



Steps in an Oversight Investigation

For best results, maximize bipartisan participation.

- (1) Research general topic and frame the hearing focus.
Meet with boss for direction, revisions.

- (2) Collect documents and data—letters, email requests, subpoenas, surveys, site visits.

- (3) Conduct interviews of key individuals, agencies, companies, whistleblowers.

- (4) Adjust hearing focus & write up findings—use report, memo, case histories, or other format.
If possible, include findings of fact and recommendations.
Aim for original content rather than summarizing pre-existing research and analysis.
Meet with boss for direction, revisions; prepare document for public release.

- (5) Design hearing panels and select witnesses—obtain boss's approval.

- (6) Send witness letters, each spelling out the issues to be addressed by the selected witness.

- (7) Create hearing charts to illustrate key points—obtain boss's approval.

- (8) Select documents for hearing exhibits; number and redact; create packet for hearing.
- (9) Draft opening statement, questions, press release, and background memo for boss.
- (10) Meet with boss for revisions of materials and guidance on hearing.
- (11) Draft staff memo and conduct briefing for other committee members.
- (12) Design and execute press strategy—press release, perhaps press briefing, press calls.
- (13) Conduct hearing; release opening statement, write-up of investigation, charts, exhibits.
- (14) Draft post-hearing questions; consider referral letters; circulate written product.
- (15) Complete hearing record as promptly as possible.
- (16) Take actions to address problems identified in hearing—legislation, letters, meetings, press.