

FCAOIG

Farm Credit Administration
Office of Inspector General

STRATEGIC PLAN | 2025–2029



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STRATEGIC PLAN | 2025–2029



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STRATEGIC PLAN | 2025–2029

MESSAGE FROM THE ACTING INSPECTOR GENERAL

I am pleased to present the Farm Credit Administration (FCA or Agency) Office of Inspector General's (OIG) *Strategic Plan for Fiscal Years 2025–2029*. This document outlines the mission, vision values, and goals that the OIG incorporates into all of its oversight of FCA programs and operations.

The plan is a product of collaboration among OIG staff, as well as the office's prior oversight work, interactions with FCA officials, and the Agency's own strategic plan and related documents. Notable factors affecting the strategic outlook include the ever-changing environments in which FCA and the Farm Credit System (System) operate, the pace of technological and other innovations, and the challenges we face operating as a small, six-person office.

Through the independent and objective performance of our responsibilities under the Inspector General Act of 1978 (IG Act), our office has ably assisted the Agency in its mission for nearly 35 years. We have been honored to be a part of a larger community that protects, strengthens, and adds value to government programs and operations.

Our office will continue to focus on its independent oversight role by:

- Protecting the Agency from fraud, waste, abuse, and mismanagement;
- Finding more efficient and effective ways to improve the Agency's programs, processes, and operations;
- Timely communicating problems and recommendations to FCA leadership and Congress;
- Strengthening our relationship with FCA through education and other outreach efforts;
- Encouraging inclusivity and development within the OIG; and
- Participating in the Inspector General (IG) community.

To ensure its continued relevance, our office will revise this plan, as appropriate, to reflect changes in conditions and OIG operations.



Nicholas Novak
Acting Inspector General



ABOUT THE OFFICE OF INSPECTOR GENERAL

BACKGROUND

The Farm Credit System

First established in 1916, the System is a nationwide network of borrower-owned cooperative financial institutions and service organizations. A government-sponsored enterprise, the System is designed to better the income and well-being of farmers and ranchers by providing a sound and adequate source of credit and related services. The System also includes the Federal Agricultural Mortgage Corporation (Farmer Mac), a stockholder-owned, federally chartered instrumentality that provides a secondary market for agricultural loans.

The Farm Credit Administration

FCA is an independent federal agency responsible for ensuring that the System remains a dependable source of credit for agriculture and rural America. Authorized by the Farm Credit Act of 1971, as amended, FCA ensures the safety and soundness of System institutions by issuing policies and regulations, and by regularly examining System institutions to assess compliance with applicable laws and regulations. FCA is overseen by a three-person board, members of which are appointed by the President, with

the advice and consent of the Senate. The Chair of the Board, who also serves as the Agency's Chief Executive Officer, is designated by the President and serves in that role until the end of the Chair's term.



The Office of Inspector General

Established in January 1989 pursuant to the IG Act, the OIG provides oversight that promotes economy, efficiency, and effectiveness in FCA programs and operations. Located within the Agency, the OIG is led by the IG who, while appointed by the FCA Board, is endowed with statutory authorities that ensure that the OIG's mission is performed with independence and objectivity. The OIG carries out its oversight activities in accordance with the IG Act and professional standards established by the Government Accountability Office and the IG community.

While the OIG employs a variety of tools to ensure comprehensive oversight of the Agency, its activities generally fall within one of the following categories.

Audits, Inspections, and Evaluations

The OIG conducts audits, inspections, and evaluations to provide FCA, Congress, and the public with timely, useful, and reliable information on significant issues. These reviews of FCA programs and operations are the primary mechanisms by which the OIG develops recommendations to promote economy, efficiency, and effectiveness in Agency programs and prevent waste and mismanagement.

Investigations

OIG investigative activities, whether undertaken proactively or in response to a complaint, endeavor to prevent and detect fraud and abuse in Agency programs. In support of this function, the OIG maintains a hotline enabling FCA employees and members of the public, through multiple avenues, to confidentially report suspected wrongdoing. When appropriate, the OIG coordinates with the Department of Justice and other Federal, State, and local law enforcement authorities to ensure that

ABOUT THE OFFICE OF INSPECTOR GENERAL

violations of law, rule, or regulation are thoroughly investigated and prosecuted.

Outreach

To effectively fulfill its oversight responsibilities, the OIG must engage with Congressional oversight committees, FCA leadership and staff, and other stakeholders. Outreach to these parties ensures that OIG remains attuned to potential issues facing the Agency and establishes open lines of communication by which OIG can convey the results of its work. OIG outreach methods include providing educational and explanatory material, issuing public reports, and conducting briefings. Ongoing efforts include, among other things, the issuance of a quarterly intra-agency newsletter—*The dig: Harvesting Change*—which seeks to inform FCA

employees about OIG, including its mission and operations.

