

*OFFICE OF
INSPECTOR GENERAL*



Semiannual Report to Congress

April 1, 2003 – September 30, 2003

*Federal Election Commission
999 E Street, N.W., Suite 940
Washington, DC 20463*

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EXECUTIVE SUMMARY

In accordance with the requirements of the *Inspector General Act of 1978*, as amended, I am pleased to submit the Federal Election Commission (FEC), Office of Inspector General (OIG) *Semiannual Report to Congress* covering the period April 1, 2003 through September 30, 2003.

The OIG's mission is to assist in protecting the Agency from fraud, waste, and abuse and to remain current on matters affecting the IG community. To accomplish this mission we have relied on audits and investigations conducted by the OIG staff in an effort to improve the accountability and performance of the Federal Election Commission. The Executive Summary recaps the major accomplishments regarding the operations and activities that are relevant to the Federal Election Commission, Office of Inspector General.

During a previous reporting period, the Office of Inspector General initiated the audit entitled ***Audit of the FEC's Public Disclosure Process – (OIG-02-03)***. The audit has continued into this reporting period. The purpose of the audit is to review how the Commission carries out its disclosure responsibilities and how the use of technology and controls to monitor and remedy reporting discrepancies can be improved. The objectives of the audit are to: 1) determine the extent, if any, of disclosure differences between candidate contributions reported by political committees and related committee

contributions reported received by candidates; and 2) determine whether an adequate process is in place to remedy reporting discrepancies.

The agency's public disclosure system is a comprehensive structure. IG staff members have been involved in various meetings and discussions pertaining to the entire public disclosure process during this reporting period. The auditors assigned to this project finalized the process description for the Data Coding and Entry Branch. A computer spreadsheet containing campaign finance data was created to compare differences between contributions reported received by candidates from Political Action Committee's (PACs), and contributions reported by PACS given to candidates.

The analysis of annual legislative recommendations relating to monthly filing by principle campaign committees has been documented and the information was summarized and included in the work papers. The OIG produced flowcharts to illustrate the processing and data entry functions of the disclosure process. The OIG also assembled and reviewed FEC information technology (IT) initiatives pertaining to the public disclosure of campaign related information. In addition, the OIG has researched and reviewed suggested Federal Election Campaign Act (FECA) amendments pertaining to the comparison of political committee and candidate data. More information regarding this audit can be found on page 9, the section entitled **Audit**.

The OIG commenced a follow-up assessment on the audit entitled ***Agency Controls for Governing the Process for Procurement of Vendor Training Services (OIG-00-01)***. Although this audit originated in a prior reporting period, follow-up work was conducted during this period to determine whether corrective action had been taken by Management to address the outstanding audit findings and recommendations included in the original audit report.

The OIG conducted this audit, which was released September 2000, to assess the effectiveness and efficiency of management controls governing the procedures for the procurement of training services from outside vendors. Management generally agreed with the findings and recommendations made in the report. However, four recommendations remain outstanding. An audit recommendation is resolved when agency management and the OIG reach an agreement on a firm plan of action to correct reported weaknesses. The OIG closes audit recommendations when it determines that corrective actions have been completed by the agency. For additional information see page 12, the **Audit Follow-up** section of this report.

The *Inspector General Act of 1978*, as amended, provides that the Inspector General may receive and investigate complaints or information concerning the possible existence of an activity constituting a violation of law, rules or regulations, mismanagement, waste of funds or abuse of authority. The FEC/OIG hotline was originally established to enable direct and confidential

contact with the OIG. Employees and members of the public with information on fraud, waste, and abuse are encouraged to contact the Office of Inspector General. All information received, regardless of the method used, is handled in a prompt and professional manner.

During the past reporting period the OIG received a hotline complaint from an individual against an agency employee. According to the OIG's *Procedures for Processing Hotline Calls*, a preliminary inquiry is conducted on allegations raised in a hotline complaint. If it is determined that a full investigation is necessary, the hotline complaint file is closed and a separate investigative file is opened to document the investigation conducted.

