

# National Credit Union Administration

Strategic Plan  
2011 - 2014  
(Amended 2012)

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## Message from the NCUA Board

We are pleased to present the National Credit Union Administration's 2011-2014 Strategic Plan.

Seventy-seven years ago, President Franklin Roosevelt signed the Federal Credit Union Act into law. In the depths of the Great Depression, with millions of Americans out of work and a frozen credit market threatening to derail an economic recovery, this bold step paved the way for the creation of a network of local, non-profit cooperative credit unions that today serve businesses and individuals across America with a singular focus on meeting the needs of the consumer.

At no time in the seventy-seven year history of America's credit union structure has this consumer-driven purpose faced a greater set of challenges. Although the vast majority of credit unions avoided the risky financial instruments that contributed to the current economic crisis, no financial institution has been immune to its impact. Yet America's credit unions remain well-capitalized, responsibly managed, and positioned to play a significant role in the nation's economic recovery.

The goals of the NCUA's 2011-2014 Strategic Plan are outlined by its mission statement: to "provide through regulation and supervision a safe and sound credit union system which promotes confidence in the national system of cooperative credit."

Specifically, NCUA's goals are:

1. To ensure a safe, sound and healthy credit union system.
2. To promote credit union access to all eligible persons.
3. To further develop a regulatory environment that is transparent and effective, with clearly articulated and easily understood regulations.
4. To cultivate an environment that fosters a diverse, well-trained and motivated staff.

These goals, faithful to the founding principles of the Federal Credit Union Act of 1934, as amended, strike a responsible balance between sound risk management and accessibility. The NCUA believes its strategic plan will help promote a stable recovery from the current recession for the credit union system and will help to ensure it is thriving and self-sustaining for years to come.

## Who We Are

On June 26, 1934, President Franklin Delano Roosevelt signed the Federal Credit Union Act, establishing the organization and oversight of America's not-for-profit, cooperative credit unions. With America's economy in turmoil, the new law fulfilled its promise to provide individuals and businesses with a secure way to save and borrow responsibly.

Credit unions are distinguished by a member-ownership structure that guarantees a consumer-driven approach. With a wide range of financial tools, competitive rates and unparalleled customer service, the popularity of credit unions has grown over the years.

In 1970, Congress expanded the scope of the federal credit union administrative structure by establishing the National Credit Union Administration (NCUA) as an independent, federal regulatory agency. NCUA charters, examines, supervises and prescribes rules and regulations for federally insured credit unions. The agency insures state-chartered credit unions that apply for federal insurance and meet national share insurance requirements. State Supervisory Authorities have primary responsibility for state-chartered credit union supervision.

Through the National Credit Union Share Insurance Fund (NCUSIF), NCUA insures a majority of member deposits held in the nation's credit unions. NCUA also works cooperatively with State Supervisory Authorities to maintain the safety and soundness of state-chartered credit unions.

NCUA is funded by the credit unions it supervises and insures. The three members of NCUA's governing board are nominated by the President and confirmed by the U.S. Senate. They serve staggered six-year terms.

NCUA's central office is located in Alexandria, Virginia, with regional offices in Albany, New York; Alexandria, Virginia; Atlanta, Georgia; Austin, Texas; and Tempe, Arizona. NCUA also operates the Asset Management and Assistance Center (AMAC) in Austin, Texas.

With a steadfast commitment to responsible governance, NCUA ensures that all credit union members can continue to access the services they need to help achieve financial security and pursue their dreams.

## Mission

**“Provide, through regulation and supervision, a safe and sound credit union system which promotes confidence in the national system of cooperative credit.”**

The NCUA’s mission drives agency operations and serves as the foundation of its existence. Ensuring a safe and sound credit union system, which promotes confidence in a national system of cooperative credit, requires focus, dedication, and commitment. The NCUA defines mission success as:

1. Upholding confidence in the United States financial systems by communicating credit union system status and stability;
2. Ensuring liquidity in the credit union system;
3. Ensuring credit union members have access to their funds and services;
4. Educating consumers about the NCUSIF and the NCUA’s role to help them;
5. Facilitating consumer protection, education, access, and safeguards;
6. Promoting financial literacy about thrift and the use of credit for provident purposes; and,
7. Maintaining a regulatory environment that safeguards member interests and stability of the credit union system.

