



United States Department of Agriculture

# Five-Year Strategic Mission and Diversity and Inclusion Plan— Fiscal Years 2020–2024



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OFFICE OF INSPECTOR GENERAL





# OFFICE OF INSPECTOR GENERAL

## OIG's Mission

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Our mission is to promote the economy, efficiency, and integrity of U.S. Department of Agriculture (USDA) programs and operations through audits, investigations, inspections, data analytics, and reviews. We accomplish our mission by way of an organizational culture that embraces the value and dignity of all individuals and encourages innovation, trust, and positive change through a diverse and inclusive workforce.

## OIG's Vision

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Our work advances the value, safety and security, and integrity of USDA programs and operations. We are committed to this shared vision and continually strive for excellence by leveraging diversity of thoughts and perspectives and empowering employees to succeed.

## OIG's Core Values

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The principles of integrity, objectivity, and diversity and inclusion guide our decision-making. We are committed to the highest degree of ethical conduct and to meeting or exceeding the applicable quality standards in the work we perform. We maintain an independent perspective based on impartial research, critical thinking, and a close examination of facts. We embrace diversity—the uniqueness of backgrounds, skills, and beliefs—and promote inclusion—creating an environment where each individual feels welcomed and a valued part of the organization. We believe diversity strengthens and inclusion empowers, and together they propel the Office of Inspector General (OIG) forward as a high-performing organization.

# Message from the INSPECTOR GENERAL

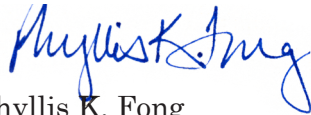
The U.S. Department of Agriculture (USDA), Office of Inspector General's (OIG) *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024* serves as a roadmap for our future. It documents specific goals, strategies, and performance measures we have established, while integrating the guidance offered by the Office of Management and Budget and the Government Performance and Results Modernization Act of 2010. It reinforces our commitment to meeting or exceeding our high standards of performance in service delivery to stakeholders and to focusing on our workforce and continuous organizational improvement. As we continually seek improvement in USDA activities ranging from food safety inspections and wildfire fighting to land and resource management—and across many other crucial areas that impact the Nation and its people daily—we will be diligent in our efforts to advance the value, safety and security, and integrity of USDA programs.

This *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024* communicates changes in OIG strategy and operations which affect our strategic goals. In this plan, we have merged the principles and commitments we previously maintained in a separate OIG *Diversity and Inclusion Strategic Plan*. We believe these endeavors to be so essential to our overall success, mission fulfillment, and employee satisfaction that we are embedding them in our more traditional strategic goals and our organizational culture. In response to employee feedback received through a variety of survey tools over the past few years, we will be working on three organizational improvement initiatives focusing on workforce planning and talent management, performance management, and communications. To cover the breadth and depth of these important pursuits, this plan includes two new internal, operational goals.

The support, participation, and commitment of everyone in OIG, including senior leadership, employees, managers, and supervisors, is critical for sustaining a diverse and inclusive work environment. Together, we can ensure that OIG sustains an inclusive environment in which every employee is free to exchange ideas, embrace new concepts to manage change, respect and value the uniqueness of individual differences, and use creativity to resolve mission-related challenges.

As we drafted this plan, we reassessed our goals, our strategies for achieving those goals, and the performance measures that will gauge our success. Additionally, we reached out to Members of Congress and other key stakeholders, including Department officials, in order to enhance our assessment of OIG's strengths and challenges. And, as noted above, we listened to the feedback from our valued workforce. With all of this information in hand, the OIG senior leadership team worked together over the past several months to develop this plan. I want to express my appreciation to everyone who contributed, either directly or indirectly, to OIG's *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024*.

We look forward to putting this plan into action over the next 5 years.



