NCUA
National Credit Union Administration

Office of Inspector General
Strategic Plan
2027 – 2031

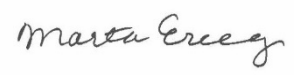


MESSAGE FROM INSPECTOR GENERAL

I am pleased to present the National Credit Union Administration (NCUA) Office of Inspector General (OIG) Strategic Plan for Calendar Years (CY) 2027-2031. The strategic plan ensures that the OIG is able to integrate our oversight activities with NCUA's CY 2026-2030 Strategic Plan. The goals and objectives outlined have a direct impact on NCUA's performance of its mission.

The OIG's strategic goals are: 1) promoting the integrity, efficiency, and effectiveness of NCUA programs and operations; 2) improving NCUA financial management; 3) preventing and detecting fraud, waste, and abuse in NCUA programs and operations; and 4) communicating effectively with the NCUA Board, Congress, and other stakeholders. The strategic plan provides direction for our priorities for the next 5 years and indicates that we engage in a risk-based approach in choosing our audits and investigations.

The OIG is committed to achieving the goals and objectives outlined in the plan consistent with our statutory authority. The strategic plan and our related annual work plan will result in independent and effective oversight that supports the integrity and quality of NCUA's programs and operations.



Marta Erceg
Acting Inspector General

MISSION

NCUA OIG promotes the economy, efficiency, and effectiveness of NCUA programs and operations, and detects and deters fraud, waste, and abuse, thereby supporting NCUA's mission of monitoring and promoting a safe and sound federally insured credit union system. We accomplish our mission by conducting independent audits, investigations, and other activities, and by keeping the NCUA Board and Congress fully and currently informed of our work.

INTRODUCTION

NCUA Overview

NCUA is an independent federal agency that insures deposits at federally insured credit unions, protects the members who own credit unions, charters and regulates federal credit unions, and promotes widespread financial education and consumer protection. NCUA protects the safety and soundness of the credit union system by identifying, monitoring, and reducing risks to the National Credit Union Share Insurance Fund, which provides up to $250,000 of federal share insurance to account holders in all federal credit unions and most state-chartered credit unions.

OIG Overview

The Office of Inspector General (OIG) was established at NCUA in 1989 pursuant to an amendment of the Inspector General Act of 1978. The Inspector General reports to and is under the general supervision of the NCUA Board. The OIG is responsible for conducting, supervising, and coordinating audits and investigations relating to NCUA programs and operations; recommending policies for and conducting other activities for the purpose of promoting economy and efficiency in the administration of, or preventing fraud and abuse in, NCUA programs and operations; reviewing existing and proposed legislation and regulations to evaluate their impact on the economic and efficient administration of, or the prevention and detection of fraud and abuse in, NCUA programs and operations; and keeping the NCUA Board and Congress informed of fraud and other serious problems, abuses, and deficiencies, and recommending corrective actions and NCUA's progress in implementing the corrective actions.

NCUA Strategic Plan

NCUA's 2026-2030 Strategic Plan sets out three strategic goals:

1. Safeguard federally insured credit unions
2. Enable access to cooperative financial services and responsible innovation
3. Strengthen NCUA's capabilities and performance.

OIG Strategic Plan

In developing the OIG's strategic plan, we considered NCUA's strategic and performance plans; agency, other financial regulators, credit unions, and other financial institution environments; and current trends affecting these entities and the federal government overall.