## Vision

**“NCUA will protect consumer rights and member deposits.”**

## Values

**“The agency is dedicated to upholding the integrity, objectivity, and independence of credit union oversight. We maintain a steadfast commitment to accountable public service.”**

## Major Programs

### Supervision

The supervision program contributes to the safety and soundness of the credit union system. Identifying and resolving risk concerns such as credit risk, concentration risk, and strategic risk continue to be the primary focus of the program. NCUA supervises natural person credit unions through annual examinations, regulatory enforcement, providing guidance in regulations and Letters to Credit Unions, and taking administrative actions as necessary to manage credit union risk.

NCUA also supervises Corporate Credit Unions through examinations and other actions taken to ensure ongoing effective operations that meet the needs of the natural person credit unions they service.

### Insurance

The NCUA manages the National Credit Union Share Insurance Fund (NCUSIF), which provides insurance for deposits held at federally-insured natural person and corporate credit unions nationwide. The fund is capitalized by credit unions. NCUA manages the fund to ensure member's deposits are insured. In 2010, the insurance limit was increased permanently by Congress from \$100,000 to \$250,000 per depositor.

### Small Credit Union Initiatives

The NCUA fosters credit union development, particularly the expansion of services provided by small credit unions to eligible consumers. This is fulfilled through training, partnerships and assistance. A major source of assistance is the Community Development Revolving Loan Fund, which provides loans and grants to credit unions that serve low-income customers to provide basic financial services and stimulate economic activities in their communities.

### Consumer Protection

NCUA protects credit union member consumers through effective enforcement of consumer protection regulations and requirements. The NCUA is committed to protecting consumers and has established a Consumer Protection Office designed to enhance consumer protection, education, and access to credit union services.

