



Office of Inspector General
Pension Benefit Guaranty Corporation

5-Year Strategic Plan
Calendar Years 2011-2016



Pension Benefit Guaranty Corporation
Office of Inspector General
1200 K Street, NW, Washington, DC 20005-4026

March 2011

I am pleased to provide this strategic plan issued by the Pension Benefit Guaranty Corporation (PBGC) Office of Inspector General (OIG) for calendar years 2011 through 2015. In developing this strategic plan, OIG established specific goals and performance measures consistent with the spirit of the Government Performance and Results Act. PBGC OIG continues to respond to the numerous and varied issues of concern that confront the American pension system and its participants, including information technology security, investment valuation and management, and benefit payment calculations and administration. We also have initiated a program of fraud awareness and outreach for our stakeholders and participants and conducted targeted work in response to myriad Congressional requests and Hotline complaints.

In drafting this current plan our goal is to continue to help PBGC address the many challenges that will arise over the next five years. We know that PBGC faces a number of challenges, ranging from planning for the anticipated surge in pension plans terminations to responding to new legislation. In addition, OIG will continue working to deploy our own resources as effectively as possible.

This strategic plan was developed by a seasoned team with audit, investigative, and legal expertise that examined our goals and results from prior years. OIG senior leadership provided comments and input and the draft was shared with all OIG staff as well as such OIG stakeholders as PBGC officials, PBGC Board Representatives, and Congressional staff.

As Inspector General, I want to thank our dedicated OIG staff for embracing this strategic planning process. In particular, I want to personally thank Curtis Flood, Aaron Jordan, Joe Marchowsky and Jarvis Rodgers for their assistance.

I look forward to continuing to work with you over the next few years to implement this plan.

Rebecca Anne Batts

Performance Goals

Goal 1: Focus efforts on areas of highest impact on PBGC performance.

Goal 2: Make recommendations that have impact.

Goal 3: Perform timely, relevant, and high quality audits and investigations.

Strategies

Strengthen PBGC's ability to implement its missions:

- Pay benefits on time and accurately
- Protect PBGC financial integrity by collecting premiums and other sponsor obligations
- Be accountable to beneficiaries, plans, Congress, and the public.

Reduce program vulnerabilities and strengthen program integrity of PBGC's stewardship of PBGC resources.

Increase the efficiency and effectiveness with which PBGC provides service to its stakeholders.

Support PBGC in implementing its management improvement initiatives.

Tactics

Continuously monitor and assess risks in PBGC operations and programs to identify those risks critical to the achievement of our goals.

Target resources to address those critical risks.

Performance Measures

Percentage of OIG direct resources dedicated to critical risk or high-impact activities.¹

Percentage of audits and evaluations where findings and recommendations are presented to auditee within established timeframes.

Percentage of audit recommendations in which management decision is reached within 6 months of report issuance.

Percentage of investigative complaints timely converted to investigations or closed.

¹ Critical risks are matters of such significance that failure to identify and address vulnerabilities in an immediate and effective manner will have an adverse effect on integrity or resource management. Examples of critical risks include fraud that meets prosecutorial guidelines; criminal activity related to PBGC and its programs; statutorily mandated work; or audit work that involves major weaknesses that could impact PBGC strategic goals or support OIG strategic goals.

High impact activities address matters of such significance related to PBGC assets, resources and costs; congressional or public interest; or program vulnerability that addressing, assessing and ensuring the effectiveness of control systems is instrumental in avoiding an adverse impact on PBGC or its beneficiaries. Examples of high impact activities include audits that affirm the integrity of a process or determine that controls are adequate and provide a basis for communication of this conclusion to reduce public or high level (e.g., Congressional, PBGC leadership, or Board) concern; investigative results used to exonerate suspects; criminal investigations resulting in indictment, prosecution, and conviction; and OIG audit recommendations relating to critical risks and resulting in positive management decision and action to implement recommended changes.

Stakeholder Goal

Goal: Improve stakeholder awareness and understanding of OIG and its unique role.

Strategy

Effectively communicate the outcome of our work to Congress, agency management officials, the press, and members of the public.

