



United States
Department
of Agriculture

Office of
Inspector General



Office of Inspector General

Annual Plan

Fiscal Year 2009

October 1, 2008 – September 30, 2009

Highlights of Office of Inspector General (OIG) Plans for Fiscal Year 2009

GOAL 1 Strengthen USDA's ability to implement 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.
- Audit the implementation of the Bovine Spongiform Encephalopathy (BSE) Sampling Plan.
- As mandated by the 2008 Farm Bill, conduct an audit to determine if the Food Safety and Inspection Service implemented provisions related to State inspection programs.
- Conduct audits to ensure USDA programs continue to protect agricultural interests at the borders.
- Investigate smuggling of animals, animal products, plants, and plant products.
- Investigate allegations of criminal activity in animal fighting, including dogfighting and cockfighting.
- Continue to enhance the OIG Emergency Response Program.
- Investigate threats involving the safety of meat, poultry, or egg products to protect the public from the ill effects of food tampering or tainted food.

GOAL 2 Reduce program vulnerabilities and strengthen program integrity in the delivery of benefits to program participants.

- Assess the effectiveness and propriety of USDA emergency relief/disaster assistance resulting from natural disasters, such as the 2008 Midwest floods and the 2008 hurricanes in the Southeast and Southwest.
- Conduct audits related to nutrition, farm programs, and rural communities to determine if entitlements and benefits are effectively directed to the most eligible.
- Perform audits of agencies' implementation of new programs created by the 2008 Farm Bill.
- Investigate allegations of criminal activity in farm and other benefit programs.
- Monitor recovery efforts and investigate allegations of criminal activity pertaining to natural disasters, including drought and flooding.

GOAL 3 Support USDA in implementing its management improvement initiatives.

- Perform mandated FY 08/09 financial statement audits of six USDA agencies and the Department as a whole.
- Evaluate the adequacy and security of information technology (IT) systems and applications.
- As mandated by the 2008 Farm Bill, determine whether foreclosure proceedings with respect to farm program loans to socially disadvantaged farmers or ranchers were administered consistently and in conformity with applicable laws and regulations.
- Investigate alleged significant criminal activity by USDA employees.
- Participate in the President's Council on Integrity and Efficiency's (PCIE) Investigations Subcommittee to address issues related to computer forensics within the OIG community.

GOAL 4 Increase the efficiency and effectiveness with which USDA manages and exercises stewardship over natural resources.

- Determine the effectiveness of USDA agencies' review processes in assessing compliance with conservation provisions.
- Review the oversight and controls over Forest Service activities.
- Review the Forest Service's management of oil and gas resources on National Forest System lands.
- Determine if the Forest Service is properly obtaining rights-of-way and easements necessary to manage Federal lands.

GOAL 5 Strive for a highly qualified diverse workforce with the tools and training necessary to continuously enhance OIG's ability to fulfill its mission and communicate its accomplishments.

- Continue mandatory supervisory training for all OIG supervisors.
- Continue Civil Rights and Equal Employment Opportunity training for all employees.
- Meet or exceed goals established by the Department's Small Business Office for awards to small business contractors.
- Acknowledge inquiries from Members of Congress within 10 working days of receipt.
- Improve security of laptops by implementing the Federal Desktop Core Configuration.

Message from the Inspector General

I am pleased to present the USDA OIG Annual Plan for fiscal year (FY) 2009. This document describes how OIG will achieve its mission of promoting economy, efficiency, effectiveness, and integrity in the delivery of USDA programs. In setting out our goals and objectives for FY 2009, the OIG Annual Plan is aligned with the OIG Strategic Plan for FY 2007–2012. In addition, several key developments have heavily influenced our FY 2009 Annual Plan: (1) passage of the new Farm Bill in May 2008, (2) recent natural disasters for which Congress and the Administration have made funding available in the Disaster Relief and Recovery Supplemental Appropriations Act of 2008 (Disaster Relief Act) for OIG to perform oversight work, and (3) decisions made by OIG in an effort to find ways to continue to achieve results for taxpayers in a time of overall declining resources.

The Farm Bill includes a number of provisions that affect the direction of continuing and planned audit work. For example, the Farm Bill-mandated work for FY 2009 includes audits of the Food Safety and Inspection Service's implementation of provisions related to State meat inspection programs and foreclosures on farmer program loans made to socially disadvantaged farmers or ranchers.