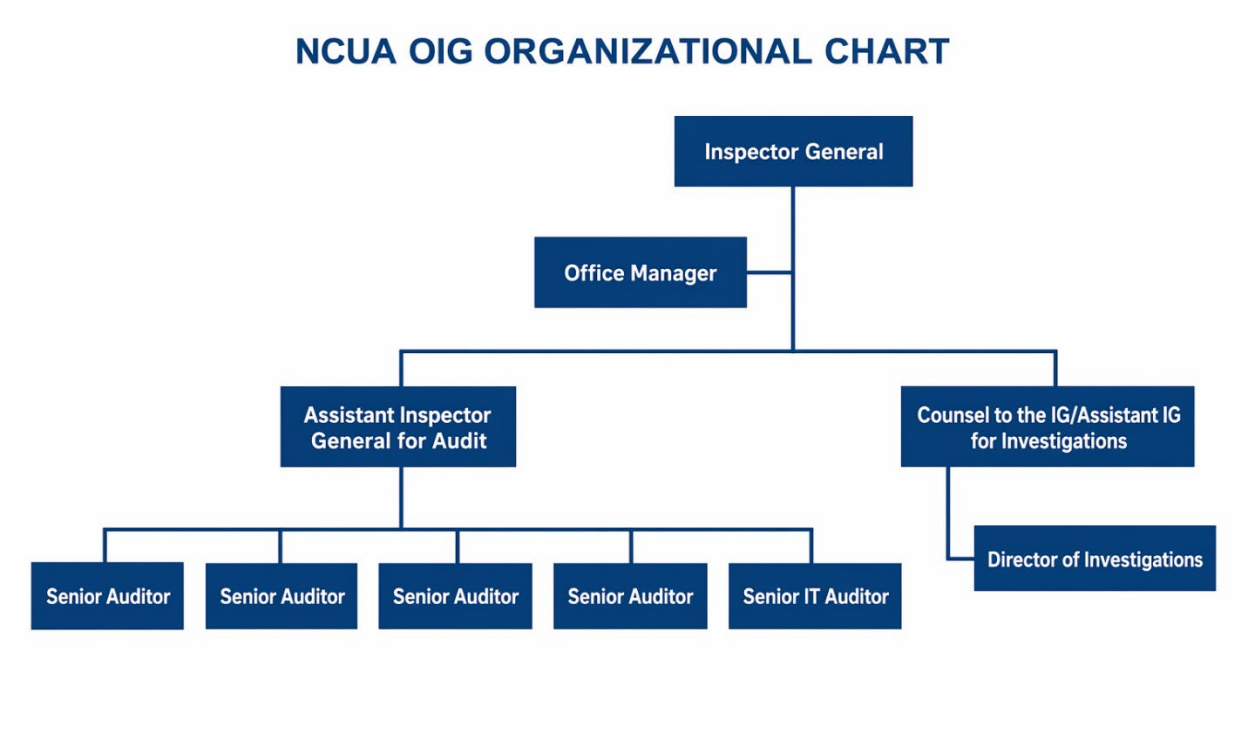
Strategic Planning Process

First, the plan aligns the OIG's activities with NCUA's strategic goals, objectives, and program areas. See Appendix. Second, the plan outlines the guiding principles for the OIG's annual planning and budgeting, mandated reports, including the Management and Performance Challenges Letter and Semiannual Report to Congress, and individual goal setting and performance planning and assessment. The OIG recognizes that strategic planning supported by setting and measuring performance goals is an ongoing process that requires continuous monitoring.

OIG Resources

The chart below represents the OIG's 10 authorized positions.

The Office of Audits performs and provides oversight of independent audits and evaluations of the agency's programs and operations to promote the economy and efficiency of NCUA and comply with mandated audit requirements. Audits and reviews are performed in accordance with generally accepted auditing standards or in accordance with quality standards issued by the Council of Inspectors General on Integrity and Efficiency (CIGIE). The Office of Investigations is responsible for preventing and detecting waste, fraud and abuse and for conducting investigations related to NCUA programs, operations, and personnel. Investigations are performed in accordance with CIGIE quality standards. The Counsel to the Inspector General provides legal advice and support on audits, investigations, and administrative matters.



Budget

The OIG's requested 2027 budget is approximately $4.9 million. Because of limited resources, the OIG relies upon contractors to perform annual financial statement audits, Federal Information Security Modernization Act reviews, and material loss reviews of the circumstances related to losses incurred by the National Credit Union Share Insurance Fund that are caused by credit unions. The OIG contracting budget is approximately $1.3 annually.

