



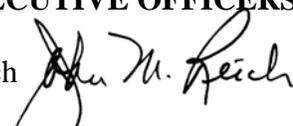
**RESCINDED**

Office of Thrift Supervision  
Department of the Treasury  
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Any attachments to this document are rescinded only as they relate to national banks and federal savings associations.

April 21, 2008

**MEMORANDUM FOR: CHIEF EXECUTIVE OFFICERS**

**FROM:** John M. Reich 

**SUBJECT:** 2007 Annual Thrift Satisfaction Survey Results

I would like to take this opportunity to formally thank each of you who participated in our Annual Thrift Satisfaction Survey. The response rate for the 2007 survey was the highest achieved to date. The feedback we receive from our institutions is extremely valued, and we are committed to enhance our overall examination process. This year, I am very pleased by your compliments and praise of our examination staff.

Of course, the ultimate reason we requested your comments is to address any areas that may warrant enhancement or improvement. Each survey was received and reviewed by OTS's senior management. Overall, there were three response themes:

Communication

Many of you mentioned the need for OTS to maintain and enhance its communication with you. We agree completely with the need for ongoing, professional communication. In 2007, we commenced the publication of the *Community Liaison*, a community affairs newsletter. We also enhanced our outreach efforts in each region, and held training venues for boards of directors and management of our institutions. Several more training sessions, including chief credit officer and compliance officer programs, are scheduled across the country in the second half of 2008. OTS has also hosted an information booth at many industry conferences. This has been a great opportunity for OTS to speak with our bankers across the country. I urge you to speak with our representatives at these forums to discuss any of your comments or concerns.

One additional way we are reaching out to you is through a new program developed by Supervision and implemented by our Ombudsman, Fred Casteel. The Ombudsman will be calling institutions at random after a recent examination to discuss the process and solicit feedback from you. This program will not replace the OTS Annual Thrift Satisfaction on-line survey. The annual survey was developed several years ago to provide senior management with a broader assessment of our examination process as well as other aspects of our agency's services at the end of each year. The new program will enable the Ombudsman to speak directly

with institutions throughout the year. Our goal is to seek more timely feedback, enhance OTS's communication channels, address issues identified during the on-site exam process, and enhance our procedures on a going forward basis.

### Training

We received a number of comments requesting training on key industry and examination topics. In 2007, we provided several training courses for board members. We received positive feedback and have scheduled additional sessions for the second half of 2008 across the country. We will refocus our efforts going forward to expand OTS-sponsored events such as the National Housing Conference, TFR Training, Chief Credit Officer forums, Regional Director outreach meetings, and related training events. OTS will also explore further training opportunities to enhance the knowledge of thrift management and boards of directors. There are also many training venues offered by trade organizations and industry groups to assist thrift employees in areas such as BSA, Compliance, Risk Management, and accounting. Senior OTS staff members frequently speak at conferences sponsored by these associations or educational providers.

### Preliminary Examination Response Kit (PERK)

The PERK package is sent out approximately six weeks prior to the start of an examination and requests information on aspects of an institution's operations. We realize the informational request can be extensive, and some of the items requested in the PERK may not apply to your specific institution. For many years, OTS staff has focused on customizing the PERK request based on your institution's operations. I am pleased to announce that OTS will be implementing a newly automated, risk-focused PERK process. This will allow the examiner-in-charge to better tailor the information being requested at the start of an examination. This new process will reduce overlap and avoid requesting information that is not truly pertinent for a particular institution. We believe the program will produce efficiencies and reduce industry burden beginning with examinations starting in May 2008.

We continue to work on ways to improve OTS overall. Your suggestions are always helpful in this regard. I would once again like to thank you for your participation and thoughtful comments in the 2007 Annual Thrift Satisfaction Survey. Please provide any additional comments or suggestions throughout the year.