Phyllis K. Fong  
**Inspector General**

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# GOALS, STRATEGIES, AND PERFORMANCE MEASURES

## Goals

OIG is an agency that conducts objective audits, investigations, inspections, data analytics, and reviews regarding USDA programs and operations. OIG performs activities to: assess compliance; prevent and detect fraud, waste, abuse, and mismanagement; make recommendations; and take followup actions concerning the economy, efficiency, and effectiveness of USDA programs and operations. While completing our mission, we strive to create and maintain a diverse workforce that is free of discrimination. We also promote a workplace that is safe, responsive to employees' work needs, employee and family-friendly, and supportive of work-life initiatives. The goals, strategies, and performance measures that follow represent our plan for implementing our mission.

## Mission Goals

### Goal 1:

Strengthen USDA's ability to protect public health and safety and to secure agricultural and Department resources.

### Goal 2:

Strengthen USDA's ability to deliver program assistance with integrity and effectiveness.

### Goal 3:

Strengthen USDA's ability to achieve results-oriented performance.

## Strategies and Performance Measures for Mission Goals 1–3

**Strategies:** For these mission-oriented goals, OIG will:

- Utilize data-driven approaches to identify trends, vulnerabilities, and weaknesses within USDA.

- Determine approaches and allocate resources to identify and provide oversight of critical USDA risks.
- Detect and deter fraud, waste, and abuse in USDA programs.
- Provide oversight recommendations to USDA in order to achieve measurable program performance and integrity.
- Monitor and assess risks in USDA programs and operations on an ongoing basis.
- Communicate effectively and regularly the real-world impact and outcomes of OIG's work to the Secretary, Congress, agency management officials, media entities, and members of the public.
- Investigate allegations of criminality and serious administrative misconduct involving senior-level USDA officials.

**Performance Measures:** OIG will measure its performance under each of these three mission goals by tracking the percentages of:

- OIG direct resources dedicated to targeting critical risk or high-impact activities.
- Management decisions on audit recommendations achieved within 1 year of issuance.
- Audits initiated where the findings and recommendations are presented to the auditee within established and/or agreed upon timeframes.
- Closed investigations that resulted in a referral for action to the U.S. Department of Justice, State/local law enforcement officials, or relevant administrative authority.
- Closed investigations that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result.

## **Operational Goals**

### **Goal 1:**

Advance a creative, forward-thinking organization by leveraging the strength of a high-performing, diverse, and inclusive workforce.

### **Goal 2:**

Advance OIG operations and efficiency by embracing continuous improvement and optimizing enterprise resources.

## **Strategies and Performance Measures for Operational Goals 1–2**

**Strategies:** For these operational goals, OIG will:

- Advance a culture of inclusiveness at all levels by fostering a fair, open, diverse, and cooperative working environment.
- Strive to sustain a model equal employment opportunity (EEO) program.
- Apply an effective enterprise risk framework.
- Implement evidence-based approaches for policy and operational decision-making.
- Communicate effectively and regularly to strengthen relationships throughout the agency and improve organizational culture.



**Performance Measures:** OIG will measure its performance under these two operational goals by tracking:

- Employee satisfaction rates reported in applicable staff surveys.
- Performance against goals established in annual organizational and employee performance plans.
- Management, legal, and quality assurance offices' performance against standards established for their functions.
- Stakeholder and customer feedback solicited through interviews, surveys, and other consultations.
- Employee workforce statistics compared to the Civilian Labor Force.

# FACTORS AFFECTING ACHIEVEMENT OF MISSION AND OPERATIONAL STRATEGIC GOALS

Pursuant to the Inspector General Act of 1978, the USDA Inspector General has the authority and responsibility to audit and investigate the Department's programs and operations. OIG provides leadership and coordination and recommends policies for activities designed to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, USDA's programs and operations. USDA has approximately 300 programs that include food and nutrition recipients, farm and ranch operations, and other rural businesses, future-focused research scientists seeking solutions to agricultural problems, and responders dealing with disasters in rural areas. Given such a diversity of program coverage, OIG has identified factors that could potentially affect the achievement of OIG's strategic goals.

