



United States Department of Agriculture

OFFICE OF INSPECTOR GENERAL



HIGHLIGHTS OF OFFICE OF INSPECTOR GENERAL (OIG) PLANS FOR FISCAL YEAR 2015

- GOAL 1 Strengthen the Department of Agriculture's (USDA) ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources.
- Conduct audits to ensure that USDA food safety and inspection programs effectively meet program objectives.
 - Investigate threats involving the safety of meat, poultry, and egg products to protect the public from food tampering and tainted food.
 - Investigate alleged assaults and related crimes against USDA officials and employees relating to the performance of their official duties.
- GOAL 2 Reduce program vulnerabilities and strengthen program integrity in the delivery of program assistance.
- Conduct audits of nutrition, farm, and rural community programs to determine if entitlements and benefits are effectively directed based on eligibility.
 - Review USDA's mandated reports as required by both Executive Order 13520 and the Improper Payments Elimination and Recovery Act of 2010.
 - Monitor and investigate allegations of criminal activity pertaining to USDA programs, including nutrition assistance programs and farm programs.
- GOAL 3 Provide USDA with oversight to help it achieve its results-oriented performance.
- Perform mandated fiscal year (FY) 2014/2015 financial statement audits of five USDA agencies and the Department as a whole.
 - Evaluate the adequacy and security of information technology (IT) systems and applications.
 - Investigate allegations of significant criminal activity by USDA employees.
- GOAL 4 Maintain a highly qualified and diverse workforce with the tools and training necessary to continuously enhance OIG's ability to fulfill its mission.
- Improve internal and external response times to IT security incidents.
 - Deliver quality OIG internal training courses.
 - Analyze OIG's performance against goals set in annual plan.
 - Track OIG management, legal, and quality assurance offices' performance against timeliness standards set for their functions.

MESSAGE FROM THE INSPECTOR GENERAL

I am pleased to present the USDA OIG *Annual Plan* for fiscal year (FY) 2015. This document describes how OIG will achieve its mission of promoting economy, efficiency, effectiveness, and integrity in the delivery of USDA programs. In establishing our goals and objectives, we again aligned our annual plan with both the OIG *Strategic Plan* for FY 2013-2018 and the USDA *Strategic Plan* for FY 2010-2015. This plan represents the continuing efforts of OIG employees to focus on critical USDA programs and activities of national importance. While the Federal Government has been recently challenged by fiscal constraints, OIG's FY 2014 appropriation enabled us to accomplish most of our priority goals and objectives. While our authorized staffing in FY 2013 was at its lowest level since 1963, our hiring actions are currently on the rise and we anticipate higher employment levels for the year to come, enabling us to expand our areas of interest and effectiveness in evaluating USDA programs.

Our internal Diversity and Inclusion Strategic Plan, Fiscal Years 2014-2018, issued last year, has been a successful tool in communicating OIG's diversity and inclusion strategic direction and has provided transparency and accountability for achievement of the related goals and strategies. Our Diversity and Conflict Resolution Director will work with our Human Resources staff to perform an annual review of this Plan, with a goal of developing a measure(s) to evaluate its effectiveness in reaching our overall goal of maintaining a highly qualified and diverse workforce with the tools and training necessary to continuously enhance OIG's ability to fulfill its mission.

We continue to evaluate USDA's compliance with Executive Order 13520 and the Improper Payments Elimination and Recovery Act of 2010 by reviewing agencies' efforts to reduce improper payments. OIG is also working with USDA to increase suspension and debarment activities associated with related violators. Furthermore, as required by the Claims Resolution Act of 2010, we are conducting an additional audit of the "In re Black Farmers Discrimination Litigation" process now that all of the claim adjudications are final, and our audit includes reviewing a statistical sample of adjudicated claims. At the request of the Secretary, we are evaluating the "Hispanic and Women Farmers and Ranchers" Claims Resolution Process to determine if the claims review process is adequate and functioning as prescribed, and to ensure funds are distributed only to eligible applicants.

OIG continues to oversee USDA disaster- and emergency-related activities as authorized by the Disaster Relief Appropriations Act of 2013 (Pub. L. No. 113-2). For example, we are completing our review of the Livestock Forage Program in which we are assessing whether participants met eligibility requirements, complied with program requirements, and received accurate payments. Finally, as we implement our plan of oversight activities, we will continue to investigate allegations of fraud or misuse involving disaster assistance funds provided in areas damaged by Hurricane Sandy.¹

¹Further information on OIG's oversight plan for disaster relief funding can be viewed by linking to <http://www.usda.gov/oig/webdocs/Oversight-of-USA-Disaster-Funding130426.pdf>.

Again, we are pleased to present this *Annual Plan* for FY 2015 and are committed to the continued accomplishment of our strategic goals, which are designed to respond to priority requirements, develop new areas of responsibility and support ongoing audit and investigative work. OIG appreciates the ongoing support of the Secretary and the Congress as we strive to provide effective oversight of USDA programs in FY 2015.

Phyllis K. Fong
Inspector General

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Introduction

The United States Department of Agriculture (USDA), Office of Inspector General's (OIG) *Strategic Plan* for FY 2013-2018 establishes our mission, vision, and goals for 5 years. OIG is committed to providing a positive return on the U.S. taxpayers' investment by planning our work to address issues of the greatest importance and achieve the most significant results.

OIG continues its work to ensure the overall integrity of payments in USDA programs and the effectiveness of those programs. This *Annual Plan* presents the FY 2015 work that USDA OIG intends to undertake in support of our current *Strategic Plan*.

