



United States Department of Agriculture



OFFICE OF INSPECTOR GENERAL

OIG's Mission

Our mission is to promote economy, efficiency, and integrity in U.S. Department of Agriculture (USDA) programs and operations through the successful execution of audits, investigations, and reviews.

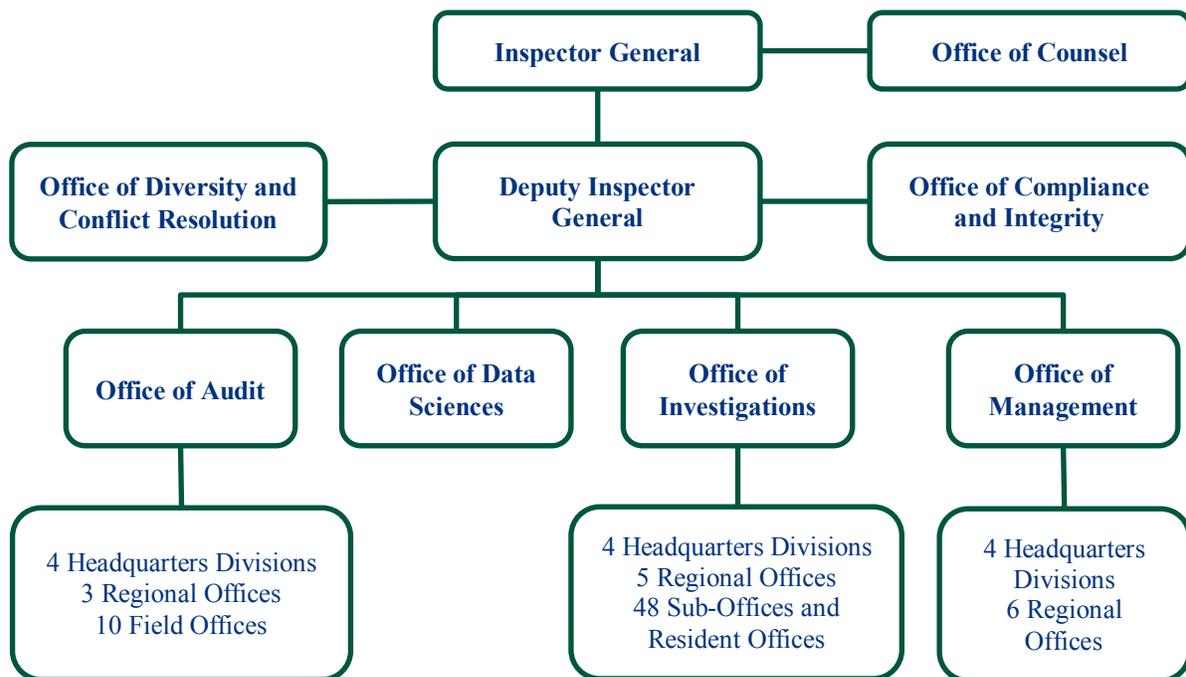
OIG's Vision

Our work advances the value, safety, and integrity of USDA programs and operations.

OIG's Core Values

The principles of integrity, objectivity, and diversity guide our decisionmaking. Specifically, we are committed to the highest degree of ethical conduct and to quality standards in the work we perform. We maintain an independent perspective based on impartial research, critical thinking, and close examination of the facts. We foster an environment that embraces the fundamental value and dignity of all individuals while ensuring diversity in our workforce.

OIG Organizational Chart and Functional Responsibilities



Message From the Inspector General

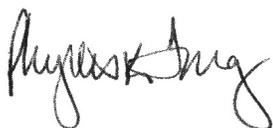
The U.S. Department of Agriculture (USDA), Office of Inspector General (OIG)'s Five-Year Strategic Plan—FYs 2017-2022 provides the map for our future. It documents specific goals and performance measures we have established while integrating the guidance offered by the Office of Management and Budget and the Government Performance and Results Modernization Act of 2010. It reinforces our commitment to meeting and exceeding our high standards of performance. 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 integrity of USDA programs.

This updated strategic plan communicates changes in OIG strategy and operations which affect our strategic goals. For example, OIG has established the Office of Data Sciences to support audits and investigations using data mining and analytics. These techniques will help us quickly analyze large quantities of data to identify and forecast trends, anomalies, and patterns. This strategy deploys our resources more effectively to promote economy, efficiency, and integrity in USDA programs.

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 strengths and challenges. We also leveraged the diverse expertise and skills of OIG employees, who were surveyed for their input regarding our strategic goals and shared vision for the next 5 years.

As Inspector General, I want to extend my appreciation to OIG personnel for their dedication to the strategic planning process. In particular, I would like to acknowledge Chad Bailey, Adam Bernstein, Matthew Bolstad, Michael Chung, Kimberly Din, Connie Guthrie, Tanya Moses, Gary Smith, and Gary Weishaar for their roles in shaping this plan.

I look forward to working with you to implement this plan over the next 5 years.



Phyllis K. Fong
Inspector General

Goals, Strategies, and Performance Measures

Goals

OIG is an independent and objective agency that conducts audits, investigations, and reviews regarding USDA programs and operations. OIG is mandated to perform activities to assess compliance; prevent and detect fraud, waste, and abuse; make recommendations; and take follow-up actions concerning the economy, efficiency, and effectiveness of USDA programs and operations. While completing our mission, we strive to create and maintain a diverse work environment that is safe, responsive to employees' work needs, free of discrimination, 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.

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.

Goal 2:

Detect and reduce USDA program vulnerabilities and deficiencies to strengthen the integrity of the Department's programs.

Goal 3:

Provide USDA with oversight to help it achieve results-oriented performance.