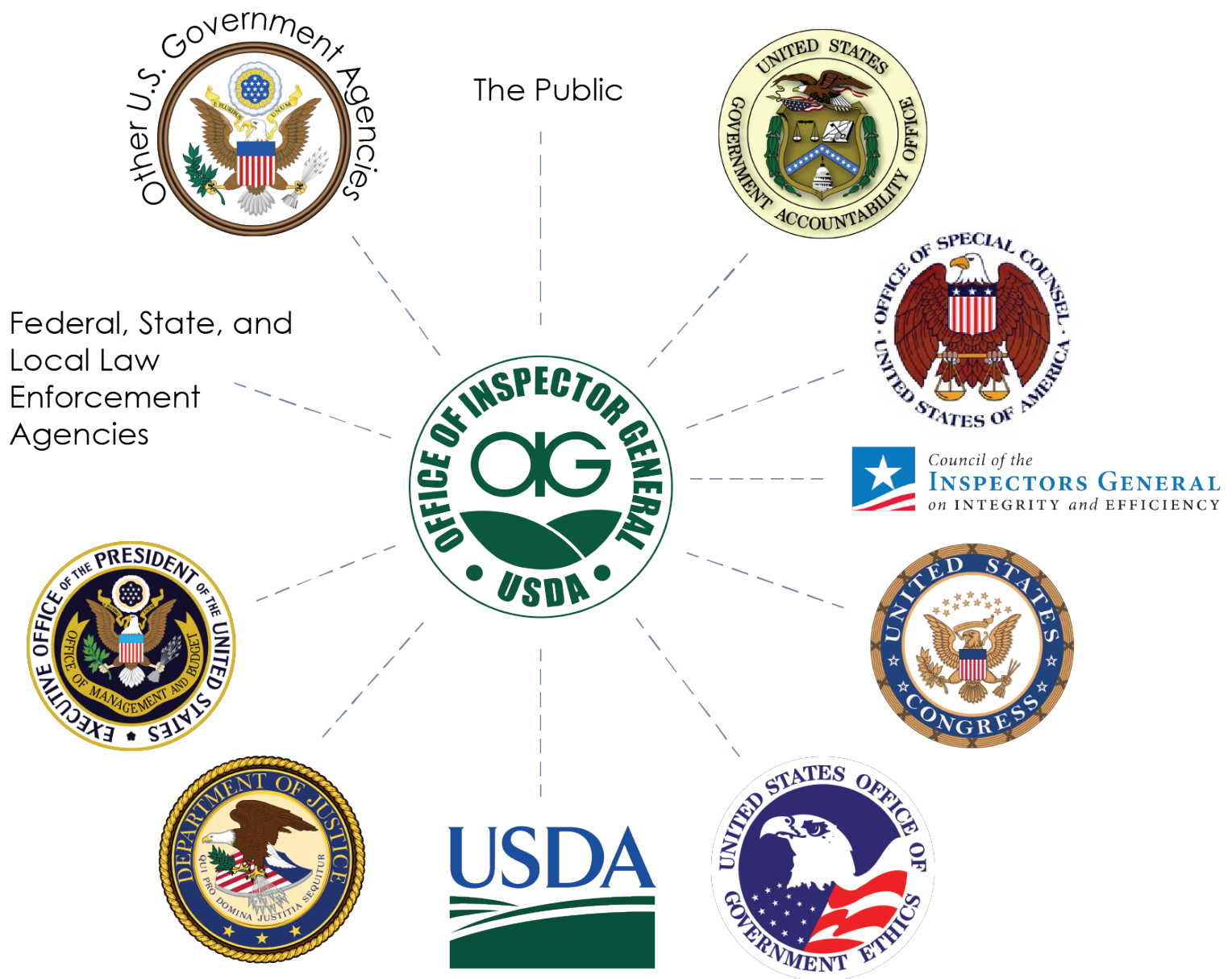
**Factor 1:** Challenges recruiting, hiring, and retaining sufficient personnel to meet stakeholder demands for OIG services.

