relating to our investigations at open institutions, under which DSC now notifies OIG of the filing of certain Suspicious Activity Reports.

Cooperative Efforts with DRR/Legal – OIG continues to coordinate closely with the FDIC's Division of Resolutions and Receiverships (DRR) and the Legal Division to address fraudulent concealment of assets by those who have been ordered to pay FDIC restitution. Under protocol established between our offices, OIG will undertake a criminal investigation when DRR/Legal finds evidence that an individual has concealed or fraudulently transferred assets to avoid payment of restitution to FDIC. OIG and DRR worked together to issue new guidelines outlining our respective roles at bank closings. OIG continues to attend all bank closings where fraud is suspected and to coordinate with DRR before, during and after the closing. The new guidelines are designed to preserve evidence for criminal prosecution purposes while enabling DRR to access and protect records necessary for resolution of the institution. OIG continues to hold quarterly meetings with DRR/Legal Headquarters officials and meets periodically with DRR managers in Dallas. We also issue quarterly reports to DRR and Legal officials outlining our investigations related to failed institutions, asset concealment, and fraud in the sale of assets. As significant actions occur in these cases, we provide DRR with relevant highlight reports, copies of indictments, and related press releases and news articles. We also forward all judgment orders stemming from our cases to DRR for their use in collecting court-ordered restitution. OIG has also been working with DRR and other FDIC officials in identifying red flags and patterns of fraud found in failed bank institutions. For instance, we recently participated on a team that developed a paper on the "Root Causes of Bank Failures from 1997 to Present," for a symposium DRR is sponsoring on "Why Banks Fail." Our agents also make periodic presentations to DRR and Legal staff outlining "lessons learned" from our bank failure investigations.

Electronic Crimes Team – As computers continue to become a major part of the business operational environment, the risk of electronic-related fraud has increased. The OIG is committed to meeting the needs of FDIC and the banking community to combat electronic fraud. As a result, the OIG established an Electronic Crimes Team (ECT) and computer forensic laboratory, housed in Washington, DC, to investigate unauthorized computer intrusions, computer-related fraud impacting FDIC operations, and to provide computer

forensic support to OIG investigations. ECT coordinates with DIRM, and affected FDIC program offices in investigating computer-related crimes. In providing computer forensic support to OIG investigations, the ECT prepares search warrants for electronic media, provides on site support for serving such warrants, conducts laboratory analysis of the evidentiary content of electronic media seized during criminal investigations, and provides technical advice when computer media are used to perpetrate traditional crimes. The ECT also attends all bank closings where fraud is suspected, and images computer data for evidentiary purposes in resultant criminal prosecutions. The ECT also shares copies of the imaged files with FDIC for their use in resolving the institution and pursuing bond claims. The ECT has also been assisting DRR/Legal as they research the feasibility of creating imaging capability of their own. OIG ECT agents receive intensive training on how to search, seize, and analyze computer systems and evidence encountered during the course of an investigation and during execution of search warrants. The ECT has made training presentations to FDIC staff at various conferences and meetings to make them aware of the ECT capabilities and to outline procedures that should be followed to preserve computer evidence. The ECT also worked with DRR in developing guidelines to be followed at bank closings for the purpose of preserving evidence. The ECT attends meetings with closing team members in advance of scheduled bank closings, to review the bank's computer configuration and reach agreement on how to proceed with securing data at the closing.

Resource Management and Mission Support Strategies

Achieving audit, evaluation, and investigative strategies requires critical mission support functions and effective management of human capital, technology, and internal processes. Resource management and mission support activities and strategies are discussed beginning on page 18.

OIG Strategic Goals and Strategic Objectives

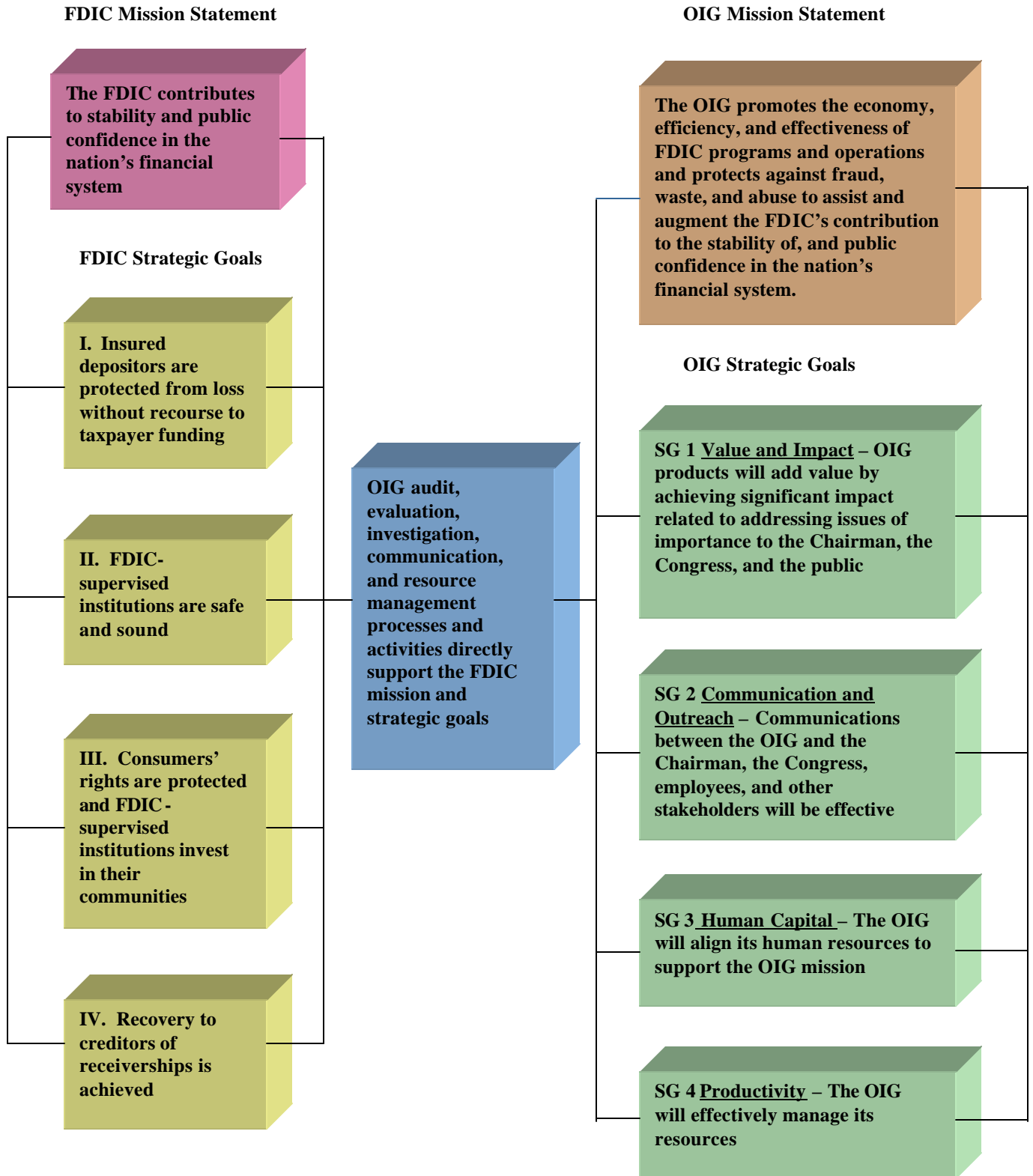
The OIG Strategic Plan focuses on four strategic goals and 15 strategic objectives. The goals and objectives are presented graphically on the next five pages. Page 13 presents the OIG's mission statement and strategic goals in relation to the FDIC's mission statement and strategic goals. As portrayed on this page, the OIG's strategic goals link to and directly support the FDIC's strategic goals. Presented separately on pages 14 – 17 are the OIG's four strategic goals, which are briefly described below, and the related strategic objectives.