Resources and Organization

We assessed the work for this *Annual Plan* relative to the resources that we believe will be available to accomplish it. Because the FY 2015 funding level is not yet certain, the *Annual Plan* may need to be adjusted during the year should resource levels change. Appendix B describes our current organizational structure and functional responsibilities.

FY 2015 Work Plan

A summary of the work we plan in support of our FY 2015 strategic goals follows.

Goal 1 – Strengthen USDA's ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources.

We expect to use approximately 13.2 percent of our audit and 5 percent of our investigative resources in achieving this goal.² Our investigations work focuses on threats to the food supply, the agricultural sector, and USDA employees and facilities. Our audit work focuses on assessing management control systems designed to ensure that the Department is effectively protecting the consumer and the Nation's agricultural resources. For FY 2015, our priorities include the following:

- Evaluate Food Safety and Inspection Service's (FSIS) determinations that the exporting countries food safety systems are equivalent to U.S. standards, and oversight to ensure that foreign systems remain equivalent. We will also evaluate the effectiveness of corrective actions implemented by FSIS in response to prior OIG audits in 2005 and 2008.
- Evaluate Animal and Plant Health Inspection Service's (APHIS) efforts to detect Porcine Epidemic Diarrhea (PED), prevent its further spread both domestically and through imports, and coordinate with other Federal agencies to address PED.

²While all OIG teams contribute to each goal, we can currently quantify and project only the audit and investigation resources employed.

Goals

- Evaluate the operations of Hazard Analysis and Critical Control Point (HACCP)-Based Inspection Modules Project (HIMP) chicken plants and how FSIS has implemented its inspection procedures, and determine if the HIMP system could improve food safety in these establishments.
- Investigate threats involving the safety of meat, poultry, and egg products to ensure that timely response and appropriate corrective actions are taken to protect the public from food tampering or tainted food.
- Complete our review to determine if Agricultural Research Service (ARS) has designed and implemented the controls recommended in a prior audit to ensure sensitive technology has not been susceptible to questionable transfer.
- Complete our review to determine if APHIS has fully implemented controls over the release permits recommended in a previous audit to provide reasonable assurance that movements and releases of genetically engineered organisms (GEOs) in the environment are in accordance with laws and regulations.
- Complete our review to evaluate the corrective actions taken by FSIS to implement prior OIG audit recommendations in audit Reports 24601-0007-KC and 24601-07-HY, concerning improvements in staffing, training, and supervising in-plant inspectors; oversight of the Humane Methods of Slaughter Act; removing specified-risk materials; and information system management controls.
- Complete our evaluation of FSIS' implementation of its Public Health Information System (PHIS) module for domestic inspection. This includes assessing FSIS' pilot projects for the collection of establishment profile data for food safety systems, operations, and demographics.
- Complete our review of FSIS' inspection of ground turkey, including sampling and testing protocols, to determine if improvements in the program(s) could be made.
- Investigate animal, animal product, plant, and plant product smuggling that can introduce devastating diseases and pests into American agriculture.
- Complete our evaluation of whether the Agricultural Marketing Service (AMS) has adequate controls to ensure (1) processed fruits and vegetables are procured in compliance with Federal purchasing regulations and (2) vendors' facilities and products are timely and effectively inspected.
- Complete our review to determine whether APHIS Wildlife Services' predator control activities were justified and effective; assess the controls over cooperative agreements; assess Wildlife Services' information system for reliability and integrity; and follow-up on the implementation of prior audit recommendations, such as the accountability over hazardous materials and equipment.
- Investigate alleged assaults and related crimes against USDA officials and employees relating to the performance of their official duties.

Goal 2 – Reduce program vulnerabilities and strengthen program integrity in the delivery of program assistance.

We expect to use approximately 27.7 percent of our audit and 90 percent of our investigative resources to accomplish this goal. Our investigative focus includes threats to the integrity and effectiveness of various USDA programs. Our audit focus includes assessing internal control systems and identifying risk indicators that should increase both OIG's and USDA's ability to detect and prevent program abuse and criminal activity. For FY 2015, our priorities include the following:

- Conduct a review of Food and Nutrition Service (FNS), Supplemental Nutrition Assistance Program (SNAP) data to identify new patterns to detect potential trafficking activities.
- Evaluate AMS' oversight of the agreement to ensure that European Union products marketed as organic in the United States meet the standards established in the agreement. We will also evaluate whether USDA-certified organic products shipped to Europe meet the requirements of the agreement. In addition, we will evaluate whether products shipped into the United States and certified organic with a European Union label are accompanied by an organic import certificate containing the required information.
- Determine if USDA's Centralized Servicing Center is properly/accurately reporting customer delinquency, default, and loan payoff information to credit reporting agencies and the Credit Alert Interactive Voice Response System in a timely manner.
- Determine the adequacy of processes used by National Resource Conservation Service (NRCS) to identify and monitor the proper disposition of violations of compliance related to the Highly Erodible Land and Wetland Provisions of the 1985 Food Security Act.
- Determine if Rural Utilities Service (RUS) has established controls over the Energy Efficiency and Conservation Loan Program to ensure: (1) RUS borrowers and consumers meet loan eligibility requirements, (2) loans are being used for energy efficiency purposes that benefit rural areas, and (3) there are ongoing evaluations to assess the need for the program.
- Complete our review of Rural Housing Service (RHS) to determine whether owners (or their management companies) and tenants are reporting reasonable and accurate information to RHS by analyzing the data provided, and evaluating the internal controls Rural Development (RD) has in place for this program.
- Complete our review to determine if the Rural Business-Cooperative Service (RBS) is ensuring that program participants and projects met eligibility requirements, and funds were used in accordance with regulations.
- Investigate allegations of criminal activity in farm programs, including the crop insurance and farm loan programs.
- Complete our review of the Office of Advocacy and Outreach (OAO) Section 2501 grants awarded in 2010-2011 to ensure that grantees were eligible and that they expended grants in accordance with regulations. We will also evaluate OAO's policies, procedures, and internal controls related to its grant management process during FY's 2010 and 2011.