Prior to the close of the previous reporting period, a preliminary inquiry was initiated as a result of the allegations made by the complainant. After completing the preliminary inquiry, and based on the information received and reviewed, the OIG concluded the allegation did not warrant opening an investigation. Therefore, the OIG considers the matter closed. Starting on page 14, in the section entitled **Hotline Complaint**, more information can be found regarding this allegation.

The following section is intended to provide an overview summarizing the general activities of the Office of Inspector General for the six (6) month period ending 09/30/03. The section entitled **Additional Office of Inspector**

General Activities, found on page 16, contains more detailed information pertaining to the additional activities of the OIG.

- During this reporting period, the OIG has been preparing to meet the challenges associated with the *Accountability of Tax Dollars Act of 2002*. The Act requires OIGs to audit their agencies financial statements. The OIG plans to contract this function out and because the OIG has never hired a contractor to perform audit services for the office, an e-mail survey regarding audit costs was created and sent to the members of the Executive Council on Integrity and Efficiency (ECIE). The survey included questions regarding the cost of their offices' most recent financial statement audit, or the amount budgeted for such an audit if an audit had not been done before. The IG office received responses from a number of OIGs. The results were summarized and sent, not only to the ECIE committee members who responded to the survey, but to the Office of Management and Budget who requested a copy of the results.
- The OIG received and responded to an unsolicited, commercial SPAM e-mail forwarded by FEC management. Due to the contents contained in the e-mail, management requested that the OIG examine the SPAM. The SPAM, allegedly sent on behalf of the Director of Contracts and Finance Allocations for the Federal Ministry of Works and Housing in Nigeria, requested information from the FEC employee to assist with investments in estates or land in the United States. The auditor assigned to this

project, researched the issue and provided information to management on how to handle the SPAM message.

- The Inspector General, as a member of the ECIE, maintains active membership with the Council and its associated activities. During this time frame, the IG served on the ECIE awards panel. The awards panel is responsible for recommending awards for outstanding OIG employees to be presented at the annual October PCIE/ECIE awards ceremony held in Washington, DC.
- The FEC Staff Director consulted with the Inspector General on an issue regarding appropriated funds. The OIG contacted the ECIE community to obtain feedback on the permissibility of using appropriated funds to subsidize the cost of a government sponsored employee moral and/or welfare activity. The OIG received several helpful responses. After further review, the information was summarized and transmitted to the Staff Director.

THE FEDERAL ELECTION COMMISSION

The Federal Election Commission is an independent, regulatory agency responsible for administering and implementing the *Federal Election Campaign Act (FECA)*. The FEC is governed by a six member commission who are appointed for six year terms by the President of the United States, with the advice and consent of the Senate. The FECA likewise established the positions of Staff Director and General Counsel, who are appointed by the Commissioners.

The Office of Inspector General remains dedicated to assisting the Federal Election Commission operate more efficiently and effectively by identifying ways to improve Agency programs and operations. We have received, and appreciate, the cooperation of the FEC's management and employees. Without it, the work of this office as an agent dedicated to strengthening the management and integrity of FEC programs and operation, would be more difficult.

OFFICE OF INSPECTOR GENERAL

The *Inspector General Act of 1978* (P.L. 100-504), as amended in 1988, states that the Inspector General is responsible for: 1) conducting and supervising audits and investigations relating to the Federal Election Commission's programs and operations; 2) detecting and preventing fraud, waste, and abuse of agency programs and operations while providing leadership

and coordination; 3) recommending policies designed to promote economy, efficiency, and effectiveness of the establishment; and 4) keeping the Commissioners and Congress fully and currently informed about problems and deficiencies in FEC agency programs and operations, and the need for corrective action.

Including the Inspector General, Lynne A. McFarland, the OIG staff consists of four employees. Two are auditors, and one is the Special Assistant to the Inspector General. The FEC's IG is independent and subject only to the general supervision of the Commissioners of the Federal Election Commission. The Inspector General staff has demonstrated the ability to gather and evaluate factual evidence. The evidence can then be effectively used to provide the basis for recommending appropriate actions to improve agency operations. The OIG remains dedicated to assisting the FEC operate more efficiently and effectively and we are committed to maintaining a positive relationship with management officials.

