



SEMIANNUAL REPORT TO CONGRESS
APRIL 1, 2010 – SEPTEMBER 30, 2010

NOVEMBER 2010

Federal Election Commission - Office of Inspector General
999 E Street, N.W. Suite 940, Washington, D.C. 20463



FEDERAL ELECTION COMMISSION
WASHINGTON, D.C. 20463

OFFICE OF THE CHAIRMAN

November 22, 2010

The Honorable Nancy Pelosi
Speaker of the House of Representatives
Washington, D.C. 20515

Dear Madam Speaker:

Pursuant to the *Inspector General Act of 1978*, as amended, the Federal Election Commission submits the Office of Inspector General's *Semiannual Report to Congress*. The report summarizes the activity of the FEC Office of Inspector General ("OIG") from April 1, 2010 through September 30, 2010. During this reporting period, the FEC's Inspector General commenced an audit of the FEC's fiscal year 2010 financial statements. The audit was completed on time and management issued the final Performance and Accountability Report on November 15, 2010. We are pleased to report that the Commission received an unqualified opinion from the Inspector General's independent auditors. We will provide additional comments on this audit in the next *Semiannual Report to Congress*.

During the semiannual period, the OIG contracted with independent auditors to conduct follow-up audits on two previously completed audits: the 2007 Performance Audit of Privacy and Data Protection and the 2008 Audit of Procurement and Contract Management. Reports on these audits are expected in the next semiannual period.

The Commission appreciates and shares the Inspector General's commitment to sound financial and management practices, and we anticipate a continued cooperative working relationship as management takes appropriate measures to improve operations of the Commission.

Copies of the *Semiannual Report* are being provided to the Chairman and Ranking Members of the FEC's oversight committees.

On behalf of the Commission,

A handwritten signature in black ink, appearing to read "Matthew S. Petersen".

Matthew S. Petersen
Chairman

Enclosure

MANAGEMENT REPORT ON
INSPECTOR GENERAL ISSUED REPORTS
WITH QUESTIONED COSTS
FOR THE SIX-MONTH PERIOD ENDING SEPTEMBER 30, 2010

	<u>Number of Reports</u>	<u>Questioned Costs</u>	<u>Unsupported Costs</u>
A. Reports for which no management decision has been made by commencement of the reporting period	0	0	[0]
B. Reports issued during the reporting period	0	0	[0]
Subtotals (A + B)	0	0	[0]
C. Reports 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. Reports 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]

MANAGEMENT REPORT ON
INSPECTOR GENERAL ISSUED REPORTS WITH
RECOMMENDATIONS TO PUT FUNDS TO BETTER USE
FOR THE SIX-MONTH PERIOD ENDING SEPTEMBER 30, 2010

	<u>Number of Reports</u>	<u>Funds to be Put To Better Use</u>
A. Reports for which no management decision has been made by the commencement of the reporting period	0	0
B. Reports issued during the reporting period	0	0
C. Reports for which a management decision was made during the reporting period	0	0
(i) Dollar value of recommendations that 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. Reports 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

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FEDERAL ELECTION COMMISSION

WASHINGTON, D.C. 20463

Office of Inspector General

A Message from the Inspector General

The Office of Inspector General has had a very successful six months. We surveyed the Federal Election Commission (FEC) staff for input into our annual work plan. The office also conducted our annual brainstorming session and using both of these events, produced our office work plan for Fiscal Year 2011. The work plan contains those areas that the OIG will be focusing resources on in the upcoming fiscal year.

We also started the FY 2010 Financial Statement Audit and two follow up audits, all of which are being conducted by independent accounting firms under the monitoring of the OIG. The OIG has also commenced a peer review of another Office of Inspector General. All of these projects will be completed during the next semiannual reporting period.

The office has continued its outreach efforts to the staff of the Commission. We have updated the presentation the Counsel to the Inspector General conducts for all new FEC employees and in the upcoming year are planning on attending the various offices' and divisions' regular staff meetings to provide information and answer questions about the OIG and its work.

As always, the work of the OIG could not be accomplished without the dedication and hard work of the OIG staff. I appreciate the time and effort they put into the work they do and the care with which they do their jobs.

A handwritten signature in black ink that reads "Lynne A. McFarland".

Lynne A. McFarland
Inspector General
Federal Election Commission

October 29, 2010

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EXECUTIVE SUMMARY

The *Inspector General Act of 1978*, as amended, states that the Inspector General is responsible for conducting audits, inspections, investigations, and recommending policies and procedures that promote economic, efficient, and effective use of agency resources and programs that prevent fraud, waste, abuse and mismanagement. The IG Act also requires the Inspector General to keep the Commission and Congress fully and currently informed about problems and deficiencies in the Commission's operations and the need for corrective action.

This semiannual report includes the major accomplishments of the Federal Election Commission (FEC) Office of Inspector General (OIG), as well as relevant information regarding additional OIG activities. The executive summary highlights the most significant activities of the OIG. Additional details pertaining to each activity (audits, hotline, and investigations) can be found in subsequent sections of this report.

The **Audit of the FEC's Fiscal Year 2010 Financial Statements (OIG-10-01)** commenced during this reporting period. Under a contract monitored by the OIG, the independent public accounting (IPA) firm of Leon Snead & Company (LSC) is responsible for performing the audit of the FEC's FY 2010 financial statements. The contract requires LSC to issue an opinion regarding whether the FEC's financial statements and supplemental information are fairly presented in all material respects in accordance with Generally Accepted Accounting Principles. In addition, LSC audits internal controls and compliance with laws and regulations for matters relevant to the financial statements. The 2010 financial statement audit report is scheduled to be issued by November 15, 2010.