Goals

- Complete our review to determine whether the Farm Service Agency (FSA) has implemented proper controls to address risks resulting from January 2013 modifications made to its operating loan application, eligibility, and security requirement regulations to allow for microloans to better serve the unique operating needs of small family farm operations and also determine if FSA uses microloans to expand access to credit for a variety of producers.
- Complete our evaluation on the effectiveness of the coordination of USDA farm programs' compliance efforts between FSA, Risk Management Agency (RMA), and NRCS to ensure eligibility and to minimize improper payments. We will also review how effectively the agencies are using common information to identify non-compliance activities and how shared information in the Comprehensive Information Management System is used by agencies to ensure accurate reporting.
- Complete our review to determine whether FNS has effective controls in place to ensure that School Funding Authorities (SFA's) comply with the food service account revenue requirements outlined in sections 205 and 206 of the Healthy, Hunger-Free Kids Act (HHFKA).
- Complete our assessment of whether RMA National Program Operations Reviews (NPOR) reasonably determine if the approved insurance providers are substantially in compliance with laws, regulations, the standard reinsurance agreement, associated appendices, and approved Federal Crop Insurance Corporation policies and procedures. Also, assess if the NPORs provide an accurate and effective basis to determine RMA's improper payment rate, identify causes for improper payments, and take corrective action to reduce improper payments in accordance with the Improper Payments Information Act of 2002 and the Improper Payments Elimination and Recovery Act of 2010.
- Complete our review to determine whether NRCS made wetland determinations in accordance with the 1985 Food and Security Act, as amended, and any regulations and policies established by NRCS to implement the Act. In addition, we will determine whether NRCS followed laws and regulations regarding appeals, mediation, and National Appeals Division determinations applicable to wetland conservation.
- Complete our review to determine whether increased premium subsidies for RMA's enterprise units are commensurate with the reduced risk of loss.
- Investigate alleged criminal activity in food and nutrition programs, including SNAP and its Electronic Benefits Transfer (EBT) delivery system, Women, Infants and Children (WIC), and National School Lunch Program (NSLP). Activities are expected to include continuing an initiative with FNS to pursue prosecution of both retailers and SNAP recipients who misuse benefits, as well as working with States transitioning to the electronic disbursement of WIC benefits.
- Complete our evaluation of the Department's implementation of the various beginning farmers or ranchers provisions to determine whether financial incentives are provided only to eligible applicants. Determine whether USDA is reaching the intended audience and whether the Department has established adequate controls to avoid duplication of benefits across agencies and programs. Lastly, we will evaluate the effectiveness of the Department's outreach efforts made to beginning farmers or ranchers.

Goals

- Complete our review to determine if FNS, State agencies, and SFA's have adequate controls to ensure (1) children approved for free and reduced price meals meet the eligibility requirements, and (2) meal claims are accurate and supported.
- Complete our review to determine whether FNS has adequate controls in SNAP to ensure State error rates are accurately reported, State agency quality control efforts are validated, and State agency administrative costs are appropriate.
- Investigate allegations of criminal activity in USDA's disaster relief and assistance programs (e.g., crop insurance, indemnity payments, grants and loans, and assistance provided after Hurricane Sandy).

Goal 3 – Provide USDA with oversight to help it achieve its results-oriented performance.

We expect to use approximately 59.1 percent of our audit and 5 percent of our investigative resources to accomplish this goal. Our audit focus is on improved financial management and accountability, IT security and management, real property management and procurement, and outreach activities. Our investigative focus includes allegations involving criminal violations that have employee corruption or fraud implications. For FY 2015, our mandated and priority work includes the following:

- Audit the FY 2014/2015 USDA consolidated financial statements and the financial statements of five stand-alone agencies and entities: the Commodity Credit Corporation, the Federal Crop Insurance Corporation, FNS, NRCS, and Rural Development.
- Conduct the mandated audits for FY 2014/2015 as required by the Federal Information Security Management Act.
- Review NRCS' conservation measurement tool, which is the sole means by which NRCS generates application ranking scores and activity points for conservation stewardship program applications.
- Evaluate whether USDA agencies are taking the appropriate actions to achieve the Department's strategic goals for climate change.
- Complete our evaluation to determine whether USDA agencies implemented corrective actions in response to audit recommendations made during previous disaster-related efforts. We will also review relief efforts since fiscal year 2011, including audits of the response to Hurricane Sandy and disaster assistance provided through FSA's Livestock Forage Program, Noninsured Crop Disaster Assistance Program, Livestock Indemnity Program (as reauthorized by the 2014 Farm Bill), and NRCS' Emergency Watershed Protection Program.
- Complete our evaluation of FSA's Modernize and Innovate the Delivery of Agricultural Systems (MIDAS) initiative to determine if the needs and expectations of Congress are being met, overall management of the project is being performed effectively and efficiently, and secure practices are being performed during the implementation process in accordance with Departmental and National Institute for Standards and Technology guidance.