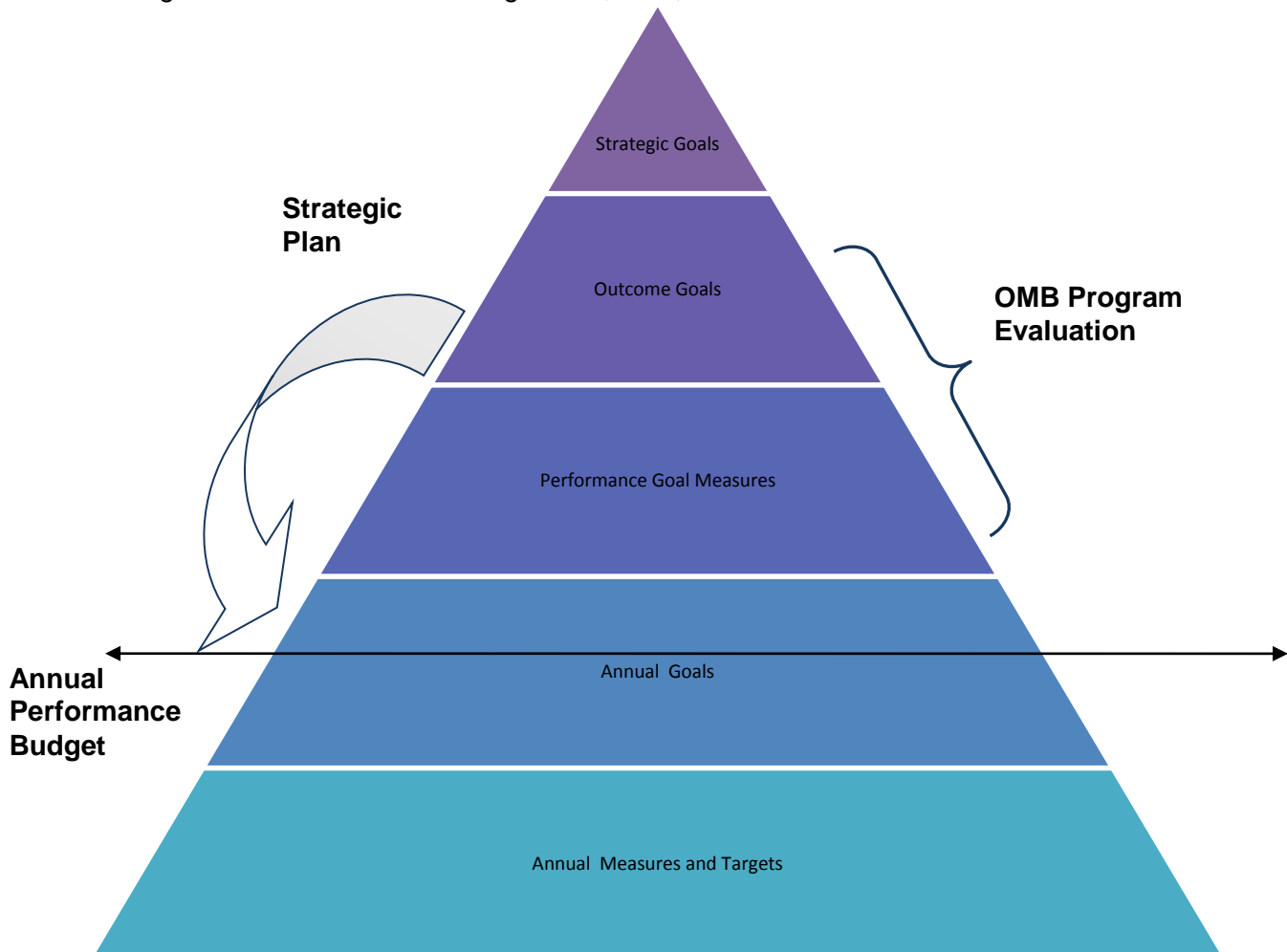
### Asset Management

The NCUA conducts credit union liquidations and performs management and recovery of assets through its Asset Management and Assistance Center (AMAC). AMAC assists NCUA regional offices with the review of large complex loan portfolios and actual or potential bond claims. It also participates extensively in the operational phases of conservatorships and records reconstruction. The purpose of AMAC is to minimize costs to the NCUSIF and to credit union members.

## Strategic Management Process

The NCUA's strategic management process begins with the identification of the internal and external factors, which may impact strategic goal achievement. These factors are taken into account each year as the agency sets and periodically adjusts the annual targets of performance. Management identifies and develops the Strategic Plan goals (Goals), intermediate goals (Outcomes), strategies, and performance measures for the agency's three major programs: Supervision/Insurance, Regulation, and the Credit Union Community Development Revolving Loan Fund Programs. Outcomes, as defined in the Strategic Plan, establish the beginning point for the Annual Performance Budget (APB). The NCUA uses its Strategic Plan and APB to communicate strategic direction and provide transparency and accountability for achievement of its goals and objectives. The NCUA uses its Strategic Plan and APB to communicate strategic direction and provide transparency and accountability for achievement of its goals and objectives available to all them in the agency's intranet. The plan is also published on NCUA's public website for all stakeholders.

The Office of Management and Budget (OMB) evaluates the effectiveness of the NCUA's programs and its strategic planning process. The following chart illustrates the relationship among the elements of the Strategic Plan, APB, and OMB evaluation.



## Long-Term Goals & External Factors Affecting Goal Achievement

1. Ensure a safe, sound, and healthy credit union system.
2. Promote credit union access to all eligible persons.
3. Further develop a regulatory environment that is transparent and effective, with clearly articulated and easily understood regulations.
4. Cultivate an environment that fosters a diverse, well-trained and motivated staff.

NCUA's goals for 2011-2016 will ensure that it continues to meet its mission and remains faithful to the founding principles of the Federal Credit Union Act. The goals, along with an environmental scan of issues affecting their achievement by NCUA, are further described in the following pages.

### **Goal 1: Ensure a Safe, Sound, and Healthy Credit Union System<sup>1</sup>**

The elements used to support the achievement of this goal include examinations, ongoing onsite and offsite supervision, and various risk analysis tools the NCUA utilizes to proactively assess and monitor the risk profiles and financial condition of federally insured credit unions.

#### **External Factors Which May Affect Achievement of Goal 1**

The achievement of Goal 1 may potentially be affected by some combination of, but not limited to, the external factors listed below. For example, the effects of these factors may drive changes in credit union operations and/or targeted NCUA training in response to potential changes. These changes could be in the form of modifications to existing or development of new products, services, and/or procedures.