AUDIT

TITLE: **Audit of the FEC's Public Disclosure Process**

ASSIGNMENT #: **OIG – 02-03**

RELEASE DATE: **In Progress**

PURPOSE: Our purpose for conducting the audit is to review how the Commission carries out its disclosure responsibilities and how the use of technology and controls to monitor and remedy reporting discrepancies can be improved. The two major objectives of the audit are to: 1) determine the extent, if any, of disclosure differences between candidate contributions reported by political committees and related committee contributions reported received by candidates; and 2) determine whether an adequate process is in place to remedy any reporting discrepancies.

The OIG initiated this audit during a previous reporting period. The FEC public disclosure system is a comprehensive structure. IG staff members have been involved in various meetings and discussions in order to gain a better understanding of the entire public disclosure process. The auditors assigned to this project finalized the process description for the Data Coding and Entry Branch. A computer spreadsheet containing campaign finance data was created to compare differences between contributions reported received by candidates from PACs, and contributions reported by PACs given to candidates. When

differences were found several candidates were randomly selected to further investigate the cause(s) of the differences.

The “E” index (Candidate Index of Supporting Documents) which is a detailed list of receipts and disbursements for the candidates, was reviewed to assist in determining the basis for the differences. Once the documents were examined, the pertinent information was summarized and documented in the work papers. The OIG assembled and reviewed FEC information technology (IT) initiatives as they pertain to public disclosure of campaign related information. To identify required reporting policies and schedules, the IG staff examined current FEC regulations and campaign finance guides.

Further work involved in executing this audit included researching agency policies for guidance and/or instruction on the political committees’ recording and reporting of returned contributions by candidates. Federal regulations and FEC campaign guides regarding the legal and regulatory requirements for filing amended campaign finance disclosure reports were also reviewed and documented.

The IG staff obtained a January 2003 reengineering study, done by an outside contractor. The study, which documents the processing of electronic and paper campaign disclosure reports by the Reports and Analysis Division, was reviewed and the pertinent information was documented and included in the audit work papers.

To prepare for tracing sample transactions through the campaign disclosure process and database, the OIG obtained and reviewed disclosure process diagrams and charts. Sample campaign disclosure forms were also reviewed.

AUDIT FOLLOW-UP

TITLE: **Agency Controls Governing the Process for Procurement of Vendor Training Services**

ASSIGNMENT #: **OIG – 00-01**

RELEASE DATE: **September, 2000**
(audit report)

WEBSITE ADDRESS: **<http://www.fec.gov/fecig/training.pdf>**

PURPOSE: During the course of this reporting period, the OIG continued to monitor the status of the four outstanding recommendations contained in audit report.

The IG's office commenced a follow-up assessment to determine whether management had taken corrective action to address the outstanding audit findings and recommendations included in the original report. The audit had one major objective – to assess the effectiveness and efficiency of management controls governing the procedures for the procurement of training services from outside vendors.

During a previous reporting period, management presented the OIG with draft procedures as it relates to the training audit. The OIG examined the information and provided management with several comments and suggestions pertaining to the draft procedures.

Work associated with the follow-up included contacting the Personnel office to find out if they were close to releasing the final version of the training procedures that would result in the closure of the four outstanding audit recommendations. During the course of this reporting period, the Personnel Director departed the Federal Election Commission. Unfortunately, the final version of the training procedures was not released prior to the end of this reporting period.

HOTLINE COMPLAINT

The *Inspector General Act of 1978*, as amended, provides that the Inspector General may receive and investigate complaints or information concerning the possible existence of an activity constituting a violation of law, rules or regulations, mismanagement, waste of funds or abuse of authority.

The FEC/OIG hotline was originally established to enable direct and confidential contact with the OIG. Employees and members of the public with information on fraud, waste, and abuse are encouraged to contact the Office of Inspector General. This can be done by calling, visiting, e-mailing or sending information to our office via U.S. or interoffice mail. All information received, regardless of the method used, is handled in a prompt and professional manner.