Strategic Goals and Objectives

- *Value and Impact* – Strategic Goal 1 focuses on products adding value to the Corporation by achieving significant impact related to addressing issues of importance to the Chairman, the Congress, and the public.
- *Communication and Outreach* – Strategic Goal 2 focuses on fostering effective communications and relations with the agency, Congress, OIG employees, and our other stakeholders.
- *Human Capital* – Strategic Goal 3 focuses on aligning and integrating our human capital policies and procedures to support the OIG mission.
- *Productivity* – Strategic Goal 4 focuses on effectively managing our resources to improve the quality and efficiency of our products and processes

To implement our strategic plan and achieve our strategic goals and objectives, the OIG's Annual Performance Plans will establish specific performance indicators and annual goals that are directly linked to our strategic goals and the related strategic objectives. In recognizing the dynamic nature of planning and performance measurement, we are committed to the continued development of performance indicators and goals that better measure the impact and results of our work.

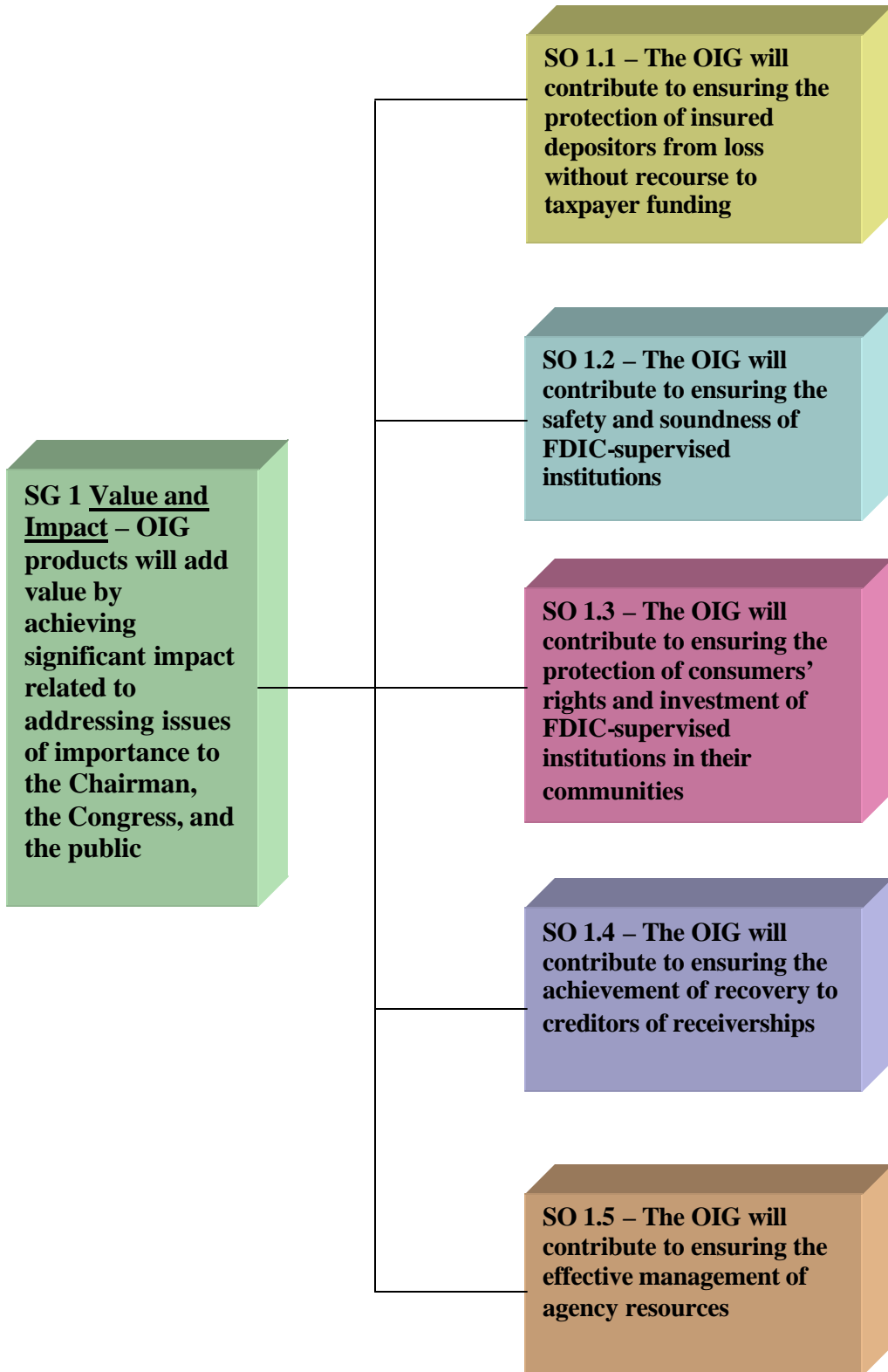
Tree Diagram of OIG Strategic Goals and Objectives FY 2004-2008



Note: The FDIC mission statement shown above is an abbreviated form of the Corporation's official mission statement.