In FY 2009 and beyond, OIG will assess the effectiveness and propriety of USDA emergency relief in the face of natural disasters. In the Disaster Relief Act, USDA was entrusted with more than \$400 million in disaster relief and recovery funds. We will review the Farm Service Agency emergency conservation program, which helped producers rehabilitate farmland damaged by the disasters; the Natural Resources Conservation Service emergency watershed protection program, which undertook emergency measures to minimize the effects of flood-related damage such as soil erosion; and crop insurance-related programs that reimbursed producers for a variety of losses resulting from disasters. We will also conduct audits of a variety of disaster programs offered by various agencies to assist rural areas after disasters. Areas will include emergency rental assistance, emergency food stamps, Food and Nutrition Service commodity distribution, and Rural Housing Service grants and loans. The Disaster Relief Act provided OIG with funding to support our oversight of these expenditures. These funds will enable OIG to help strengthen the administration of these programs to deter and prevent future deficiencies relating to these funds.

Our FY 2009 Annual Plan also reflects decisions made by OIG senior staff to find ways to continue to support and develop our capacity to provide time-sensitive, yet professionally rigorous analyses to key Departmental and Congressional officials as they make decisions affecting USDA programs. Of the greatest impact on our Annual Plan is the decision to refocus our Office of Inspections and Research on data-mining and analysis, and integrate that function into our Audit office. That will enable the data-mining unit to take full advantage of Audit's existing program knowledge while serving as an effective support to both Audit and Investigations. The types of benefits we expect to derive from that synergy include the ability to conduct data analysis across USDA agency programs to proactively identify fraud, waste, and abuse, as well as to support ongoing audits and investigations.

Based on these three emerging factors and on OIG's continuing commitment to our five strategic goals (which include strengthening USDA's ability to implement safety and security measures to protect the public health, reducing program vulnerabilities and strengthening program integrity, supporting USDA in implementing management improvement initiatives, and increasing the efficiency and effectiveness of USDA's stewardship over natural resources), OIG has developed and published this Annual Plan for FY 2009. We look forward to using this plan to continue to work with the Congress and the Secretary, in the interest of the American public, to improve USDA programs and operations.



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 2007-2012 sets forth our mission, vision, and goals for 5 years. OIG has set its direction to provide a positive return on the U.S. taxpayers' investment by asking the following critical questions of all the work that we plan to undertake: Are we addressing the most important matters? Are we achieving significant results?

The FY 09 work that OIG intends to undertake in support of our current strategic plan is presented in this annual plan.

Resources and Organization

The work proposed for this annual plan was also assessed in terms of the availability of the necessary resources to accomplish it. Appendix B describes our current organizational structure and functional responsibilities.

FY 09 Work Plan

A summary of the work planned in support of each of the identified strategic goals for FY 09 follows.

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

We expect to use 14.2 percent of our audit and 15 percent of our investigative resources for this goal.¹ Our focus includes the investigation of threats to the food supply, the agricultural sector, USDA employees, and national security. Our audit focus includes the assessment of management control systems designed to ensure that the Department is effectively protecting both the consumer and the Nation's agricultural resources. Our audit work will also focus on Homeland Security and the continued evaluation of the effectiveness of the Department's actions in coordinating and communicating increased security controls, Departmentwide and with other Federal departments. Priority work in FY 09 will include the following:

- Determine whether agricultural products marketed as "organic" meet the requirements of the National Organic Program.

- Investigate threats involving the safety of meat, poultry, or egg products to ensure the timely response and appropriate, prompt corrective action necessary to protect the public from the ill effects of food tampering or tainted food.
- Evaluate the effectiveness of the Agricultural Marketing Service's (AMS) oversight of purchasing specifications for ground beef donated to the National School Lunch Program (NSLP) and other Federal feeding programs.
- Investigate animal, animal product, plant, and plant product smuggling that may introduce devastating pests and diseases into the American agricultural sector.
- Assess USDA's (Food Safety and Inspection Service (FSIS)/AMS) controls to ensure export beef products comply with trade requirements established by importing countries.
- Complete a review of the effectiveness of FSIS' oversight of the recent recall at a California beef slaughterhouse.
- Determine if changes made by FSIS in 2006 to its salmonella verification testing program policies were effective.
- As mandated by the 2008 Farm Bill, monitor FSIS' implementation of provisions related to State inspection programs and establishments and determine whether FSIS is operating in accordance with changes to the Federal Meat Inspection Act and Poultry Products Inspection Act.
- Determine whether FSIS has sufficient controls over the National Residue Program (NRP) for non-cull cows, swine, and poultry plants.
- Evaluate FSIS inspectors' handling and inspection of swine and poultry for NSLP.
- Audit the implementation of the Bovine Spongiform Encephalopathy (BSE) Sampling Plan.
- Investigate allegations of animal fighting, including dogfighting and cockfighting, which presents serious health risks and is associated with other violent crimes.
- Review the Food Emergency Response Network's (FERN) capability to adequately respond to significant food threat events at the local, State, and Federal levels.
- Follow up on our 1996 audit of animal exhibitors to determine the adequacy of regulations and controls over their legitimacy, legality, knowledge, and experience.

