



United States Department of Agriculture

Annual Plan

Fiscal Year 2020



January 2020

OFFICE OF INSPECTOR GENERAL

Highlights of the Office of Inspector General (OIG) Annual Plan for Fiscal Year (FY) 2020

MISSION GOALS

MISSION GOAL 1: STRENGTHEN USDA'S ABILITY TO PROTECT PUBLIC HEALTH AND SAFETY AND TO SECURE AGRICULTURAL AND DEPARTMENT RESOURCES.

- Continue to investigate threats involving the safety of meat, poultry, and egg products to ensure timely response and initiation of appropriate corrective actions to protect the public from food tampering or tainted food.
- Continue to evaluate the Food Safety and Inspection Service's (FSIS) controls over meat, poultry, and egg product labels to ensure FSIS' approval of labels is accurate and supported.

MISSION GOAL 2: STRENGTHEN USDA'S ABILITY TO DELIVER PROGRAM ASSISTANCE WITH INTEGRITY AND EFFECTIVENESS.

- Continue to evaluate the Farm Service Agency's design and administration of the Market Facilitation Program.
- Develop business intelligence products to analyze USDA program data in order to identify potential relationships, patterns, anomalies, and trends to be addressed through audits or investigations, as appropriate.
- Continue to investigate allegations concerning Food and Nutrition Service feeding programs.

MISSION GOAL 3: STRENGTHEN USDA'S ABILITY TO ACHIEVE RESULTS-ORIENTED PERFORMANCE.

- Continue to evaluate USDA's oversight of the civil rights complaints process.
- Address allegations of employee misconduct.
- Continue to leverage available Sensitive Investigations Office resources in support of investigations of senior management misconduct, whistleblower reprisal complaints, and other statutorily-mandated requirements/investigations, as well as allegations of a sensitive nature.

Message from the **INSPECTOR GENERAL**

The Office of Inspector General's (OIG) *Annual Plan for Fiscal Year 2020* describes how OIG will accomplish its mission of promoting economy, efficiency, effectiveness, and integrity in the delivery of USDA programs throughout the fiscal year.

Our *Annual Plan* is aligned with our recently published *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024*, which established our current goals, strategies, and performance measures. As part of this update, we merged the principles and commitments we previously maintained in a separate *Diversity and Inclusion Strategic Plan*. We believe that promoting diversity and inclusion is so essential to our overall success, mission fulfillment, and employee satisfaction that we are embedding these principles in our more traditional strategic goals and our organizational culture. To cover the breadth and depth of these important pursuits, our *Strategic Plan* includes two new internal, operational goals, which have also been included in our *Annual Plan for Fiscal Year 2020*.

As always, our *Annual Plan* focuses on critical USDA programs and activities of national importance. Our audits continue to address the need for safety and security in Department programs and resources. For example, we are continuing to evaluate the Food Safety and Inspection Service's (FSIS) controls over meat, poultry, and egg product labels to ensure FSIS' approval of labels is accurate and supported.

OIG also helps USDA strengthen program integrity. For example, we are reviewing the Farm Service Agency's (FSA) design and administration of the Market Facilitation Program, which provides a total of \$25.1 billion in assistance to farmers affected by trade tariffs. We also plan to determine whether State agencies have adequate controls in place to reasonably ensure sponsors and sites that participate in both the Summer Food Service Program (SFSP) and Child and Adult Care Food Program (CACFP) are operating under program requirements.

We also investigate allegations of purported criminal activity in USDA programs to ensure entitlements and benefits are distributed based on eligibility and used for their intended purpose. These programs include hurricane and other disaster relief, assistance programs like the Supplemental Nutrition Assistance Program (SNAP), the Emergency Conservation Program, crop insurance indemnity payments, and other USDA-funded grants and loans.

Our audits and investigations help USDA strengthen the Department's ability to achieve results-oriented performance. They focus on areas such as improved financial management, accountability, and outreach activities. For example, we are continuing to evaluate USDA's oversight of the civil rights complaints process. In addition, our investigators address allegations of employee misconduct throughout the Department.