The OIG began a **Peer Review of the U.S. Commodity Futures Trading Commission (CFTC) OIG (OIG-10-04)** during this semiannual reporting period. Inspectors General conduct audits in accordance with generally accepted government auditing standards (GAGAS). Audit organizations conducting audits in accordance with GAGAS are required to have an independent peer review every three years. The objective of the peer review program is to ensure an audit organization's internal quality control system adequately provides reasonable assurance that applicable auditing standards, policies, and procedures are being followed. The peer review entrance conference was held on July 16, 2010, and fieldwork was performed August 3 through 20, 2010. A discussion meeting was held with the CFTC IG and staff on August 27, 2010 to communicate the initial findings noted during the peer review. As of the close of this reporting period, the FEC OIG was in the process of drafting the peer review draft report and plans to issue the final report to the CFTC OIG and complete the peer review in the next reporting period.

In September 2010, the OIG awarded two contracts to the IPA firm of Cherry, Bekaert & Holland (CBH) LLP. The OIG contracted with CBH LLP to conduct follow-up audits on two previously completed OIG audits: **1) OIG-07-02, 2007 Performance Audit of Privacy and Data Protection**, and **2) OIG-08-02, 2008 Audit of Procurement and Contract Management**. The purpose of the follow-up audits will be to determine whether management implemented the agreed actions for each audit recommendation contained in the audit reports and whether each audit finding has been fully resolved. A kick-off meeting was held with CBH, OIG and FEC management in late September 2010 and planning for fieldwork is underway. The final report for the Privacy and Data Protection Follow-up Audit is scheduled

to be issued by January 30, 2011; the report for the Procurement and Contract Management Follow-up Audit by March 31, 2011.


For detailed information regarding the above audits and audit follow-up activity, see the section entitled *OIG Audit Activity* (starting on page 5); and *OIG Audit Follow-up Activity* (starting on page 6).

The Inspector General continues to be very involved in the Council of Inspectors General on Integrity and Efficiency (CIGIE). Ms. McFarland is a member of the Executive Council, which is composed of the Chair, Vice Chair, the past Vice Chair of the President's Council on Integrity and Efficiency, all Committee Chairmen and one member appointed by the Chair. The Executive Council provides guidance on CIGIE initiated projects and the operating plans for each fiscal year. The Council meets monthly to discuss issues that will affect CIGIE.

The Inspector General also co-chairs the Inspector General Candidate Recommendation Panel with the Justice Department Inspector General. This panel is charged with making recommendations of qualified candidates to the White House and heads of various federal agencies to be considered for vacant Inspector General positions. In addition, the Inspector General is Vice Chair of the CIGIE Professional Development Committee. This committee is charged with ensuring that there is strong, relevant training for the Inspector General community. For more information on the IG's involvement with CIGIE, see the section entitled *Council of the Inspectors General on Integrity and Efficiency (CIGIE) Activity* (located on page 12).

As of the end of this reporting period, there are two hotline complaints open and in various stages (pending, in progress); six new hotline complaints were opened; and thirteen hotline complaints were closed during this semiannual reporting period. In addition, there are two open investigations and five investigations were closed this reporting period. For more information pertaining to the hotline issues, see the section entitled *OIG Hotline Information* (located on page 8); for more information on investigations, see the section entitled *OIG Investigations* (located on page 9).

THE FEDERAL ELECTION COMMISSION



In 1975, Congress created the Federal Election Commission (FEC) to administer and enforce the *Federal Election Campaign Act (FECA)*. The duties of the FEC, an independent regulatory agency, are to disclose campaign finance information; enforce the provisions of the law; and oversee the public funding of Presidential elections.

The Commission consists of six members who are appointed by the President and confirmed by the Senate. Each member serves a six-year term, and two seats are subject to appointment every two years. By law, no more than three Commissioners can be members of the same political party, and at least four votes are required for any official Commission action. The Chairmanship of the Commission rotates among the members each year, with no member serving as Chairman more than once during his or her term. Currently, the FEC has a full complement of Commissioners – Matthew S. Petersen, Chairman; Cynthia L. Bauerly, Vice Chairman; and Commissioners; Caroline C. Hunter; Donald F. McGahn II; Steven T. Walther, and Ellen L. Weintraub.

OFFICE OF INSPECTOR GENERAL

The *Inspector General Act of 1978* (P.L. 100-504), as amended, 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 agency; and 4) keeping the Commission and Congress fully and currently informed about problems and deficiencies in FEC agency programs and operations, and the need for corrective action.

OIG AUDIT ACTIVITY

Audit of the Federal Election Commission's Fiscal Year 2010 Financial Statements

Assignment Number: OIG-10-01

Status: In Progress

The *Chief Financial Officers Act of 1990* (Public Law 101-576, commonly referred to as the "CFO Act"), as amended, requires the FEC OIG or an independent external auditor, as determined by the Inspector General, to audit the agency financial statements. Under a contract monitored by the OIG, Leon Snead & Company (LSC), an independent certified public accounting and management consulting firm was awarded a five year contract to audit the FEC's financial statements beginning in FY 2009.

LSC was contracted to conduct the financial statement audit following Generally Accepted Government Auditing Standards (GAGAS) and Office of Management and Budget (OMB) Bulletin No. 07-04, *Audit Requirements for Federal Financial Statements*, as revised. The audit contract requires LSC to issue an opinion regarding whether the FEC's financial statements and supplemental information are fairly presented in all material respects in accordance with Generally Accepted Accounting Principles. In addition, LSC audits internal controls and compliance with laws and regulations for matters relevant to the financial statements. The audit is completed in four phases: planning; review and evaluation; testing (interim and final); and reporting and work paper delivery.

The OIG is responsible for oversight of the financial statement audit, which includes: 1) reviewing the auditors' approach and planning of the audit; 2) evaluating the qualifications and independence of the auditors; 3) monitoring the work of the auditors;

4) examining audit documents and reports to ensure compliance with GAGAS, and OMB Bulletin No. 07-04; and 5) other procedures the OIG deems necessary to oversee the contract and audit.