¹ All of the OIG teams contribute to each different goal, but currently we can quantify and project out only audit and investigations resources to be directed to each goal.

- Evaluate APHIS' controls over animal import centers to ensure that restricted animals are properly transported and determine whether required quarantines and biosecurity controls are administered.
- Evaluate APHIS' actions to determine if regulated animal breeders/dealers' facilities are operating within the requirements of the Animal Welfare Act.
- Assess the effectiveness of APHIS' Plant Protection and Quarantine Program.
- Enhance the capabilities of OIG's Emergency Response Program, including the Emergency Response Team and the Wildland Fire Investigations Team, through outreach and greater use of the teams.
- Determine if the Forest Service (FS) has an adequate firefighting succession plan to replace retiring critical wildfire suppression personnel.
- Protect USDA employees and facilities from threats to safety and security, including investigations of FS firefighter deaths and violent assaults on employees.
- Determine the effectiveness of oversight for genetically engineered animal and insect research and whether USDA regulations adequately control such research.
- Review NRCS' progress to perform assessments on flood control dams to determine their condition and need for rehabilitation.
- Respond to national emergencies affecting the American agricultural sector.
- Coordinate with and participate in the Federal Bureau of Investigation's (FBI) Joint Terrorism Task Forces in support of ongoing investigative efforts to identify and combat domestic and international terrorism.
- Focus on OIG efforts in preventing agro-terrorism and enhancing coordination with both domestic and international partners.

Goal 2 – Reduce program vulnerabilities and strengthen program integrity in the delivery of benefits to program participants.

We expect to use 24.3 percent of our audit and 65 percent of our investigative resources for Goal 2. Our investigative focus includes threats to the integrity and effectiveness of

USDA benefits programs. The audit focus includes continued examination of the effectiveness of internal control systems and identification of risk indicators to increase OIG's and USDA's ability to prevent or detect program abuse and criminal activity. We will also initiate audits on agencies' implementation of new programs and requirements under the 2008 Farm Bill that fall under this goal. Work to be performed in FY 09 will include the following:

- Assess the effectiveness and propriety of USDA emergency relief/disaster assistance resulting from natural disasters, such as the 2008 Midwest floods and the 2008 hurricanes in the South. Specifically, OIG will assess whether the assistance was in compliance with statutes and with program regulations, policies, and procedures. Such assistance includes payments as well as grants and loans for crop losses (including Federal crop insurance indemnity payments as well payments from the Farm Service Agency) for restoring the land and waterways, for temporary housing and food assistance, and for rebuilding rural housing and infrastructures. This work will be supported by the emergency appropriation to OIG for oversight of disaster- and emergency-related assistance.
- Investigate allegations of criminal activity in various USDA disaster relief programs, including participation with the U.S. Attorneys' Hurricane Katrina fraud task forces to identify criminal activity in USDA assistance programs (e.g., crop insurance, indemnity programs, Supplemental Nutrition Assistance Program (SNAP)²/ Electronic Benefits Transfer (EBT), grant and loan fraud, etc.) that OIG will pursue through investigation.
- Work with other Federal, State, and local government and law enforcement agencies after natural disasters affecting the agriculture sector and subsequent relief efforts.
- Investigate allegations of criminal activity in farm programs, including the crop insurance program and the farm loan programs; and identify potentially criminal activity by comparing data from FSA and the Risk Management Agency (RMA).
- Review controls over use of a trust fund created by the 2008 Farm Bill to fund supplemental agricultural disaster assistance programs. OIG will also assess implementation of such new agricultural disaster assistance programs.
- Review FSA's implementation of, and controls over, new payment limitation provisions under the 2008 Farm Bill.

²SNAP—Formerly known as the Food Stamp Program.

- Evaluate FSA's implementation of the Average Crop Revenue Election Program (known as ACRE) provisions contained in the 2008 Farm Bill.
- Review the effectiveness of RMA controls in place for the 2007 crop year pilot program involving provisions for pasture, rangeland, and forage vegetation losses.
- Review management controls involving the RMA Catastrophic Risk Protection Program (known as CAT) for crops.
- Assess the effectiveness of RMA's oversight of approved insurance providers' (AIP) quality control reviews.
- Evaluate Rural Housing Service (RHS) controls in place over lender activities in the Single Family Housing Guaranteed Loan Program.
- Determine borrower compliance with regulations and loan agreements relating to RHS' rural rental housing project maintenance costs and inspection procedures.
- Evaluate management controls over the Rural Utilities Service Distance Learning and Telemedicine (DLT) Grants and Loans Program.
- Evaluate whether data collected by the National Agricultural Statistics Service are reliable to support the average yields established for various USDA programs.
- Determine what actions FNS has taken on recommendations identified in OIG's 1999 consolidated (roll-up) audit of Child and Adult Care Food Program abuses, and evaluate their effectiveness.
- Evaluate vendor monitoring in FNS' Supplemental Nutrition Program for Women, Infants, and Children (WIC) to assess implementation of new regulations and corrective actions regarding improper payments.
- Investigate allegations of criminal activity in food and nutrition programs, including SNAP, WIC, and NSLP.