- Complexity of credit union products and services;
- Demand for new products and services;
- Regulatory requirements with unintended burdens;
- Resolution of unrealized losses in the corporate credit unions
- Reputation risk amongst NCUA stakeholders and the public;
- Economic conditions (e.g., interest rate, housing market, credit risks, recession, volatility in global financial markets);
- Accounting changes that may negatively affect the system's net worth;
- Competitive pressures from other financial service providers; and
- Velocity of risk taking by credit unions (e.g., balance sheet, credit risk, and concentration risk).

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<sup>1</sup> The credit union system includes: federally insured natural person credit unions, which serve only their members, corporate credit unions, which provide services to natural person credit unions, and U.S. Central federal corporate credit union, which serves as the "banker's bank" to the corporate credit unions.



## **Goal 2: Promote Credit Union Access to All Eligible Persons**

Federally insured credit unions' diverse fields of membership provide many avenues to serve all members while maintaining a healthy credit union system. NCUA will continue promoting consumer protection, education, safeguards, and credit union access to all individuals eligible for membership, with an emphasis on reaching those members of modest means.

### **External Factors Which May Affect Achievement of Goal 2**

The achievement of Goal 2 may potentially be affected by some combination of, but not limited to, the external factors listed below. For example, the effects may drive changes in credit union membership growth rates, member needs and desires, or field of membership.

- Lack of public awareness about the benefits of credit union membership;
- A shift in member needs due to changing demographics of membership;
- A declining number of credit unions;
- Competitive pressures from other financial service providers; and
- Legislative changes.

## **Goal 3: Further Develop A Regulatory Environment that is Transparent and Effective, with Clearly Articulated and Easily Understood Regulations.**

The NCUA strives to manage effectively the balance between regulatory flexibility and responsible oversight. A top agency priority is to ensure regulations and supervision do not diminish federally insured credit union product and service offerings, while allowing adequate safety and soundness and member safeguards to endure. NCUA also strives to ensure that regulations issued are simple, clear, straightforward, and based on not only good business practices, but common sense as well. Additionally, NCUA will only promulgate regulations that address significant issues as determined by the Board.

### **External Factors Which May Affect Achievement of Goal 3**

The achievement of Goal 3 may potentially be affected by some combination of, but not limited to, the external factors listed below. For example, the effects may drive changes in regulatory and supervision oversight or the availability of existing or new products and services.

- Legislative changes and (non-NCUA) regulations impacting credit unions, (e.g., privacy/data security, anti-terrorism monitoring, compliance);
- Legislative changes that expand the burden of supervisory responsibilities on both the NCUA and the credit union system; and
- Pace of change in financial needs, services, and products; and
- Complexity of financial services facilitated by technology.

#### **Goal 4: Cultivate an Environment that Fosters a Diverse, Well-Trained and Motivated Staff**

The NCUA staff is vital to accomplishment of the agency's overall mission. The knowledge, skills, abilities, capacity, and competencies of the staff are essential in identifying, measuring, monitoring, and controlling risks and critical operational issues affecting federally insured credit unions. A well-prepared staff ensures credit unions are better prepared to manage the risks associated with providing the needed products and services to current and future members. As a result, the diversity, training and motivation of the NCUA staff contribute to the enhanced economic success of the credit unions and their members. Therefore it is incumbent upon the NCUA to ensure it retains, recruits, and trains a highly qualified workforce that matches the fabric of the nation.”

#### **External Factors Which May Affect Achievement of Goal 4**

The achievement of Goal 4 may potentially be affected by some combination of, but not limited to, the external factors listed below. For example, the effects may drive increased competition in recruiting and the need for flexible and adaptive recruitment and training processes.

- Access to a qualified labor pool and maintenance of a skilled workforce (e.g., increased competition for talent);
- Ability to retain talent (e.g., quality of life – travel burdens);
- Pace of change in financial marketplace may increase the need to rapidly adapt training and skills to meet emerging needs; and
- Impending retirement wave and loss of institutional knowledge.