The audit entrance conference was held on May 5, 2010. Representatives from the OIG, LSC, and FEC attended the entrance conference and discussed the audit scope, objectives and ways to ensure an efficient and effective audit process. An audit timeline was established, along with requests to management for necessary documentation and information concerning the financial statements. The planning and interim audit testing phases were completed by LSC during this semiannual period. The OIG reviewed LSC's audit planning methodology and interim audit testing results, and provided comments to LSC. In addition, LSC prepared several notices of findings and recommendations which were reviewed by the OIG and then issued to FEC management for a response.

The OIG coordinated and attended regular biweekly audit status meetings with LSC and FEC management during the audit; more frequent meetings will be held in the month of October as the audit nears completion. In addition, the OIG coordinated and attended meetings with LSC and the FEC's Chairman and Vice Chair to discuss the audit objectives and progress of the audit. The 2010 financial statement audit report is scheduled to be issued by November 15, 2010.

OIG AUDIT FOLLOW-UP ACTIVITY

Follow-Up Audit of the 2007 Performance Audit of Privacy and Data Protection

Follow-up Audit of the 2008 Audit of Procurement and Contract Management

Assignment Numbers: OIG – 10-02
OIG – 10-03

Status: In Progress

In September 2010, the OIG awarded two contracts to the IPA firm of Cherry, Bekaert & Holland (CBH) LLP. The OIG contracted with CBH LLP to conduct follow-up audits on two previously completed OIG audits: 1) OIG-07-02, *2007 Performance Audit of Privacy and Data Protection*, and 2) OIG-08-02, *2008 Audit of Procurement and Contract Management*.

The first audit contract will focus on determining whether the FEC has implemented audit recommendations contained in previously issued OIG audit/inspection reports on privacy. Specifically, in 2006, the OIG contracted with an IPA to conduct an inspection of personally identifiable information within the FEC. The *2006 Inspection Report on Personally Identifiable Information* provided FEC management with thirteen recommendations to correct privacy weaknesses identified during the review. In addition, in 2007 the OIG contracted with a different IPA to conduct a performance audit of privacy and data protection policies and procedures and, specifically, to determine if the FEC is complying with privacy requirements contained in section 522 of the *Consolidated Appropriations Act, 2005*. The 2007 audit identified seven significant issues and made thirteen recommendations to address the audit findings, however FEC management did not agree with two findings (six recommendations) included in the

report. Also, the 2007 audit included a follow-up review of the thirteen prior-year recommendations contained in the OIG's *2006 Inspection Report on Personally Identifiable Information*; the auditors determined that seven recommendations from the 2006 inspection were fully implemented (closed) and six remained open.

The 2010 contracted follow-up audit will determine whether management implemented the outstanding agreed actions included in the *2007 Performance Audit of Privacy and Data Protection* and the *2006 Inspection Report on Personally Identifiable Information*. For the two findings and six recommendations where management did not agree, follow-up testing will be performed to determine whether revised business processes and controls have addressed the findings and recommendations to the extent that they may be classified as fully implemented (closed).

The second audit contract awarded to CBH will determine whether the FEC has implemented the recommendations contained in a previously issued OIG procurement audit. Specifically, in 2008 the OIG contracted with an IPA to conduct a performance audit of the FEC's procurement and contract management. The audit included a review of approximately \$27.6 million of various types of procurement instruments (e.g. contracts, purchase orders, blanket purchase agreements, and one specified interagency agreement) awarded/executed by the Procurement and Contracting Office in fiscal years 2006 through 2008. The audit of the FEC's procurement and contract management activities identified nine significant issues that prevent the Procurement Office from achieving compliant and effective functions and made fifteen recommendations. Management prepared a corrective action plan (CAP) to address the findings and recommendations included in the 2008

Audit of Procurement and Contract Management Report. The contracted follow-up audit will determine whether management implemented the agreed actions for the fifteen recommendations and whether each audit finding has been fully resolved.

In order to procure the contracted follow-up audit services from an IPA, the OIG prepared two statements of work and submitted the requests for proposals to prospective contractors. Six IPAs submitted twelve proposals: all firms submitted separate proposals to perform both of the follow-up audits. A panel of OIG staff members reviewed and scored the proposals, and following the completion of the review of the proposals, contracts for the two audits were awarded to Cherry, Bekaert & Holland LLP (CBH). A kick-off meeting was held with CBH, OIG and FEC management in late September 2010 and planning for fieldwork is underway. The final report for the Privacy and Data Protection Follow-up Audit is expected to be issued by January 30, 2011 and the final report for the Procurement and Contract Management Follow-up Audit by March 31, 2011.

OIG HOTLINE INFORMATION:

The Office of Inspector General (OIG) established a hotline to enable employees and others to have direct and confidential contact with the OIG. The OIG receives complaints through various means such as U.S. mail, telephone, e-mail, fax, inter-office mail, and personal visits to the OIG. Once a hotline (HL) complaint has been received, a preliminary inquiry is conducted. When an evaluation has been completed, the hotline complaint may be closed with no further action taken; referred to management or another agency; or an investigation may be initiated.


An OIG hotline complaint policy was developed to guide the OIG's effort to ensure consistency and fairness in its case initiation decisions; and serves as a guide for the OIG to manage the increased case load in the number of hotline complaints. The policy defines "hotline complaints" as allegations or referrals of fraud, waste, abuse, mismanagement, and misconduct involving FEC employees/contractors, programs, operations, property, or funds.

The OIG considers many factors when evaluating whether to open an investigation based on a hotline complaint, and acknowledges that every allegation or complaint received by the OIG cannot be investigated. The policy includes evaluation considerations, such as the merits of an allegation; the availability of evidence; and the existing priorities, commitments, and resources of the OIG. Under this revised policy, hotline complaints shall be classified as either high or low priority complaints. High priority complaints are investigated and low priority complaints are either closed with no action, or referred to an appropriate official for possible further review. Under this policy, hotline evaluation decisions are made by the Chief Investigator, with concurrence from the Deputy IG.