**Factor 2:** Budgetary challenges that impact OIG's ability to maintain an adequate workforce, support mission-critical activities, and keep pace with technological advancement.

**Factor 3:** Unanticipated legislative requirements and emergency mandates that affect OIG's allocation of resources.

# STAKEHOLDERS

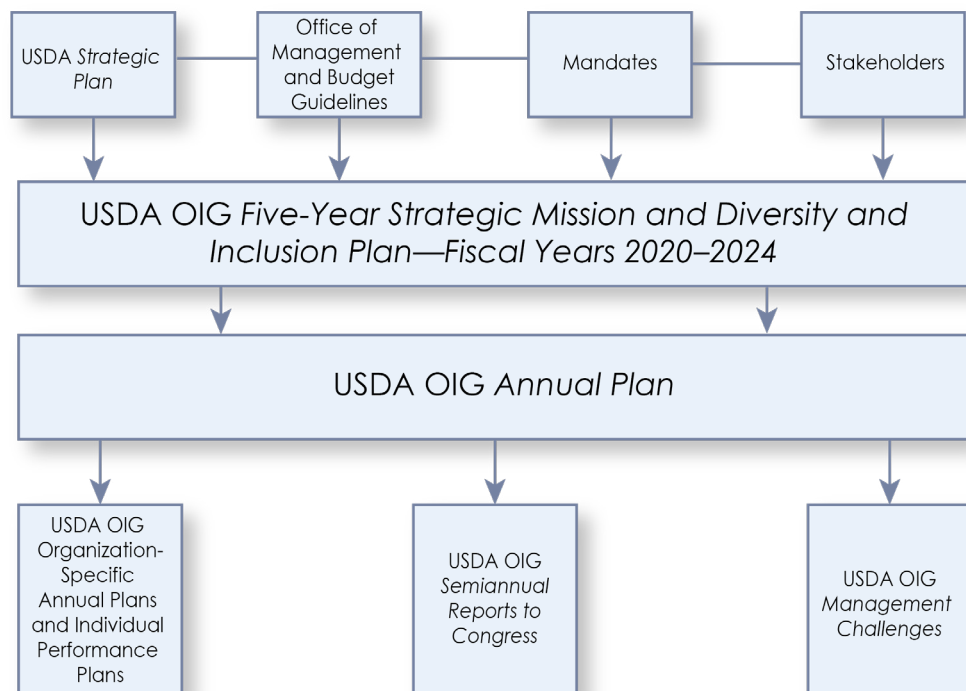
USDA is often referred to as the “People’s Department.” USDA programs, products, and activities affect the Nation and its people on a daily basis. Consequently, OIG has a wide variety of customers and stakeholders. OIG proactively engages its stakeholders at various stages of its work and is responsive to stakeholder input and requests.



# IMPLEMENTATION OF THIS STRATEGIC PLAN

This *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024* is the first step in an ongoing strategic and operational planning process laid out in the Government Performance and Results Modernization Act of 2010 and Office of Management and Budget guidance. USDA OIG will track the implementation of this plan and ensure individual and office accountability for achieving its strategic goals by taking the following actions:

- OIG will publish an *Annual Plan* that: sets specific targets for each of its performance measures for the coming fiscal year; lays out the audit, investigation, data analytics, and management priorities for the fiscal year; and, where appropriate, discusses the specific projects that will be performed.
- OIG will report on its progress against the *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024* and *Annual Plans* in its *Semiannual Reports to Congress* for the applicable fiscal years. These *Semiannual Reports to Congress* will cover OIG’s progress against the measures, priorities, and projects listed in the *Annual Plan* for the corresponding year.



