OFFICE OF INSPECTOR GENERAL

Strategic Plan
2005-2010

FARM CREDIT ADMINISTRATION

Agent for Positive Change

The Office of Inspector General

The FCA Office of Inspector General (OIG) was established on January 29, 1989 pursuant to the Inspector General Act Amendments of 1988 (Public Law 100-504). In January 2001, Stephen G. Smith became the FCA's second Inspector General. The FCA IG is a member of the Executive Council on Integrity and Efficiency, an organization created by Executive Order to coordinate and enhance government efforts to promote integrity and efficiency and to prevent and detect fraud, waste, and abuse in Federal programs.

VISION

OIG will be a leader and a catalyst in shaping the future of the FCA.

MISSION

The OIG's work products and presence promotes economy, efficiency and integrity in Agency operations.

Core Values

INTEGRITY—giving straightforward, objective and balanced advice, motivated by a desire to improve conditions and do what is right.

EXCELLENCE—producing high quality work and products that are timely and relevant.

KNOWLEDGE—acquiring and expanding relevant skills and expertise.

RESPONSIBILITY—being accountable for our actions, work, and results and holding our customers to the same.

Core Competencies

TEAMWORK—We combine our staff skills and outside expertise to deliver real-world solutions.

TECHNOLOGY—We enhance the effectiveness of our work with practical application of technology.

BROAD VISION—We use our FCA knowledge to focus efforts on significant issues of the Agency.

CUSTOMER CENTERED—We are independent and recognize our success when we have helped FCA become more successful.

KEY EFFORTS, EXPECTED OUTCOMES AND INTIATIVES

Key Effort 1: Provide value-added customer service to the FCA.

Expected Outcomes	Initiatives
OIG will continue to ensure: ♦ FCA is effective and independent arms-length regulator ♦ FCA efficiently manages its resources ♦ FCA's stakeholders have confidence in the integrity of the Agency and its employees	Provide insight to the Board where possible risks/challenges are foreseen in regulations and/or System initiatives. Recommend improvement to make operations more efficient/effective. Prevent/detect fraud, abuse, and mismanagement to ensure integrity of FCA employees and programs.

Key Effort 2: Enhance communications and coordination with the Board, agency management and other stakeholders.

Expected Outcomes	Initiatives
OIG will build: ♦ A relationship of mutual trust with FCA ♦ Effective communication with Congress ♦ A network of mutual support among other OIGs ♦ Innovative approaches to reporting on work performed	Ensure open communication between OIG and FCA Board, management and staff. Timely inform Congress and other stakeholders of FCA operation and progress in meeting current challenges. Create innovative and user-friendly reporting mechanisms to educate and assist.

Key Effort 3: Continually assess OIG operations to identify methods to increase productivity and enhance resource use.

Expected Outcomes	Initiatives
We will foster continuous improvements by: ♦ Refining our measures of performance ♦ Evaluating and improving our work processes ♦ Adhering to PCIE/ECIE quality standards ♦ Investing in training and development opportunities for OIG staff	Utilize technology to increase productivity and reduce processing time. Increase success in our accomplishments through appropriate and rigorous performance measures. Meet established standards ensuring the quality, validity and integrity of products. Expand knowledge through employee development using external and internal opportunities and expertise.

Environmental Assumptions

- ***Changing work force.*** *The change in FCA's work force with fewer and less tenured employees and more contractors will necessitate OIG vigilance over the internal control environment. FCA's compensation and reward practices will need to be flexible to adapt to a changing work force. The Farm Credit System will continue to evolve and change. The financial and banking industry will continue to become more complex.*

- ***Changing work environment.*** *As FCA and the OIG look to leverage investments in technology, OIG must expand its knowledge of technology to effectively perform reviews. Further, as FCA adopts technology to change its processes, the OIG will have to be positioned to evaluate new risks in internal controls and security measures.*

- ***Limited budget resources.*** *Budget pressures on the OIG will be equivalent to those faced by the FCA as a whole. The OIG will have to use an efficient mix of internal and external resources to fulfill its mission. Technology will continue to cause change in processes and approach to work.*

- ***Farm Credit Act.*** *Changes in the agriculture and the financial industries will cause the Farm Credit System to seek greater flexibility in law and regulations. OIG will continue to ensure that the FCA is ever mindful of its arms length regulatory position and will be prepared to review and make recommendations regarding laws and regulations.*

The Farm Credit Administration

The Farm Credit Administration (FCA) is an independent Agency in the executive branch of the U.S. Government. It is responsible for the regulation and examination of the banks, associations, and related entities that collectively comprise what is known as the Farm Credit System, including the Federal Agricultural Mortgage Corporation. Initially created by an Executive Order of the President in 1933, the Agency now derives its powers and authorities from the Farm Credit Act of 1971, as amended. FCA's mission is to promote a safe and sound, competitive Farm Credit System.

The Farm Credit System

The Farm Credit System is a network of borrower-owned lending institutions and related service organizations serving all 50 states and the Commonwealth of Puerto Rico. These institutions specialize in providing credit and related services to farmers, ranchers, and producers or harvesters of aquatic products. Loans may also be made to finance the processing and marketing activities of these borrowers. In addition, loans may be made to rural homeowners, certain farm-related businesses, and agricultural, aquatic and public utility cooperative. As of June 30, 2004, with $94.3 billion in loans, the Farm Credit System held one third of all agricultural debt in the U.S.

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