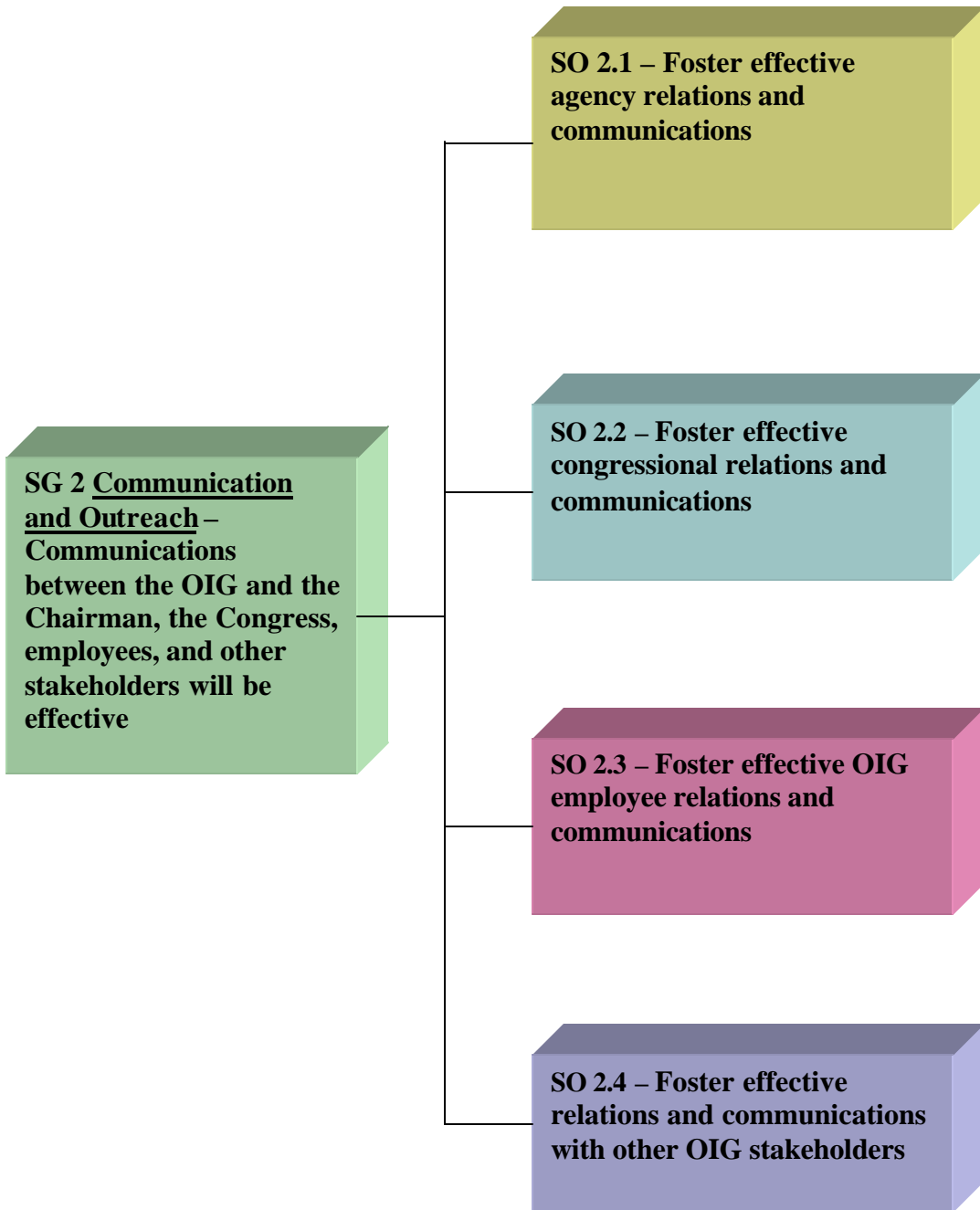
**OIG
Strategic Goal 1**

**Related
Strategic Objectives**



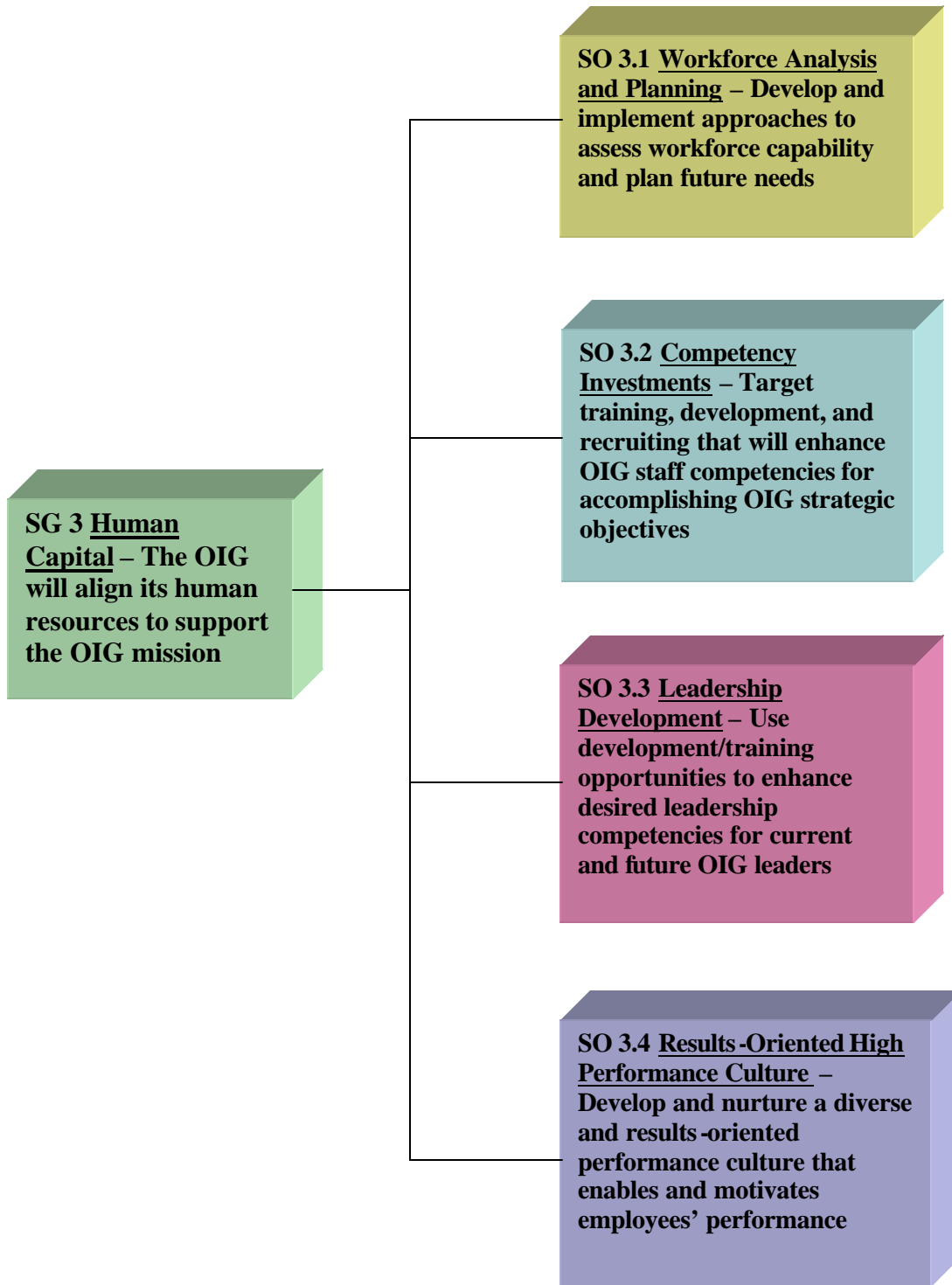
**OIG
Strategic Goal 2**

**Related
Strategic Objectives**



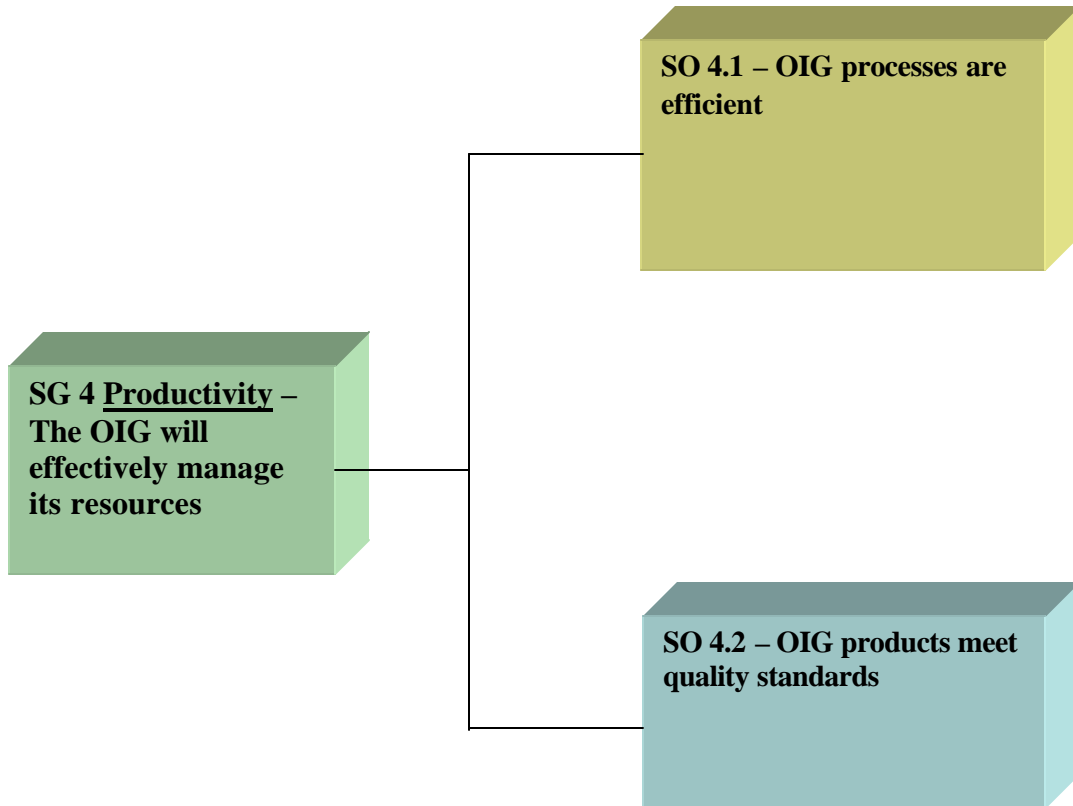
**OIG
Strategic Goal 3**

**Related
Strategic Objectives**



**OIG
Strategic Goal 4**

**Related
Strategic Objectives**



Resource Management

The effective management of OIG's human capital, information technology, and internal processes is essential for efficiently achieving the OIG's mission and strategic goals and objectives. As discussed in this section of the plan, effective management is accomplished by providing strategic focus in the following areas.

- Human Capital
- Information Technology (and Security)
- Quality, Risk Management, and Internal Process Improvement

The OIG must maintain vital mission support functions in addition to the audit, evaluation, and investigative functions discussed in the Strategic Outlook section of this plan. Brief descriptions of the offices providing this critical mission support are presented below.

Office of Counsel

Independent legal services for the OIG, provided by the Counsel to the Inspector General, are a key activity. Counsel's services encompass every facet of OIG operations, including performing research and providing legal advice, counseling, or opinions on audit-, investigative-, and management-related topics; conducting or assisting with litigation affecting OIG, including personnel issues; preparing subpoenas, and seeking to enforce them when necessary; reviewing proposed legislation and regulations affecting FDIC; processing requests under the Freedom of Information Act or the Privacy Act and any related appeals; and representing and negotiating on behalf of OIG clients vis-à-vis other officials within the FDIC, other government agencies, Congress, or other persons outside the FDIC.

Office of Management and Congressional Relations

Effectively managing the OIG's business activities is essential to OIG operations. The OIG's Office of Management and Congressional Relations is responsible for this activity and handles an assortment of responsibilities associated with budgets and financial management, contract administration, human resources, employee development and training, coordination of office-wide policy development and communication, information systems development, and the OIG's computer network. This unit also manages OIG's relations with Congress; responds to congressional inquiries; coordinates OIG's review of proposed legislation and draft corporation policies and procedures; and coordinates the writing and production of the OIG's semiannual report to the Congress that is required by the Inspector General Act.