Goals

- Complete our review to determine whether USDA's internal controls are adequate to ensure agricultural research is prioritized and funded in accordance with stated Departmental goals.
- Complete our evaluation of the adequacy of NRCS' controls over the land valuation process for its conservation easements.
- Complete our review of NRCS' controls over the implementation and execution of the Conservation Stewardship Program.
- Complete our evaluation to determine whether the Foreign Agricultural Service (FAS) is effectively coordinating and monitoring the implementation of the Administration's new Trade Agreement initiatives. We will also determine if the Department has effectively integrated these trade initiatives into USDA's trade strategies.
- Complete our evaluation of AMS' controls over the Process Verified Program (PVP) to ensure that certifications are based on substantive Federal standards, are adequately supported, and ensure the proper use of the PVP shield and that the claims approved by the agencies represent truth in labeling.
- Complete our evaluation of the effectiveness and efficiency of the Forest Service (FS) Law Enforcement and Investigations' operations and determine if they are operating in compliance with Federal laws and regulations and agency policies.
- Complete our review to determine if FS's management controls and compliance activities are adequate to oversee the effectiveness and efficiency of its operations, its compliance with laws and regulations, and that government resources are used to achieve intended program results.
- Complete our evaluation of the adequacy of FS' controls surrounding the administration of cost-share agreements.
- Complete our review of FS prior audit followup and evaluation of FS' current efforts in prioritizing its hazardous fuels reduction efforts in those Wildland Urban Interface areas identified in Community Wildlife Protection Plans.
- Investigate allegations of employee corruption and fraud.
- Complete our review of the "In Re Black Farmers Discrimination Litigation" settlement claims to determine whether USDA established and followed proper procedures for distributing settlement funds to eligible claimants, as required by the Claims Resolution Act of 2010.
- Complete our review of "Hispanic and Women Farmers and Ranchers" adjudicated claims to determine if the claims review process is adequate and functioning as prescribed in the Claims Process Framework, that funds are distributed only to eligible applicants, and that claims are adequately supported.

Goal 4 – Maintain a highly qualified and diverse workforce with the tools and training necessary to continuously enhance OIG’s ability to fulfill its mission.

Our management focus is on enhancing all communication through existing technologies, timely reporting information to stakeholders, and delivering quality service to employees. Our FY 2015 management priorities include the following:

- Ongoing activities pursuant to the OIG Diversity and Inclusion Strategic Plan for FY 2014-2018.
- Enhance communication between Senior Staff and all OIG employees.
- Maintain internal and external response times to IT security incidents.
- Deliver quality OIG internal training courses.

FY 2014 Performance Summary and Results

Our *Strategic Plan* identifies the results of our work using a life-cycle approach to our outputs that tracks individual actions at critical milestones. In FY 2014, OIG met 13 of the 16 performance measures. The following tables illustrate our FY 2014 results in comparison with our performance targets. FY 2015 performance measures and targets can be found on the back cover.

IG Strategic and Performance Goals and FY 2014 Results

| Strategic Goal | Performance Goals |
|--|---|
| (1) Safety and Security | Strengthen the Department of Agriculture’s (USDA) ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources. |
| (2) Integrity of Benefits | Reduce program vulnerabilities and strengthen program integrity in the delivery of program assistance. |
| (3) Management Improvement Initiatives | Provide USDA with oversight to help it achieve its results-oriented performance. |
| (4) Qualified Diverse Workforce | Maintain a highly qualified and diverse workforce with the tools and training necessary to continuously enhance OIG’s ability to fulfill its mission. |
| | |

Performance Summary and Results

| Performance Measures | FY 14 Target | FY 14 Actual |
|--|-----------------|--|
| (1) Percentage of OIG direct resources dedicated to critical-risk or high-impact activities. | 94% | 95.3% <small>99.2% Audit 88.8% Inv.</small> |
| (2) Percentage of audit recommendations where management decisions are achieved within 1 year. | 92% | 94.2% |
| (3) Mandatory, Congressional, Secretarial and Agency (MCSA) requested audits initiated where the findings and recommendations are presented to the auditee within established or agreed-to timeframes (includes verbal commitments). | 90% | 100% |
| (4) Percentage of closed investigations that resulted in a referral for action to the Department of Justice, State or local law enforcement officials, or a relevant administrative authority. | 75% | 87.9% |
| (5) Percentage of closed investigations that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result. | 70% | 81.5% |
| (6) On a biannual basis, positive employee satisfaction rate reported in staff surveys. | 70% | N/A |
| (7) Internal and external IT security incidence response and resolution accomplished within 30 days of incident. | 90% | 100% |
| (8) Positive evaluation scores on OIG internal training course evaluations. | 80% | 88.0% |
| (9) Visible and interactive communication between Senior Staff and all OIG employees occurs monthly. | 90% | 91.7% |
| (10) EEO Counselor's internal and external reports will be completed within 15 calendar days after the counseling period ends. | 90% | 66.7% |
| (11) Inspection reports issued in final with management response within 60 days. | 85% | 100% |
| (12) Inspection report recommendations accepted annually. | 85% | 94.6% |
| (13) Requests from Congress acknowledged either orally or in writing within 5 working days of receipt. | 90% | 100% |
| (14) Counsel to the Inspector General issues IG subpoenas within 5 working days upon receipt of complete information for review. | 95% | 99.2% |
| (15) Meet statutory deadlines on Freedom of Information Act (FOIA) appeals. | 95% | 87.5% |
| (16) Issue legal opinions within 30 calendar days of receipt of request, or other agreed-to date. | 80% | 85.7% |
| | | |

Conclusion

Throughout FY 2015, we will measure our progress in achieving the performance objectives of this plan through periodic reporting. Adjustments may be made to reflect shifting priorities, increased or reduced resources, or other circumstances that may arise.