During the past reporting period the OIG received a hotline complaint from an individual submitting a complaint regarding an agency employee. According to the OIG's *Procedures for Processing Hotline Calls*, a preliminary inquiry is conducted on any allegations reported to the OIG. If it is determined that a full investigation is necessary, the hotline complaint file is closed and a separate investigative file is opened to document the investigation conducted.

As mentioned in the previous semiannual report, a preliminary inquiry was initiated as a result of the allegations made by the complainant. In order to

assess the credibility of the allegations, the OIG spoke with the division responsible for the FEC's transit benefit program. The transit benefit program provides eligible Agency employees with Metrocheck transit passes to encourage the utilization of the mass transit system. The OIG obtained the transit subsidy eligibility list and performed a reconciliation of the Metrocheck distribution, which covered a seventeen (17) month period. This included a breakdown of the transit benefits purchased, distributed, and remaining at the end of each of the seventeen months.

The *Monthly Purchase Request* memorandums, which document the FEC's purchase of the transit benefit, were also obtained and reviewed. In an effort to identify any irregularities, the OIG created a Microsoft Excel spreadsheet to account for the Metrochecks purchased and distributed.

After completing the preliminary inquiry, and based on the information received and reviewed, the OIG did not detect any irregularities that would substantiate the allegation. The OIG concluded the allegation did not warrant opening an investigation and closed the hotline file.

ADDITIONAL OFFICE OF INSPECTOR GENERAL ACTIVITY

All legislation, as compiled by the Commission's Congressional Affairs Office, was reviewed by the Inspector General, as required by the *Inspector General Act of 1978*, as amended. The Inspector General reviews and comments, when appropriate, on all legislation provided by the PCIE/ECIE Legislative Committee. In addition, the Inspector General routinely reads all Commission agenda items and attends Finance Committee meetings.

- On November 7, 2002, the President signed into Public Law 107-289, *The Accountability of Tax Dollars Act of 2002*. The Act requires numerous Federal entities to have their financial statements audited annually by the agency Inspector General. The OIG has been preparing to meet the requirements associated with the *Accountability of Tax Dollars Act of 2002*. During this reporting period, the IG office contacted several OIGs to request a copy of their "Statement of Work" used to procure an independent public accounting (IPA) firm. To further prepare for the financial statement audit, an e-mail survey regarding audit cost was created and sent to the members of the ECIE. The survey included questions regarding the cost of their offices most recent financial statement audit, or the amount budgeted for such an audit if one had not been previously done. The IG office received responses

from a number of OIGs. The results were summarized and sent to the ECIE members who responded to the survey. The Office of Management and Budget also requested a copy of the results.

- The IG office received and responded to an unsolicited commercial SPAM e-mail forwarded to the OIG by FEC management. Due to the nature of the contents contained in the e-mail, management requested the OIG examine the SPAM. The SPAM, purported to be sent on behalf of the Director of Contracts and Finance Allocations from the Federal Ministry of Works and Housing in Nigeria, requested bank account information from the FEC employee to assist with investments in estates or land in the United States. The OIG researched the issue and provided information to management on how to handle the SPAM message.
- As a member of the ECIE, the Inspector General maintains active membership with the Council and its associated activities. During the course of this reporting period, the IG served on the ECIE awards panel. The awards panel is responsible for recommending awards for outstanding OIG employees to be presented at the annual PCIE/ECIE awards ceremony.
- The FEC Staff Director consulted with the IG on an issue regarding appropriated funds. The OIG contacted the ECIE community to

obtain feedback on the permissibility of using appropriated funds to subsidize the cost of a government sponsored employee moral and/or welfare activity. The OIG received several helpful responses. After further review, the information was summarized and a memorandum outlining our observation of the circumstances was submitted to the Staff Director.

