Overview

The Work Plan presents the audits and evaluations that we are conducting to assist the Board of Governors of the Federal Reserve System (Board) and the Bureau of Consumer Financial Protection (Bureau) in fulfilling their respective missions. Our statutory mandates are our highest priority, and with our remaining resources, we focus on those programs and operations in which potential deficiencies pose the highest risk to the Board and the Bureau in achieving their strategic goals, objectives, and priorities; meeting budgetary and financial commitments; and complying with applicable laws, regulations, and guidance.

The Work Plan is updated quarterly. Each project is categorized as initiated, in development, or planned.

- Initiated: The project is underway; the description of the project includes the calendar quarter in which we expect to complete the project.
- In development: The project team is determining the project’s scope and completion date.
- Planned: The project has been identified by our office, and formal work has not yet begun.

Each quarter, projects that are new or have been updated, postponed, canceled, terminated, or issued as reports are marked as such. For a list of issued reports, please view the Audit Reports page on our website.

Beginning with the July 1, 2020, Work Plan, we also label the work we are conducting that is related to the Board’s and the Bureau’s COVID-19 pandemic response activities. This Pandemic Recovery Oversight label appears below the project title, or below the completion quarter for initiated projects.

We may be required to perform unanticipated work based on congressional or agency requests, OIG Hotline complaints, new statutory mandates, or other input. Such work, as well as resource constraints, may result in our deferring, canceling, or modifying projects. Our effectiveness depends on our flexibility to address other priorities as they arise.

For congressional, media, or other inquiries, please email oig.media@frb.gov or call 202-973-5043.
## Contents

- Overview  
- Contents  
- Board: Initiated Projects  
- Board: Projects in Development  
- Board: Planned Projects  
- Bureau: Initiated Projects  
- Bureau: Projects in Development  
- Bureau: Planned Projects
Board: Initiated Projects
with calendar quarter of expected completion

**Evaluation of the Board Economics Divisions’ Research Planning Processes**
*Third quarter 2020*

The Board’s four economic research divisions—Research and Statistics, Monetary Affairs, International Finance, and Financial Stability—produce research that supports the formulation and conduct of policy in key mission areas and informs the Board’s financial stability activities. We are assessing these divisions’ processes to plan certain research activities and identifying any opportunities to enhance the processes’ effectiveness.

**Evaluation of the Board’s Implementation of Enterprise Risk Management (ERM)**
*Third quarter 2020*

ERM is an approach to addressing the full spectrum of an organization’s significant risks by considering them as an interrelated portfolio. Federal guidance highlights the importance of implementing an ERM capability that is coordinated with strategic planning and internal control processes. We are performing an evaluation of the Board’s implementation of ERM. Our objective is to assess the effectiveness of the Board’s ongoing efforts to plan, develop, and integrate ERM processes across the agency. Our scope will focus on (1) the establishment of supporting ERM governance and operational structures and (2) steps taken to cultivate a risk culture that aligns the risk management program with the Board’s mission, vision, strategy, and values.

**Evaluation of the Effectiveness of the Board’s Cybersecurity Supervision (Phase 2)**
*Third quarter 2020*

We identified cybersecurity oversight at supervised financial institutions as a major management challenge for the Board on an annual basis from 2015 to 2018. In 2017, we issued a report focused on cybersecurity supervision of multiregional data processing servicers and financial market utilities, among other topics. For the second phase of our cybersecurity oversight activities, we are assessing the Board’s cybersecurity supervision of the largest and most systemically important financial institutions—those institutions in the Board’s Large Institution Supervision Coordinating Committee portfolio.

**Security Control Review of the Board’s National Information Center**
*Third quarter 2020*

The Federal Information Security Modernization Act of 2014 requires that each agency inspector general conduct an annual independent evaluation of its respective agency’s information security program and practices, including testing controls for select systems. To meet these requirements, we have initiated a security control review of the Board’s National Information Center, which is the central repository and authoritative source of supervision and regulation, banking organization structure, and supervisory data.