The Office of Data Sciences (ODS) provides visibility into data and delivers decision-ready information for use by OIG. In particular, ODS is developing evidence-based business intelligence products that will further enhance OIG's ability to plan and execute its core mission and administrative functions.

This *Annual Plan* also demonstrates our commitment to improving our own operational efficiency and effectiveness. This year, we have several initiatives to foster employee engagement and improve communications; implement enterprise risk management and evidence-based decisionmaking; and improve our management of budgetary, personnel, and physical space resources.

This *Annual Plan for Fiscal Year 2020* recommits OIG to accomplishing our strategic goals. OIG looks forward to working with the Secretary and Congress as we strive to provide effective oversight of USDA programs in fiscal year (FY) 2020.



Phyllis K. Fong
Inspector General

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INTRODUCTION

OIG's *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024* establishes the agency's mission, vision, goals, strategies, and performance measures. OIG is committed to providing a positive return on U.S. taxpayers' investment by planning our work to address the issues of 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 2020 work that OIG intends to undertake in support of its *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024*.

Resources and Organization

We assessed the work for this *Annual Plan* relative to the resources that we believe will be available to accomplish it. Appendix B shows our current organizational structure, and Appendix C describes our functional responsibilities.

FY 2020 WORK PLAN

Mission Goals

The following is a summary of the work we plan in support of our FY 2020 strategic mission goals.

Goal 1:

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

We expect to use approximately 21 percent of our audit and 10 percent of our investigative resources in achieving this goal.¹ Our audit work focuses on assessing management control systems designed to ensure that the Department is effectively protecting consumers and the Nation's agricultural resources. Our audit work also focuses on the security and management of the Department's information technology (IT) resources. Our investigative work focuses on agricultural inspection activities related to organically-grown items, employee safety, smuggling of prohibited food items, homeland security concerns, and crimes impacting animal health and safety.

For FY 2020, our priorities include the following:

- Continue to investigate threats involving the safety of meat, poultry, and egg products to ensure timely response and appropriate corrective actions are taken to protect the public from food tampering or tainted food.
- Provide technical oversight for the FY 2020 Federal Information Security Modernization Act (FISMA) audit.
- Continue to evaluate APHIS' oversight of the National Veterinary Stockpile to ensure that it is prepared to appropriately respond to animal diseases affecting human health and the economy.

¹ While all OIG components contribute to each goal, we can currently quantify and project only the audit and investigation resources employed.

- Continue to evaluate FSIS' controls over meat, poultry, and egg product labels to ensure FSIS' approval of labels is accurate and supported.
- Continue to evaluate the adequacy of APHIS' controls to ensure dog breeder compliance with the Animal Welfare Act and follow up on agency actions taken in response to OIG's May 2010 report entitled *APHIS Animal Care Program Inspections of Problematic Dealers* (Audit Report 33002-4-SF).
- Continue to determine if selected mission areas have effective security controls in place for access management and logging.
- Evaluate APHIS' oversight over: (1) activities to prevent the introduction and/or spread of program diseases; (2) responses to incidents of emerging and re-emerging diseases; and (3) targeted surveillance around geographic areas where a domestic program or foreign animal disease has been identified in livestock or wildlife.
- Continue to engage in animal fighting investigative initiatives.
- Continue to participate in a liaison capacity with the USDA Security Council to enhance the safety of USDA personnel.

Goal 2:
Strengthen USDA's ability to deliver program assistance with integrity and effectiveness.

We expect to use approximately 34 percent of our audit and 80 percent of our investigative resources to accomplish this goal. Our focus includes assessing internal controls and identifying risk indicators that should increase both OIG's and USDA's ability to detect and prevent program abuse and criminal activity. Our investigative work focuses on integrity in the various benefit and entitlement programs of USDA, including a variety of programs that provide payments directly or indirectly to individuals and/or entities.