- The OIG received a telephone inquiry from an individual who alleged a foreign organization was encouraging foreigners to contribute money to assist in a Presidential candidate's campaign. The caller provided a Website address that contained information about the organization encouraging contributions. The OIG advised the caller that the matter was out of the scope of the OIG's mission, but the information was forwarded to the appropriate FEC office for further review.
- The OIG e-mail account received several inquiries during this time frame. One issue dealt with voter registration and another mentioned election fraud regarding electronic voting machines. After analyzing the information, the OIG forwarded both of the e-mails to the appropriate FEC division. In addition, the OIG also responded to other e-mails retrieved from the OIG's e-mail account. The e-mails dealt with various issues such as whether or not the

FEC/OIG employs special agents, as well as questions and concerns regarding election fraud and voter registration.

ECIE AND PCIE ACTIVITY

The Executive Council on Integrity and Efficiency was established by Executive Order on May 11, 1992. It consists of Designated Federal Entity Inspectors General and representatives of the Office of Government Ethics, the Office of Special Counsel, the Federal Bureau of Investigation and the Office of Management and Budget.

The Commission's Inspector General is a member of the ECIE and has provided input into a number of initiatives proposed by the Council and its associated activities. The ECIE serves as a forum for the exchange of views for the inspector general community. The ECIE identifies, reviews, and discusses issues that are of interest to the IG community. For the period April 1, 2003 through September 30, 2003, the Inspector General (or staff) attended the following training, programs, seminars and/or conferences:

- *ECIE - Monthly Meetings*
- *ECIE – Liaison's Meeting*
- *ECIE – Financial Statement Audit Network Meeting*
- *PCIE – Information Technology Roundtable Discussion*
- *PCIE/ECIE – Semiannual Reports Coordinators (SARC) Workgroup Meeting*
- *Association of Government Accountants – 52nd Annual Professional Development Conference: Managing Smarter for the Future*

- Mastercard – *Government Charge Card Forum*
- Federal Audit Executive Counsel (FAEC) Conference – *IG Act – The Next 25 Years*
- Federal Audit Executive Council (FAEC) - *Accelerated Financial Reporting Roundtable Discussion*
- Department of Treasury – *The Treasury Accelerated Financial Reporting – Lessons Learned Seminar*
- Federal Deposit Insurance Corporation (FDIC) - *Federal Information Security Management Act (FISMA) Meeting*
- Association of Government Accountants (AGA) Conference – *What to expect from a CFO Audit – Complying with the Requirements of the Accountability of Tax Dollars Act of 2002 (Accountability Act)*
- Government Executive - *2003 Excellence in Government Conference*
- Ernst & Young – *Workshop on Estimation Techniques used for Financial Statement Audits*
- General Accounting Office – *Truth & Transparency: The Federal Government's Financial Condition and Fiscal Outlook*
- Northern Virginia Chapter of Red Cross – *First Aid Certification Training*
- Federal Election Commission – *Administrative Liaison Meetings*
- Federal Election Commission – *Town Meeting on Emergency Planning*
- Federal Election Commission – *Emergency Evacuation Team Meeting*

Reporting requirements required by the *Inspector General Act of 1978*, as amended by the *Inspector General Act Amendments of 1988* are listed below:

Section 4(a)(2)	Review of Legislation-----	16
Section 5(a)(1)	Significant Problems, Abuses, and Deficiencies-----	None
Section 5(a)(2)	Recommendations with Respect to Significant Problems, Abuses, and Deficiencies-----	None
Section 5(a)(3)	Recommendations Included in Previous Reports on Which Corrective Action Has Not Been Completed-(Table III) -----	25
Section 5(a)(4)	Matters Referred to Prosecutive Authorities-----	None
Section 5(a)(5)	Summary of Instances Where Information was Refused-----	None
Section 5(a)(7)	Summary of Significant Reports-----	9
Section 5(a)(8)	Questioned and Unsupported Costs-(Table I)-----	23
Section 5(a)(9)	Recommendations that Funds be put to Better Use (Table II)-----	24
Section 5(a)(10)	Summary of Audit Reports issued before the start of the Reporting Period for which no Management Decision has been made-----	N/A
Section 5(a)(11)	Significant revised Management Decisions-----	N/A
Section 5(a)(12)	Management Decisions with which the Inspector General is in Disagreement-----	None