**Security Control Review of the Board’s Secure Document System**
*Third quarter 2020*

The Federal Information Security Modernization Act of 2014 requires that each agency inspector general conduct an annual independent evaluation of its respective agency’s information security program and practices, including testing controls for select systems. To meet these requirements, we have initiated a security control review of the Board’s Secure Document System, which is an agency-designated high-value asset that provides for the secure distribution of Federal Open Market Committee documents to authorized staff at the Board and the Federal Reserve Banks.
Audit of the Board’s Process for Planning and Managing Infrastructure Projects

Fourth quarter 2020

Building a productive, collaborative work environment through the tailored use of space, technology, and design is one of the Board’s strategic goals. To achieve this goal, the Board will renovate multiple buildings to create a modern, safe, and efficient workplace. These renovation projects are multiyear efforts that involve significant resources and could pose challenges because of their size, complexity, and interdependence. We are reviewing the Board’s processes for planning and managing multiple building renovations as well as procuring contracts. We are also reviewing the Board’s change order process for its renovation contracts (see Audit of the Board’s Change Order Process for Its Infrastructure Contracts).

2020 Audit of the Board’s Information Security Program

Fourth quarter 2020

The Federal Information Security Modernization Act of 2014 (FISMA) requires that each agency inspector general conduct an annual independent evaluation of its respective agency’s information security program and practices. To meet FISMA requirements, we are conducting an audit of the Board’s information security program. Our objectives are to evaluate the effectiveness of the Board’s (1) security controls and techniques for select information systems and (2) information security policies, procedures, standards, and guidelines. We will use the results from our audit to respond to the U.S. Department of Homeland Security’s fiscal year 2020 FISMA reporting metrics for inspectors general.

Evaluation of the Efficiency and Effectiveness of the Board’s Consumer Compliance Examination and Enforcement Action Processes

Second quarter 2021

The mission of the Board’s Division of Consumer and Community Affairs (DCCA) is to promote a fair and transparent financial services marketplace and effective community development. DCCA supervises for compliance with and enforces consumer protection laws and regulations that govern how financial institutions interact with their customers and their communities. Supervision activities may include examinations assessing institutions’ compliance with the following: the prohibition against unfair or deceptive acts or practices, fair lending laws and regulations, or other consumer protection laws and regulations. The Federal Reserve may also issue enforcement actions for violations of consumer protection laws or regulations. We plan to evaluate the efficiency and effectiveness of the Board’s and the Reserve Banks’ consumer compliance examination and enforcement action processes.
Board: Projects in Development

Audit of the Board’s Change Order Process for Its Infrastructure Contracts
The Board’s renovation projects are multiyear efforts that involve significant resources and could pose challenges. The Board awarded contracts to multiple vendors for four building renovations. The Division of Financial Management’s Procurement function works with contracting officer’s representatives in the Board’s divisions to administer these contracts, including approving invoices for payment. This audit will review the Board’s process for change orders to ensure compliance with its procedures and contract terms relevant to the infrastructure projects.

Audit of the Board’s Payroll Process
Personnel expenses, including salaries and benefits, account for approximately 70 percent of the Board’s budget. The Division of Financial Management’s Payroll section is responsible for providing payment services for the Board, including producing the biweekly payroll, conducting relevant tax reporting, and administering the Board’s leave application process. This project will assess the effectiveness of internal controls for certain Board payroll processes, including compliance with applicable laws, regulations, policies, and procedures.

Evaluation of the Board’s Adoption of Cloud Computing Solutions
Federal agencies, including the Board, are increasingly implementing cloud computing–based systems to meet their business needs. Cloud computing refers to a model for enabling convenient, on-demand network access to a shared pool of configurable resources (for example, networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction. We are initiating a scoping phase to review the Board’s planning and security management processes for adopting cloud computing systems. During the scoping phase for this evaluation, we will further develop our objectives, scope, and methodology.