Our FY 2020 priorities include the following:

- Continue to evaluate the oversight and delivery of Florida's Citrus Recovery Block Grant for losses resulting from Hurricane Irma. Specifically, we will review the implementation of the block grant and determine whether grant payments were awarded to eligible producers for eligible purposes.
- Continue to identify and evaluate the Agricultural Marketing Service's (AMS) management controls in place over the Specialty Crop Block Grant Program. Specifically, we will evaluate the process used by AMS to award and disburse grant funds to States, as well as the process used to monitor the grants.
- Continue to evaluate FSA's design and administration of the Market Facilitation Program.
- Continue to evaluate FSA's administration and oversight of the Wildfires and Hurricanes Indemnity Program.
- Continue to inspect the timeliness of the disbursement of the \$600 million Disaster Nutrition Assistance Grant to Puerto Rico.

- Determine whether State agencies have adequate controls in place to reasonably ensure the sponsors and sites that participate in both SFSP and CACFP are operating under program requirements.
- Review controls over the Market Access Program and determine whether effective policies and procedures have been implemented to evaluate participant eligibility, select proposals, and allocate funding.
- Develop business intelligence products to analyze USDA program data in order to identify potential relationships, patterns, anomalies, and trends to be addressed through audits or investigations, as appropriate.
- Investigate allegations of fraud in USDA's hurricane and other disaster relief and assistance programs such as crop insurance, indemnity payments, and grants and loans.
- Continue participation in multi-jurisdictional identity theft/benefit fraud task force and/or working group initiatives.
- Continue to investigate allegations concerning Food and Nutrition Service (FNS) feeding programs (i.e., SFSP, CAFCP, National School Lunch Program, and Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)).
- Review and investigate allegations of fraud and mismanagement in FSA and Risk Management Agency (RMA) programs.

- Investigate allegations concerning the FSA Market Facilitation Program trade aid to farmers.
- Continue to engage in investigations involving Foreign Agricultural Service (FAS) and USDA overseas funding.

Goal 3:
Strengthen USDA’s ability to achieve results-oriented performance.

We expect to use approximately 45 percent of our audit and 10 percent of our investigative resources to accomplish this goal. Our audit focus is on such areas as improved financial management, accountability, and outreach activities. Our investigative focus is on areas such as IT security and management and employee misconduct.

In FY 2020, our mandated and priority work includes the following:

- Conduct audits of the FY 2019–2020 USDA consolidated financial statements and the financial statements of five stand-alone agencies and entities. These agencies are the Commodity Credit Corporation (CCC), the Federal Crop Insurance Corporation, FNS, the Natural Resources Conservation Service (NRCS), and Rural Development.
- Continue to evaluate USDA’s oversight of the civil rights complaints process.
- Continue to consolidate the relevant results and common control issues identified by OIG on six SFSP audits at FNS and four States. Also, continue to determine whether any additional controls are needed to enhance SFSP efficiency and effectiveness.
- Determine whether USDA research agencies are facing challenges to accomplishing USDA’s mission of producing scientific research products.
- Determine USDA’s compliance with the Geospatial Data Act of 2018.

- Determine the implementation status, effectiveness, and sustainability of USDA's Centers of Excellence initiative and evaluate its compliance with applicable laws and regulations.
- Address allegations of employee misconduct.
- Through the Sensitive Investigations Office, address allegations of senior management misconduct, whistleblower reprisal complaints, other statutorily-mandated requirements/ investigations, and sensitive allegations.
- Continue to direct Technical Crimes Division resources to investigate allegations involving child pornography.
- Enhance USDA employee awareness of the whistleblower protection requirements.

Operational Goals

Goal 1:

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

This operational goal and the priorities below will provide critical support to OIG efforts to achieve our mission goals and priorities. We are committed to building a high-performing workforce that values diversity and inclusion and strengthening OIG's organizational culture.

Our FY 2020 priorities include the following:

- Continue to 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.
- Increase OIG's onboard staffing by hiring well-qualified and diverse individuals through programs, hiring authorities, and partnerships that attract candidates from all segments of society.
- Continue to identify, evaluate, and implement improvements to OIG's new employee onboarding program to improve new employees' initial work experience and enhance retention.
- Continue to retain and develop skilled and committed employees by implementing a comprehensive succession plan that aligns and integrates with OIG's mission and culture.