In developing this annual plan, we made every effort to realistically assess our planned work's strategic alignment and importance, anticipated outcomes, and resource requirements. We believe it represents a balanced and achievable set of performance objectives for FY 2015. We will report on our results through our semiannual reports to Congress.

Related Materials and Information

OIG Strategic Plan for FY 2013-2018:

http://www.usda.gov/oig/webdocs/USDA_OIG_2013_Five_Year_Plan_508c.pdf

USDA Strategic Plan for FY 2010-2015:

<http://www.ocfo.usda.gov/usdasp/sp2010/sp2010.pdf>

USDA Major Management Challenges (August 2014):

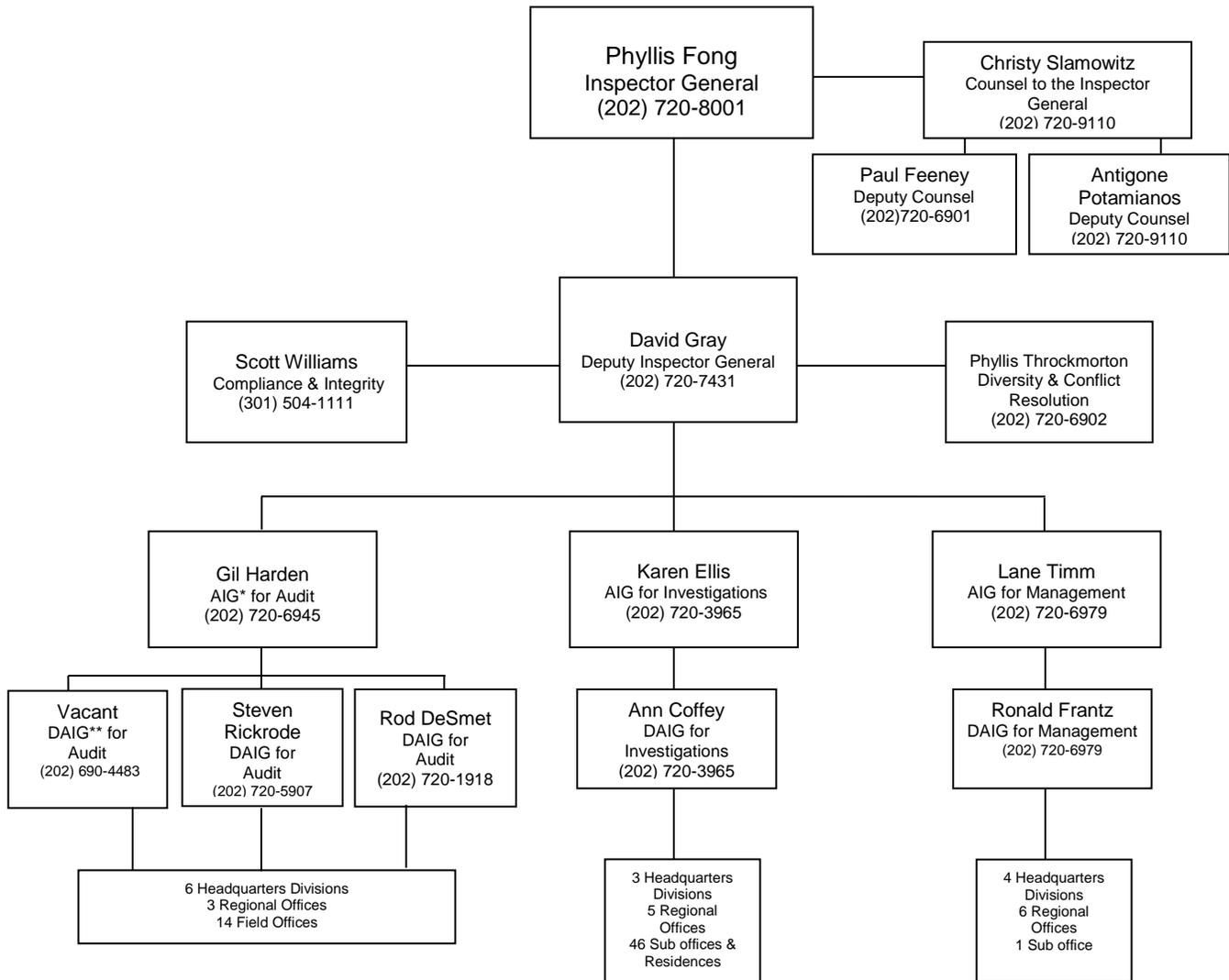
<http://www.usda.gov/oig/webdocs/MgmtChallenges2013.pdf>

OIG Diversity and Inclusion Strategic Plan for FY 2014-2018:

<http://www.oig.usda.gov/intranet/dcr/DIStratPlanFY14-FY18.pdf>

OIG Organizational Chart and Functional Responsibilities

September 2014



Note 1: *AIG – Assistant Inspector General
 Note 2: **DAIG – Deputy Assistant Inspector General

Areas of Responsibility:

Audit

The Office of Audit 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, Audit contracts with certified public accountants for some work and oversees the quality of work done by auditors under contract to other USDA agencies. OIG audits are performed in accordance with *Government Auditing Standards*, published by the U.S. Government Accountability Office.