The Council of the Inspectors General on Integrity and Efficiency

The IG also serves as a member of the Council of the Inspectors General on Integrity and Efficiency (CIGIE). Composed of the federal Inspectors General and certain other federal officials, CIGIE was established to address cross-agency issues of integrity, economy, and effectiveness and to improve the professionalism and effectiveness of OIG personnel. OIG staff regularly participate in CIGIE committees and initiatives.



Photo courtesy of USDA Agricultural Research Service.



ABOUT THE OFFICE OF INSPECTOR GENERAL

MISSION

To provide independent oversight to promote economy, efficiency, and effectiveness, and prevent and detect fraud, waste, and abuse in FCA programs and operations.

VISION

To facilitate continuous improvement through objective and trusted oversight.

VALUES

Objectivity

We safeguard our independence in both fact and appearance and ensure that all findings and recommendations are well-supported.

Integrity

We recognize the unique authorities of our office and adhere to the highest standards of honesty and character.

Relevance

We carry out risk-based oversight with a view toward having a positive impact on FCA's vital mission.

Respect

We treat each other and all those with whom we interact with professionalism.



STRATEGIC GOALS AND OBJECTIVES

Promote Economy and Efficiency

- 1.1 Execute value-added audits, inspections, and evaluations
- 1.2 Produce impactful products

Prevent and Detect Fraud, Waste, and Abuse

- 2.1 Address potential matters of wrongdoing and misconduct with proficiency, independence, and due professional care
- 2.2 Provide an independent mechanism to report fraud, waste, and abuse
- 2.3 Educate employees and contractors on fraud and whistleblower rights and protections

Strengthen Internal and External Relationships

- 3.1 Listen to and understand the needs, challenges, and interests of our stakeholders
- 3.2 Report to and fully inform the FCA Board and Congress

Foster a Dynamic and Inspiring Workplace

- 4.1 Ensure we have a diverse, professional, and highly skilled workforce
- 4.2 Participate in and engage with the IG community

STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL 1

Promote Economy and Efficiency

It is an OIG priority to promote economy and efficiency at FCA. This statutory responsibility motivates all aspects of the OIG's oversight work and is the focus of our audit, inspection, and evaluation functions. These thorough, risk-based reviews help FCA management identify deficiencies and aide in the continuous improvement of Agency programs and operations. For other stakeholders, the resulting OIG reports serve to bring an extra dimension of transparency and accountability to Agency operations. To be impactful, OIG audits, inspections, and evaluations must adhere to the highest standards of integrity and objectivity.

OBJECTIVES

Objective 1.1

Execute value-added audits, inspections, and evaluations

As a small office, it is particularly important that we focus our resources where they are most beneficial. We strive to do so by planning our work according to risk, taking into account prior work, the control environment, stakeholder input, and other relevant factors. Ensuring that our oversight adds value also demands that we diligently observe and adhere to appropriate standards, which help ensure our work products are timely and credible.

Performance Measures

- Develop an annual plan based on Agency mission, risk, activities, and management.
- Issue products for agency response in an average time of six months.
- Annually complete a quality assurance review to ensure compliance with professional standards and office policies and procedures.

Objective 1.2

Produce impactful products

While the OIG can identify opportunities to improve the management of FCA programs and operations, the responsibility for implementing improvements lies with Agency management. In order to ensure that our work products have their appropriate impact, we must ensure that our recommendations are clear and appropriately address concerns identified in our reports. We must also be attentive to, and keep FCA leadership apprised of, the status of all recommendations from issuance through final resolution.

Performance Measures

- Make recommendations, as necessary, to management and report monthly on recommendation status until closure.

STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL 2

Prevent and Detect Fraud, Waste, and Abuse

Detecting and deterring fraud, waste, and abuse are responsibilities of the utmost importance to the OIG. Left unchecked, violations of law, rule, and regulation, mismanagement, and abuses of authority—beyond the initial harm imposed—serve to undermine confidence in FCA. By promptly investigating alleged violations and mismanagement in a thorough and objective manner, the OIG enables the Agency to timely correct problems and avoid future issues. Toward this end, the OIG seeks to educate FCA employees on how to identify and report fraud, waste, and abuse and to ensure that they feel safe from retaliation in doing so.

OBJECTIVES

Objective 2.1

Timely address potential matters of wrongdoing and misconduct with proficiency, independence, and due professional care

Whether identified through a hotline complaint or through other oversight work, it is essential that we act to address matters in an expeditious manner so that the impacts of the wrongdoing may be mitigated to the extent practicable. It is equally important that the OIG carry out its investigative work without impairments to our independence; that we endeavor constantly to perform our work with quality and professionalism; and that we collectively possess the appropriate knowledge and skills to perform the investigative tasks that are needed.

Performance Measures

- Provide initial response to all new OIG hotline submissions within two business days of receipt.
- Determine the appropriate disposition within ten business days of receipt for 70 percent of complaints.

- Complete investigations within 180 days from initiation to closing.
- Undergo an annual review to ensure compliance with professional standards and office policies and procedures.