# AREAS OF RESPONSIBILITY

## AUDIT

The Office of Audit (OA) examines the economy and efficiency of USDA programs and operations, including program results, compliance with applicable laws and regulations, and the accuracy of financial reports. While most audit work is done by in-house staff, OA also contracts with certified public accountants for some work and oversees the quality of work completed by auditors under contract to other USDA agencies. OIG audits are completed in accordance with Government Auditing Standards, published by the U.S. Government Accountability Office. In addition, OA performs inspections conducted in accordance with the Council of the Inspectors General on Integrity and Efficiency's *Quality Standards for Inspection and Evaluation*.

## INVESTIGATIONS

The Office of Investigations utilizes specific law enforcement activities, tools, and techniques, including use of asset forfeiture, to conduct investigations and prevent fraud, waste, and abuse in the programs and operations of USDA. Investigative work may result in judicial and administrative actions to resolve allegations and to prevent and deter future instances of illegal or fraudulent acts or employee misconduct. The OIG Hotline serves as a key operational function for reporting potential violations of laws and regulations relating to USDA programs.

## DATA SCIENCES

The Office of Data Sciences (ODS) provides visibility into data and delivers decision-ready information to stakeholders. ODS develops and deploys advanced analytical and data mining tools for fraud detection and performance risk assessments that generate high volume investigative leads and audit objectives. Tools may include predictive data analysis, statistical sampling, computer matching, and data mining of USDA programs and operations.

## COMPLIANCE AND INTEGRITY

The Office of Compliance and Integrity (OCI) performs independent quality assurance and internal control reviews of OIG operations. OCI's reviews provide senior management with reasonable assurance that OIG operations and activities are being carried out in accordance with policy. OCI also investigates allegations of criminal and/or administrative misconduct by OIG employees.

## DIVERSITY AND CONFLICT RESOLUTION

The Office of Diversity and Conflict Resolution (DCR) advises OIG leadership on applying the principles of civil rights, EEO dispute resolution, diversity, and inclusion, on matters affecting the OIG workforce, program activities, and development of policy. DCR also guides OIG staff through the use of the Federal sector employment discrimination complaints and dispute resolution processes, as appropriate.