- Continue to provide an environment and framework that empowers employees to participate as active owners in their performance and career development.
- Continue to foster a culture that encourages collaboration, flexibility, and fairness to inspire all individuals to achieve superior results in support of organizational goals.
- Pursue workplace policies that maximize work-life flexibility.
- Continue to assess and employ new methodologies and practices to enhance internal communications.

Goal 2:

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

This operational goal and the priorities below will provide critical support to OIG efforts to achieve our mission goals and priorities. We are committed to continuous improvement and increased efficiency and effectiveness in our administrative operations.

Our FY 2020 priorities include the following:

- Develop and adopt an enterprise risk profile to include mitigation strategies.
- Assess requirements and develop processes necessary to establish the groundwork for evidence-based decisionmaking functions that align with the principles of the Foundations for Evidence-Based Policymaking Act of 2018 and the Federal Data Strategy framework.
- Continue to reduce OIG's space footprint and costs while creating a more functional and efficient workplace that focuses on collaboration.
- Continue to improve the efficiency and effectiveness of OIG's budget execution activities, which includes ensuring the effectiveness of internal controls over operations and reporting and equitable and consistent spending throughout the fiscal year.
- Improve OIG's IT operations by upgrading our email exchange environment, replacing end-of-life equipment, and acquiring and deploying modernized IT software and hardware tools to enhance OIG's operational capabilities.
- Improve OIG's emergency preparedness by implementing a new Continuity of Operations Plan and conducting a test exercise.

- Continue to provide timely and reliable legal and management advice, reports, and services to support the effective functioning of all OIG components.
- Continue to support the integrity and efficiency of OIG operations by maintaining an effective quality assurance and internal review program.
- Continue to leverage existing OIG resources to update and streamline programmatic operating policies, procedures, and workflows, as well as enhance internal controls to ensure proper oversight.

CONCLUSION

In developing this *Annual Plan*, we assessed the intended work's strategic alignment and importance, anticipated outcomes, and resource requirements. We believe it represents a balanced and achievable set of performance objectives. Adjustments may become necessary due to shifting priorities, available resources, or other unforeseen circumstances, such as requests from the Secretary, Departmental leaders, or Congress. Throughout the fiscal year, we will measure our progress towards achieving the performance objectives and will report our results through our semiannual reports to Congress.