Expand OIG's capacity to generate, disseminate, and oversee efforts to garner stakeholder input at all stages, as appropriate.

Optimize OIG's policies on communicating with stakeholders.

Tactics

Use the OIG website as a platform to inform audiences of OIG's mission to promote excellence in PBGC operations through the conduct of audits and investigations.

Inform stakeholders about the contents of OIG planning documents.

Seek opportunities for OIG professional staff to speak about OIG's ongoing work and accomplishments.

Establish OIG as a source of information about PBGC issues by increasing the frequency and variety of communications with stakeholders.

Performance Measures

Assessment of stakeholder and customer feedback solicited through interviews, surveys, and other consultations.

Feedback from visitor sessions to the OIG website.

Number of audits or other reports downloaded from the OIG website.

Number of stakeholder outreach engagements and meetings.

Number of hotline complaints and other referrals received.

Workforce Goal

Goal: Hire, cultivate and retain a highly skilled, and fully-empowered workforce.

Strategy

Strive for a highly qualified diverse workforce with the tools and training necessary to continuously enhance OIG's ability to fulfill its mission.

Tactics

Recruit, hire, train, develop, motivate, mentor, and effectively manage a diverse front-line, supervisory, and executive workforce with the technical and workplace skills necessary to facilitate succession planning and meet OIG's strategic goals and annual plans.

Enhance internal OIG communication so that all staff understand OIG's priorities and how their work helps to fulfill OIG's mission.

Use our performance planning and appraisal processes to ensure that all OIG staff are aware of how their work ties to the OIG's Strategic and Annual Plans, and that they are held accountable for how their work impacts the organization's results and how they personally support the OIG's mission, vision, core values, goals, and performance targets.

Provide timely and reliable supervisory and managerial feedback to support the effective functioning of all OIG components.

Support the integrity of OIG operations by maintaining an effective quality assurance program.

Performance Measures

OIG performance against goals set in annual plans.

Clean opinions on audit and investigative peer reviews.

Implementation of the Strategic Plan

This Strategic Plan is the first step in an ongoing strategic and tactical planning process. Within PBGC OIG, we will ensure individual and Assistant Inspector General (AIG) level accountability for achieving our strategic goals by the following:

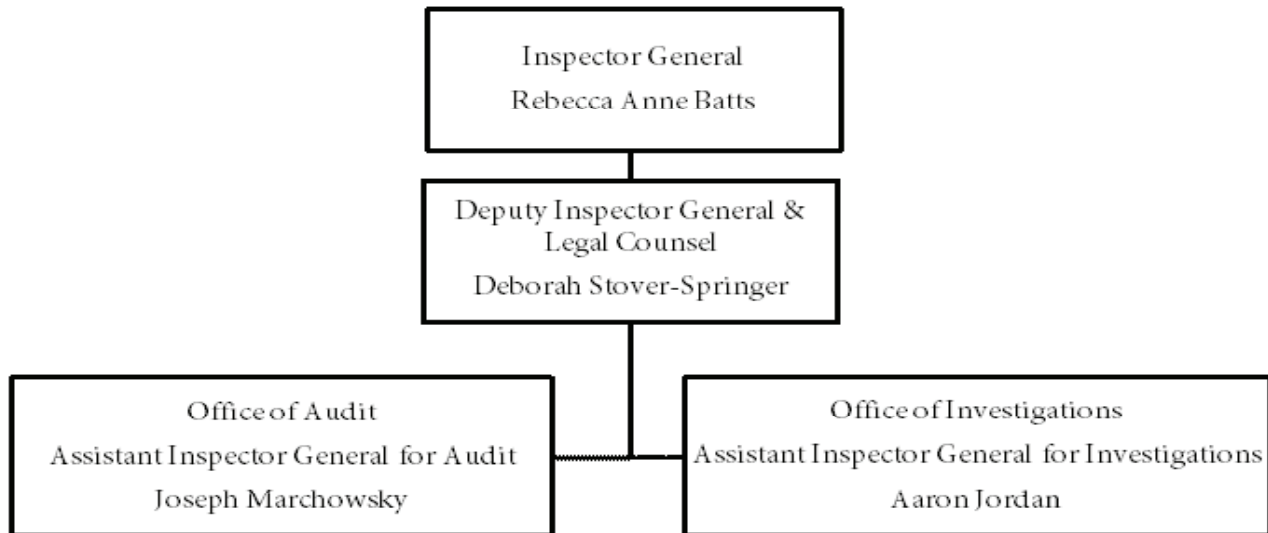
OIG will publish an Annual Performance Plan that sets specific targets for each of our performance measures for the coming fiscal year; lays out the audit, investigative, and managerial priorities for the year; and, where appropriate, discusses the specific projects that will be performed and expected initiation dates.

