

2015 -
2016

Office of Inspector General

Interim Strategic Plan

This Interim Strategic Plan describes our organizational mission, vision, values, goals, and objectives for Fiscal Years 2015 and 2016.



Message from the Inspector General

I am pleased to present the U.S. Securities and Exchange Commission (SEC) Office of Inspector General (OIG) Interim Strategic Plan for Fiscal Years 2015 - 2016. The plan provides an overview of the SEC OIG's goals and objectives for the next two years and is designed to serve as an interim plan while we engage in a more comprehensive strategic planning process.

We have revised our vision to better reflect our commitment to provide independent, objective, and effective oversight of the SEC. Accordingly, our vision recognizes that the SEC OIG is an independent, professional organization that contributes to the success of the SEC and acts as a catalyst for positive change in the SEC's programs and operations.

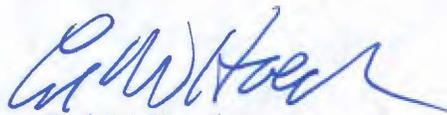
To implement our vision, we have adopted the following strategic goals:

Strategic Goal 1: Improve the Economy, Efficiency and Effectiveness of SEC Programs and Operations.

Strategic Goal 2: Enhance the Efficiency and Effectiveness of the SEC OIG's Operations and Communications.

Strategic Goal 3: Promote the Integrity, Efficiency and Effectiveness of the SEC by Keeping Congress, the Commission, and the Public Informed.

These strategic goals will guide the OIG staff as we continue our efforts to effectively oversee the SEC's programs and operations and to bring positive change to the SEC. We recognize that planning is an ongoing process that requires continuous monitoring and evaluation and, as noted above, we will continue our strategic planning efforts with a view towards providing better service for our customers and stakeholders.



Carl W. Hoecker
Inspector General

Mission, Vision and Values

Mission

The mission of the SEC OIG is to promote the integrity, efficiency, and effectiveness of the critical programs and operations of the SEC. We accomplish this mission by:

- Conducting independent and objective audits, evaluations, and other reviews of SEC programs and operations;
- Conducting independent and objective investigations of potential criminal, civil, and administrative violations that undermine the ability of the SEC to accomplish its statutory mission;
- Preventing and detecting fraud, waste, and abuse in SEC programs and operations;
- Identifying vulnerabilities in SEC programs and operations and making recommendations to improve them;
- Communicating timely and useful information that facilitates management decision making and the achievement of measurable gains; and
- Keeping the Commission and Congress fully and currently informed of significant issues and developments.

Vision

The SEC OIG is an independent, professional organization that contributes to the success of the SEC and acts as a catalyst for positive change in the SEC's programs and operations. We will realize this vision by being proactive, versatile, insightful, and engaged.

Values

The SEC has recognized several values that apply to the SEC's work. These values also are fundamental to the SEC OIG accomplishing its mission and conducting its daily operations.

Integrity: Consistent with the Inspector General Act of 1978, as amended, the SEC OIG is independent and objective in its activities. We hold ourselves and each other to the highest ethical standards.

Commitment to Excellence: The SEC OIG is committed to the highest standards of excellence in pursuit of its mission.

Accountability: The SEC OIG embraces the responsibility with which it is charged. In carrying out their work, SEC OIG employees hold themselves accountable to the public and take responsibility for achieving the SEC OIG's mission.

Effectiveness: The SEC OIG strives to work creatively, proactively, and effectively in performing its oversight work and continually looks for ways to make its business processes more efficient and effective.

Teamwork: The SEC OIG recognizes that its success lies in working together; fostering an inclusive and mutually supportive environment; and giving each team member the opportunity to contribute, learn, develop, and grow.

Fairness: The SEC OIG treats its employees and all its stakeholders with fairness, professionalism, dignity, and respect. In all our work, we follow applicable professional standards and ensure that decisions are made in a fair and ethical manner.

