



## ***Strategic Plan***



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## **A Message from the Inspector General**

For more than thirty years, the Office of the Inspector General (OIG) at the Federal Deposit Insurance Corporation (FDIC) has provided strong, independent oversight of FDIC programs and operations. We conduct audits, evaluations, and other reviews of FDIC matters consistent with the highest professional and ethical standards, and we make meaningful recommendations for improvements and efficiencies at the FDIC. We also conduct significant investigations that help to preserve the integrity of the FDIC and the banking sector.

I am pleased to present the FDIC OIG's Strategic Plan, which incorporates the OIG Guiding Principles, as well as our Vision, Mission, Values, Goals, and Objectives. This Plan will guide our Office as we look to promote efficiency and effectiveness at the FDIC and maximize performance of our operations. This Plan also sets forth organizational goals focused on our people, as their involvement and engagement will help shape the future of our Office and ensure that the OIG continues to thrive and make a difference. The goals and objectives reflect our current priorities, and we plan to revisit and adjust them periodically in order to address emerging concerns and trends.

I would like to thank all of our OIG personnel for their dedication to the Mission and the work that they do every day to work collaboratively towards successful implementation. I look forward to the future of our organization.

***Jay N. Lerner***  
***Inspector General***

# Guiding Principles

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In July 2017, the FDIC OIG established our Guiding Principles, which describe the Vision, Mission, Values, and Goals for the Office. These Principles largely build upon the standards which have always steered the OIG, and they were inspired by all of our employees.

## MISSION

To prevent, deter, and detect waste, fraud, abuse, and misconduct in FDIC programs and operations; and to promote economy, efficiency, and effectiveness at the agency.

To accomplish this mission, the FDIC OIG has the following principal functions:

- Audits and Evaluations that examine FDIC programs and operations, assess their efficiency and effectiveness, and make recommendations to improve the agency.
- Investigations of matters involving criminal, civil, and administrative wrongdoing. Our Special Agents pursue cases involving sophisticated illicit schemes of bank fraud, embezzlement, money laundering, and other crimes committed by bank executives and insiders.
- Mission support in the form of:
  - Independent legal services to the Inspector General and staff of the OIG.
  - Budget, contract administration, records management, and facility services.
  - Human resource services.
  - IT infrastructure, security, and system administration.

## VISION

Serving the American people as a recognized leader in the Inspector General community: Driving change and making a difference by prompting and encouraging improvements and efficiencies at the FDIC. Helping to preserve the integrity of the agency and the banking system, and to protect depositors and financial consumers.

## VALUES

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|----------------|------------------|-------------------|
| ➤ Integrity    | ➤ Fairness       | ➤ Transparency    |
| ➤ Independence | ➤ Objectivity    | ➤ Professionalism |
| ➤ Accuracy     | ➤ Accountability | ➤ Judgment        |

## GOALS

- Conduct superior, high-quality audits, evaluations, and reviews.
- Investigate significant matters of wrongdoing and misconduct relating to FDIC employees, contractors, and institutions.
- Strengthen relations with our partners and stakeholders.
- Administer resources prudently, safely, securely, and efficiently.
- Exercise leadership skills at all levels within the organization.
- Promote teamwork within the Office.

# Strategic Objectives and Performance Indicators

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We organized the Strategic Objectives around the Goals in our Guiding Principles to enable people to see how the Guiding Principles and Strategic Plan work in tandem to assist the Office in accomplishing our Mission and Vision. These Strategic Objectives will only be achieved through the collective efforts of all of our employees working collaboratively. Cascading and aligning the Objectives with our Guiding Principles will create a shared accountability that is vital to our Office's success. We will use the Performance Indicators as a foundation to analyze and track performance and make key strategic decisions regarding staffing and resources. The component divisions will develop their own performance plans in order to implement the Goals and Objectives for their areas of responsibility, and measure the effectiveness.

## **Goal 1: Conduct superior, high-quality audits, evaluations, and reviews.**

### ***Key Strategic Objectives:***

- Issue relevant, timely, and topical audits, evaluations, and reviews.
- Perform audits, evaluations, and reviews in accordance with professional standards and best practices.
- Produce reports based on reliable evidence, sound analysis, logical reasoning, and critical thinking.
- Write reports that are clear, compelling, thorough, precise, persuasive, concise, readable, and accessible to all readers.
- Make recommendations that focus on outcome-oriented impact and cost savings, and address systemic weaknesses.
- Follow up on recommendations to ensure proper implementation by the FDIC.