As this reporting period concludes, the OIG has two open hotline complaints in various stages (pending

or in progress); six new hotline complaints were opened; and thirteen hotline complaints were closed during this semiannual reporting period.

OIG INVESTIGATIONS:



OIG investigations seek out facts related to allegations of wrongdoing. OIG investigations may address administrative, civil, and criminal violations of laws and regulations. The subject of an OIG investigation can be any agency employee, an FEC contractor, consultant, or a person or entity involved in alleged wrongdoing affecting FEC programs and operations. The OIG conducts a detailed examination or inquiry into issues brought to our attention by various sources. At the conclusion of an OIG investigation, the OIG prepares a report that sets forth the allegations and an objective description of the facts developed during the investigation.

As of the end of the semiannual reporting period, there are two open investigations and five investigations were closed during this reporting period.

ADDITIONAL OIG ACTIVITY:

Besides conducting audits, inspections, and investigations, the OIG performs, and is involved in an array of additional projects and activities. As required by the *Inspector General Act of 1978*, as amended, all legislation compiled by the Commission's Congressional Affairs Office is reviewed by the Inspector General. In addition, the Inspector General routinely reads all Commission agenda items. The Inspector General also reviews and provides comments, when appropriate, on legislation provided by the Council of Inspectors General on Integrity and Efficiency (CIGIE) Legislative Committee. Listed below are examples of the OIG's additional activities:

- The OIG conducts audits in accordance with generally accepted government auditing standards (GAGAS). Audit organizations conducting audits in accordance with GAGAS are required to have an independent peer review, at least every three years, of their quality control system. This reporting period the FEC OIG commenced an audit peer review of the U.S. Commodity Futures Trading Commission OIG as part of the CIGIE audit peer review program. The FEC OIG expects to finalize the peer review of the CFTC OIG in the next reporting period. The FEC OIG is scheduled to be peer reviewed in FY 2011.
- The OIG responded to Representative Darrell Issa's correspondence regarding outstanding recommendations. The OIG created a spreadsheet listing all outstanding recommendations and forwarded the results to Representative Issa's office (141 open recommendations that have not yet been implemented; 35 were less than 6 months old as of 04/16/10).
- The OIG met with representatives from the Government Accountability Office OIG and Office of Personnel Management Federal Investigative Services regarding background information relevant to their investigations. The OIG also responded to GAO's Statement of Facts referring to the work GAO is conducting concerning the Association of Community Organizations for Reform Now (ACORN).
- The IG participated in an Association of Government Accountants (AGA) roundtable discussion for accounting professionals early in their careers. Topics of discussion included career choices/decisions, and the effect those choices can have on one's career, followed by a question and answer session from the participants.
- The OIG completed its annual work plan, the work plan includes a description of audits, inspections, investigative and special projects planned for fiscal year 2011. In addition, the OIG updated the office's strategic plan for the period 2010-2015.
- The OIG participated in a one day Continuity of Operations Plan (COOP) / Disaster Recovery Plan (DRP) workshop. The OIG reviewed and provided comments on the written business impact analysis, one of the deliverables from the COOP/DRP workshop. The results of the workshop will be used to create recovery plans for the OIG to ensure maximum continuity of operations for the office and its services to the agency.
- The OIG prepared the annual assessment of the most serious management and performance challenges facing the FEC. The IG identified three management and performance challenges for inclusion in the FEC's 2010 Performance and Accountability Report (PAR): Governance Framework; Human Capital

Management; and Information Technology Security.

- The OIG reviewed the FEC's corrective action plan for the OIG's *2010 Audit of the Commission's Property Management Controls* and provided feedback to management. The OIG also met with the Acting Staff Director and staff to discuss differences of opinion between FEC management and the OIG regarding the FEC's planned actions to address the weaknesses cited in the audit report.
- An annual review of systems of internal control for the OIG was conducted in compliance with the Federal Managers' Financial Integrity Act, OMB Directive A-123, and FEC Directive #53. The OIG's training program was selected for review to assess the internal controls of the program.
- The OIG Investigative Manual was updated and finalized during this reporting period.
- The OIG revised the office's portion of the FEC's new employee orientation briefing outline and presented the revised version to employees new to the FEC.
- The OIG performed and documented a local destruction of eight cubic feet of OIG excess paper records in accordance with the OIG's record retention/destruction plan. The OIG also met with the FEC's new Records Officer and provided a briefing on the state of FEC paper records management efforts from 2002 to present.

COUNCIL OF THE INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY (CIGIE) ACTIVITY:

The Inspector General continues to be very involved in CIGIE. Ms. McFarland is a member of the Executive Council, which is composed of the Chair, Vice Chair, the past Vice Chair of the PCIE, all Committee Chairmen and one member appointed by the Chair. The Executive Council provides guidance on CIGIE initiated projects and the operating plans for each fiscal year. The Council meets monthly to discuss issues that will affect CIGIE.

The Inspector General co-chairs the Inspector General Candidate Recommendation Panel with the Justice Department Inspector General. This panel is charged with making recommendations of qualified candidates to the White House and heads of various federal agencies to be considered for vacant Inspector General positions.

The Inspector General also serves as Vice Chair of the CIGIE Professional Development Committee. This committee is charged with ensuring that there is strong, relevant training for the Inspector General community. Part of the charge of the committee is to establish training academies for each of the professional designations in the IG community. This is an on-going project.

During this reporting period, the Inspector General led a panel of IGs conducting interviews of candidates for the position of Executive Director of CIGIE, and served as a panel member for the interview process for the Executive Director of the Training Institutes for CIGIE. The Inspector General also responded to the CIGIE Legislative Committee's request for input concerning various legislation affecting the OIG community.