Investigations

The Office of Investigations utilizes specific law enforcement authorities, tools, and techniques, including the use of asset forfeiture, to conduct investigations and prevent fraud, waste, and abuse in the programs and operations of USDA.⁶ Investigative work is intended to result in appropriate actions to resolve allegations and to prevent and deter future instances of illegal or fraudulent acts or misconduct.

Counsel

The Office of Counsel (OC) provides legal advice and representation on a wide variety of issues arising during the course of OIG's audit and investigative activities, as well as internal administrative and management matters. OC also manages OIG's Congressional and media relations, ethics, and Freedom of Information Act/Privacy Act programs; and reviews proposed legislation, regulations, policies, and procedures.

Management

The Office of Management (OM) ensures that OIG staff, funds, technology, equipment, and policies 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.

Compliance and Integrity

The Office of Compliance and Integrity (OCI) performs independent quality assurance and internal control reviews of OIG operations. The 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 serious administrative misconduct by OIG employees.

⁶As a component member of the U.S. Department of Justice's (DOJ) Asset Forfeiture Program, OIG supports DOJ's National Asset Forfeiture Strategic Plan by making tracing and recovery of assets an integral part of every appropriate criminal investigation. Asset forfeiture can be a vital tool to deprive criminals of the fruits and instrumentalities of their crimes, thereby deterring criminal activities.

Diversity and Conflict Resolution

The Office of Diversity and Conflict Resolution advises OIG leadership on applying the principles of civil rights, equal employment opportunity, dispute resolution, diversity, and inclusion regarding matters pertaining to the OIG workforce, program activities, and policy development. This office also guides employees who seek to use the Federal employment discrimination complaint and dispute resolution processes, as needed. Through its Special Emphasis Programs and other diversity initiatives, this office also leads OIG's efforts to foster and maintain a diverse workforce and ensures that OIG continues to recognize and value every individual's unique skills and perspectives.

Distribution of Audit Resources by Agency

FY 2015 PLANNED

| MISSION AREA | AGENCY | % |
|---|--|------|
| NATURAL RESOURCES AND ENVIRONMENT – 12.6% | Forest Service (FS) | 6.1 |
| | Natural Resources Conservation Service (NRCS) | 6.5 |
| FARM AND FOREIGN AGRICULTURAL SERVICES – 12.0% | Farm Service Agency (FSA) | 2.5 |
| | Foreign Agricultural Service (FAS) | 3.3 |
| | Risk Management Agency (RMA) | 6.0 |
| | Commodity Credit Corporation (CCC) | 0.2 |
| RURAL DEVELOPMENT – 10.6% | Rural Development (RD) | 5.0 |
| | Rural Utilities Service (RUS) | 1.6 |
| | Rural Housing Service (RHS) | 2.2 |
| | Rural Business-Cooperative Service (RBS) | 1.8 |
| FOOD, NUTRITION, AND CONSUMER SERVICES – 12.0% | Food and Nutrition Service (FNS) | 12.0 |
| FOOD SAFETY – 5.5% | Food Safety and Inspection Service (FSIS) | 5.5 |
| MARKETING AND REGULATORY PROGRAMS – 9.3% | Agricultural Marketing Service (AMS) | 5.5 |
| | Animal and Plant Health Inspection Service (APHIS) | 3.8 |
| | Grain Inspection, Packers and Stockyards Administration (GIPSA) | * |
| RESEARCH, EDUCATION, AND ECONOMICS – 4.3% | Agricultural Research Service (ARS) | 1.8 |
| | National Institute for Food and Agriculture (NIFA) | 1.8 |
| | National Agricultural Statistics Service (NASS) | * |
| | Economic Research Service (ERS) | 0.7 |
| EXECUTIVE SECRETARIAT AND OTHER ENTITIES – 3.3% | Office of the Secretary (OSEC), Departmental Management (DM), Office of the Chief Financial Officer (OCFO), Office of the Chief Information Officer (OCIO), Office of the Assistant Secretary for Civil Rights (OASCR) | 3.3 |
| MULTIPLE AGENCY – 30.4% | | 30.4 |

Distribution of Investigative Resources by Agency

FY 2015 ANTICIPATED

| MISSION AREA | AGENCY | % |
|--|--|------|
| NATURAL RESOURCES AND ENVIRONMENT – 2.0% | Forest Service (FS) | 1.5 |
| | Natural Resources Conservation Service (NRCS) | 0.5 |
| FARM AND FOREIGN AGRICULTURAL SERVICES – 16.0% | Farm Service Agency (FSA) | 10.0 |
| | Foreign Agricultural Service (FAS) | 0.5 |
| | Risk Management Agency (RMA) | 5.5 |
| RURAL DEVELOPMENT – 7.0% | Rural Utilities Service (RUS) | 1.5 |
| | Rural Housing Service (RHS) | 4.5 |
| | Rural Business-Cooperative Service (RBS) | 1.0 |
| FOOD, NUTRITION, AND CONSUMER SERVICES – 65.0% | Food and Nutrition Service (FNS) | 65.0 |
| FOOD SAFETY – 4.0% | Food Safety and Inspection Service (FSIS) | 4.0 |
| MARKETING AND REGULATORY PROGRAMS – 4.0% | Agricultural Marketing Service (AMS) | 0.5 |
| | Animal and Plant Health Inspection Service (APHIS) | 3.0 |
| | Grain Inspection, Packers and Stockyards Administration (GIPSA) | 0.5 |
| RESEARCH, EDUCATION, AND ECONOMICS – 0.5% | Agricultural Research Service (ARS) | 0.4 |
| | National Institute of Food and Agriculture (NIFA), Economic Research Service (ERS), and National Agricultural Statistics Service (NASS) | 0.1 |
| OTHER – 1.5% | Departmental Management (DM), Office of the Chief Financial Officer (OCFO), Office of the Chief Information Officer (OCIO), Office of the Assistant Secretary for Civil Rights (OASCR), OIG, other | 1.5 |