APPENDIX A: RELATED MATERIALS AND INFORMATION

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

https://www.usda.gov/oig/webdocs/USDA_OIG_2020_Five_Year_Plan.pdf

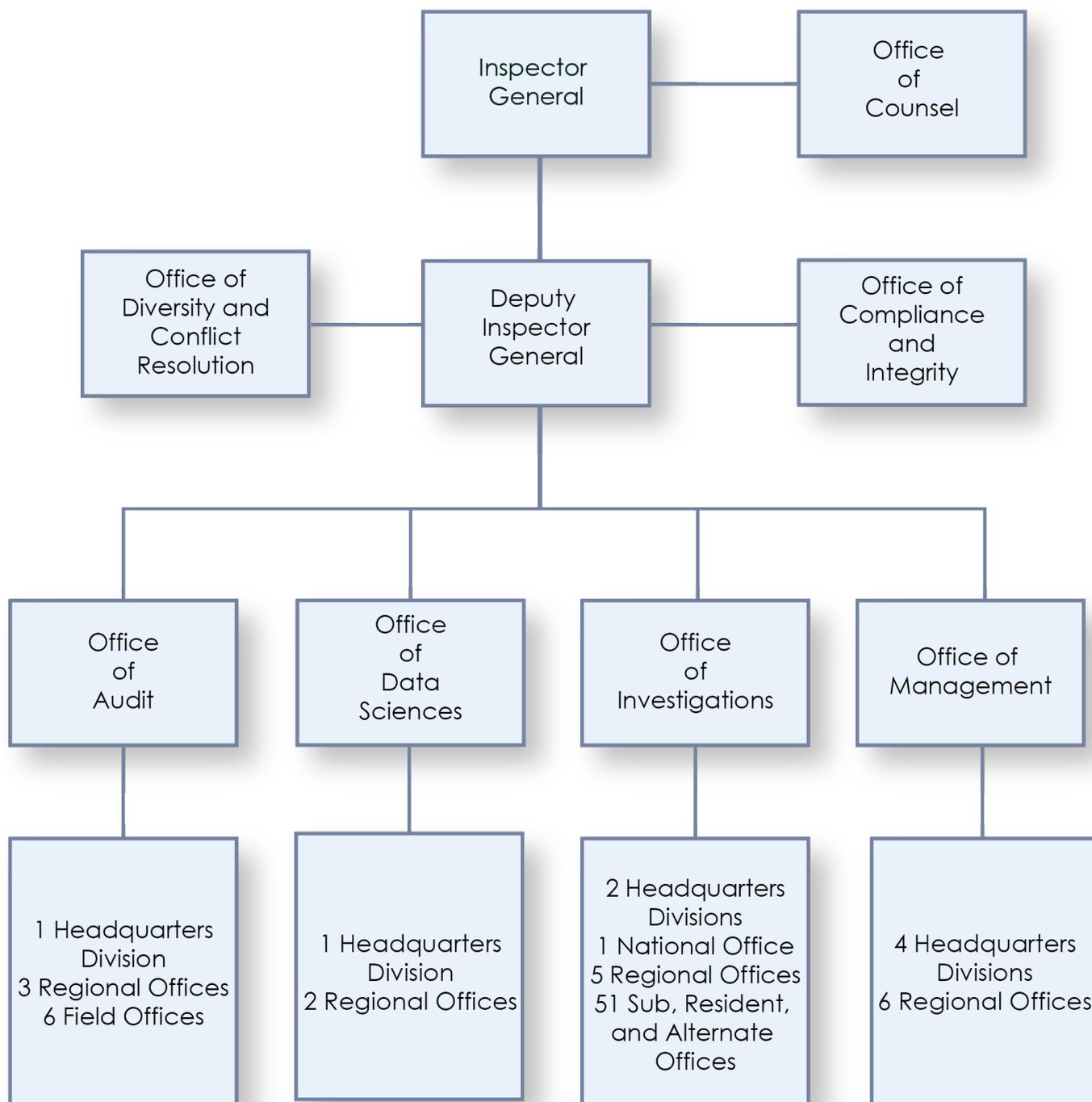
USDA Management Challenges (September 2019):

<https://www.usda.gov/oig/webdocs/MgmtChallenges2019.pdf>

OIG Plan—Oversight of Disaster Funding:

<https://www.usda.gov/oig/webdocs/Oversight-of-Disaster-Funding180914.pdf>

APPENDIX B: OIG ORGANIZATIONAL CHART: JANUARY 1, 2020



APPENDIX C: OIG'S 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

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.

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 of proposed legislation, regulations, policies, and procedures.

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.

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, IT, and policy preparation for OIG. OM also facilitates OIG's planning activities and prepares cross-cutting documents on OIG accomplishments.

APPENDIX D: DISTRIBUTION OF AUDIT RESOURCES BY AGENCY

FY 2020 PLANNED

Mission Area	Agency	%
NATURAL RESOURCES AND ENVIRONMENT—3.5%	FS	3.5
FARM PRODUCTION AND CONSERVATION—13.9%	CCC	0.2
	FSA	5.9
	NRCS	2.0
	RMA	5.8
RURAL DEVELOPMENT—9.4%	Rural Development	5.6
	Rural Housing Service (RHS)	2.8
	Rural Utilities Service (RUS)	1.0
FOOD, NUTRITION, AND CONSUMER SERVICES—10.0%	FNS	10.0
FOOD SAFETY—5.7%	FSIS	5.7
MARKETING AND REGULATORY PROGRAMS—21.6%	AMS	5.3
	APHIS	16.3
RESEARCH, EDUCATION, AND ECONOMICS—3.3%	Economic Research Service (ERS)	1.3
	National Institute of Food and Agriculture (NIFA)	2.0
MULTIPLE AGENCIES—21.5%	Multi-agency	21.5
EXECUTIVE SECRETARIAT AND OTHER ENTITIES—9.1%	Departmental Management (DM)	2.6
	Office of the Chief Financial Officer (OCFO)	2.0
	Office of the Assistant Secretary For Civil Rights (OASCR)	4.5
TRADE AND FOREIGN AGRICULTURAL AFFAIRS—2.0%	FAS	2.0