OIG CONTACTS

The table below indicates the total amount of contacts received by the Office of Inspector General for the past six months – April 1, 2010 through September 30, 2010.

These contacts were made through various sources such as telephone calls, e-mails, faxes, U.S. mail, and personal visits to the OIG.

TOTAL CONTACTS	OIG ACTION	NO ACTION NECESSARY	FORWARDED FOR ACTION
126	50	47	29

LIST OF TRAINING, MEETINGS AND CONFERENCES

The chart listed below depicts training, meetings, programs, seminars, and/or conferences attended by the Inspector General and/or the OIG staff for the period April 1, 2010 – September 30, 2010.

HOST/SPONSOR	TOPIC/SUBJECT
CIGIE	Monthly Meetings Executive Council Meetings Professional Development Committee Meetings Financial Statement Audit Network (FSAN) Meetings New Leadership Development Program CIGIE/GAO Annual Audit Conference
Council of Counsels to the Inspectors General	Monthly CCIG Meetings
Assistant Inspector General for Investigations	AIGI Quarterly Meetings
Federal Audit Executive Council	FAEC Quarterly Meetings
Association of Government Accountants	5th Annual Internal Control and Fraud Conference 59th Annual Professional Development Conference
Executive Women in Government	Writing Women Back into History – Annual Summit & Training Conference
Management Concepts	Preparing High Impact Reports Training
Federal Law Enforcement Training Center (FLETC)	IG Basic Non-Criminal Investigator Training Program
Lincoln Leadership Institute	Transformational Journey from Gettysburg Training
American Bar Association (ABA)	ABA Legal Training
Human Resources Institute	2010 Black Women’s Conference Leadership Training for Non-Supervisors
USDA Graduate School	Residential Professional Development Workshop

HOST/SPONSOR	TOPIC/SUBJECT
Federal Election Commission	Weekly Directors' Meetings Finance Committee Meeting OIG Bi-weekly Staff Meetings Administrative Liaison Group Meetings Web Governance Board Planning Meeting Disaster Recovery/Continuity of Operations Plan Meetings Federal User Group TeamMate Forum Hatch Act Training Privacy; Digital Signature; Comprizon and Security Awareness Training Contracting Officer's Technical Representative (COTR) Training Creating Forms in PDF Training OGC Litigation Update Session Thinking Strategically Training (SkillSoft) Managerial Skills and Abilities Training (SkillSoft)

REPORTING REQUIREMENTS

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

IG Act	Description	Page
Section 4(a)(2)	Review of Legislation	10
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)	19
Section 5(a)(4)	Matters Referred to Prosecuting Authorities	None
Section 5(a)(5)	Summary of Instances Where Information was Refused	None
Section 5(a)(7)	Summary of Significant Reports	5
Section 5(a)(8)	Questioned and Unsupported Costs (Table I)	17
Section 5(a)(9)	Recommendations that Funds be put to Better Use (Table II)	18
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

	NUMBER	DOLLAR VALUE (IN THOUSANDS)
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

REPORT TITLE	REPORT NUMBER	RECOMMENDATIONS			
		ISSUE DATE	NUMBER	CLOSED	OPEN
2007 Performance Audit of Privacy and Data	OIG-07-02	12/07	7	0	7
Audit Follow-up Review of the FEC's Employee Transit Benefit Program	OIG-08-03	07/09	51	0	51
2008 Audit of Procurement and Contract Management	OIG-08-02	09/09	15	0	15
Audit of the FEC's FY 2009 Financial Statements	OIG-09-01	11/09	17	0	17

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Federal Election Commission
Office of Inspector General



Fiscal Year 2011
Work Plan

Lynne A. McFarland
Inspector General

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FEDERAL ELECTION COMMISSION

WASHINGTON, D.C. 20463

Office of Inspector General

A Message from the Inspector General

I am pleased to present to the Commission the Office of Inspector General's (OIG) fiscal year (FY) 2011 Annual Work Plan. This work plan includes a description of audit, inspections, investigative and special projects planned for the fiscal year. This plan also sets forth the OIG's formal strategy for identifying priority issues and managing its workload and resources for FY 2011. Successful execution of this plan will enable the OIG to provide the highest quality work products to our stakeholders and to assist the FEC in meeting its strategic mission, goals and objectives.

The U.S. Federal Election Commission's (FEC) mission is to prevent corruption in the federal campaign process by administering, enforcing and formulating policy with respect to federal campaign finance statutes. The OIG is committed to ensuring the integrity of FEC programs and operations. The development and continual updating of the OIG's work plan is a critical aspect of accomplishing the OIG's objectives to promote economy and efficiency in FEC programs and to detect and prevent fraud, waste and abuse. Effective work planning ensures that audit and investigative resources are used effectively and efficiently. I look forward to a successful year of providing the highest quality of audit and investigative support and service to our stakeholders.

I am also committed to ensuring effective lines of communication with the Commission regarding OIG work activities and issues of concern and importance to the Commission. Information on OIG work activity will be reported to the Commission in quarterly reports and also in the OIG's Semiannual Reports to Congress.

A handwritten signature in black ink that reads "Lynne A. McFarland".