Fiscal Year 2015 Audits Planned and In Process

| AGENCY | | TITLE | GOAL |
|--------|---|--|-------------------------|
| AMS | * | AMS Procurement And Inspection Of Fruits And Vegetables | Safety And Security |
| | | National Organic Program Partnership Between The United States And The European Union | Integrity Of Benefits |
| APHIS | * | APHIS' Wildlife Services-Wildlife Damage Management | Safety And Security |
| | | USDA's Efforts To Control The Spread Of Porcine Epidemic Diarrhea (PED) | Safety And Security |
| ARS | * | Adequacy Of Controls To Prevent The Release Of Sensitive Technology | Safety And Security |
| CCC | | Commodity Credit Corporation's Financial Statements For Fiscal Years 2015 And 2014 | Improvement Initiatives |
| | * | Commodity Credit Corporation's Financial Statements For Fiscal Years 2014 And 2013 | Improvement Initiatives |
| DM | * | Eligibility And Compliance Consideration For Section 2501 Grants Awarded FYs 2010-2011 | Integrity Of Benefits |
| FAS | * | FAS Implementation Of The Administration's Trade Agreement Initiatives | Improvement Initiatives |
| FNS | * | Healthy, Hunger-Free Kids Act Of 2010-Controls Over Food Service Account Revenue | Integrity Of Benefits |
| | * | FNS SNAP Error Rate | Integrity Of Benefits |
| | * | FNS - National School Lunch Program And School Breakfast Program | Integrity Of Benefits |
| | | Detecting SNAP Trafficking Using Data Analysis | Integrity Of Benefits |
| | * | Food And Nutrition Service FY 2014 And 2013 Financial Statements | Improvement Initiatives |
| | | Food And Nutrition Service FY 2015 And 2014 Financial Statements Audit | Improvement Initiatives |

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| | Improper Payments Elimination And Recovery Improvement Act Of 2012 Accountable Official Report Review | Improvement Initiatives |
| FS | * FS Wildland Fire Activities-Hazardous Fuels Reduction | Improvement Initiatives |
| | * Review Of The Management And Oversight Of The Forest Service Law Enforcement And Investigations Operations | Improvement Initiatives |
| | * Forest Service Oversight And Compliance Activities | Improvement Initiatives |
| | * FS Firefighting Cost Share Agreements With Non-Federal Entities | Improvement Initiatives |
| FSA | * FSA's Implementation Of MIDAS | Improvement Initiatives |
| | * FSA Microloans | Integrity Of Benefits |
| FSIS | Evaluation Of FSIS' Equivalency Assessments Of Exporting Countries | Safety And Security |
| | FSIS HACCP-Based Inspection Models Projects Young Chicken Inspection | Safety And Security |
| | * FSIS Follow-Up On The 2007 And 2008 Audit Initiatives | Safety And Security |
| | * FSIS Ground Turkey Inspection And Safety Protocols | Safety And Security |
| MULTI | Monitoring Of USDA Improper Payment Activities | Integrity Of Benefits |
| | * Department's Controls Over Prioritizing And Funding Agricultural Research | Improvement Initiatives |
| | * Oversight Of USDA Disaster Funds | Improvement Initiatives |
| | * Hispanic And Women Farmers And Ranchers Claim Resolution Process | Improvement Initiatives |
| | * In Re Black Farmers Discrimination Litigation Adjudicated Claims | Improvement Initiatives |
| | * FY 2014 Federal Information Security Management Act Audit | Improvement Initiatives |
| | * Department Of Agriculture's Consolidated Financial Statements For Fiscal Years 2014 And 2013 | Improvement Initiatives |

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| | * Coordination Of USDA Farm Program Compliance - FSA, RMA, And NRCS | Integrity Of Benefits |
| | * USDA's Fiscal Years 2014 And 2013 Financial Statement Closing Package | Improvement Initiatives |
| | Department Of Agriculture's Closing Package Financial Statements For Fiscal Years 2015 And 2014 | Improvement Initiatives |
| | Department Of Agriculture's Consolidated Financial Statements For Fiscal Years 2015 And 2014 | Improvement Initiatives |
| | * Evaluation Of USDA's Process Verified Programs | Improvement Initiatives |
| | Department Of Agriculture's Fiscal Year 2014 Compliance With The Improper Payments Elimination And Recovery Improvement Act Of 2012 | Improvement Initiatives |
| | Fiscal Year 2014 Executive Order 13520, Reducing Improper Payments High Dollar Overpayment Review | Improvement Initiatives |
| | * USDA Beginning Farmers And Ranchers Programs | Integrity Of Benefits |
| | USDA's Plan For Addressing Climate Change | Improvement Initiatives |
| | * Controls Over Introduction Of Genetically Engineered Organisms | Safety And Security |
| NRCS | NRCS Monitoring Of Highly Erodible Land And Wetland Violations | Integrity Of Benefits |
| | Natural Resources Conservation Service's Financial Statements For Fiscal Years 2015 and 2014 | Improvement Initiatives |
| | Controls Over NRCS' Conservation Measurement Tool | Improvement Initiatives |
| | * Natural Resources Conservation Service's Financial Statements For Fiscal Years 2014 and 2013 | Improvement Initiatives |
| | * NRCS Controls Over Land Valuations For Conservation Easements | Improvement Initiatives |