TABLE I

**INSPECTOR GENERAL ISSUED REPORTS
WITH QUESTIONED COSTS**

		DOLLAR VALUE (in thousands)	
	NUMBER	QUESTIONED COSTS	UNSUPPORTED COSTS
A. For which no management decision has been made by commencement of the reporting period	0	0	[0]
B. Which were issued during the reporting period	0	0	[0]
Sub-Totals (A&B)	0	0	[0]
C. For which a management decision was made during the reporting period	0	0	[0]
(i) Dollar value of disallowed costs	0	0	[0]
(ii) Dollar value of costs not disallowed	0	0	[0]
D. For which no management decision has been made by the end of the reporting period	0	0	[0]
E. Reports for which no management decision was made within six months of issuance	0	0	[0]

TABLE II		
INSPECTOR GENERAL ISSUED REPORTS WITH RECOMMENDATIONS THAT FUNDS BE PUT TO BETTER USE		

		<i>NUMBER</i>	<i>DOLLAR VALUE (in thousands)</i>
A.	For which no management decision has been made by the commencement of the reporting period	0	0
B.	Which were issued during the reporting period	0	0
C.	For which a management decision was made during the reporting period	0	0
	(i) dollar value of recommendations were agreed to by management	0	0
	based on proposed management action	0	0
	based on proposed legislative action	0	0
	(ii) dollar value of recommendations that were not agreed to by management	0	0
D.	For which no management decision has been made by the end of the reporting period	0	0
E.	Reports for which no management decision was made within six months of issuance	0	0

TABLE III

**SUMMARY OF AUDIT REPORTS WITH CORRECTIVE ACTIONS
OUTSTANDING FOR MORE THAN SIX MONTHS**

Recommendations

<u>Report Title</u>	<u>Report Number</u>	<u>Issue Date</u>	<u>Number</u>	<u>Closed</u>	<u>Open</u>
Agency Controls Governing the Process for Procurement of Vendor Training Services	00-01	09/00	7	3	4

FEC / OIG Strategic Plan

OIG Products: *To provide products and services that promote positive change in FEC policies, programs, and operations.*

Objective A: Deliver timely, high-quality products and services that promote positive change.

Strategy:

- establish common OIG standards for communicating results;
- conduct quality assurance programs;
- solicit appropriate internal and external review and comment;
- comply with applicable statutory guidelines and standards;
- set realistic and appropriate milestones.

Objective B: Address priority issues and concerns of the Commission, Congress, and Management.

Strategy:

- Perform work that supports;
- Federal Election Commission and Congressional priorities;
- National Performance Review objectives;
- Strategic Management Initiative efforts;

Focus OIG attention in the following areas of emphasis:

- managing change;
- resource allocation in relation to policy objectives;
- delivery of client service;
- causes of fraud and inefficiency; and,
- automation and communication.

Objective C: Follow-up and evaluate results of OIG products and services to assess their effectiveness in promoting positive change.

Strategy:

- Identify, as appropriate, lessons learned to improve timeliness and quality; and,
- conduct follow-up reviews to determine if intended results have been achieved.

Objective D: Satisfy customers, consistent with the independent nature of the OIG.

Strategy:

- establish professional communication and interaction with customers to promote the open exchange of ideas;
- incorporate customer feedback, as appropriate; and,
- be open to customer-generated solutions and options.

Performance Measures: Determine the timeliness and quality of products and services; their effectiveness in promoting positive change; and, reach agreement with management on at least 90% of recommendations within six months of the report issue date.

OIG Process: *To develop and implement processes, policies, and procedures to ensure the most effective and appropriate use of OIG resources in support of our people and products.*

Objective A: Maintain a dynamic strategic planning process.

Strategy:

- periodically review and update the strategic plan to address changing OIG and FEC priorities; and,
- identify factors that influence organizational change and develop short and long term plans to address them.

Objective B: Plan and conduct cost-effective work that address critical issues and results in positive change.