Lynne A. McFarland
Inspector General
Federal Election Commission

October 1, 2010

The Federal Election Commission

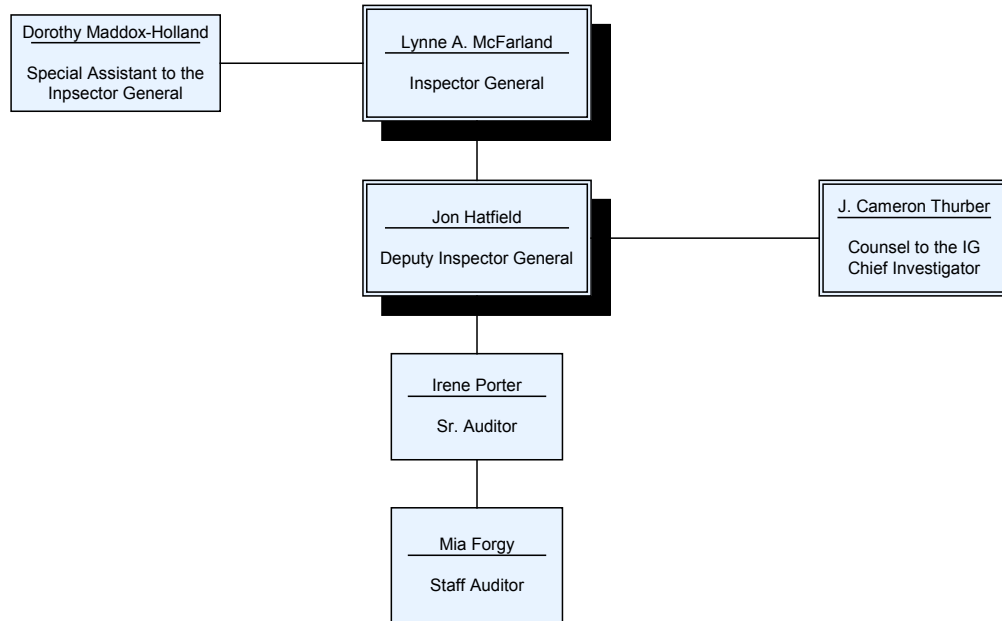
In 1975, Congress created the Federal Election Commission (FEC) to administer and enforce the *Federal Election Campaign Act* (FECA). The duties of the FEC, an independent regulatory agency, are to disclose campaign finance information; enforce the provisions of the law; and oversee the public funding of Presidential elections.

The Commission is made up of six members, who are appointed by the President and confirmed by the Senate. Each member serves a six-year term, and two seats are subject to appointment every two years. By law, no more than three Commissioners can be members of the same political party, and at least four votes are required for any official Commission action. The Chairmanship of the Commission rotates among the members each year, with no member serving as Chairman more than once during his or her term. Currently the FEC has a full complement of Commissioners – Matthew S. Petersen; Cynthia L. Bauerly; Ellen L. Weintraub; Steven T. Walther; Caroline C. Hunter; and Donald F. McGahn, II.

Office of Inspector General

The Inspector General Act of 1978 (P.L. 100-504), as amended, 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 Commission and Congress fully and currently informed about problems and deficiencies in FEC agency programs and operations, and the need for corrective action. The OIG budget request for fiscal year 2011 was \$1,325,940 to cover salaries and related expenses for six staff members, to include audit contracts and training. Exhibit 1 on the following page contains the OIG's organizational chart.

Exhibit 1: FEC - OIG Organizational Chart



OIG Strategic Planning

Strategic Plan

To enhance the effectiveness of the OIG and to ensure effective audit and investigative coverage of the Commission's programs and operations, in 2010 the OIG updated our strategic plan covering the period 2010 through 2015. Three major categories of OIG-wide goals and objectives were identified, which are as follows:

- **OIG Products:** To provide products and services that promote positive change in FEC policies, programs, and operations.
- **OIG Processes:** 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.
- **OIG Staff:** To maintain a skilled and motivated work force in an environment that fosters accountability, communications, teamwork, and personal and professional growth.

In addition, strategies and performance measures for each objective are included in the strategic plan. For example, an OIG performance measure for audits includes using feedback from stakeholder surveys to continually improve the OIG's audit process. At the conclusion of each audit/inspection/review, the OIG distributes a stakeholder survey to the program officials to solicit their feedback on the usefulness of the completed OIG assignment and their overall satisfaction with the process.

The OIG strategic plan will continue to evolve and will be reviewed and updated as necessary to ensure maximum effectiveness in meeting the changing needs of the FEC, consistent with the OIG's statutory responsibilities. A detailed illustrative version of the OIG's strategic plan can be found as an attachment of this Annual Work Plan.

Annual Planning and Methodology Strategies

The planning methodology that we have adopted is built around the OIG staff brainstorming sessions held annually each summer, as well as soliciting and receiving feedback and ideas from stakeholders throughout the year. The annual work plans will, of course, require periodic updates to reflect changes, such as new priorities, as well as any changes in OIG resources. In the summer of 2010, the OIG conducted our third annual all-day brainstorming session. Similar to 2008 and 2009, the ideas and suggestions generated from the 2010 brainstorming session were separated into categories to include audits, inspections, investigative program, and special projects, and then ranked (i.e., high, medium and low) according to priority.

In anticipation of the OIG annual brainstorming sessions, the OIG sends an e-mail to all FEC staff seeking input in formulating the OIG's work plans. Historically, the OIG receives useful audit suggestions from FEC staff which are then considered during the annual planning process.

The OIG planning process is designed to yield work assignments that will identify opportunities for economy, efficiency and effectiveness in FEC programs and operations; and detect and prevent fraud, waste, abuse and mismanagement. The priority for conducting work assignments is based on (1) mandatory legislative requirements; (2) emphasis by the President, Congress, and the Commission; (3) a program's susceptibility to fraud, manipulation, or other irregularities; (4) dollar magnitude or resources involved in the proposed area; (5) management needs identified through consultation with primary organization heads; (6) newness, changed conditions, or sensitivity of an organization; (7) the extent of outstanding issues resulting from prior audit coverage or review by the OIG or other oversight body; and (8) the adequacy of internal control systems in place for the program or other factors.

Based on the results of the OIG's planning process, the OIG's annual work plan is divided into three primary categories:

- (1) Audits/Inspections/Reviews;
- (2) Investigative Program; and
- (3) Special Projects.