Monitoring of the Federal Reserve’s Lending Facilities
New Pandemic Recovery Oversight
In response to the economic effects of the coronavirus pandemic, the Federal Reserve recently announced that it would create new lending facilities to provide loans to employers, certain businesses, and communities across the country to support the U.S. economy. Specifically, the following programs have been created or are in development: the Main Street Lending Program, the Paycheck Protection Program Liquidity Facility, the Municipal Liquidity Facility, the Primary Market Corporate Credit Facility, and the Secondary Market Corporate Credit Facility. We are initiating an active monitoring effort of these programs to gain an understanding of operational, governance, reputational, and financial matters associated with them. Through this monitoring effort, we will refine our focus on the programs and identify areas for future audits or evaluations. Some of the topics we are considering include the design, operation, governance, and oversight of the lending programs; data collection and reporting associated with the programs; and the effect of the programs on the Board’s supervision and regulation activities.
Board: Planned Projects

Audit of the Board’s Compliance With the OPEN Government Data Act
The Board’s Office of the Chief Data Officer is tasked with transforming the data culture of the Board to become more data driven and to create platforms for employees to easily access. In January 2019, Congress enacted H.R. 1770, the OPEN Government Data Act, which requires federal agencies to create publicly available data inventories and outlines specific duties for federal chief data officers. Noncompliance with the act must be reported to Congress. We plan to assess the Board’s compliance with the OPEN Government Data Act.

Audit of the Board’s Contract Solicitation, Selection, and Award Processes
The Division of Financial Management’s Procurement function is responsible for oversight of the Board’s procurement functions, including contract solicitation, selection, and award. The Board needs strong controls to ensure that it acquires goods and services timely and at reasonable prices and that it meets or exceeds other Board goals, such as vendor diversity. This project will assess the effectiveness of the Board’s contract solicitation, selection, and award processes, including the Board’s compliance with applicable laws, regulations, and internal policies and procedures.

Audit of the Board’s Financial Statements as of and for the Years Ended December 31, 2020 and 2019
We contracted with an independent public accounting firm to audit the financial statements of the Board. We are overseeing the activities of the independent public accounting firm to ensure compliance with generally accepted government auditing standards and Public Company Accounting Oversight Board auditing standards related to internal controls over financial reporting.

Audit of the Federal Financial Institutions Examination Council’s (FFIEC) Financial Statements as of and for the Years Ended December 31, 2020 and 2019
The Board performs the accounting function for the FFIEC, and we contracted with an independent public accounting firm to audit the financial statements of the FFIEC. We are overseeing the activities of the independent public accounting firm to ensure compliance with generally accepted government auditing standards.

Board Security Control Reviews
The Federal Information Security Modernization Act of 2014 requires that each agency inspector general evaluate a representative subset of its respective agency’s information systems, including third-party systems. To meet this requirement, we will conduct security control reviews of a sample of the Board’s information systems throughout the year. We will use automated audit scanning tools to assist with conducting the reviews.

Evaluation of the Board’s Coordination of Reserve Bank Oversight
In accordance with the Federal Reserve Act, the Board is responsible for overseeing the Federal Reserve Banks. This oversight entails reviews of multiple bank functions by multiple sections within the Board’s Division of Reserve Bank Operations and Payment Systems (RBOPS). RBOPS’s Oversight Program Management (OPM) section is responsible for coordinating the division’s Reserve Bank oversight, including onsite reviews of the banks’ operations. OPM has been enhancing its oversight approach to improve the efficiency and effectiveness of the process and to ensure an appropriate risk focus. We plan to review OPM’s process for coordinating oversight of the various Reserve Banks and their functions.
Evaluation of the Board’s Personnel Security Program

Board activities and information have the potential to significantly influence financial market activity and affect important public policies or private-sector decisions. Accordingly, it is important to ensure that both employees’ and contractors’ backgrounds are appropriately screened when granting access to Board facilities and providing security clearances. The Board’s personnel security program oversees and administers the screening of Board employees and contractors, as well as Federal Reserve Bank personnel who require such screening. We will assess the Board personnel security program’s processes and controls related to the oversight and administration of background investigations and security clearances.