APPENDIX E: DISTRIBUTION OF INVESTIGATIVE RESOURCES BY AGENCY

FY 2020 ANTICIPATED

Mission Area	Agency	%
NATURAL RESOURCES AND ENVIRONMENT—3%	FS	3.0
FARM PRODUCTION AND CONSERVATION—18.8%	FSA	12.0
	NRCS	0.8
	RMA	6.0
RURAL DEVELOPMENT—4.2%	RUS	0.2
	RHS	3.0
	Rural Business-Cooperative Service	1.0
FOOD, NUTRITION, AND CONSUMER SERVICES—55%	FNS	55.0
FOOD SAFETY—3%	FSIS	3.0
MARKETING AND REGULATORY PROGRAMS—12%	AMS	3.0
	APHIS	9.0
RESEARCH, EDUCATION, AND ECONOMICS—2%	Agricultural Research Service (ARS)	1.5
	NIFA	0.5
TRADE AND FOREIGN AGRICULTURAL AFFAIRS—1%	FAS	1.0
EXECUTIVE SECRETARIAT AND OTHER ENTITIES—1%	DM, OCFO, Office of the Chief Information Officer, OASCR, OIG, and other entities	1.0

APPENDIX F.1: FY 2020 AUDITS PLANNED AND IN PROGRESS

Agency	Title	Goal
AMS	* AMS Controls Over Specialty Crop Block Grant Program	2
	AMS Controls Over its Contract Closeout Process	3
	* AMS Storage and Handling of Commodities for International Food Assistance Programs	1
	Food Purchase and Distribution Program	2
	International Food Aid—Export Commodity Quality Assurance Procedures	1
	* Oversight of the Farmers Market and Local Food Promotion Program	2
APHIS	* Animal Care Program Oversight of Dog Breeders	1
	Cattle Health Program Oversight	1
	* Controls Over Select Agents	1
	* Followup on Smuggling, Interdiction, and Trade Compliance Unit	1
	* Followup to APHIS' Controls Over Licensing of Animal Exhibitors	1
	* National Veterinary Stockpile Oversight	1
	* Plant Pest and Disease Management and Disaster Prevention Program Grants	2
	Plant Protection and Quarantine Inspections—Hawaii	2
CCC	* CCC's Financial Statements for FYs 2019 and 2018	3
	CCC's Financial Statements for FYs 2020 and 2019	3
DM	* Section 2501 Program Grants Awarded FY 2018	2
FAS	Controls Over the Market Access Program	2
	* Oversight of the Agricultural Trade Promotion Program	2
FNS	* Assessment of WIC National Program Integrity Monitoring Branch Activities	3
	CACFP in the Southeast Region	2
	Child Nutrition Program Dual Participation	2
	* Consolidated Report of FNS and Selected State Agencies' Controls Over SFSP	3
	* FNS' Financial Statements for FYs 2019 and 2018	3
	FNS' Financial Statements for FYs 2020 and 2019	3

Agency	Title	Goal
	* Food Distribution Program on Indian Reservations	2
	Implementation of SNAP Online Transactions	2
	* Nationwide Implementation of WIC Electronic Benefit Transfer (EBT)	2
	* SNAP Employment and Training Pilot Program	2
	* SNAP Waiver Process	3
FS	* Controls Over Forest Health Management Cooperative Lands Grants	2
	* FS Use of Settlement Funds	2
FSA	* 2017 Hurricane Relief Emergency Assistance for Honeybees	2
	* 2017 Hurricane Relief Emergency Conservation Program	2
	Dairy Margin Coverage Program	2
	* FSA Controls Over its Contract Closeout Process	3
	* Livestock Indemnity Program	2
	* Wildfires and Hurricanes Indemnity Program	2
FSIS	* Controls Over Imported Meat and Poultry Products	1
	* Controls Over Meat, Poultry, and Egg Product Labels	1
	FSIS Public Health Communications	1
	FSIS Waiver of Regulatory Requirements	1
	Implementation of the Public Health Information System Export Module	3
MULTI	* Florida Citrus Recovery Block Grant Program	2
	* FY 2019 FISMA Audit	1
	* FY 2020 FISMA Audit	1
	FY 2021 FISMA Audit	1
	* General and Application Controls Work for USDA's Financial Statement Audits for FYs 2020 and 2019	3
	General and Application Controls Work for USDA's Financial Statement Audits For FYs 2021 and 2020	3
	* Market Facilitation Program	2
	Security Over Select USDA Agencies' Networks and Systems FY 2019	1