OIG 2011 Work Plan

AUDITS/INSPECTIONS/REVIEWS

The term "audit" is used to describe work performed by auditors in examining financial statements, as well as work performed in reviewing compliance with applicable laws and regulations, the economy and efficiency of operations, and the effectiveness in achieving program results. These audits are prepared in accordance with generally accepted government auditing standards and vary in scope and complexity. Inspections and reviews are conducted in accordance with quality standards issued by the federal Inspector General community.

For Fiscal Year 2011, the following audit related assignments are planned:

1. Audit of the Federal Election Commission's 2010 and 2011 Financial Statements.

In accordance with the *Accountability of Tax Dollars Act of 2002*, the FEC is required to prepare annual financial statements in accordance with Office of Management and Budget (OMB) Circular No. A-136, *Financial Reporting Requirements*. The *Chief Financial Officers Act of 1990*, as amended, requires the FEC Inspector General, or an independent external auditor selected by the IG, to audit the agency financial statements.

We will oversee the audit conducted by the OIG's independent public accounting firm Leon Snead & Company. The OIG is responsible for 1) reviewing the auditor's approach and planning of the audit; 2) evaluating the qualifications and independence of the auditors; 3) monitoring the work of the auditors; 4) examining audit documents and reports to ensure compliance with government auditing standards, and OMB Bulletin No. 07-04, *Audit Requirements for Federal Financial Statements*, as revised; and 5) other procedures the OIG deems necessary to oversee the contract and audit.

*Planned period of audit: May 2010 – November 2010;
May 2011 – November 2011.*

2. Audit of the Federal Election Commission's Human Resources Office.

The OIG is planning to conduct a performance audit of the FEC's Human Resources (HR) Office during fiscal year 2011. The HR Office is a critical component of the agency and is responsible for several important functions, to include recruitment and retention of qualified staff; employee-employer relations; administration of employee benefits; maintenance and processing of personnel records; training; among other responsibilities. The Office of Personnel Management (OPM) conducted a Human Capital Management Evaluation of the FEC in 2009 and reported numerous weaknesses and deficiencies. The purpose of the OIG's audit will be to follow-up on the weaknesses identified by OPM to ensure appropriate corrective action has been taken by the FEC; and also focus on additional high-risk areas not covered by the 2009 OPM evaluation.

Planned period of audit: April – July 2011.

3. Audit Follow-up of the OIG's 2006 Inspection and 2007 Audit of Privacy and Data Protection.

The OIG will oversee an independent public accounting (IPA) firm conduct an audit follow-up of two previously issued reports on the FEC's privacy and data protection policies, procedures and practices.

In 2006, the OIG contracted with an IPA firm to conduct an inspection of personally identifiable information within the FEC. In addition, in 2007 the OIG contracted with another IPA firm to conduct a performance audit of privacy and data protection policies as required by section 522 of the *Consolidated Appropriations Act, 2005*. Numerous recommendations were reported to the FEC in the inspection and audit reports to correct weaknesses, some of which have already been implemented and verified by the OIG. The purpose of the audit follow-up will be to determine whether the FEC has implemented the outstanding recommendations.

Planned period of audit: October 2010 – January 2011.

4. Audit Follow-up of the OIG's Audit of Procurement and Contract Management.

The OIG will oversee an IPA firm conduct an audit follow-up of the 2009 performance audit of the FEC's procurement and contract management.

Previously, the OIG contracted with an IPA firm to conduct a performance audit of the procurement and contract management policies and procedures used by the FEC and to determine whether the agency is complying with the

policies and procedures, and applicable federal acquisition laws and regulations. The audit of the FEC's procurement and contract management activities identified nine significant issues that warranted corrective action. The purpose of the audit follow-up will be to determine whether the FEC has taken appropriate corrective action to address the weaknesses.

Planned period of audit: November 2010 – March 2011.

5. Audit Peer Reviews.

The OIG commenced an audit peer review of the Commodity Futures Trading Commission OIG in the summer of 2010 as part of the Council of Inspectors General on Integrity and Efficiency's audit peer review program. Government auditing standards require audit organizations to have an external review of their quality control system at least every three years. The OIG is planning to issue the final peer review report by November 2010.

In addition, the FEC OIG is scheduled to be peer reviewed in FY 2011 by another OIG. As a result, the FEC OIG will be required to provide the peer review team documentation on the OIG's quality control processes, audit workpapers, and other information for evaluation of the OIG's compliance with government auditing standards and internal policies and procedures.

6. Audit Policies and Procedures Manual.

The OIG began an update of the OIG's audit manual in 2010 and expects to finalize the manual in late 2010. The updated audit policies and procedures manual will reflect changes in auditing standards and the OIG's audit environment, to include the use of electronic working papers.

7. Limited Scope Inspections.

The OIG is planning to conduct a minimum of two limited scope, or short-term, inspections of FEC programs during FY 2011. The goal of the short-term inspections will be to focus OIG resources on high-risk areas and provide rapid, up-to-date information to FEC management and the Commission on the efficiency and effectiveness of FEC programs.

8. Additional Work Assignments.

The following additional assignments may be undertaken during FY 2011 based on available OIG resources, timing of management's implementation of audit recommendations, benefit to the agency and other relevant factors. Priorities may be adjusted to reflect emerging issues during the FY.

- a. Audit of the FEC's Training Program.

- b. Audit of the FEC's Records Management Program.
- c. Inspection of the FEC's Security and Disposal of Agency Equipment.
- d. Inspection of the FEC's Occupant Emergency Plan.
- e. Review of the FEC's Security Guard Policies and Practices.

INVESTIGATIVE PROGRAM

The OIG's investigative program is intended to add value to the agency's programs and operations by identifying and investigating allegations of fraud, waste, abuse and misconduct leading to criminal, civil, and administrative penalties and recoveries. Investigations typically originate as hotline complaints and may result in formal investigations if the OIG believes an investigation is warranted. The OIG's investigative program also provides for initiatives designed to monitor specific high-risk areas within FEC programs and operations in order to proactively identify vulnerabilities in order to prevent fraud, waste and abuse.