Office of Quality Assurance and Oversight

Ensuring the quality of OIG work is a high priority. The Office of Quality Assurance and Oversight is responsible for maintaining quality assurance and organizational self assessment programs for OIG activities; performing external quality assurance reviews of other OIGs; internal coordination and external oversight of risk management and internal control activities under the Chief Financial Officers Act and the Federal Managers' Financial Integrity Act; and

internal and external coordination of strategic and performance planning and reporting activities under the Results Act.

Human Capital

Corporate Environment

The FDIC has been in a downsizing mode for the past 10 years as the work associated with the banking and thrift crises of the late 1980s and 1990s has been largely accomplished. During the past year, a number of division mergers and reorganizations took place and the Corporation concluded its 2002 buyout/retirement incentive programs. As of September 30, 2002, the FDIC's buyout/retirement incentive programs achieved a reduction of 699 staff and \$80 million projected savings in future operating costs. In total, over the past 10+ years, the workforce (combined from the FDIC and the Resolution Trust Corporation) has fallen from approximately 23,000 in 1992 to 5,500 as of September 30, 2002. By July 2003, the Corporation has substantially completed the required downsizing and corrected existing skills imbalances by carrying out other features of its comprehensive program such as solicitations of interest, reassignments, retraining, outplacement assistance, and reductions-in-force. As the Corporation adjusts to a smaller workforce, it must continue to ensure the readiness of its staff to carry out the corporate mission.

The Corporation has predicted that almost 20 percent of FDIC employees will be eligible to retire within the next 5 years. The Corporation must continue to conserve and replenish the institutional knowledge and expertise that has guided the organization over the past years. Hiring and retaining new talent will be important, and having hiring and retention policies that are fair and inclusive remain a significant component of the corporate diversity plan.

OIG Human Capital Actions and Strategies

The OIG is undergoing a similar shift in the way we perceive our organization and our business with a smaller, more flexible workforce that is aligned with our mission. The OIG took steps during 2002 in accord with the Chairman's vision, including major efforts to streamline our workforce and work processes. The OIG participated in the Corporation's early retirement and buyout program and modified our structure to realign OIG operations with the critical business lines of the FDIC, geographically as well as functionally. This resulted in the separation of 54 employees, or 25 percent of our April 2002 staff level, and the closure of our San Francisco office during 2002. The OIG plans to have a permanent staff level of 168 in 2003, compared with the 215 staff authorized for 2002. As a result, our 2003 corporate budget is 12 percent less than our 2002 budget.

While restructuring to a smaller workforce, the OIG continues to look to increasing the value of our people and the performance capacity of the OIG. Therefore, strategically managing our human capital in a high-performance culture will be a top priority in our organization. The OIG issued a *Human Capital Strategic Plan* in 2002, which seeks to align and integrate our human resource policies and practices with the OIG mission. As shown on the Tree Diagram of OIG Goals and Objectives on page 13, the alignment of our human resources with our mission is one of our four strategic goals. Our Human Capital Strategic Plan complements the other strategic goals by aligning and integrating human resource policies and practices with our business practices. It also reflects the Chairman's recent goals of having the right number of people with

the needed skills in the right places. Our human capital plan focuses on four areas that are key to maximizing the return on our human capital and sustaining a high-performance organization: workforce analysis; competency investments; leadership development; and a results-oriented, high-performance culture.

Strengthening our workforce capabilities will be particularly important in the next several years to prepare and position us for the future in light of our smaller workforce. As part of the Human Capital Strategic Plan objectives on workforce analysis and competency investments, we are:

- Preparing inventories of existing workforce knowledge and workforce knowledge needed, and identifying gaps in knowledge needed to accomplish future work;
- Identifying and linking competencies needed for every OIG position and aligning them with job descriptions and position selecting factors;
- Developing strategies for closing the identified workforce knowledge gaps, including training, developmental assignments, recruitment and hiring, and contracting;
- Identifying OIG leadership competencies that are consistent with a results-oriented, high-performance culture that effectively manages human capital; and
- Better aligning performance criteria and expectations and rewards/consequences with accomplishing the OIG strategic mission and goals.

Skills Requirements

Reviewing FDIC programs and operations requires a staff with a broad range of knowledge, skills, and abilities. The OIG staff is comprised of auditors, criminal investigators, attorneys, program analysts, computer specialists, and administrative personnel. This highly professional staff holds numerous advanced educational degrees and has attained professional certifications, including certified public accountants, certified internal auditors, and certified fraud examiners. To maintain professional proficiency, each of our staff attains an average of about 50 hours of continuing professional education and training annually. OIG staff must also possess and maintain the necessary skills and abilities of their respective disciplines in order to meet the unique objectives and challenges of their assignments. For example:

- *Auditors* are required to have knowledge of accounting principles and the methods and techniques applicable to government auditing; knowledge of government organizations, programs, activities, and functions they are reviewing; knowledge of applicable statutes and regulations; and the skills to communicate clearly and effectively, both orally and in writing. In addition, depending on the type of audit being conducted, auditors may have to possess knowledge of business, finance, and economics and of other agencies' programs as they relate to FDIC's work, as well as skills in research, statistical sampling, information systems auditing, or other specialized skills as needed.
- *Criminal investigators* are required to have a thorough and current knowledge of federal criminal procedure and laws concerning search and seizure, arrests, advisement of rights, surveillance, and the right to privacy - both personal and financial. They should have knowledge of accounting principles, be proficient at interviewing and eliciting information from all types of sources, and be able to communicate clearly and effectively, both orally and in writing. Because of the complex mission of the FDIC, in addition to the traditional skills associated with their activities, criminal investigators in the FDIC OIG must have significant

knowledge of federal bank regulations and the unique accounting principles associated with modern financial institution activities. Criminal investigators must be able to react quickly and appropriately to changing situations and be able to apply their expertise in use-of-force principles, self-defense, and firearms. The OIG has several agents who are trained as instructors in defensive tactics and firearms. In addition to their investigative duties, these agents provide support and advice to our National Training Officer in administering our training program. The OIG also has an Electronic Crimes Team, staffed by agents who have been trained and certified as seized computer evidence specialists.

New Skills Requirements

Banking activities related to cyber banking, electronic cash, and other highly technical financial delivery systems pose increasing risks that may impact the safety and soundness of the banking industry and, consequently, the deposit insurance funds. In the current technological environment, the banking industry is far more vulnerable to new types of electronic fraud and is becoming more globalized. As such, we need to become more adept at combating computer-related fraud such as identity theft; searching the Internet for banks operating in a fraudulent manner; and searching computers that have been used in the commission of fraud. The transition to a “paperless” environment and a greater reliance on automated systems underscores the need for OIG staff to possess the necessary computer skills and knowledge to audit and investigate effectively in this type of environment.