Strategy:

- solicit FEC and Congressional input in planning OIG activities;
- develop internal planning mechanisms to support FEC goals and priorities;
- ensure that priorities of IG are effectively communicated; and,
- identify specific targets for OIG review that are the most cost-effective

Objective C: Identify customer needs and provide products and services to meet them.

Strategy:

- establish new customer feed back mechanisms;
- consider and evaluate customers feedback when planning and developing products and services;
- respond to Congressional inquires and request for briefing and testimony;
- promote open exchange of ideas and information through outreach and through use of e-mail; and,
- receive, evaluate, and respond, as appropriate, to information received through the OIG hotline and other sources.

Objective D: Implement efficient, effective, and consistent resolution and follow-up procedures.

Strategy:

- ensure that IG follow-up procedures are followed and that management is aware of their role in the process; and,
- establish common OIG standards for terminology, date maintenance and communications.

Objective E: Establish a positive and productive working environment.

Strategy:

- reengineer or streamline OIG procedures to achieve the most effective use of resources; and,
- ensure that necessary technologies, evolving and otherwise, are made available to staff as needed.

Performance Measures: An annual audit plan is issued; strategic plan is periodically reviewed; and, necessary technology is provided to staff to enable them to most efficiently perform their duties.

OIG Staff: *To maintain a skilled and motivated work force in an environment that fosters accountability, communications, teamwork, and personal and professional growth.*

Objective A: Attract and retain well-qualified, diverse and motivated employees.

Strategy:

- develop and implement a comprehensive recruiting program that attracts a broad population with the knowledge, skills, abilities, and expertise necessary to make meaningful contributions to the OIG;
- assess employee satisfaction and develop strategies to address employee concerns;
- identify reasons for staff departures and develop plans to foster greater staff retention; and,
- adhere to EEO principles and strive to maintain a diverse work force.

Objective B: Provide training and developmental opportunities to employees.

Strategy:

- assess training needs in relation not only to employee but also office needs as well;
- ensure that Government Auditing Standards in relation to training are adhered to; and,
- maintain a reporting system to ensure that educational requirements are met.

Objective C: Assess, recognize, and reward, when possible, performance that contributes to achieving the OIG mission.

Strategy:

- develop and articulate expectations for each employee's performance, including contributions in meeting the mission & goals of the OIG; and,
- ensure that rewards, when possible, are given in recognition of exceptional employee performance.

Objective D: Create and maintain a working environment that promotes teamwork and effective communication.

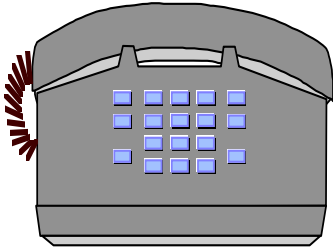
Strategy:

- ensure that communications between employees is open; and,
- provide employees with the tools and incentives they need to adequately perform their duties.

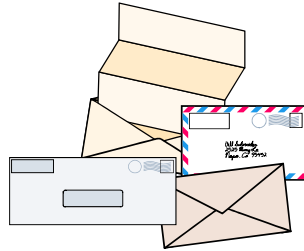
Performance Measures: All employees meet the training requirements; all employees have performance standards; and, all employees meet the basic requirements for the position in which they were hired to perform.

CONTACTING THE OFFICE OF INSPECTOR GENERAL

The success of the OIG mission to prevent fraud, waste, and abuse depends on the cooperation of FEC employees (and the public). There are several ways to report questionable activity.



Call us at **202-694-1015** or toll-free **1-800-424-9530**. A confidential or anonymous message can be left 24 hours a day/7 days a week.



Write or visit us - we are located at:

**Federal Election Commission
Office of Inspector General
999 E Street, N.W., Suite 940
Washington, DC 20463**

Mail is opened by OIG staff members only.



You can also contact us by e-mail at: **oig@fec.gov**.
Our Website address: **<http://www.fec.gov/fecig.htm>**.

Individuals may be subject to disciplinary or criminal action for knowingly making a false complaint or providing false information.