Goal 3 – Support USDA in implementing its management improvement initiatives.

We expect to use 53.8 percent of our audit and 19 percent of our investigative resources for Goal 3. Our audit focus is on improved financial management and accountability, IT security and management, research, real property management and

procurement, renewable energy programs, and the Government Performance and Results Act. Our investigative focus includes allegations involving potential criminal violations that have employee corruption or fraud implications. Work to be performed in FY 09 includes the following:

- Audit the FY 08/09 USDA consolidated financial statements and the financial statements of six stand-alone agencies.
- Evaluate the adequacy of USDA's succession planning activities.
- Evaluate the adequacy of security over USDA's IT resources to ensure compliance with the Federal Information Security Management Act of 2002.
- Review the National Information Technology Center, National Finance Center, and Information Technology Service's general controls to determine whether they are in place and operating effectively.
- Evaluate the Office of Worker's Compensation Program policies and procedures, and the status of employees currently participating in the program.
- As mandated by the 2008 Farm Bill, determine whether foreclosure proceedings with respect to farmer program loans to socially disadvantaged farmers or ranchers were administered consistently and in conformity with applicable laws and regulations.
- Monitor the implementation of the 2008 Farm Bill provisions and mandates to determine whether they are properly and effectively implemented.
- Evaluate FSA's processes in establishing peanut pricing for marketing assistance loans, loan deficiency payments, and counter-cyclical payments, and determine if the established rates are based on reliable and consistent market data.
- Follow up on the Grain Inspection, Packers and Stockyards Administration (GIPSA) management and oversight of the Packers and Stockyards Program (P&SP).
- Determine if FS adequately secures a cost-effective mix of aerial resources to replace grounded aircraft used in its firefighting program.
- Determine if FS acquires IT software and hardware cost efficiently, development of systems will timely meet the agency's needs, and the agency has complied with the applicable Federal Acquisition Regulations.

- Monitor the effectiveness and enforcement of disqualification, debarment, and suspension regulations in USDA.
- Identify the various programs within USDA involved in renewable energy and determine if entities are receiving multiple or overlapping loan and grant funds for the same projects.
- Closely work with the U.S. Computer Emergency Readiness Team (US-CERT) and USDA Cyber Security to investigate unauthorized access to USDA networks, and continue to provide “first-responders” training to agency system security engineers to ensure that digital evidence is not compromised during acquisition.
- Participate in the PCIE Investigation Subcommittee to address issues for computer forensics within the OIG community, including Security Key Escrow Management, the OIGs’ role in cyber investigations and the OIGs’ cyber response capability, and the possibility of establishing a PCIE IT forensics laboratory.
- Participate in the national and local procurement fraud task forces that partner with the U.S. Department of Justice and the various OIGs.
- Investigate allegations of employee corruption and fraud.

Goal 4 – Increase the efficiency and effectiveness with which USDA manages and exercises stewardship over natural resources.

We expect to use 7.7 percent of our audit and 1 percent of our investigative resources for Goal 4. Our audit and investigative focus is USDA’s management and stewardship of natural resources, including soil, water, and recreational settings. Priority work in FY 09 will include the following:

- Determine whether FS has implemented an adequate system of internal controls to ensure efficient and effective delivery of its programs.

- Review FS’ management of oil and gas resources on National Forest System (NFS) lands.
- Determine if FS is properly obtaining rights-of-way and easements (ROW&E) necessary to manage Federal lands and is properly granting and modifying ROW&Es in accordance with laws and regulations and in the best interest of FS.

Goal 5 – Strive for a highly qualified diverse workforce with the tools and training necessary to continuously enhance OIG’s ability to fulfill its mission and communicate its accomplishments.

Our focus is to ensure readiness of the OIG workforce, timely report information to stakeholders, and satisfy employees’ needs. Work in FY 09 will include the following:

- Improve security of laptops by deploying the Federal Desktop Core Configuration.
- Enhance OIG IT capabilities by migrating from Novell to Microsoft Active Directory.
- Solicit stakeholder feedback through interviews and customer service surveys (where appropriate) annually.
- Develop and deliver timely and informative Semiannual Reports to Congress, OIG Annual Plans, and other OIG publications to stakeholders.
- Provide Civil Rights and Equal Employment Opportunity training to OIG employees.
- Update and publish high-priority Inspector General (IG) management and policy directives.
- Improve internal communication by establishing a GovTrip non-emergency customer information source and a prioritization system.
- Issue IG subpoenas within 5 working days upon receipt of complete information.
- Meet or exceed the goals established by the Department’s Small Business Office for awards to small business contractors.