OIG will report on its progress against the Strategic and Annual Performance Plans in the Semiannual Report to Congress for the applicable fiscal year. The report will cover our progress against the measures, priorities, and project initiation dates listed in the Annual Performance Plan for the corresponding year.

OIG will also link employee standards and ratings to the Strategic Plan. While OIG has already begun the process of integrating these concepts into the performance standards of our staff, we expect to link the performance standards of every employee within the OIG to the OIG Strategic Plan.

By linking the Strategic Plan to annual performance plans and reports, OIG will be able to maintain focus on the goals of the Strategic Plan while allowing enough flexibility to adapt to ever-changing circumstances, such as unexpected new priorities that could arise from a major influx of pension plans; the revised expectations of stakeholders (such the increased Congressional interest in OIG review of controversial pension plan determinations); or shifting PBGC priorities.

Organizational Chart and Functional Responsibilities as of March 2011



Audit

The Office of Audit examines the economy and efficiency of PBGC programs and operations, including program results, compliance with applicable laws and regulations, and the accuracy of financial reports. While most audit work is done by in-house staff, Audit also contracts with independent public accountants for some work. OIG audits are conducted in accordance with *Government Auditing Standards* published by the U.S. Government Accountability Office.

Investigations

The Office of Investigations utilizes specific law enforcement authorities, tools, and techniques to conduct criminal, civil and administrative investigations and prevent fraud, waste, and abuse in the program and operations of PBGC. Investigative work is intended to result in appropriate actions to resolve allegations and to prevent and deter future instances of illegal or fraudulent acts or misconduct.

Legal Counsel

OIG's legal counsel provides legal advice and representation on issues arising during the course of audit and investigative activities or internal administrative and management issues. Counsel also manages OIG's congressional and media relations and reviews proposed legislation, regulations, and procedures.

The PBGC OIG Mission

Promote excellence in PBGC's operations through the conduct of investigations, audits, and evaluations designed to promote economy, efficiency, and effectiveness and prevent and detect fraud, waste, and abuse.

The PBGC OIG Vision

To be a highly effective organization that promotes positive change by identifying opportunities for improvements in the performance and efficiency of PBGC's programs and operations.

The PBGC OIG's Core Values - Excellence, Integrity, and Respect

We demonstrate excellence when our work meets the highest standards of *independence* and *quality*. Excellent work produces *results*. Further, an excellent organization is *innovative* and takes the *initiative* to address the most important issues

We demonstrate integrity by modeling ethical behavior and by working to meet and to exceed the *standards* of the professions to which our team members have been called.

We demonstrate respect for those we audit and investigate by ensuring that our work *fairly* and *accurately communicates* the results of our efforts. OIG's leadership demonstrates respect for our employees by fostering a culture that *honors the dignity of all* and OIG's work teams demonstrate respect by choosing to *work together productively and collaboratively*.

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If you want to report or discuss confidentially any instance of misconduct, fraud, waste, abuse, or mismanagement, please contact the Office of Inspector General.

Telephone:
The Inspector General's HOTLINE
1-800-303-9737

The deaf or hard of hearing, dial FRS (800) 877-8339 and give the Hotline number to the relay operator.

Web:
<http://oig.pbgc.gov/investigation/details.html>

Or Write:
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Office of Inspector General
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Washington, DC 20043-4177