## Strategic Initiatives

<b>Goal 1</b> <b>Ensure a Safe, Sound, and Healthy Credit Union System<sup>2</sup></b>
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<b>Outcome 1.1</b> <b>An Effective Supervision Program for Federally Insured Credit Unions</b>
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How We Plan to Achieve Results	Indicators of Success
1. Increase ability to effectively manage risk through the supervision program. (e.g., improve risk analysis, and develop risk mitigation tools.)	<ul style="list-style-type: none"> <li>• Prompt identification and resolution of critical issues.</li> <li>• Risk to the NCUSIF is mitigated.</li> </ul>
2. Manage operational and technological related vulnerabilities resulting from new products and services, especially shifts in balance sheet composition.	<ul style="list-style-type: none"> <li>• Examiner knowledge aligns with system changes (e.g., products/services &amp; risks).</li> <li>• Timely recognition and resolution of risks.</li> <li>• High risk within credit unions is measured, monitored and controlled.</li> <li>• Onsite supervision is timely as changes in balance sheet composition occur.</li> </ul>
3. Promote awareness of critical risk issues.	<ul style="list-style-type: none"> <li>• Letters to Credit Unions proactively address the issues and challenges facing the credit union system.</li> </ul>
4. Administer and, if appropriate, publish quick administrative actions when warranted on troubled credit unions.	<ul style="list-style-type: none"> <li>• The time between the identification of troubled credit unions and the issuance of administrative actions, when warranted is minimized.</li> </ul>

<b>Outcome 1.2</b> <b>The Corporate Credit Union System is Stabilized and Continues to Provide Services to Natural Person Credit Unions</b>
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How We Plan to Achieve Results	Indicators of Success
1. Increase ability to stabilize and manage risk of the corporate credit unions through policy implementation	<ul style="list-style-type: none"> <li>• Corporate credit unions are adequately capitalized.</li> <li>• Corporate credit unions have adequate liquidity to meet member needs.</li> </ul>
2. Increase ability to manage risk through an effective examination/supervision program that includes improved risk analysis and mitigation tools.	<ul style="list-style-type: none"> <li>• System exhibits less risk exposure to changes in the financial markets</li> </ul>

<sup>2</sup> Includes federally insured natural person and corporate credit unions

**Goal 2**  
**Promote Credit Union Access to All Eligible Persons**

**Outcome 2.1**  
**A Wide Range of Financial Services are Available to Members and Potential Members from all Walks of Life**

How We Plan to Achieve Results	Indicators of Success
1. Support credit unions in their efforts to offer essential products and services, including financial education programs to all eligible members, including those of modest means.	<ul style="list-style-type: none"> <li>• Growth in new or enhanced products and services offered by credit unions.</li> </ul>
2. Structure Community Development Revolving Loan Fund Program (CDRLF) to emphasize credit unions' outreach and financial services to their communities.	<ul style="list-style-type: none"> <li>• Annual data indicate that CDRLF loans and grants are used for outreach and enhance financial services.</li> <li>• Increase in number of products or number of low income credit unions offering products (measured using call report (5300) data).</li> </ul>
3. Review business plans of community charters to ensure progress toward meeting stated goals.	<ul style="list-style-type: none"> <li>• Increase in community penetration rate.</li> <li>• Increase in loans, assets, and other member services/products.</li> </ul>
4. Consult with Congress on legislation that may influence financial services available to credit union members.	<ul style="list-style-type: none"> <li>• Effective communications process in discussions and interactions between Congress and NCUA.</li> </ul>

**Outcome 2.2**  
**Members and Potential Members are Aware of Credit Union Membership Benefits and that their Accounts are Insured up to \$250,000**

How We Plan to Achieve Results	Indicator of Success
1. Promote awareness of credit unions and uphold public confidence in the National Credit Union Share Insurance Fund (NCUSIF).	<ul style="list-style-type: none"> <li>• The number of public inquiries through the Share Insurance Calculator.</li> </ul>

**Goal 3****Further Develop a Regulatory Environment that is Transparent and Effective, with Clearly Articulated and Easily Understood Regulations****Outcome 3.1****Credit Unions are an Accessible Financial Institution Choice for Consumers of All Backgrounds and Income Levels**