For Fiscal Year 2011, the following investigative assignments are planned:

1. Manage Hotline Complaints and Investigation Caseload.

The OIG will respond to hotline complaints during the fiscal year and report in a timely manner to the appropriate officials on the resolution of hotline complaints and investigations.

2. Outsource OIG Hotline.

During the fiscal year, the OIG is planning to contract with a vendor to provide a hotline service. Hotline complaints and investigations will continue to be handled by OIG staff, however, the outsourced OIG hotline will provide FEC employees, contractors and interested parties with an additional mechanism to submit complaints of fraud, waste, abuse and misconduct to the OIG.

3. Proactive Investigative Initiatives.

The OIG will initiate proactive reviews involving high-dollar and high-risk programs and operations of the agency. In addition, the OIG has identified several agency data systems, such as financial related systems, and plans to pursue direct read-access for OIG personnel as part of the OIG's proactive initiatives to prevent fraud, waste, abuse and misconduct.

4. Outreach.

Throughout the fiscal year, the OIG will conduct fraud/OIG awareness briefings with division management and staff. The briefings are intended to educate FEC staff about the potential for fraud in FEC programs, such as travel, workers compensation, time and attendance, and government charge card activity. Discussion and education on fraud will help employees to identify and report suspected fraud and help reduce the number of fraud cases. The briefings will also educate the FEC staff about the OIG's mission; how to report complaints to the OIG; and whistleblower protections to prevent retaliation against employees and contractors who report allegations of serious wrongdoing or gross mismanagement to the OIG or the agency.

In addition, the OIG will continue the new employee orientation program to meet with all new employees to discuss the purpose and mission of the OIG. Lastly, the OIG will review and revise, as necessary, the OIG's FECNet (intranet) site, public Web site, OIG brochure, fraud poster, and other outreach initiatives.

SPECIAL PROJECTS

In addition to the OIG's audit and investigative responsibilities, the OIG will be responsible for numerous additional projects and activities during fiscal year 2011. For example, as required by the *Inspector General Act of 1978*, as amended, all legislation compiled by the Commission's Congressional Affairs Office is reviewed by the Inspector General. The Inspector General and staff also participate in several federal Inspectors General community working groups on topics related to law, audits, and investigations. All of these activities contribute to the success and mission of the OIG. Additional special projects will arise throughout the fiscal year and the OIG will prioritize our workload to respond to the additional requirements.

For Fiscal Year 2011, the following are examples of the special projects and activities planned by the OIG:

1. Participate and Attend Professional Working Group and Other Meetings.

The Inspector General or OIG staff will regularly attend the following Council of the Inspectors General on Integrity and Efficiency (CIGIE) professional working group meetings: CIGIE; Executive Council of CIGIE; CIGIE Professional Development Committee; IG Candidate Recommendations Panel Committee; IG Council of Counsels; Assistant

Inspector General for Investigations; Federal Audit Executive Council; and Financial Statement Audit Network Group.

In addition to CIGIE professional working group meetings, the Inspector General or staff will regularly attend FEC weekly senior level meetings, and quarterly management and FEC town-hall meetings during the fiscal year.

2. Semiannual and Quarterly Reporting.

In accordance with the *Inspector General Act of 1978*, as amended, the OIG will prepare and transmit to the Congress semiannual reports on the activities of the OIG. Semiannual reports summarize OIG activities during the immediately preceding six-month periods ending March 31st and September 30th of each year. OIG semiannual reports are also provided to the Commission. The OIG will also report on a quarterly basis to the Commission on the activities of the office.

3. Professional Development and Training.

The goal of the OIG's training program is to provide cost effective training to increase professional knowledge and proficiency, and ensure staff meet continuing professional educational requirements. As a result, the OIG staff will attend professional training and conferences during the fiscal year to maintain and improve their knowledge, skills and abilities.

4. Audit Follow-up Tracking Database.

The OIG will complete and implement the OIG's new audit follow-up tracking database during fiscal year 2011. In partnership with the FEC's Information Technology Division, the OIG worked in 2010 to develop the database to assist the FEC to adhere to the requirements of the Office of Management and Budget's Circular A-50, *Audit Followup*, September 29, 1982. The audit follow-up database will be an important tool for the Commission, management, program officials and OIG to monitor and track the status and implementation of audit recommendations by the OIG, Government Accountability Office, Office of Personnel Management, and other oversight bodies.

FEC / OIG Strategic Plan - Fiscal Years 2010 - 2015

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, Management, and Congress.

Strategy: Perform work that supports;

- Federal Election Commission and Congressional priorities;
- 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 inquiries 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;
- 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 communication between employees is open;
- 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.



Federal Election Commission Office of Inspector General



Fraud Hotline 202-694-1015

or toll free at 1-800-424-9530 (press 0; then dial 1015)

Fax us at 202-501-8134 or e-mail us at oig@fec.gov

Visit or write to us at 999 E Street, N.W., Suite 940, Washington DC 20463

Individuals including FEC and FEC contractor employees are encouraged to alert the OIG to fraud, waste, abuse, and mismanagement of agency programs and operations. Individuals who contact the OIG can remain anonymous. However, persons who report allegations are encouraged to provide their contact information in the event additional questions arise as the OIG evaluates the allegations. Allegations with limited details or merit may be held in abeyance until further specific details are reported or obtained. Pursuant to the Inspector General Act of 1978, as amended, the Inspector General will not disclose the identity of an individual who provides information without the consent of that individual, unless the Inspector General determines that such disclosure is unavoidable during the course of an investigation. To learn more about the OIG, visit our Website at: <http://www.fec.gov/fecig/fecig.shtml>

Together we can make a difference.