Analyzing Existing and Needed Workforce Knowledge and Identifying Gaps

To better analyze existing needed business knowledge and skills, we created the *OIG Business Knowledge Inventory System* (BKIS). This inventory system was created by researching other efforts in the federal government and through input from the entire OIG workforce. BKIS will enable the OIG to create a valuable database of business knowledge of OIG employees and determine where knowledge gaps may exist. BKIS was administered to OIG staff in March/April 2003 and we received responses from 81 percent. We have performed detailed analyses of the results and will be providing this information to individual offices for each to identify potential gaps in knowledge. The information is being organized so each office can electronically review each office component. Offices will then prepare action plans specifying how to address any knowledge gaps, e.g., formal training, developmental assignments, recruitment, or contracting.

Integrating Improved Core Competencies into Human Capital System

Consistent with our *Human Capital Strategic Plan*, OIG has initiated a multi-year project to integrate improved core competencies into its Human Capital System. The *OIG Competencies Project* aims to identify those skills and behaviors that staff members need to contribute to the overall mission and goals of the OIG. These core competencies then form the basis of an integrated and strategically aligned human capital system, which includes:

- Position descriptions
- Performance management
- Individual training and development
- Selection and promotions

- Organizational development

The OIG Competency Model will enable us to:

- Align the human resource activities with OIG strategic planning;
- Replace outdated performance criteria developed years ago;
- Communicate new performance expectations clearly for every employee;
- Implement a cornerstone in the *Human Capital Strategic Plan* around which future efforts; including a training curriculum will be developed; and
- Modernize OIG human resource functions with the best practices of high performance organizations in government and the private sector.

Six competencies have been developed that we believe all OIG staff need to contribute successfully to the OIG mission and goals. These competencies form the basis for expectations of every OIG employee, including executives.

- *Achieves Results.* Assumes responsibility and accountability for achieving results in support of the FDIC and OIG missions and goals.
- *Communicates Effectively.* Effectively communicates orally and in writing to promote mutual understanding, effective decision-making, and information gathering.
- *Demonstrates Teamwork.* Builds and maintains inclusive, responsive, and constructive working relationships based on mutual respect and a shared commitment to the OIG's mission, values, and goals.
- *Exhibits Technical Competence.* Demonstrates the technical knowledge, skills, and abilities necessary to effectively carry out the duties and responsibilities of his or her position.
- *Demonstrates Responsibility and Self-development.* Takes personal initiative to improve individual and organizational performance and promote the OIG's values and goals, while exhibiting high standards of professional and ethical behavior and integrity.
- *Leads Effectively* (supervisors only). Creates and maintains a high performance climate where all employees are challenged and encouraged to achieve excellence.

Each of these competencies has been further defined with subsidiary criteria describing the types of performance included under the competency. Full integration of these core competencies into OIG's human capital system will help develop a greater results-oriented, high performance culture and enhance accomplishment of OIG strategic goals and objectives.

Information Technology Management and Security

Corporate Environment

Information technology (IT) continues to play an increasingly greater role in every aspect of the FDIC mission. As corporate employees carry out the FDIC's principal business lines of insuring deposits, examining and supervising financial institutions, and managing receiverships, they rely on information and corresponding technology as an essential resource. Information and analysis on banking, financial services, and the economy form the basis for the development of public policies and promote public understanding and confidence in the nation's financial system. IT is a critical resource that must be safeguarded.

Accomplishing IT goals efficiently and effectively requires sound IT planning and investment control processes. The Corporation must constantly evaluate technological advances to ensure that its operations continue to be efficient and cost-effective and that it is properly positioned to carry out its mission. Management of IT resources and IT security have been the focus of several laws, such as the Paperwork Reduction Act, the Government Information Security Reform Act (GISRA), and most recently, the Federal Information Security Reform Act of 2002 (FISMA). Similar to the requirements of GISRA, under FISMA, each agency is required to report on the adequacy and effectiveness of information security policies, procedures, and practices and compliance with information security requirements of FISMA.

The Corporation is working to implement many sound information system security controls, and to fully integrate these into an entity-wide program. Additionally, efforts to identify sensitive data, plan for and fund essential security measures, incorporate security requirements in FDIC contracts, enhance software configuration management, and measure the overall performance of the information security program need continued attention. In February 2002, the FDIC's Information Security Strategic Plan was approved to address these deficiencies. The plan provides for a sound information security structure and assures the integrity, confidentiality and availability of corporate information assets by proactively protecting them from unauthorized access and misuse. Additionally, a new Financial Environment project has been initiated to analyze the FDIC's business needs and create a financial environment that can best serve and support the FDIC in the future.

OIG Environment

The OIG has set a goal to develop an OIG Information Technology (IT) Strategic Plan to guide internal IT priorities and ensure efficient and secure uses of IT resources within the OIG. The IT Plan will lay the foundation for identifying, selecting, and using technology to support the goals and objectives of the Office of Inspector General, especially those goals and objectives detailed in the OIG's Strategic Plan and the Human Capital Plan. The OIG IT Plan will be revised and updated as needed to adapt to changes in office priorities and technology and achieve the best possible return on investment.

Our overarching IT goal is to better link information technology planning and investment decisions to program missions and goals, thus helping ensure that OIG managers and staff have the IT tools and services they require to successfully and productively perform their work. The OIG IT vision is to enable our managers and staff, through reliable and modern technology, to be more productive and responsive. To help realize the goal and vision, we will pursue IT solutions that optimize our effectiveness and efficiency, connectivity, reliability, and security, and serve as a model organization for employing best practices in managing our IT systems, services and investments.

Quality, Risk Management, and Process Improvement

The OIG's value to the FDIC and to the Congress must be based on a foundation of work that is of the highest quality. Maintaining high standards of quality is essential to achieve the vision, mission and goals laid out in this strategic plan, consistent with our core values. Ensuring quality requires an effective program of risk management to effectively assess and address risks to the OIG and the FDIC. To continue to ensure and enhance our strategic commitment quality

and risk management, we are developing a quality assurance framework and a related enterprise risk management framework.