<b>How We Plan to Achieve Results</b>	<b>Indicators of Success</b>
1. Reduce unnecessary obstacles to credit union competitiveness through common sense regulations and increased communication with stakeholders.	<ul style="list-style-type: none"> <li>• Credit union feedback indicates a growing understanding of the regulatory intent. Regulations and supervisory guidance do not impede efficient and effective credit union operations.</li> </ul>
2. Increase collaborative efforts with other regulators to discuss strategies and goal for implementing new/changes to regulations.	<ul style="list-style-type: none"> <li>• Active collaboration results in successful regulation implementation.</li> </ul>
3. Maintain a regulatory environment that safeguards member interests and stability in the credit union system.	<ul style="list-style-type: none"> <li>• Protect member interests.</li> <li>• Minimize NCUSIF losses.</li> </ul>

**Outcome 3.2****Regulations are User Friendly, Effective and Enhance the Safety of the Credit Union System without Adding Undue Burden**

<b>How We Plan to Achieve Results</b>	<b>Indicators of Success</b>
1. Communicate new regulatory and supervisory intent and/or regulation revisions to stakeholders at earliest possible time to ensure transparency of implementation.	<ul style="list-style-type: none"> <li>• Decrease in comments that indicate ambiguity in regulatory language during annual one-third of regulations review cycle.</li> <li>• Decrease in formal written comments concerning the application of supervisory guidance.</li> </ul>
2. Ensure all regulations are written in plain English.	<ul style="list-style-type: none"> <li>• Decrease in comments that indicate that regulatory language is not easily understood during annual one-third of regulations review cycle.</li> </ul>

**Goal 4****Cultivate an Environment that Fosters a Diverse, Well-Trained and Motivated Staff****Outcome 4****NCUA is an Employer of Choice**

<b>How We Plan to Achieve Results</b>	<b>Indicators of Success</b>
1. Develop and maintain the knowledge, skills, and abilities of the agency's workforce to consistently identify and meet emerging needs.	<ul style="list-style-type: none"><li>• Emerging needs are identified and incorporated into resource allocation budgets and recruitment strategy.</li><li>• Competency gaps are continually reevaluated and filled timely.</li><li>• Training programs are continuously updated to meet current and emerging issues.</li></ul>
2. Recruit and retain a highly qualified workforce that reflects the relevant labor force.	<ul style="list-style-type: none"><li>• Entry and mid-level employees have access to career development opportunities.</li><li>• Personnel policies and systems recognize the value of diversity and promote inclusiveness and equity.</li><li>• Access internal and external resources to recruit the most qualified individuals.</li><li>• Advertise positions government-wide and to all sources, as appropriate.</li></ul>
3. Maintain a strong plan of succession to ensure continuity of leadership and agency efficiency and effectiveness throughout all levels of the organization.	<ul style="list-style-type: none"><li>• Available detail and project assignments promote opportunities for aspiring managers.</li><li>• Cross-training opportunities and professional development programs permit career development by broadening experience and knowledge.</li><li>• Leadership commitment to diversity and equity is demonstrated in a pipeline of high-potential mid-career staff.</li><li>• Knowledge sharing is promoted throughout the agency.</li><li>• A well-trained, experienced, and knowledgeable leadership that ensure consistent regulation and supervision across the country.</li></ul>

## Strategic Measures

<b>Outcome 1 Performance Goal Measures</b>	
<b>Outcome 1 An Effective Supervision Program for Federally Insured Credit Unions</b>	
<b>Measures</b>	<b>2014 Targets<sup>3</sup></b>
1. Percentage of federally-insured credit unions (FICUs) with CAMEL rating of 1 or 2 compared to all FICUs.	<ul style="list-style-type: none"> <li>• 78 percent</li> </ul>
2. Rehabilitated problem FICUs as a percentage of the problem FICUs one year ago (CAMELs 3, 4 or 5)—a year-over-year comparison.	<ul style="list-style-type: none"> <li>• 35 percent</li> </ul>
3. Percentage of FICUs > \$100 million in assets with CAMEL rating of 1 or 2 compared to FICUs >\$100 million in assets.	<ul style="list-style-type: none"> <li>• 92 percent</li> </ul>
4. Hold system-wide webinars on hot topics and emerging issues.	<ul style="list-style-type: none"> <li>• Establish baseline in 2011</li> </ul>

<b>Outcome 1.2 The Corporate Credit Union System is Stabilized and Continues to Provide Services to Natural Person Credit Unions</b>	
<b>Measure</b>	<b>Target</b>
1. Percentage of Corporate Credit Unions that meet the NCUA net worth requirements.	<ul style="list-style-type: none"> <li>• 100 percent</li> </ul>