### ***Performance Indicators:***

- Number of audit and evaluation products issued relative to annual targets.
- Percentage of audits and evaluations that address Top Management and Performance Challenges and other key risks identified by our stakeholders.
- Pass opinion received from external peer reviews and implement recommendations.
- Timeliness of audits and evaluations based upon milestone targets.
- Improved efficiency and effectiveness of FDIC programs and operations, strengthened internal controls, and greater compliance with laws and regulations.
- Percentage of recommendations reviewed within the timeframes for the corrective action closure process.

# Strategic Objectives and Performance Indicators

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**Goal 2: Investigate significant matters of wrongdoing and misconduct relating to FDIC employees, contractors, and institutions.**

***Key Strategic Objectives:***

- Work on important and relevant cases that have the greatest impact.
- Build and maintain relations with FDIC and law enforcement partners in order to become involved in leading banking cases.
- Enhance information flow to proactively identify law enforcement initiatives and cases.
- Recognize and adapt to emerging trends in the financial sector.

***Performance Indicators:***

- Investigations that result in criminal, civil, or administrative actions.
- Proportion of significant cases resulting in holding senior individuals and institutions accountable for wrongdoing.
- Recoveries of fines, penalties, restitution ordered, and asset forfeiture.
- Investigations of significant banking matters resulting from FDIC and law enforcement partner referrals and participation in joint task forces.
- Number of proactive cases and law enforcement initiatives affecting financial institutions and related individuals.
- Increased capability to perform investigations addressing cyber and other emerging financial industry trends.

**Goal 3: Strengthen relations with our partners and stakeholders.**

***Key Strategic Objectives:***

- Develop and maintain professional working relations with FDIC personnel.
- Develop and maintain professional working relations with Congressional Members and staff.
- Enrich our understanding of emerging issues and mission-critical operations through enhanced engagement with stakeholders.
- Work to ensure that the rights and protections of whistleblowers and complainants are respected and upheld.
- Build coalitions with other OIGs and Government agencies.
- Ensure transparency to keep the American people informed.

***Performance Indicators:***

- Extent of oversight work requested by Congress and the FDIC.
- Timely review of protected disclosures and reprisal complaints received by the OIG.

# Strategic Objectives and Performance Indicators

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- Number of joint projects and committees with other OIGs and government agencies.
- Number of leadership roles that OIG officials hold in outside professional organizations.

## **Goal 4: Administer resources prudently, safely, securely, and efficiently.**

### ***Key Strategic Objectives:***

- Implement sensible, pragmatic policies for the Office, and develop streamlined processes and procedures to achieve the most effective use of resources.
- Recruit, develop, and retain a diverse, highly skilled, high-performing workforce.
- Embrace opportunities to use innovation for OIG products and services, and improve the availability, integration, and use of technology.
- Develop and implement a flexible work environment.
- Manage workload with available resources.
- Measure productivity and efficiency.
- Comply with legal and ethical standards, rules, principles, and guidelines.
- Protect sensitive information.

### ***Performance Indicators:***

- OIG policies, procedures, and processes that are current, efficient, and effective, and reflect best practices.
- Initiatives and use of technology that improve OIG processes and quality of products.
- Enhanced workforce diversity and competencies.
- Improved ways to measure and monitor performance.
- Absence of information security policy and procedure violations.
- Improvements in employee engagement related to the culture of the OIG work environment.

## **Goal 5: Exercise leadership skills at all levels within the organization.**

### ***Key Strategic Objectives:***

- Employ strategic thinking in a prudent and deliberative manner.
- Maximize employee performance based on Office priorities.
- Set a model example for others in the Office.
- Encourage employees to exercise leadership in their daily work activities.
- Take the initiative to lead Office projects.
- Provide training and education designed to help enhance and improve leadership skills.

# Strategic Objectives and Performance Indicators

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## ***Performance Indicators:***

- Extent of leadership-related training and opportunities provided to employees.
- Number of employees who take on leadership roles beyond job responsibilities.
- Number of leadership training sessions and other offerings sponsored or organized by the OIG.
- Number of leadership training courses taken by OIG staff.
- Employee participation in career coaching and mentoring programs.

## **Goal 6: Promote teamwork within the Office.**

### ***Key Strategic Objectives:***

- Foster an inclusive, collaborative environment within the Office.
- Develop, coach, and mentor the OIG workforce.
- Encourage new and fresh perspectives and views.
- Improve the transparency of communications.
- Continue to learn and grow professionally.
- Recognize contributions within the Office.

### ***Performance Indicators:***

- Extent of communication and collaboration within and across component divisions to contribute to organizational planning and performance activities.
- Number of projects that involve participation of multiple component divisions.
- New technologies and tools that enable collaboration, communication, and efficiencies for our staff.
- Use of awards programs and other means to recognize achievements and accomplishments.
- Employee survey results regarding recognition and awards for performance and contributions.