Key External Factors

Credit Union Environment

The environment in which credit unions exist is continually changing. Legislation affecting credit unions impacts the way NCUA regulates and conducts oversight. Economic conditions such as interest rates, housing market, credit risks, recession, and volatility in global financial markets may drive changes in credit union operations. The increasing use of technology by non-traditional financial services companies and by consumers are likely to pose various challenges to the credit union industry. These changes and NCUA's responses to them influence which areas or issues the OIG decides to review. In addition, there may be increased failures of credit unions due to economic changes, which would trigger requirements for our office to conduct an increased number of material loss reviews under the Federal Credit Union Act.

Changes in NCUA Organization and Programs

Changes to NCUA's organization, programs, personnel, and technology influence what areas or issues the OIG will review. NCUA is pursuing a more risk-driven supervisory approach that prioritizes areas with the greatest potential impact on financial risk and performance. Executive Order 14210, Implementing the President's Department of Government Efficiency Workforce Optimization Initiative (Feb. 11, 2025), directed all federal agencies to evaluate their organizational structures and implement workforce optimization measures. As a response, NCUA conducted a baseline review of its organizational structure as of January 20, 2025, and established workforce reduction and structural realignment goals through a voluntary separation program. Following NCUA's voluntary separation program in 2025, NCUA has begun reorganization efforts through evaluating existing activities to identify and eliminate nonessential functions and consolidating roles and business units to reduce duplication and improve efficiency.

Changes in NCUA Budget

Changes to NCUA's budget may indicate a change in agency resource use and program emphasis, such as through reorganization efforts or the implementation of new technologies, including superintelligence.

Changes in Technology

Changes in technology affect how NCUA collects, analyzes, stores, secures, and communicates information. These changes may introduce cybersecurity risks and risks in data integrity, internal controls, and backup and contingency capabilities, and will require improvements in the efficiency and effectiveness of the automated systems that support NCUA's mission. Additionally, the increased reliance on and evolution of superintelligence may rapidly advance and innovate capabilities that need to be appropriately governed.

Changes in Legislation

New legislation and changes to existing legislation could impact how we deploy resources. For example, the Guiding and Establishing National Innovation for U.S. Stablecoins (GENIUS) Act (P.L. 119-27) requires the development of a regulatory framework for payment stablecoins, which may change how NCUA regulates and examines credit unions. That in turn could change our audit and material loss review focus.

In addition to legislative changes, NCUA's deregulation project is a multi-year initiative to review, streamline, and modernize the agency's regulatory framework in response to Executive Order 14192, Unleashing Prosperity Through Deregulation (Jan. 31, 2025). Through this project, NCUA is evaluating existing regulations to determine whether they are obsolete, duplicative, overly burdensome, or would be better addressed through supervisory guidance.

External Reviews

External evaluations by other agencies such as GAO, Treasury, or OPM may impact the agency and the OIG, which could result in changes in focus for our office.

Congressional Requests

The OIG receives Congressional requests to review matters that could result in changes to our priorities.

NCUA OIG STRATEGIC GOALS

Strategic Goal 1

Promote Economy, Efficiency, and Effectiveness in NCUA Programs and Operations

STRATEGIC OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES
1-1. Conduct audits, investigations, and other reviews of priority issues to promote economy, efficiency, and effectiveness in NCUA programs and operations	Conduct audits, investigations, and other reviews of the highest priority areas Prevent and detect fraud, waste, and abuse in the programs and operations of the agency Follow up on implementation of OIG recommendations 6 months after each report issued and document results Review and comment on proposed agency and OIG-related legislation, regulations, and other directives	Perform audit planning to prioritize audits based on risk Complete planned audits and issue reports in a timely and effective manner Investigate promptly high-priority complaints and referrals Achieve acceptance of majority of audit and other recommendations Maintain a legislative, regulatory, and policy file

Strategic Goal 2

Improve NCUA Financial Management

STRATEGIC OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES
2-1. Improve financial management at NCUA by conducting financial audits	Ensure performance of annual independent audits of NCUA funds Monitor and review the progress of the financial audits done by independent contractors and issue a final report incorporating the results of their work	Issue audited financial reports within 45 days of the close of the fiscal year Achieve acceptance and implementation of majority of financial statement audit recommendations