<b>Outcome 2.1 Performance Goal Measure</b>	
<b>Outcome 2.1 A Wide Range of Financial Services are Available to Members and Potential Members From All Walks of Life</b>	
<b>Measures</b>	<b>2014 Targets</b>
1. Growth in potential membership.	<ul style="list-style-type: none"> <li>• +9 percent annually</li> </ul>
2. CDRLF funds are provided for outreach and enhancing financial services to members and potential members.	<ul style="list-style-type: none"> <li>• More than 75 percent of CDRLF funding for the purpose of outreach and/or enhancing financial services</li> </ul>

<sup>3</sup> Targets based on YTD projections and historical data

<b>Outcome 2.2 Performance Goal Measure</b>	
<b>Outcome 2.2 Members and Potential Members are Aware that Their Accounts are Insured up to \$250,000</b>	
<b>Measure</b>	<b>2014 Target</b>
1. Consumer Hotline member questions on whether deposits are safe.	<ul style="list-style-type: none"> <li>Establish baseline in 2011</li> </ul>

<b>Outcome 3.1 Performance Goal Measure</b>	
<b>Outcome 3.1 Credit Unions are an Accessible Financial Institution Choice for Consumers of All Backgrounds and Income Levels</b>	
<b>Measures</b>	<b>2014 Targets</b>
1. Growth in potential members in underserved areas and community charters.	<ul style="list-style-type: none"> <li>Establish baseline in 2011</li> </ul>
2. Growth in use of credit union services (shares, loans, credit cards).	<ul style="list-style-type: none"> <li>Establish baseline in 2011</li> </ul>
3. Percentage of credit unions satisfying the terms of their marketing and business plans.	<ul style="list-style-type: none"> <li>Establish baseline one year after effective date of measure</li> </ul>

<b>Outcome 3.2 Performance Goal Measure</b>	
<b>Outcome 3.2 Regulations are User Friendly, Effective and Enhance the Safety of the Credit Union System without Adding Undue Burden</b>	
<b>Measure</b>	<b>2014 Target</b>
1. On a rolling basis, NCUA reviews and revises one-third of existing regulations.	<ul style="list-style-type: none"> <li>One-third are reviewed each year</li> </ul>

<b>Outcome 4 Performance Goal Measure</b>	
<b>Outcome 4 NCUA is an Employer of Choice</b>	
<b>Measures</b>	<b>2014 Targets</b>
1. Number of NCUA examiners who are certified as Principal Examiners.	<ul style="list-style-type: none"> <li>Establish baseline one year after effective date of measure</li> </ul>



## High Priority Performance Goals

OMB requests that all agencies identify a limited number of High Priority Performance Goals (HPPGs) as part of a government-wide “management and performance framework to achieve near-term priorities and overcome long standing management challenges.”<sup>4</sup> As defined by OMB, HPPGs are short-term goals that have high direct value to the public, resolve challenges that will lead to improved effectiveness or efficiency that could not be overcome without directing agency resources to their achievement. HPPGs should be achievable within eighteen to twenty-four months. Furthermore, HPPGs should be stated as performance outcomes, which can be evaluated through the use of quantitative performance indicators.

NCUA has integrated its HPPGs and annual objectives. This is explained in the subsequent Strategic Goals and Annual Objectives section. The goals and objectives are designed to contribute to NCUA’s strategic goal achievement. While all annual objectives are important and the agency will strive to achieve them, the HPPGs are the highest priority in the short-term necessary to meet NCUA’s mission. Subsequently, they will receive the necessary agency focus and resources to be achieved within eighteen to twenty-four months. The HPPGs for 2012 are:

- Monitor and control risk in natural person credit unions, *as measured by net worth, the long term assets ratio, the potential loss coverage ratio, and a reduction in the National Credit Union Share Insurance Fund (NCUSIF) losses as a percentage of total insured shares.*
- Continue to stabilize the corporate credit union system, *as measured by the corporate credit union system capital ratio requirements.*
- Ensure natural person credit unions who are members of bridge corporate credit unions transition from the bridge corporate entities without disruption of member services, *as measured by the percent of credit unions which successfully transition.*

These three priorities represent the most beneficial use of agency resources in the short term to achieve the largest positive impact to credit union members and the public. NCUA’s High Priority Performance Goals will be revised every two years or more often, if deemed necessary by leadership.