FY 08 Performance Summary and Results

Our Strategic Plan established a life-cycle approach to our outputs that tracks individual actions at critical milestones to identify the results of our work. We began measuring the results of our work in FY 04. During FY 08, OIG increased the number of performance measures from 3 to 19. OIG

met or exceeded performance targets for all but 3 of the 19 performance measures. OIG will be keeping the same measures for FY 09 with the exception of performance measures 4 and 19. The following illustrates our FY 08 results in comparison to our performance targets

OIG Strategic and Performance Goals and FY 2008 Results	
Strategic Goal	Performance Goals
(1) Safety and Security	Strengthen USDA's ability to implement 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 benefits to program participants.
(3) Management Improvement Initiatives	Support USDA in implementing its management improvement initiatives.
(4) Natural Resources	Increase the efficiency and effectiveness with which USDA manages and exercises stewardship over natural resources.
(5) Qualified Diverse Workforce	Strive for a highly qualified diverse workforce with the tools and training necessary to continuously enhance OIG's ability to fulfill its mission and communicate its accomplishments.

Performance Measures	FY 08 Target	FY 08 Actual
(1) OIG direct resources dedicated to critical-risk and high-impact work.	90%	95.3%
(2) Audit and inspection recommendations resulting in management decision within 1 year of report issuance.	85%	84.3%
(3)*Mandatory and Congressional, Secretarial, and agency-requested audits completed within required or agreed-to timeframes.	85%	92.3%
(4) Inspections delivered within agreed-to or established timeframes.**	80%	66.7%
(5)*Closed investigations that resulted in a referral for action to the Department of Justice, State/local law enforcement officials, or relevant administrative authority.	70%	90.9%

Performance Measures	FY 08 Target	FY 08 Actual
(6) Closed investigations previously referred for action that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result.	65%	72.5%
(7)*Positive employee satisfaction rate reported in staff surveys (now done through ongoing staff surveys on a rotation basis by region).***	70%	73.8%
(8)*Time from receipt of an SF-52 for a standard recruitment action until positions are posted and opened through the automated system averages 3 days.	60%	90.3%
(9)*Time to issue candidate certificates after the closing date of an announcement averages 5 days.	60%	100%
(10)*All Information Technology Division (ITD) systems including the LAN, WAN, e-mail, and ARGOS remain operational, excluding planned outages for system maintenance and outages caused by outside factors.	95%	99.9%
(11)*Monthly Status of Funds Report issued within management timeframes following passage and apportionment of the FY 2008 appropriation.	70%	88.9%
(12)*Micro-purchases awarded within 3 working days of receipt of approved AD-700.	85%	92.0%
(13)*Administrative actions for processing new hires completed within 72 hours after they report for duty.	90%	90.0%
(14)*All OIG public reports meet management and statutory timeframes for publications.	85%	100%
(15)*Positive evaluation score on course evaluations for all EEO training courses.	75%	85.3%
(16)*Quality Assurance Review reports issued in final with management response within 60 days.	75%	100%
(17)*Quality Assurance Review report recommendations accepted annually.	75%	89.6%
(18)*Inquiries from Members of Congress acknowledged within 10 working days of receipt.	90%	81.1%
(19)*The backlog of Freedom of Information Act and Privacy Act requests is reduced from the previous year's backlog.**	25%	90.9%

*New performance measure for FY 08.

**Performance measure not included in FY 09.

***Since the Organizational Assessment Survey (OAS) was canceled due to budget constraints, the EEO Assessment was used to determine employee satisfaction.

Conclusion

Throughout the FY 09 performance year, periodic reporting will measure progress toward the performance objectives identified for work under this annual plan. Adjustments may be made to reflect shifting priorities, increased or reduced resources, or other circumstances that may arise.

Every effort was made in developing this annual plan to

ensure realistic assessment of the 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 09.

We will report on our results against this plan in our Semiannual Reports to Congress.

Appendix A

Related Materials and Information

OIG Strategic Plan for FY 2007-2012:

<http://www.usda.gov/oig/webdocs/OIGStrat2007.2012.pdf>

USDA Strategic Plan for FY 2005-2010:

<http://www.usda.gov/ocfo/usdasp/pdf/sp05-08.pdf>

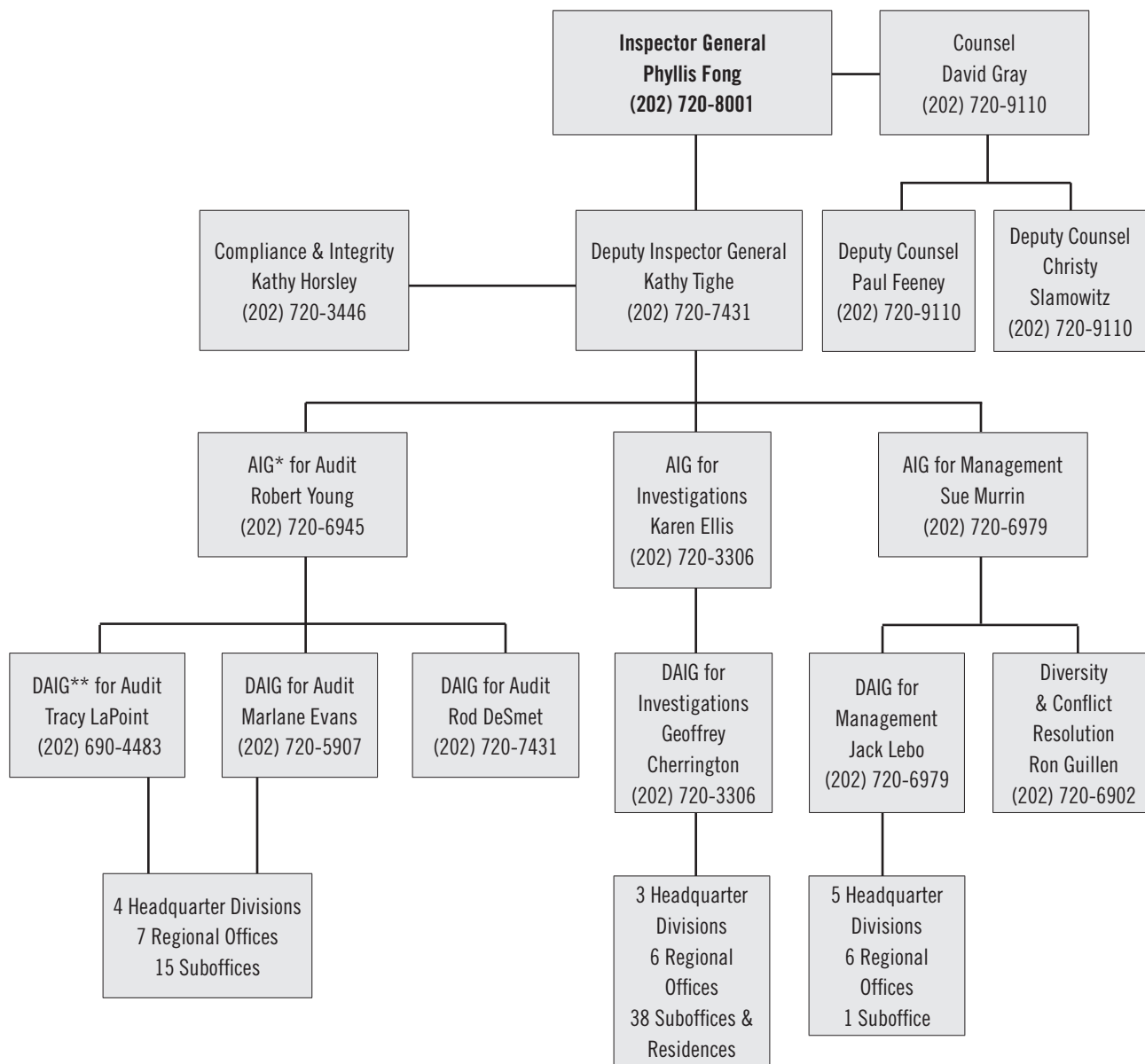
USDA Major Management Challenges for FY 2008-2009:

<http://www.usda.gov/oig/webdocs/MgmtChallenges2008.pdf>

Appendix B

Organization Chart and Functional Responsibilities

October 2008



*AIG-Assistant Inspector General

**DAIG-Deputy Assistant Inspector General

Areas of Responsibility:

Audit

Audit examines the economy and efficiency of USDA programs and operations, including program results, compliance with applicable laws and regulations, and fair presentation of financial reports. While the majority of audit work is performed by OIG staff, Audit also 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 and in accordance with the professional standards set by the American Institute of Certified Public Accountants. Audit will be integrating the former Office of Inspections and Research to enhance both Audit's and Investigation's work in the area of data analysis and data mining.

Investigations

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, investigative, and inspection activities or administrative and management issues facing OIG. OC also manages OIG's congressional and media relations, ethics, Freedom of Information Act, and Privacy Act programs.

Management

The Office of Management (OM) ensures that the people, money, 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 conducts systematic and independent reviews and investigations of OIG operations. Reviews are generally focused on management and internal controls, and investigations are generally in response to allegations of OIG employee misconduct or mismanagement issues.