Agency	Title	Goal
	* USDA's Consolidated Financial Statements for FYs 2019 and 2018	3
	USDA's Consolidated Financial Statements for FYs 2020 and 2019	3
	USDA's 2020 Compliance With the Geospatial Data Act	3
	USDA FY 2019 Compliance With Improper Payment Requirements	3
	* USDA Controls to Prevent the Unauthorized Access and Transfer of Research Technology	1
NIFA	Agriculture and Food Research Initiative	2
NRCS	* Hurricane Disaster Assistance—Emergency Watershed Protection Program	2
	* NRCS' Financial Statements for FYs 2019 and 2018	3
	NRCS' Financial Statements for FYs 2020 and 2019	3
OASCR	OASCR's Use of Purchase and Travel Cards	3
	* USDA Oversight of Civil Rights Complaints	3
	USDA Oversight of the EEO Complaint Process	3
OCFO	Agreed-upon Procedures: Employee Benefits, Withholdings, Contributions, and Supplemental Semiannual Headcount Report	3
	Statement of Standards for Attestation Engagements Number 18, Report on Controls for Financial Management Services for October 1, 2019, to June 30, 2020	3
	Statement of Standards for Attestation Engagements Number 18, Report on Controls at the National Finance Center for October 1, 2019, to July 31, 2020	3
	* USDA's FY 2019, First Quarter DATA Act Submission	3
RD	Rural Development's (RD) Contract Over the Comprehensive Loan Program System Modernization	3
	* Rural Development's Financial Statements for FYs 2019 and 2018	3
	Rural Development's Financial Statements for FYs 2020 and 2019	3
RHS	* Multifamily Housing Tenant Eligibility	2
	* Single Family Housing Guaranteed Loan Program Appraisals	2
RMA	Approved Insurance Providers Performance Reviews	3
	* Controls Over Crop Insurance 508(h) Products	3
	* Controls Over Multiple Peril Crop Insurance Policies With Additional Coverage for Hail	2

Agency	Title	Goal
*	Federal Crop Insurance Corporation/RMA's Financial Statements for FYs 2019 and 2018	3
	Federal Crop Insurance Corporation/RMA's Financial Statements for FYs 2020 and 2019	3
RUS	Distance Learning and Telemedicine Program	2
	RUS Financial Management of Section 313a Guarantees for Bonds and Notes	3

APPENDIX F.2: FY 2020 INSPECTIONS PLANNED AND IN PROGRESS

Agency	Title	Goal
FNS	* Contract for SNAP EBT Card at Farmers Markets and Direct Marketing Farmers	3
	* Timeliness of the Disbursement of the \$600 Million Disaster Nutrition Assistance Grant to Puerto Rico	2
FSIS	* FSIS Rulemaking Process for the Proposed Rule on the Modernization of Swine Slaughter Inspection	3
MULTI	USDA Research Integrity and Capacity	3
	Implementation of the IT Modernization Centers of Excellence Improvements	3
NRCS	* NRCS Records Management Phase I Contract	3
RHS	Duplication of Housing Programs	3

NOTES ON APPENDICES F.1 AND F.2:

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

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.

APPENDIX G: OVERVIEW OF OIG PLANS FOR FY 2020

The following table illustrates OIG’s strategic goals, the direct resources to be spent on each goal, and the new FY 2020 performance targets.