Failed Bank Reviews

Section 38(k) of the Federal Deposit Insurance Act, as amended by the Dodd-Frank Act, requires that the inspector general of the appropriate federal banking agency review the agency’s supervision of a failed institution when the associated losses to the Deposit Insurance Fund are above the materiality threshold or are at or below the threshold but exhibit unusual circumstances warranting an in-depth review. In such cases, the inspector general must prepare a report in a manner consistent with the requirements of a material loss review. For losses to the Deposit Insurance Fund that occurred on or after January 1, 2014, the materiality threshold is $50 million.
Audit of the Bureau’s Compliance With the Improper Payments Information Act of 2002, as Amended (IPIA)

Second quarter 2020

The Improper Payments Information Act of 2002, as amended by the Improper Payments Elimination and Recovery Act of 2010 (IPERA) and the Improper Payments Elimination and Recovery Improvement Act of 2012, requires agency inspectors general to report annually on the agency’s compliance with the criteria listed in IPERA. Under the Office of Management and Budget’s implementing guidance, these reports should be completed within 180 days of the publication of the agency’s annual performance accountability report or agency financial report. The Bureau has determined that its Consumer Financial Civil Penalty Fund is subject to IPIA. This audit is assessing the Bureau’s compliance with the act.

Evaluation of the Bureau’s Periodic Monitoring of Supervised Institutions

Second quarter 2020

To supplement its onsite examinations of supervised institutions, the Bureau conducts periodic offsite monitoring of all the depository institutions within its supervisory jurisdiction and certain nondepository institutions, including credit reporting agencies. This evaluation is assessing the Bureau’s approach to periodic monitoring, including its implementation of periodic monitoring across the agency’s regional offices.

Review of the Bureau’s Budget Process

Third quarter 2020

The Dodd-Frank Act created the Bureau’s unique funding structure, which is outside the congressional appropriations process. The funding structure requires the Board to transfer to the Bureau a quarterly sum “determined by the Director to be reasonably necessary to carry out the authorities of the Bureau under Federal consumer financial law, taking into account such other sums made available to the Bureau from the preceding year (or quarter of such year).” We are assessing the design and implementation of the controls over the Bureau’s budget processes, as well as compliance with applicable laws and regulations. We are focusing on (1) the Bureau’s budget formulation and execution processes, (2) the Bureau’s process for requesting funds from the Board, and (3) the Board’s process for transferring funds to the Bureau.

Security Control Review of the Bureau’s Personnel Security Case Management System

Third quarter 2020

The Federal Information Security Modernization Act of 2014 requires that each agency inspector general conduct an annual independent evaluation of its respective agency’s information security program and practices, including testing controls for select systems. To meet these requirements, we have initiated a security control review of the Bureau’s Personnel Security Case Management System. The Bureau uses this system to facilitate the completion, tracking, and maintenance of background investigations.

2020 Audit of the Bureau’s Information Security Program

Fourth quarter 2020

The Federal Information Security Modernization Act of 2014 (FISMA) requires that each agency inspector general conduct an annual independent evaluation of its respective agency’s information security program and practices. To meet FISMA requirements, we are conducting an audit of the Bureau’s information security program. Our objectives are to evaluate the effectiveness of the Bureau’s (1) security controls and techniques for select information systems and (2) information security policies, procedures, standards, and guidelines. We will use the results from our audit to respond to the U.S. Department of Homeland Security’s fiscal year 2020 FISMA reporting metrics for inspectors general.
Audit of Certain Bureau Processes for Hiring, Promotions, and Other Internal Placements
First quarter 2021
The Bureau’s fiscal year 2018–2022 strategic plan states that to accomplish its mission, the agency needs to maintain a sustainable, high-performing, diverse, inclusive, and engaged workforce. The strategic plan further states that by identifying and adopting leading practices to select, develop, and retain employees, the Bureau can ensure that its workforce has the experience and skills needed to realize its strategic goals. For selected types of hiring, promotions, and other internal placements, we are assessing the Bureau’s compliance with related processes and procedures as well as identifying the potential effect of the Bureau’s practices on its workforce diversity.
Audit of the Bureau’s Interagency Agreements
The Bureau enters into interagency agreements to procure goods or services from another government agency. The Bureau must oversee the other agencies’ performance under these agreements to ensure it is receiving the expected goods or services. In fiscal year 2019, the Bureau obligated $45.3 million through interagency agreements. We plan to assess the Bureau’s processes and controls for entering into and managing its interagency agreements.