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| | * | Controls Over The Conservation Stewardship Program | Improvement Initiatives |
| | * | Review Of NRCS Wetland Determinations In The Prairie Pothole Region | Integrity Of Benefits |
| OCFO | | Statement On Standards For Attestation Engagements No. 16, Report On Controls At The National Finance Center For October 1, 2014, To July 31, 2015 | Improvement Initiatives |
| | | Agreed-Upon Procedures: Employee Benefits, Withholdings, Contributions, And Supplemental Semiannual Headcount Reporting Submitted To The Office Of Personnel Management | Improvement Initiatives |
| RBS | * | Rural Energy For America Program | Integrity Of Benefits |
| RD | | Rural Development's Financial Statements For Fiscal Years 2015 And 2014 | Improvement Initiatives |
| | * | Rural Development's Financial Statements For Fiscal Years 2014 And 2013 | Improvement Initiatives |
| RHS | | Rural Development SFH DLP Fair Credit Reporting | Integrity Of Benefits |
| | * | Anomalies In Rural Rental Housing's Tenant And Owner Information Using Data Analytics | Integrity Of Benefits |
| RMA | * | RMA Federal Crop Insurance Program - Enterprise Units | Integrity Of Benefits |
| | | Federal Crop Insurance Corporation's Financial Statements For Fiscal Years 2015 And 2014 | Improvement Initiatives |
| | * | Federal Crop Insurance Corporation's Financial Statements For Fiscal Years 2014 And 2013 | Improvement Initiatives |
| | * | Risk Management Agency National Program Operations Reviews | Integrity Of Benefits |
| RUS | | RUS - Energy Efficiency And Conservation Loan Program | Integrity Of Benefits |

NOTES:

Asterisk (*) Denotes work-in-process, which is carried over from an assignment initiated in the prior fiscal year.

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- Goal 1 Safety and Security** - Strengthen USDA's ability to implement and improve safety and security measures to protect public health, as well as agricultural and Departmental resources.
- Goal 2 Integrity of Benefits** - Reduce program vulnerabilities and strengthen program integrity in the delivery of program assistance.
- Goal 3 Improvement Initiatives** - Provide USDA with oversight to help it achieve its results-oriented performance.

OVERVIEW OF OIG PLANS FOR FISCAL YEAR 2015

During FY 2014, we issued an updated OIG Strategic Plan for FY 2013-2018. The following table illustrates OIG’s revised strategic goals, the direct resources to be spent on each goal, and the new FY 2015 performance targets.

| Percentage of Direct Resources To Be Spent on Each FY 2015 Goal | Audit | Investigations |
|---|--------------|-----------------------|
| (1) Strengthen USDA’s ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources. | 13.2% | 5% |
| (2) Reduce program vulnerabilities and strengthen program integrity in the delivery of program assistance. | 27.7% | 90% |
| (3) Provide USDA with oversight to help it achieve its results-oriented performance. | 59.1% | 5% |
| (4) Maintain a highly qualified and diverse workforce with the tools and training necessary to continuously enhance OIG’s ability to fulfill its mission. | N/A | N/A |

Note: Work on Goal 4 includes: (1) the OIG mission support work of the Offices of Counsel, Management, Diversity and Conflict Resolution, and Compliance and Integrity; and (2) the training of staff in all OIG organizational units.

OVERVIEW OF OIG PLANS FOR FISCAL YEAR 2015

| Performance Measures | FY 15 Target |
|---|---------------------|
| (1) Percentage of OIG direct resources dedicated to critical-risk or high-impact activities. | 94% |
| (2) Percentage of audit recommendations where management decisions are achieved within 1 year. | 92% |
| (3) Mandatory, Congressional, Secretarial, and Agency (MCSA) requested audits initiated where the findings and recommendations are presented to the auditee within established or agreed-to timeframes (includes verbal commitments). | 90% |
| (4) Percentage of closed investigations that resulted in a referral for action to the Department of Justice, State or local law enforcement officials, or a relevant administrative authority. | 75% |
| (5) Percentage of closed investigations that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result. | 70% |
| (6) On a biannual basis, positive employee satisfaction rate reported in staff surveys. | 70% |
| (7) Internal and external IT security incidence response and resolution accomplished within 30 days of incident. | 95% |
| (8) Positive evaluation scores on OIG internal training course evaluations. | 85% |
| (9) Visible and interactive communication between Senior Staff and all OIG employees occurs bi-monthly. | 80% |
| (10) EEO Counselor's internal and external reports will be completed within 15 calendar days after the counseling period ends. | 85% |
| (11) Inspection reports issued in final with management response within 60 days. | 85% |
| (12) Inspection report recommendations accepted annually. | 85% |
| (13) Requests from Congress acknowledged either orally or in writing within 5 working days of receipt. | 95% |
| (14) Counsel to the Inspector General issues IG subpoenas within 5 working days upon receipt of complete information for review. | 95% |
| (15) Meet statutory deadlines on Freedom of Information Act appeals. | 95% |
| (16) Issue legal opinions within 30 calendar days of receipt of request, or other agreed-to date. | 85% |

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