

PENSION BENEFIT GUARANTY CORPORATION
OFFICE OF INSPECTOR GENERAL



Strategic Plan
for
Fiscal Years 2018-2022

providing
independent
positive engagement.

Message from the IG

September 30, 2017



Robert A. Westbrooks

I am pleased to present the PBGC OIG Strategic Plan for fiscal years 2018-2022. This plan is the first update since I was appointed Inspector General in May 2015, and it lays out the future direction of our office.

This plan links several initiatives we have undertaken since 2015. At the foundation is our OIG Value Framework under which we conduct all our activities. This framework helps us realize the vision of providing deep knowledge and sensible solutions through independent positive engagement. To better manage our internal risks and resources, we implemented an enterprise risk management program. To ensure quality and the highest confidence in our work, we created an independent quality management office. We are leveraging available technology to enhance collaboration, share organizational knowledge, and streamline processes. This plan integrates these initiatives.

As a smaller OIG, our work product is highly dependent on our staff. Project teams are often smaller than larger oversight offices, and staff retirement or turnover significantly affect the completion of projects. In addition, the PBGC's pension insurance programs have few parallels in the federal government and PBGC oversight requires expertise and experience in order to offer meaningful insights to management. Our work is too important for plan participants, plan sponsors, the Board of Directors and Congress to be overly reliant on any one staff member. Accordingly, one of our two strategic goals is to strengthen OIG capacity for long-term sustainable influence and success.

I am confident that delivering on this strategic plan will optimize our value and is the path to leading edge.

A handwritten signature in black ink that reads "Robert A. Westbrooks".

Robert A. Westbrooks
Inspector General

Our Value Framework

Principles	Integrity – Respect – Excellence
Vision	Providing deep knowledge and sensible solutions through independent, positive engagement
Mission	<p>Conduct independent and objective audits and investigations of PBGC programs and operations</p> <p>Provide leadership to promote efficiency and effectiveness</p> <p>Prevent and detect fraud and abuse in PBGC programs and operations</p> <p>Keep the Board and Congress fully and currently informed about problems and deficiencies</p> <p>Report immediately to the Board whenever the Inspector General becomes aware of any particularly serious or flagrant problems</p> <p>Report expeditiously to the Attorney General whenever the Inspector General has reasonable grounds to believe there has been a violation of federal criminal law</p>
Pillars	People Focused – Process Oriented – Performance Driven

Definitions

Respect: treating each other and those with whom we interact with dignity, civility, and due regard to differing perspectives.

Excellence: striving to achieve the highest quality in everything we do and learning from our experiences.

Integrity: holding ourselves to the highest standards of ethical conduct – in fact and appearance – and reliably adhering to formal and informal standards and expectations.

People Focused: remembering that programs and projects are run by people for people, and strong personal relationships are a cornerstone of a high performing organization.

Process Oriented: organizing and conducting our work around defined and repeatable steps to ensure high-quality products, while maintaining flexibility to adapt processes when necessary and appropriate.

Performance Driven: Delivering useful work products is imperative. An effective feedback loop will help ensure that we assess performance results and make necessary adjustments.

Independent, positive engagement: This is the OIG brand value proposition. Our work must be independent and objective. At the same time, corrective action based on our work is less likely to happen if we are not engaged *with* management. We optimize our value through positive engagement and creating win-wins whenever possible.

STRATEGIC GOAL I - INFORM

Provide Reliable Information on Significant Conditions and Events in PBGC Programs and Operations, Including the Necessity for and Progress of Corrective Action.



Performance

STRATEGIC OBJECTIVE I.1: [to] improve the performance of PBGC's financial, operational, and IT systems *for participants and plan sponsors.*

Summary Performance Strategies:

- Develop risk-based annual work plans.
- Issue timely and insightful reports.
- Promote prompt and proper implementation of corrective actions by management.



Prevent/Detect

STRATEGIC OBJECTIVE I.2: [to] prevent and detect fraud, mismanagement, and noncompliance with laws, rules, and regulations and improve policy-making and oversight *for the Congress, Board, and OMB.*

Summary Performance Strategies:

- Use technology to improve information gathering and presentation.
- Focus investigations, audits, evaluations and reviews on top management challenges, emerging risk areas, and stakeholder referrals.
- Communicate OIG oversight activities to promote education and deterrence.



STRATEGIC OBJECTIVE 1.3: to identify emerging risks *for PBGC senior leadership.*

Risk Identification

Summary Performance Strategies:

- Continuously monitor the PBGC environment.
- Issue Risk Advisories or otherwise communicate risks to PBGC senior leadership.
- Support PBGC's enterprise risk management program and activities.

STRATEGIC GOAL 2 - LEAD

Strengthen OIG Capacity for Long-Term Sustainable Influence and Success.



Insights

STRATEGIC OBJECTIVE 2.1: [to] increase the breadth and depth of OIG observations and recommendations to provide leadership to promote efficiency, effectiveness, and economy *for PBGC management.*

Summary Performance Strategies:

- Recruit and retain a highly-qualified staff.
- Solicit, monitor, and review feedback on OIG work products.
- Promote initiatives that enhance employee's technical skills and knowledge of the PBGC environment.



Operations

STRATEGIC OBJECTIVE 2.2: to ensure operational consistency and reliability *for users of our work products.*

Summary Performance Strategies:

- Identify opportunities to streamline and standardize internal OIG processes.
- Identify opportunities to create a more agile OIG workforce.
- Manage OIG risks and mature our ERM program.
- Maintain an effective quality management program.



Leadership

STRATEGIC OBJECTIVE 2.3: to support thought and organizational leadership, and provide an enriching work experience *for our employees.*

Summary Performance Strategies:

- Manage OIG human capital and budgetary resources within acceptable thresholds.
- Provide continuous learning, professional development, and leadership opportunities.
- Increase collaboration and knowledge sharing across the OIG.
- Maintain succession planning and reduce key-person redundancies.
- Encourage divergent views and improve the transparency of internal decisions and communications.
- Promote initiatives that foster employee engagement.

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

Telephone:

The Inspector General's HOTLINE

1-800-303-9737

TTY/TDD:

For hearing/speech impaired services,

dial FRS (800) 877-8339

and give the Hotline number to the relay operator.

Web:

<https://oig.pbgc.gov/hotline.html>



Or Write:

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