Strategic Goal 3

Detect and Deter Fraud, Waste, and Abuse in NCUA Programs and Operations

STRATEGIC OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES
3-1. Heighten integrity awareness of NCUA employees and others	Maintain new employee and annual supervisory training about OIG and reporting violations to OIG Maintain OIG website	Review training for updates, as needed Update OIG website as necessary
3-2. Detect waste, fraud, and abuse in NCUA programs and operations	Investigate complaints/allegations Conduct risk-prioritized audit planning with input from NCUA stakeholders	Evaluate new complaints/allegations within an average of 40 days to determine whether they should be investigated Conduct annual audit planning and issue Annual Work Plan
3-3. Deter waste, fraud, and abuse in NCUA programs and operations	Identify NCUA programs/operations that are most susceptible to fraud and misconduct Conduct internal control reviews of NCUA programs and operations most susceptible to fraud and misconduct Monitor OIG Hotline and OIG post office box	Review annually at least one program/operation most susceptible to fraud and misconduct Conduct at least one internal control review of highly susceptible areas Maintain and record results of OIG Hotline calls and letters

Strategic Goal 4

Communicate Effectively with the NCUA Board, Congress, and Other Stakeholders

STRATEGIC OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES
4-1. Improve NCUA Board, Congress, and other stakeholder understanding of the OIG's role, mission, and operations and keep them informed of problems, deficiencies, and the status of significant issues	Periodically brief NCUA Board members Increase the OIG's visibility in regions and offices Issue audit and other reports, management letters, and semiannual reports Attend Central Office, regional, and other management meetings Post all OIG audit and semiannual reports to NCUA web page and Oversight.gov	Conduct quarterly briefings for NCUA Board Conduct OIG presentations and written communications at regular intervals Attend CIGIE and Council of Inspectors General on Financial Oversight meetings Maintain professional contacts with regional and central offices and the public Ensure all audit reports are posted on OIG website within 3 days of issuance to agency management
4-2. Contribute to the resolution of integrity, economy, and effectiveness issues affecting the financial institution regulatory community	Work with CIGIE, GAO, and other OIGs to identify common issues Participate in joint audits and reviews as appropriate	Periodically participate in joint projects with external agencies to address common issues
4-3. Respond to Congressional, employee, and public concerns, inquiries, and other requests for information	Communicate with Congressional oversight committees Respond to FOIA, Privacy Act, and other requests and inquiries from the public	Respond promptly to all Congressional requests Respond timely to all FOIA, Privacy Act, and other requests from the public

Appendix

ALIGNMENT OF OIG STRATEGIC GOALS AND NCUA STRATEGIC GOALS

OIG Strategic Goals FY 2027-2031	NCUA Strategic Goals FY 2026-2030		
	Goal 1: Safeguard federally insured credit unions.	**Goal 2:** Enable access to cooperative financial services and responsible innovation.	**Goal 3:** Strengthen NCUA's capabilities and performance.
Goal 1: Promote economy, efficiency, and effectiveness in NCUA programs and operations.	✓	✓	✓
Goal 2: Improve NCUA financial management.			✓
Goal 3: Detect and deter fraud, waste, and abuse in NCUA programs and operations.	✓		✓
Goal 4: Communicate effectively with the NCUA Board, Congress, and other stakeholders.	✓		✓

NCUA
National Credit Union Administration

Office of Inspector General

NCUA OIG
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The OIG's mission is to prevent, deter, and detect waste, fraud, abuse, and misconduct in NCUA programs and operations; and to promote economy, efficiency, and effectiveness at the agency.

To report allegations of waste, fraud, abuse, or misconduct regarding NCUA programs, employees, contractors, or contracts, please contact us via our OIG Hotline | NCUA or call 1-800-778-4806.

NCUA website | www.ncua.gov
Oversight.gov | www.oversight.gov