Percentage of Direct Resources To Be Spent on Each FY 2020 Mission Goal	Audit	Investigations
Strengthen USDA's ability to protect public health and safety and to secure agricultural and Department resources.	21%	10%
Strengthen USDA's ability to deliver program assistance with integrity and effectiveness.	34%	80%
Strengthen USDA's ability to achieve results-oriented performance.	45%	10%

APPENDIX H: FY 2020 PERFORMANCE MEASURES

Performance Measures	FY 2020 Target
Organizational Results	
(1) Percentage of OIG direct resources dedicated to critical-risk or high-impact activities to improve USDA's safety and security measures, strengthen program integrity, or achieve results-oriented performance.	96%
(2) Percentage of audit recommendations that strengthen internal controls and/or recover program funds where management decisions are achieved within 1 year.	95%
(3) Percentage of stakeholder-requested and mandated audit products (e.g., Congress or Administration) issued by the agreed-upon deadline (including verbal commitments).	95%
(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.	90%
(5) Percentage of closed investigations that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result.	85%
(6) Meet statutory deadlines (20 working days) on responses to Freedom of Information Act appeals.	95%
(7) Internal and external IT security incidence response and proper resolution accomplished within 30 days of incident.	95%
Internal Management	
(1) On an annual basis, positive employee engagement index reported in staff surveys.	70%
(2) Positive evaluation scores on OIG internal training course evaluations.	85%
(3) Visible and interactive communication between Senior Staff and all OIG employees occurs bimonthly.	85%
(4) EEO counselors' internal and external reports will be completed within 15 calendar days after the counseling period ends.	85%
(5) Internal quality assurance review reports issued in final with management response within 60 days.	85%
(6) Internal quality assurance review report recommendations accepted annually.	90%
(7) Inspector General subpoenas issued within 5 working days (of receipt of complete information) and judicial challenges result in enforcement.	95%
(8) Percent of ODS clients reporting that the data analysis product contributed positively to the OIG mission and goals.	95%

APPENDIX I: ACRONYMS AND ABBREVIATIONS

AMS	Agricultural Marketing Service
APHIS	Animal and Plant Health Inspection Service
ARS	Agricultural Research Service
CACFP	Child and Adult Care Food Program
CCC	Commodity Credit Corporation
DCR	Office of Diversity and Conflict Resolution
DM	Departmental Management
EBT	electronic benefit transfer
EEO	equal employment opportunity
ERS	Economic Research Service
FAS	Foreign Agricultural Service
FISMA	Federal Information Security Modernization Act
FNS	Food and Nutrition Service
FS	Forest Service
FSA	Farm Service Agency

FSIS Food Safety and Inspection Service

FY fiscal year

IT information technology

NIFA National Institute of Food and Agriculture

NRCS Natural Resources Conservation Service

OA Office of Audit

OASCR Office of the Assistant Secretary for Civil Rights

OC Office of Counsel

OCFO Office of the Chief Financial Officer

OCI Office of Compliance and Integrity

ODS Office of Data Sciences

OIG Office of Inspector General

OM Office of Management

RHS Rural Housing Service

RMA Risk Management Agency

RUS Rural Utilities Service

SFSP Summer Food Service Program

SNAP Supplemental Nutrition Assistance Program

USDA U.S. Department of Agriculture

WIC Special Supplemental Nutrition Program for
Women, Infants, and Children

New Operational Goals Added in the *Five-Year Strategic Mission and Diversity and Inclusion Plan—Fiscal Years 2020–2024*

OPERATIONAL GOAL 1: ADVANCE A CREATIVE, FORWARD-THINKING ORGANIZATION BY LEVERAGING THE STRENGTH OF A HIGH-PERFORMING, DIVERSE, AND INCLUSIVE WORKFORCE.

- Continue to provide an environment and framework that empowers employees to participate as active owners in their performance and career development.
- Continue to assess and employ new methodologies and practices to enhance internal communications.

OPERATIONAL GOAL 2: ADVANCE OIG OPERATIONS AND EFFICIENCY BY EMBRACING CONTINUOUS IMPROVEMENT AND OPTIMIZING ENTERPRISE RESOURCES.

- Develop and adopt an enterprise risk profile to include mitigation strategies.
- Assess requirements and develop processes necessary to establish the groundwork for evidence-based decisionmaking functions that align with the principles of the Foundations for Evidence-Based Policymaking Act of 2018 and the Federal Data Strategy framework.

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