## COUNSEL

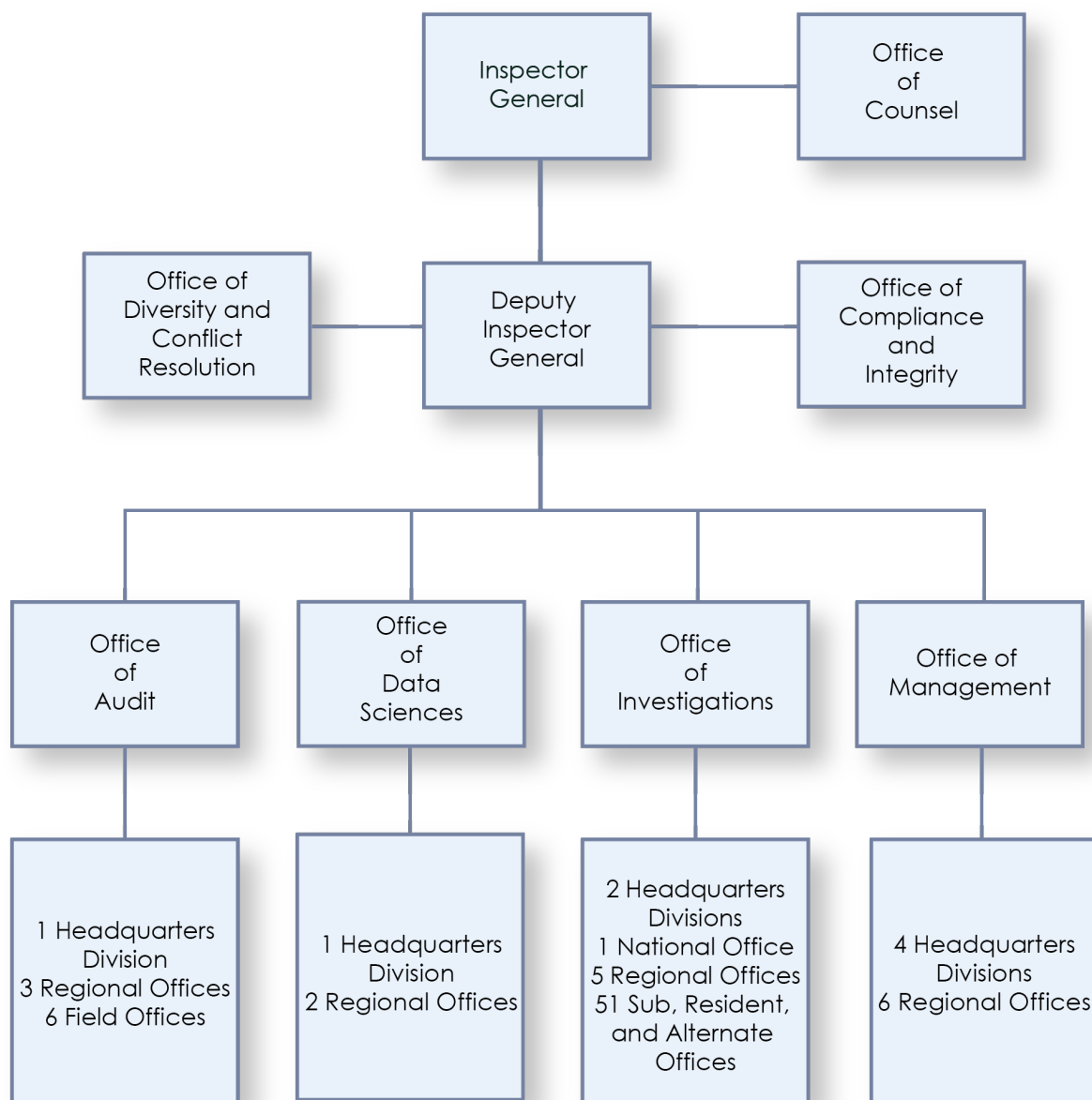
The Office of Counsel (OC) provides legal advice and representation on issues arising during the course of OIG work, including audits, investigations, inspections, data analysis, and reviews, as well as on internal administrative and management issues. OC also manages OIG's Congressional and media relations, ethics, Freedom of Information Act, and Privacy Act programs, as well as reviews proposed legislation, regulations, policies, and procedures.

## MANAGEMENT

The Office of Management (OM) ensures that funding, technology and equipment, policies, and staff are in place so that OIG can function efficiently and effectively. Responsibilities include asset management, budget formulation and execution, human resources, cross-OIG workplace training, information technology, and policy preparation for OIG. OM also facilitates OIG's planning activities and prepares cross-cutting documents on OIG accomplishments.



# OIG ORGANIZATIONAL CHART AND FUNCTIONAL RESPONSIBILITIES



## Mission Goals

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1. Strengthen USDA's ability to protect public health and safety and to secure agricultural and Department resources.
2. Strengthen USDA's ability to deliver program assistance with integrity and effectiveness.
3. Strengthen USDA's ability to achieve results-oriented performance.

## Operational Goals

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1. Advance a creative, forward-thinking organization by leveraging the strength of a high-performing, diverse, and inclusive workforce.
2. Advance OIG operations and efficiency by embracing continuous improvement and optimizing enterprise resources.

Learn more about USDA OIG  
Visit our website: [www.usda.gov/oig](http://www.usda.gov/oig)  
Follow us on Twitter: @OIGUSDA

Report Suspected Wrongdoing in USDA Programs

OIG Hotline: [www.usda.gov/oig/hotline.htm](http://www.usda.gov/oig/hotline.htm)

Local / Washington, D.C. (202) 690-1622  
Outside D.C. (800) 424-9121  
TTY (Call Collect) (202) 690-1202

Bribery / Assault  
(202) 720-7257 (24 hours)



In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., braille, large print, audiotope, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal

Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at How to File a Program Discrimination Complaint and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: [program.intake@usda.gov](mailto:program.intake@usda.gov).

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