Objective 2.2

Provide an independent mechanism to report fraud, waste, and abuse

To help ensure that allegations of suspected wrongdoing are provided to the OIG as soon as practicable, we maintain at all times one or more methods by which individuals may confidentially report issues. We also raise awareness of the existence of these methods through our oversight products and outreach initiatives.

Performance Measures

- Maintain a hotline from a source independent of the Agency.
- Promote awareness of hotline avenues.

STRATEGIC GOALS AND OBJECTIVES

Objective 2.3

Educate employees and contractors on fraud and whistleblower rights and protections

The redress of potential wrongdoing relies, to a large extent, on the ability of Agency employees and contractor-employees to identify potential issues and the willingness of these same employees to raise those issues with the appropriate authorities. Accordingly, the OIG seeks to promote awareness

within the Agency regarding potential types of wrongdoing and of the protections available to those who cooperate with the OIG or disclose fraud, waste, abuse, or mismanagement.

Performance Measures

- At least twice annually, educate employees on fraud, waste, abuse, mismanagement, and whistleblower protections.

Photo courtesy of USDA Agricultural Research Service.



STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL 3

Strengthen Internal and External Relationships

OIG must stay attuned to the needs, challenges, and interests of FCA leadership, employees, and other stakeholders to ensure that our work is relevant and impactful. Toward this end, we seek to maintain open lines of communication with all interested parties, allowing us to react swiftly and appropriately to potential issues affecting the Agency and OIG. Similarly, clear communication is essential for FCA management and the Congress to address problems identified by OIG. Accordingly, while certain aspects of OIG's mission demand discretion, our office aims to be transparent about its work through regular briefings to stakeholders and diligent observance of statutory reporting requirements.

OBJECTIVES

Objective 3.1

Listen to and understand the needs, challenges, and interests of our stakeholders

The OIG's work impacts FCA management and employees, the institutions that the Agency regulates and supervises, System borrowers, and the public. Engagement with these and other stakeholders helps ensure that our oversight is appropriately directed.

Performance Measures

- Monthly track reviews of relevant existing or proposed legislation and regulations.
- Quarterly conduct a confidential survey of System institutions on the effectiveness of the Agency's examination program.
- Annually conduct at least four outreach initiatives with employees.

Objective 3.2

Report to and fully inform the FCA Board and Congress

It is a statutory responsibility and fundamental to our oversight mission that the OIG apprise FCA leadership and the Agency's congressional oversight committees of problems and deficiencies we identify. The OIG endeavors to meet this need through strict adherence to our report posting requirements and by providing regular briefings on our work.

Performance Measures

- Issue the OIG Semiannual Report to Congress within the statutorily required date.
- At least annually, offer briefings to Congressional oversight committees on OIG activities.
- Post all audit, inspection, and evaluation reports within three business days of issuance to the FCA Board.
- At least quarterly, brief FCA Board members on OIG activities.

STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL 4

Foster a Dynamic and Inspiring Workplace

The audits, inspections, evaluations, investigations, and other work of the OIG are carried out through the combined efforts of our employees. Our oversight work is most effective when it brings to bear our staff's varied talents and experiences, so we must provide a work environment that encourages and welcomes these contributions. We must also encourage the continuous development of our employees, so that the OIG—as an office and as a group of individuals—can excel in our mission and prepare for whatever challenges and opportunities the future may bring.

OBJECTIVES

Objective 4.1

Ensure we have a diverse, professional, and highly skilled workforce

The OIG strives to encourage the professional development of our employees, recognizing that this development advances the entire office and accrues to the benefit of our oversight mission. We also seek to promote an office culture that values and respects a broad range of different perspectives.

Performance Measures

- Comply with mandatory training requirements and maintain professional certifications.
- Include a diversity, equity, inclusion, and accessibility element in performance plans.

Objective 4.2

Participate in and engage with the IG community

While participating in the plans, programs, and projects of CIGIE is an IG-Act imperative, it also represents a unique opportunity to further grow the knowledge, skills, and abilities of OIG personnel. We aim to foster this growth by actively participating in the IG community at all levels of our organization.

Performance Measures

- Monthly participate in CIGIE committees, work groups, or initiatives.



Farm Credit Administration
Office of Inspector General

REPORT FRAUD, WASTE, ABUSE, & MISMANAGEMENT

Fraud, waste, abuse, and mismanagement in government concerns everyone: Office of Inspector General staff, Farm Credit Administration employees, Congress, and the general public. We actively solicit allegations of any fraud, inefficient and wasteful practices, abuse of authority, and mismanagement related to FCA programs and operations. You can report allegations to us in several ways:

Online: <https://apps.fca.gov/oigcomplaint>

**Phone: (800) 437-7322 (Toll-Free)
(703) 883-4316**

Email: fca-ig-hotline@rcn.com

**Mail: 1501 Farm Credit Drive
McLean, VA 22102-5090**

To learn more about reporting wrongdoing to the OIG, please visit our website at <https://www.fca.gov/about/inspector-general>.