



United States Department of Agriculture
Office of Inspector General
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OFFICE OF INSPECTOR GENERAL Five –Year Strategic Plan

Fiscal Years 2013-2018



OIG's Mission

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

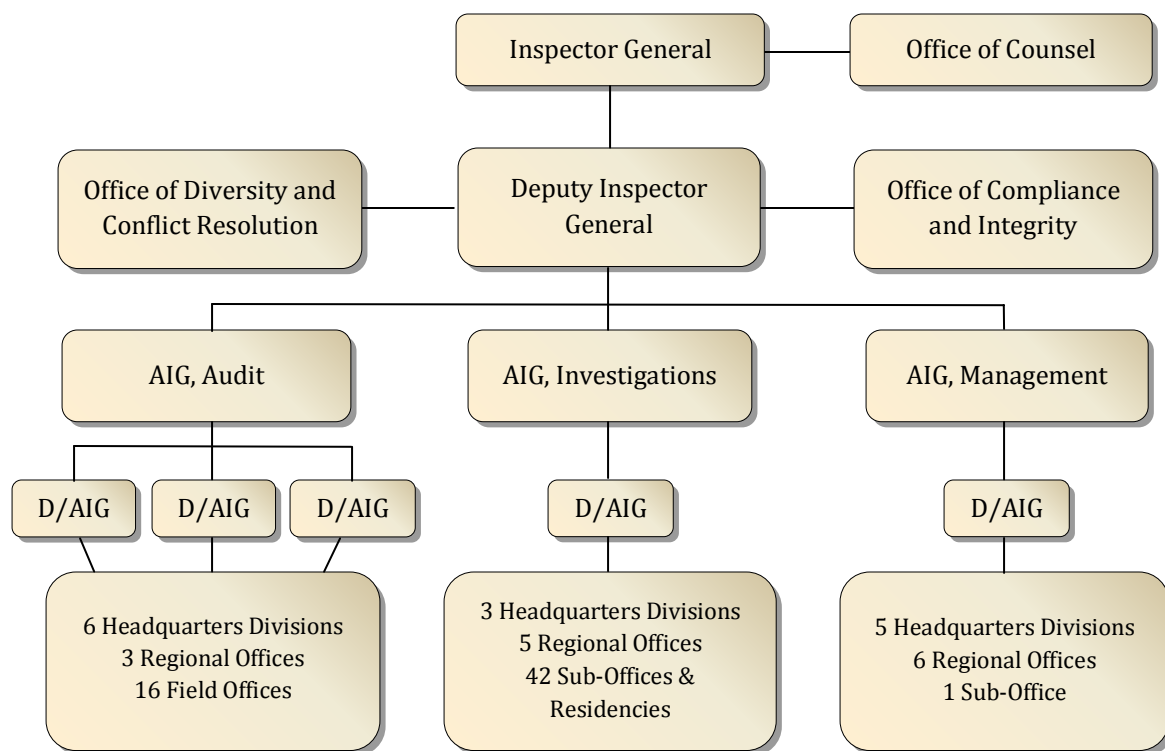
OIG's Vision

Our work adds to 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 quality in the performance of our work. We maintain an independent perspective based on impartial research and critical thinking, and we insist upon an environment that embraces the fundamental value and dignity of all individuals.

OIG Organizational Chart and Functional Responsibilities



Message From the Inspector General

I am pleased to provide the strategic plan of the U.S. Department of Agriculture (USDA) Office of Inspector General (OIG). This is our fourth strategic plan issued to document the specific goals and performance measures we have established within the framework of the Government Performance and Results Act. Having met or exceeded these high standards of performance in 2011 and 2012, USDA OIG continues to execute audits and investigations to help USDA operate with economy, efficiency, and integrity. As our oversight mission has changed in recent years, our ongoing focus on deploying our resources as effectively and efficiently as possible has continued. We also remain committed to streamlining our operations while continuing to deliver positive results. We help improve USDA activities ranging from food safety inspections and wildfire fighting, to land and resource management—and across many other crucial areas that touch people's lives. In a time of constrained budgets, close oversight over all USDA operations is a key priority.

As we drafted this current plan, our focus was on providing transparency and accountability through clear and direct information about our major goals and our targets for meeting them. We assessed each of our stated goals, including a major goal OIG established in 2008 focused on increasing the efficiency and effectiveness of USDA's stewardship over natural resources. Over the last five years, OIG has conducted much work in support of this goal. During our current review process, however, we recognized that the work done for this previous goal clearly fits within the first three goals, and have therefore decided to report it under the other goals in future years. In addition to taking this action, we reached out to Congress and a number of other key stakeholders, including Department officials, in order to enhance our assessment of OIG strengths and challenges. We also surveyed OIG personnel across the agency for their input regarding our strategic goals and shared vision for the next five years.

Our team members have diverse expertise in audit, investigations, and management, and have combined their skills to examine OIG's goals and performance results from the past three years. OIG senior managers provided direction and comments on the planning and development of this updated document, and also shared the draft with all OIG personnel for review and comment.

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 Jake Jacobson and Kelly McGovern, as well as Shane Bunn, Elizabeth Burchfield, Paul Mills, Jessica Taylor, and Jan Cline, for their roles in shaping this plan.

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

Phyllis K. Fong
Inspector General

Goals, Strategies, and Performance Measures

Goals

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: Reduce program vulnerabilities and strengthen program integrity in the delivery of program assistance.

GOAL 3: Provide USDA with oversight to help it achieve its results-oriented performance.

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.

Strategies and Performance Measures for Goals 1-3

Strategies: for these goals, OIG will:

- Continuously monitor and assess risks in USDA operations and programs to identify those risks critical to the achievement of our goals.
- Target resources to address those critical risks.

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

- OIG direct resources dedicated to critical risk or high-impact activities.
- Audit recommendations where management decisions are achieved within 1 year.
- Audits initiated where the findings and recommendations are presented to the auditee within established and agreed upon time frames.
- Closed investigations that resulted in a referral for action to the 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.
- Ensure OIG provides employees with the state-of-the-art technology, equipment, and other physical resources necessary.
- Enhance internal OIG communication so that all staff members understand OIG's priorities and the contribution their work makes toward 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 communicate the outcome of our work to Congress, agency management officials, media entities, and members of the public.

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

- Satisfaction rates reported in staff surveys, including biennial Organizational Assessment Surveys.
- OIG's performance against goals set in annual plans.
- OIG management, legal, and quality assurance offices' performance against timeliness standards set for their functions.
- Stakeholder and customer feedback solicited through interviews, surveys, and other consultations.

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 Act 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 Performance 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, as well as expected initiation dates.
- OIG will report on its progress against the Strategic and Annual Performance Plans in the Semiannual Report to Congress for the applicable fiscal year. The report will cover our progress against the measures, priorities, and project initiation dates listed in the Annual Performance Plan for the corresponding year.

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 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.

Management

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

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 needed.

To learn more about OIG, visit our Web site at
<http://www.usda.gov/oig/index.htm>

How to Report Suspected Wrongdoing in USDA Programs:

Fraud, Waste and Abuse
e-mail: USDA.HOTLINE@oig.usda.gov
Phone: 800-424-9121
Fax: 202-690-2474

Bribes or Gratuities
202-720-7257 (24 hours)



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