Goal 4:

Recruit, develop, and maintain a highly qualified and diverse workforce while fostering a work environment that promotes productivity, innovation, excellence, and employee satisfaction.

Strategies and Performance Measures for Goals 1-3

Strategies: For these goals, OIG will:

- Identify and detect fraud, waste, and abuse in USDA programs.
- Provide USDA programs with oversight and recommendations to achieve measurable performance and program integrity.
- Utilize advanced analytics and tools to identify trends, vulnerabilities, and weaknesses within USDA programs.
- Continuously monitor and assess risks in USDA programs and operations.
- Target OIG resources to address critical USDA risks.

Performance Measures: OIG will measure its performance under each of these three 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 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.

Strategies and Performance Measures for Goal 4

Strategies: For this internal goal, OIG will:

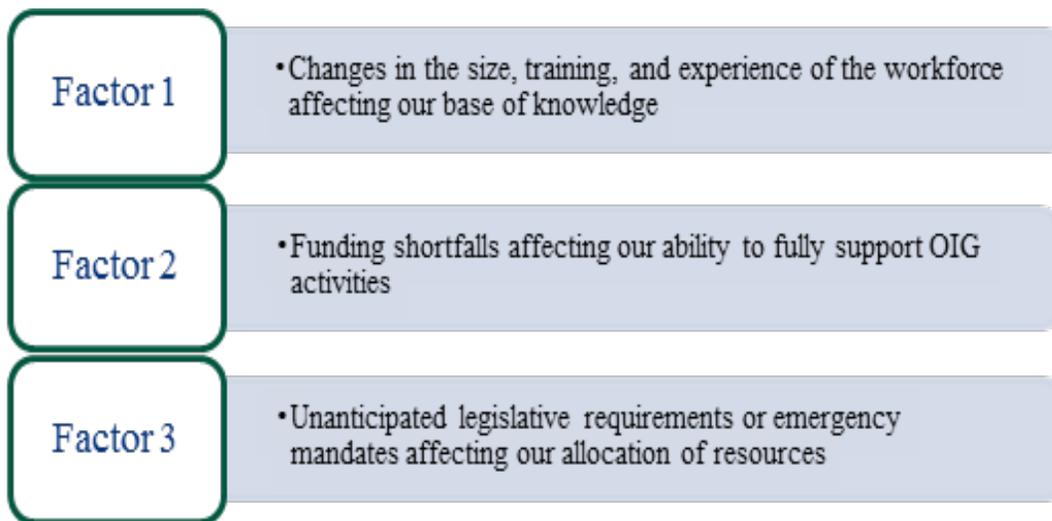
- Recruit, retain, develop, and effectively lead a diverse workforce with the skills necessary to meet OIG's strategic goals and annual plans.
- Provide employees with technology, equipment, and other necessary resources.
- Enhance internal OIG communication so that all staff members are fully informed of OIG's priorities and the contribution their work makes towards fulfilling OIG's mission.
- Ensure that all OIG staff members are aware of how their work ties to our strategic and annual plans and are held accountable for how their work impacts the organization's results.
- Provide timely and reliable legal and management advice, reports, and services to support the effective functioning of all OIG components.
- Support the integrity of OIG operations by maintaining an effective quality assurance and internal review program.
- Effectively and regularly communicate the outcome of our work to Congress, agency management officials, media entities, and members of the public.
- Promote continuous learning, professional development, and leadership opportunities to maintain highly qualified staff.

Performance Measures: OIG will measure its performance under this internal goal by tracking:

- Employee satisfaction rates reported in applicable staff surveys.
- OIG's performance against goals established in annual plans.
- OIG management, legal, and quality assurance offices' performance against standards established for their functions.
- Stakeholder and customer feedback solicited through interviews, surveys, and other consultations.

Factors Affecting Achievement of 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; and to provide leadership and coordination and recommend 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 over 200 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, we have identified factors that could potentially affect the achievement of our strategic goals.



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 Strategic Plan is the first step in an ongoing strategic and tactical planning process laid out in the Government Performance and Results Modernization Act of 2010 and Office of Management and Budget guidance. Within USDA OIG, we will track implementation of this plan and ensure individual and office accountability for achieving our strategic goals by taking the following actions:

- OIG will publish an Annual Plan that sets specific targets for each of our performance measures for the coming fiscal year; lays out the audit, investigation, and management priorities for the year; and, where appropriate, discusses the specific projects that will be performed.
- OIG will report on its progress against the Strategic and Annual Plans in the Semiannual Reports to Congress for the applicable fiscal year. The reports will cover our 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.

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. 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 issues arising during the course of audit and investigative activities or on internal administrative and management issues. OC also manages OIG's congressional and media relations, ethics, Freedom of Information Act, and Privacy Act programs; and reviews proposed legislation, regulations, and procedures.

Data Sciences

The Office of Data Sciences (ODS) applies data analytics to support audits, investigations, and other activities. Tools that ODS may use include predictive data analysis, statistical sampling, modeling, computer matching, data mining, and data warehousing of USDA programs and operations. Using data analytics, ODS discovers potential fraud patterns, identifies anomalies in programs for further review, and develops statistical models.

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.

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, on matters affecting the OIG workforce, program activities, and development of policy. This office also guides all personnel through the use of the Federal sector employment discrimination complaints and dispute resolution processes, as appropriate.

Management

The Office of Management (OM) ensures that budgetary funds, 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.

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How to Report Suspected Wrongdoing in USDA Programs

Fraud, Waste, and Abuse

File complaint online: www.usda.gov/oig/hotline.htm

Monday–Friday, 9:00 a.m.– 3:00 p.m. ET

In Washington, DC 202-690-1622

Outside DC 800-424-9121

TDD (Call Collect) 202-690-1202

Bribes or Gratuities

202-720-7257 (24 hours)



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Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotape, 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.

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