Appendix C

Distribution of Audit Resources by Agency

FY 2009 PLANNED		
MISSION AREA	AGENCY	%
NATURAL RESOURCES AND ENVIRONMENT – 17.3%		
	Forest Service (FS)	14.9
	Natural Resources Conservation Service (NRCS)	2.4
FARM AND FOREIGN AGRICULTURAL SERVICES – 14.4%		
	Farm Service Agency (FSA)	7.4
	Foreign Agricultural Service (FAS)	0.1
	Risk Management Agency (RMA)	6.7
	Commodity Credit Corporation (financials) (CCC)	0.2
RURAL DEVELOPMENT – 13.1%		
	Rural Development (RD)	4.3
	Rural Utilities Service (RUS)	3.8
	Rural Housing Service (RHS)	4.4
	Rural Business-Cooperative Service (RBS)	0.6
FOOD, NUTRITION, AND CONSUMER SERVICES – 12.4%		
	Food and Nutrition Service (FNS)	12.4

FY 2009 PLANNED		
MISSION AREA	AGENCY	%
FOOD SAFETY – 6%		
	Food Safety and Inspection Service (FSIS)	6.0
MARKETING AND REGULATORY PROGRAMS – 8.8%		
	Agricultural Marketing Service (AMS)	2.4
	Animal and Plant Health Inspection Service (APHIS)	6.2
	Grain Inspection, Packers and Stockyards Administration (GIPSA)	0.2
RESEARCH, EDUCATION, AND ECONOMICS – 1.5%		
	Agricultural Research Service (ARS)	0.2
	Cooperative State Research, Education, and Extension Service (CSREES)	0.3
	National Agricultural Statistics Service (NASS)	1.0
EXECUTIVE SECRETARIAT AND OTHER ENTITIES – 5%		
	Office of the Chief Financial Officer (OCFO), Office of the Chief Information Officer (OCIO), Office of Procurement and Property Management (OPPM), Assistant Secretary for Civil Rights (ASCR).	5.0
MULTIPLE AGENCY – 21.5%		

Appendix D

Distribution of Investigative Resources by Agency

FY 2009 PLANNED ANTICIPATED	
MISSION AREA	AGENCY
NATURAL RESOURCES AND ENVIRONMENT – 4.0%	
Forest Service (FS)	2.4
Natural Resources Conservation Service (NRCS)	1.6
FARM AND FOREIGN AGRICULTURAL SERVICES – 26.0%	
Farm Service Agency (FSA)	17.1
Foreign Agricultural Service (FAS)	1.8
Risk Management Agency (RMA)	7.1
RURAL DEVELOPMENT – 5.4%	
Rural Utilities Service (RUS)	0.2
Rural Housing Service (RHS)	3.7
Rural Business-Cooperative Service (RBS)	1.5
FOOD, NUTRITION, AND CONSUMER SERVICES – 35.6%	
Food and Nutrition Service (FNS)	35.6
FOOD SAFETY – 5.7%	
Food Safety and Inspection Service (FSIS)	5.7
MARKETING AND REGULATORY PROGRAMS – 12.7%	
Agricultural Marketing Service (AMS)	1.0
Animal and Plant Health Inspection Service (APHIS)	11.5
Grain Inspection, Packers and Stockyards Administration (GIPSA)	0.2
RESEARCH, EDUCATION, AND ECONOMICS – 1.7%	
Agricultural Research Service (ARS)	1.6
Cooperative State Research, Education, and Extension Service (CSREES)	0.1
OTHER – 8.9%	
Departmental Administration (DA), Office of the Chief Financial Officer (OCFO), Office of the Chief Information Officer (OCIO), Assistant Secretary for Civil Rights (ASCR), OIG, Other	8.9

Appendix E

Fiscal Year 2009 Audits Planned and In Process

AGENCY	TITLE	GOAL
AMS	Fresh Product Grading	Safety and Security
	* Oversight of the National Organic Program	Safety and Security
	* Followup on Purchase Specifications for Ground Beef	Safety and Security
APHIS	* Controls Over Animal Import Centers	Safety and Security
	Impact of Investigative and Enforcement (I&E) Services on APHIS Programs	Safety and Security
	* Follow up on APHIS Licensing of Animal Exhibitors	Safety and Security
	Effectiveness of the Safeguarding Intervention and Trade Compliance Units Controls to Identify and Prevent Unauthorized Entry of Prohibited Products	Safety and Security
	Plant Protection and Quarantine Program	Safety and Security
	* Controls Over APHIS Pilot Certifications	Safety and Security
	APHIS Oversight of Designated Qualified Persons Enforcing the Horse Protection Act	Safety and Security
	* APHIS Inspections of Breeders	Safety and Security
ARS	* Management Controls Over Research Agreements	Mgmt Improvement Initiatives
CCC	* FY 2008 Commodity Credit Corporation (CCC) Financial Statements	Mgmt Improvement Initiatives
	FY 2009 CCC Financial Statements	Mgmt Improvement Initiatives
OCIO	FY 2009 National Information Technology Center – General Controls Review	Mgmt Improvement Initiatives
	FY 2008 Information Technology Services General Controls	Mgmt Improvement Initiatives
ASCR/ OAC**	Review of USDA's Accountability of Actions Taken on Program Civil Rights Complaints ** Office of Adjudication and Compliance	Integrity of Benefits
CSREES	Controls Over CSREES Principal Investigators for Research and Financial Reporting	Mgmt Improvement Initiatives