Evaluation of the Bureau’s Approach to Supervising Nondepository Institutions
The Dodd-Frank Act provides the Bureau with the authority to supervise depository institutions with more than $10 billion in total assets and their affiliates as well as certain nondepository institutions, such as mortgage companies, payday lenders, private education lenders, and larger participants in other markets as defined by rules issued by the Bureau. An objective of the Dodd-Frank Act is to ensure that federal consumer financial law is enforced consistently without regard to whether a financial service provider is a depository or a nondepository institution. We plan to assess the Bureau’s approach to supervising nondepository institutions, including compliance with this Dodd-Frank requirement.

Evaluation of the Bureau’s Implementation of Splunk
Splunk is the Bureau’s primary security information and event management application. As such, the Bureau uses Splunk to aggregate and analyze logs and other information generated by its computer systems. Our evaluation will assess the Bureau’s implementation of Splunk as well as the system’s compliance with the Federal Information Security Modernization Act of 2014 and the information security policies, procedures, standards, and guidelines of the Bureau.

Evaluation of the Bureau’s Personnel Security Program
In performing its responsibilities to regulate consumer financial products and services, the Bureau may collect and store sensitive information, including confidential supervisory information and consumers’ personally identifiable information. Accordingly, it is important that the backgrounds of both employees and contractors be appropriately screened. The Bureau’s Personnel Security Office (PSO) is responsible for ensuring all employees and contractors are suitable for employment with the Bureau. Bureau officials informed our office that the agency has a considerable backlog of investigations waiting to be adjudicated. In August 2019, the Bureau lifted its 21-month hiring freeze, and it plans to continue hiring for additional positions into 2020. Considering the Bureau’s hiring plans and the current investigations backlog, it is critical that security processes are operating efficiently and effectively. Our evaluation will assess the efficiency and effectiveness of the personnel security program at the Bureau.

Evaluation of the Bureau’s Quality Management Program for Supervision Activities
The Bureau’s Division of Supervision, Enforcement and Fair Lending has a quality management program that performs internal reviews related to the division’s supervision activities. We plan to assess the design and effectiveness of the quality management program for supervision activities.
Bureau: Planned Projects

Bureau Security Control Reviews
The Federal Information Security Modernization Act of 2014 requires that each agency inspector general evaluate a representative subset of its respective agency’s information systems, including third-party systems. To meet this requirement, we will conduct security control reviews of a sample of the Bureau’s information systems throughout the year. We will use automated audit scanning tools to assist with conducting the reviews.

Evaluation of the Bureau’s Investigations Process to Analyze Consumer Complaints
Pursuant to the Dodd-Frank Act, the Bureau collects consumer complaints on financial services and products. The Bureau’s Consumer Response Investigations section is responsible for analyzing complaints, including the accuracy, completeness, and timeliness of the relevant company’s response to the complaint, and the consumers’ feedback. Consumer Response Investigations conducts this analysis to ensure that the Bureau and other regulators, consumers, and the marketplace have the necessary information to improve the functioning of the consumer financial markets. We plan to review the Bureau’s processes for selecting and analyzing consumer complaints.

Security Control Review of the Bureau’s High-Value Assets
The Federal Information Security Modernization Act of 2014 (FISMA) requires that each agency inspector general conduct an annual independent evaluation of its respective agency’s information security program and practices. To meet FISMA requirements, we plan to conduct a security control review of a sample of the Bureau’s high-value assets.

Evaluation of the Bureau’s Procedures and Controls for Publishing Supervision and Enforcement–Related Information on Its Website
In its 2018–2022 strategic plan, the Bureau indicates that operational excellence is achieved, in part, by adapting policies, processes, tools, and controls to increase transparency. We plan to assess the Bureau’s procedures and controls to support the publication of supervision and enforcement–related information on its website.