Strategic Environment

SEC Environment

The SEC's mission is to protect investors, maintain fair, orderly, and efficient markets, and facilitate capital formation. Over the past decade, the markets, products, and participants that the SEC oversees and regulates—including investment advisers, mutual and exchange-traded funds, and broker-dealers—have grown in size and complexity, creating several challenges for the SEC as it carries out its mission to protect investors, maintain fair, orderly, and efficient markets, and facilitate capital formation. For example, following the 2007 to 2009 financial crisis and enactment of the Dodd-Frank Wall Street Reform and Consumer Protection (Dodd-Frank) Act, the SEC's responsibilities for providing regulatory oversight expanded significantly. The Dodd-Frank Act mandated that the agency undertake the largest and most complex rulemaking agenda in its history. Specifically, the Dodd-Frank Act includes some 90 provisions that require SEC rulemaking and more than 20 other provisions that require studies or reports. In addition, the Jumpstart Our Business Startups (JOBS) Act requires the SEC to write new rules and issue studies on capital formation, disclosure, and registration requirements.

Further, the SEC identified an immediate and pressing need for ensuring sufficient examination coverage of registered investment advisers. According to testimony provided by the SEC Chair in 2014, during fiscal year 2013, due to significant resource constraints, the SEC examined only about 9 percent of these advisers, although the total amount of assets managed by SEC-registered advisers increased from \$43.8 trillion in April 2011 to \$62.3 trillion in August 2014. The Chair further testified that the number of examiners per trillion dollars in investment adviser assets under management dropped from 19 in 2004 to 8 in 2014.

Finally, to keep pace with increasingly complex markets, the SEC is investing in its information technology infrastructure, developing new analytic capabilities, and deploying tools and platforms to store and process increasing volumes of data.

Office of Inspector General Structure

The SEC OIG is comprised of the Office of Audits (OA), the Office of Investigations (OI), and the Office of Management Support (OMS).

OA conducts, coordinates, and supervises independent audits and evaluations of the agency's programs and operations at the SEC's headquarters and 11 regional offices. OI investigates allegations of criminal, civil, and administrative violations relating to SEC programs and operations by SEC employees as well as external parties. OMS provides administrative and professional support for all SEC OIG operations.

As necessary, the SEC OIG also uses contractors to augment its professional staff. Contracting funds are primarily used to hire independent public accounting firms and technical experts to assist the SEC OIG with conducting planned audits or evaluations of Commission programs and operations. These funds are also used to procure services or products that are needed to support audits and investigations.

Strategic Goals and Strategic Objectives

Strategic Goal 1: Improve the Economy, Efficiency, and Effectiveness of SEC Programs and Operations.

Strategic Objectives

- Identify systemic weaknesses and make recommendations to improve SEC programs and operations by conducting audits and evaluations, as well as other special projects and reviews.
- Conduct comprehensive reviews of the SEC's information technology and information security measures.
- Conduct timely and thorough investigations of allegations of criminal, civil, and administrative violations relating to SEC programs and operations by SEC employees and external parties.
- Regularly work with the agency to identify and update management challenges and to resolve open recommendations.

Strategic Goal 2: Enhance the Efficiency and Effectiveness of the SEC OIG's Operations and Communications.

Strategic Objectives

- Continue to hire high-quality staff and develop existing staff.
- Increase SEC OIG staff knowledge and understanding of SEC program and mission areas.
- Foster a work environment that encourages information sharing, continuous learning, and achievement resulting in a high-performing organization.
- Continually strive to improve the SEC OIG's business processes to increase efficiency and effectiveness.
- Inform SEC staff of the work of the SEC OIG, and encourage SEC staff to assist us in preventing fraud, waste, and abuse.

Strategic Goal 3: Promote the Integrity, Efficiency and Effectiveness of the SEC by Keeping Congress, the Commission, and the Public Informed.

Strategic Objectives

- Effectively communicate the outcome of the SEC OIG's work to Congress, the Chair and Commissioners, agency management officials, and the public.
- Develop a comprehensive communications strategy that uses various avenues to highlight the OIG's work and disseminate pertinent information to our stakeholders.
- Provide timely reports, briefings, and responses to inquiries received from agency or Congressional officials.

Performance Indicators

Performance indicators assist in measuring how well the SEC OIG is achieving the three strategic goals set forth in this plan. The SEC OIG will use this interim strategic plan period as a baseline to develop specific performance indicators.