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<sup>4</sup> Office of Management and Budget, M-09-20, “Planning for the President’s Fiscal Year 2011 Budget and Performance Plans”, June 11, 2009.

## **Means and Resources to Achieve Goals**

Means and resources are those elements used to execute the steps of the NCUA's strategic plan. The NCUA utilizes the means and resources listed below in the performance of its mission.

### **State Supervisory Authorities (SSAs)**

The NCUA works cooperatively with SSAs in achieving goals relating to federally insured state-chartered credit unions and relies on their expertise.

### **Human Capital**

Human capital provides the personnel resources necessary for successful NCUA mission accomplishment. The increase in number of products offered by credit unions, and their complexity, will drive the need for increased skills and skill levels for examiners, specialists, and analysts. Additionally, as fewer people of working age enter the workforce, and highly skilled personnel retire, competition for recruiting talent may become a major challenge. These factors, combined with the potential mismatch in the location of skilled and specialized staff to the location of the institutions requiring these skills, will continue to challenge the NCUA going forward.

The potential for changes in the financial regulatory posture, constrained fiscal resources, and the need to develop more efficient and effective means of mission accomplishment will significantly increase the importance of recruiting, training, developing, and maintaining a diverse workforce with the required skills in the right locations.

### **Operating Capital**

Operating capital is composed of funds received from federally chartered credit union operating fees and insurance-related supervision costs from all federally insured credit unions.

### **Information Technology Management**

The NCUA requires the effective use of information technology (IT) to accomplish its mission and strategic goals. The Office of the Chief Information Officer (OCIO) is committed to providing agency staff and external customers with the most efficient, effective and useful information technology products and services available in support of NCUA's mission. The agency's information technology environment will change and be enhanced as necessary to provide timely, reliable and secure services to support NCUA's mission in the rapidly changing financial services system.

### **Organizational Structure**

The optimal organizational structure will remain flexible and change with the credit union system and technology.

### **Responsive Examination and Supervision Programs**

Responsive examination and supervision programs will mitigate the identified risks through the alignment of resources and expertise.

## Program Evaluations

The NCUA uses program evaluations as an integral part of its effort to continuously improve and enhance mission performance. Both external and internal entities evaluate NCUA's performance using a variety of evaluation tools. The principal external and internal evaluations are listed below:

### External

*General Accountability Office (GAO) Evaluations* are performed as necessary. The GAO conducts program and program support related evaluations of the NCUA programs.

*Office of Management and Budget (OMB) Program Evaluations* are conducted in concert with the OMB review of the NCUA Annual Performance Budget.

*Financial Audits* are conducted annually by an outside audit firm contracted by the Office of the Inspector General (OIG). The firm audits the NCUA Operations Fund, National Credit Union Share Insurance Fund, Central Liquidity Facility and the Community Development Revolving Loan Fund.

*Federal Information Security Management Act (FISMA) evaluation* is the annual review and evaluation of the NCUA's information technology systems for FISMA compliance. This includes evaluating IT controls for financial management systems.

### Internal

*Office of Inspector General (OIG) Evaluations* are conducted annually and are independent evaluations by an outside auditor of the NCUA program and program support operations. Each year, agency areas are evaluated in accordance with OIG procedures, following an evaluation schedule developed for the execution year. The recommendations are evaluated and implemented as appropriate.

*Federal Employee Viewpoint Survey* is conducted annually by the NCUA Office of Human Resources (OHR). It uses the Office of Personnel Management's Federal Employee Viewpoint Survey. The survey recommendations are evaluated for implementation and integrated into the NCUA Human Capital Management Plan, as appropriate.

*Training Program Evaluations* are conducted by the NCUA Division of Training and Development (DTD). The DTD periodically solicits and obtains feedback from the NCUA and SSA staff on the quality of various training programs.

*NCUA's Examination Survey* provides credit unions an avenue to provide feedback and recommendations about the examination process. The opinions, comments, and suggestions expressed in the survey provide insight about the examination program's effectiveness. Additionally, the survey information identifies areas of interest for credit unions.