These complementary initiatives are designed to ensure that our approach to quality and risk management is comprehensive, transparent, and based on world class best practices. As a result, OIG governance will be maintained at the highest level and will incorporate mechanisms for continual improvement.

Quality Assurance Framework

Corporate governance deficiencies in the private sector and related audit quality failures by the public accounting profession have been well publicized. Within the federal inspector general community we have promoted increased attention to audit quality as a key mechanism to prevent similar problems within the public sector. A key aspect has been our leadership role in the recent update of the *Quality Standards for Federal Offices of Inspector General* issued by the President's Council on Integrity and Efficiency and the Executive Council on Integrity and Efficiency. (These councils, established by executive order, coordinate activities within the OIG community and establish professional standards.)

Building on and incorporating the Inspector General Act and other related laws and standards, these updated quality standards for federal IGs encompass the broad range of OIG activities and functions and address: ethics, independence and confidentiality; professional standards for audits, inspections, evaluations, and investigations; internal control standards and activities; internal and external quality assurance programs including peer reviews strategic and annual planning and coordination; communicating results of OIG activities; managing human capital; reviewing legislation and regulations; and receiving and reviewing allegations. Of particular note, these standards incorporate recent revisions of the *Government Auditing Standards* (issued by the Comptroller General of the United States) with which IGs are mandated to comply under the IG Act. The recent revisions made significant improvements to the independence standard applicable to audit work.

Consistent with these quality standards, the OIG will develop a quality assurance framework that will provide a comprehensive documentation of the mechanisms the FDIC OIG has in place to ensure that OIG work meets the highest level of quality and provides the highest value to the FDIC and the Congress.

Enterprise Risk Management Framework

Enterprise risk management (ERM) – the process of identifying and analyzing risk from an integrated, organization-wide perspective – has been circulating and evolving as a business concept for several years. It is closely related to the Chief Risk Officer (CRO) concept. The ERM and CRO concepts have gained additional impetus as a result of corporate governance problems that have arisen in the private sector that led to the recent passage of the Sarbanes-Oxley Act. Although many organizations are aware of ERM, and various ERM models exist, there is no single, commonly accepted definition of risk management and no single, generally accepted framework on how the process should work.

We believe the ERM concept has applicability to public as well as private sector organizations and we have initiated work to analyze its applicability to the OIG and FDIC environments.

During this assessment process, we will evaluate various models including, in particular, a model currently under development by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). (COSO is composed of the American Institute of Certified Public Accountants, the American Accounting Association, Financial Executives International, the Institute of Internal Auditors, and the Institute of Management Accountants).

Growing out of our assessment, we plan to develop an enterprise risk management framework for the OIG that will provide an integrated organization-wide, strategic approach to measuring and managing all of OIG's risks in order to (1) maximize OIG's value in relation to risks and (2) provide reasonable assurance that OIG's mission and strategic goals and objectives will be achieved. Because of the interrelationship of OIG risk management and FDIC-wide risk management, our initiative will necessarily consider the broad FDIC risk management environment and processes. We expect that the concepts, parameters, and model resulting from our initiative may be valuable to the Corporation as it continually improves its risk management programs and practices.

Relationship of Strategic Goals to Annual Performance Goals

Under the Results Act, agencies' strategic plans and goals are to be linked to their annual performance goals. This linkage is important because it allows Congress and other agency stakeholders to assess whether an agency is making progress toward achieving its long-term goals and objectives. To establish this linkage, the OIG's Annual Performance Plans will include objective, measurable, and where appropriate, quantifiable annual performance goals that will help measure progress in meeting our strategic goals and objectives.

In our Annual Performance Plans, each of our annual performance goals will be linked directly to and support a specific strategic objective, which in turn is linked to and supports a specific strategic goal. Many of the goals will identify specific numerical target levels of performance to be achieved during the year. For many of these goals, we will establish similar goals in our succeeding years' performance plans that set incrementally increased target levels from the previous year.

In accordance with the Results Act, we will measure and report on our success or failure in achieving each annual performance goal in our annual Program Performance Reports. From the performance reports, our stakeholders, including Congress, can determine the extent to which we are meeting our strategic goals and objectives. We will also periodically assess the results of our performance and appropriateness of our performance measures and goals, and make changes, if warranted, to our long-term goals and objectives.

External Factors

The following external factors are beyond the OIG's control and could significantly affect the achievement of the goals and objectives in this plan.

Budget

One of the most significant external factors that could affect achievement of our goals is our budget. Unlike other FDIC divisions and offices, the OIG is subject to the congressional appropriations process. A significant decrease in our budget would adversely affect the achievement of our strategic goals and objectives by limiting our ability to review FDIC programs and activities; respond to allegations of fraud, waste, and abuse; and provide training to our professional staff.

External Requests

The OIG sometimes has to respond to external requests and requirements beyond that planned for in our workload and resource estimates. The requests often require immediate response and shifting of work. Examples include congressional inquiries or requests, Chairman's and management's requests, litigation, Freedom of Information Act and Privacy Act requests, hotline complaints, or other high priority requests for audits, evaluations, and investigations. These requests can require substantial amounts of time and resource expenditures, with significant impact on our planned workload. An increase in external requests above projected levels may have an adverse effect on meeting our stated goals and objectives.

Resolution of Failing Financial Institutions

Uncertainties in the environment in which financial institutions operate present a challenge to planning OIG resources and activities. The financial institution environment evolves rapidly, particularly with the acceleration of interstate banking, new banking products and asset structures, electronic banking, and consolidations. Also, economic conditions can have a significant effect on the risk profiles of FDIC-insured financial institutions. For instance, an economic downturn could result in a higher rate of financial institution failures and an increase in the inventory of assets to be managed and liquidated by the FDIC. An increase in institution closings and assets to be liquidated could require the OIG to reallocate resources from planned program area activities to unplanned receivership management activities. Also, the closing of institutions increases the risk of fraud, which could affect the workload and allocation of resources for investigative work. Such factors, which are beyond our control, could hinder the OIG's ability to achieve its planned goals.

Emerging Technology

Emerging technology has introduced new ways for insured depository institutions to offer traditional products and services through new delivery channels and, in some instances, has fostered development of innovative products and services. Examples of new technology include Internet banking, e-commerce, e-government, and stored-value card systems. Technological advancements have influenced the operating strategies of many insured depository institutions

and other providers of financial services as they seek to compete in the increasingly fast-paced and globally interdependent environment. With technological advancements, particularly the increase in electronic banking initiatives, there is increased potential risk that fraud and other inappropriate activity may occur. A reallocation of OIG resources could be needed to ensure that such risks are appropriately addressed.

Changes in the Financial Services Industry

Over the past 20 years, unprecedented changes have taken place in the financial services industry that have significantly changed and shaped the environment in which the FDIC and the other financial regulatory agencies operate. Deposit interest rates have been deregulated, geographic restrictions have been eliminated, restrictions on permissible activities and products have been loosened, and the number of insured commercial banks has decreased dramatically. More major changes for the financial services industry may be in store in the coming years. In a speech before the American Bankers Association, Chairman Powell announced that the FDIC would conduct a major study on the future of banking in America. The study will look at the underlying trends in the economy and industry and what this suggests for the future, and will identify emerging policy questions and issues likely to confront both regulators and the industry over the next decade. Some of these issues may include further industry consolidation, deposit insurance reform, restructuring the federal banking regulators, combining banking and commerce activities, the adequacy of corporate governance, and the rapid transfer of customer information through technology. The OIG will monitor these and other emerging issues as they develop to ensure they are appropriately addressed through our audits, evaluations, and investigations. This may require a reallocation of our resources, which could affect the achievement of the goals and objectives in this plan.

Program Evaluations

Program evaluations are defined in the Results Act as “...an assessment, through objective measurement and systematic analysis, of the manner and extent to which Federal programs achieve intended objectives.” Program evaluations are designed to provide decision-makers with information concerning their programs’ performance and results achieved, and should be an integral part of the strategic and annual planning process. The OIG will rely on several program evaluation-type mechanisms to assess the extent to which we are meeting our intended objectives and to evaluate progress in meeting our strategic goals. These mechanisms include the following:

- **Internal Quality Assurance Reviews** - The objective of our internal quality assurance program is to determine whether adequate policies and procedures were designed and placed in operation (including management controls) to provide reasonable assurance of achieving program goals, while fully adhering to professional standards. Quality assurance reviews are modeled after and build on the PCIE external peer review methodology. They are designed to identify variances in operations and ensure the OIG has established the necessary systems to maintain control and accountability. This accountability will ensure work quality and information availability for future planning, budgeting, reporting, and performance management.
- **External Peer Review** - The IG Act and the GAO "Government Auditing Standards" require that each OIG audit organization have an appropriate internal quality control system in place and undergo an external quality control review every 3 years. The PCIE has issued guidance for conducting external peer reviews. The objective of an external quality control review is to determine whether the OIG’s internal quality control system is in place and operating effectively to provide reasonable assurance that established policies, procedures, and applicable auditing standards are being followed. Specifically, the review is intended to provide the review team with a reasonable basis for expressing an opinion on whether, for the year under review, (1) the OIG’s internal quality control system for its audit work was designed in accordance with the PCIE quality standards for audits, *Policy Statement on Internal Quality Control and External Quality Control Reviews*, dated April 1997; and (2) the OIG’s quality control policies and procedures were being complied with to provide the OIG with reasonable assurance of conforming with *Government Auditing Standards*.
- **Internal Control Reviews** – Under the Corporation’s Internal Control and Risk Management Program, the OIG has established accountability units (AUs) that encompass the OIG’s major functional and programmatic areas. AU managers rely on internal control systems and procedures to manage risk and ensure that the organization's mission is accomplished. Internal control reviews (ICRs) of accountability units are designed to determine whether adequate internal controls are in place, operating as intended, and accomplishing the control objectives. Under the corporate program, AUs are to undergo a risk reassessment annually and must also have periodic internal control reviews according to a timetable determined by the assessed level of risk for the AU. The minimum frequency of internal control reviews is specified as every year for “high” risk AUs, every 2 years for “medium” risk AUs, and every 4 years for “low” risk AUs. The information gained from performance of ICRs may contribute substantially to the objectives of program evaluations.

- ***Performance Reporting Process*** – The OIG has implemented a performance reporting process that provides an interim assessment of progress towards achieving the goals set forth in our annual performance plans. The interim performance reports provide detailed information to OIG managers on the current status of their annual performance goals and whether they are on target for achieving them. Through the interim performance reports, management can review reported data for consistency with performance measures and evaluate progress toward meeting our long-term goals and objectives. Information for the interim reports will be collected through various sources, including automated information systems and customer surveys.

**Relationship of Audit and Evaluation Planning by Directorate²
to FDIC and OIG Strategic Goals and Objectives
and Management Challenges**

OIG Strategic Objectives (OIG Strategic Goal 1 – Value and Impact)	FDIC Strategic Goal or Resource Management	Management and Performance Challenges Covered
Insurance, Supervision, and Consumer Affairs Directorate		
1.1 The OIG will contribute to ensuring the protection of insured depositors from loss without recourse to taxpayer funding	I. Insured depositors are protected from loss without recourse to taxpayer funding	<ul style="list-style-type: none"> • Management and Analysis of Risks to the Insurance Funds
1.2 The OIG will contribute to ensuring the safety and soundness of FDIC-supervised institutions	II. FDIC-supervised institutions are safe and sound	<ul style="list-style-type: none"> • Adequacy of Corporate Governance in Insured Depository Institutions
1.3 The OIG will contribute to ensuring consumers' rights are protected and FDIC-supervised institutions invest in their communities	III. Consumers' rights are protected and FDIC-supervised institutions invest in their communities	<ul style="list-style-type: none"> • Protection of Consumer Interests
Resolution, Receivership, and Legal Affairs Directorate		
1.4 The OIG will contribute to ensuring the achievement of recovery to creditors of receiverships	IV. Recovery to creditors of receiverships is achieved	<ul style="list-style-type: none"> • Effectiveness of Resolution and Receivership Activities
Information Assurance Directorate		
1.5 The OIG will contribute to ensuring the effective management of agency resources	Resource Management: Human, financial and technological resources	<ul style="list-style-type: none"> • Management and Security of Information Technology Resources • Management of Major Projects
Resource Management Directorate		
1.5 The OIG will contribute to ensuring the effective management of agency resources	Resource Management: Human, financial and technological resources	<ul style="list-style-type: none"> • Security of Critical Infrastructure • Assessment of Corporate Performance • Organizational Leadership and Management of Human Capital • Cost Containment and Procurement Integrity

² The Corporate Evaluations Directorate performs corporate-wide reviews and other evaluations that cross-cut FDIC strategic goals, risks, and management and performance challenges.