AGENCY	TITLE	GOAL
FAS	Management Controls Over the Market Access Program	Integrity of Benefits
FNS	Supplemental Nutrition Assistance Program (SNAP) Participant Certification – Florida	Integrity of Benefits
	National School Lunch Program (NSLP) – Improper Payments	Integrity of Benefits
	The Emergency Food Assistance Program (TEFAP)	Mgmt Improvement Initiatives
	Controls Over the Privatization of SNAP in Indiana	Integrity of Benefits
	Vendor Monitoring in the WIC Program	Integrity of Benefits
	State Fraud Detection Efforts for SNAP	Integrity of Benefits
	* FY 2008 FNS Financial Statements	Mgmt Improvement Initiatives
	FY 2009 FNS Financial Statements	Mgmt Improvement Initiatives
	Continued Monitoring of Electronic Benefit Transfer (EBT) Operations – National and Regional Office, State Agency, and EBT Processor Oversight	Integrity of Benefits
	New York State Child Nutrition Programs	Mgmt Improvement Initiatives
	* Child and Adult Care Food Program – Follow up on National Report	Integrity of Benefits
FS	NSLP in California	Integrity of Benefits
	After School Care Snack Program	Integrity of Benefits
	FS Watershed Management	Natural Resources
	FS Cost Contracting Phase II: Effectiveness of Contracted Engine Firefighting Crews	Mgmt Improvement Initiatives
	Evaluating FS' Processes to Obtain and Grant Rights-of-Way and Easements	Natural Resources
	* FY 2008 FS Financial Statements	Mgmt Improvement Initiatives
FY 2009 FS Financial Statements	Mgmt Improvement Initiatives	
Management of Oil and Gas Resources on National Forest System Land	Natural Resources	

AGENCY	TITLE	GOAL
FS	Oversight and Control of FS Activities	Natural Resources
	Firefighting Cost Share Agreements with Non-Federal Entities	Mgmt Improvement Initiatives
	* FS Administration of Special Use Permits	Natural Resources
	* Follow up on Prior Firefighter Safety Audits	Safety and Security
	* FS Replacement Plan for Firefighting Aerial Resources	Mgmt Improvement Initiatives
	* FS Firefighting Succession Plans	Safety and Security
	Federal Lands Recreation Enhancement Fund	Mgmt Improvement Initiatives
	* Forest Legacy Program – Appraisal Process	Natural Resources
	Follow up on Use of FS' Working Capital Funds	Mgmt Improvement Initiatives
	Electronic Incident Reporting System	Mgmt Improvement Initiatives
	Timber Sale Administration – Northwest Forest Plan	Natural Resources
	FS Administration of Grants	Integrity of Benefits
	FS Acquisition of IT Software and Hardware	Mgmt Improvement Initiatives
FSA	* Tobacco Transition Payment Program – Producer Payments	Integrity of Benefits
	* Farm Loan Security	Mgmt Improvement Initiatives
	Effectiveness of FSA's Counter-Cyclical Payments Based on Historical Yields	Mgmt Improvement Initiatives
	* FY 2008 FSA Accounting for Farm Loan Programs	Mgmt Improvement Initiatives
	FY 2009 FSA Accounting for Farm Loan Programs	Mgmt Improvement Initiatives
	Supplemental Agricultural Disaster Assistance Programs	Integrity of Benefits
	USDA Stocks for Food Initiative – USDA Raw Commodity Stocks for Domestic and International Food	Integrity of Benefits
	Commodity Market Division Activities at the Kansas City Commodity Office	Mgmt Improvement Initiatives
	Conservation Reserve Program Soil Rental Rates	Integrity of Benefits

AGENCY	TITLE	GOAL
FSA	2008 Farm Bill Changes to Payment Limitation	Integrity of Benefits
	Farm Storage Facility Loan Program	Integrity of Benefits
	* Socially Disadvantaged Borrower Foreclosures – Farmer Program Loans	Mgmt Improvement Initiatives
FSIS	* Food Emergency Response Network (FERN)	Safety and Security
	FSIS Controls Over Mail-Order and Internet Meat Sales	Safety and Security
	FSIS In-Commerce Surveillance Activities	Safety and Security
	FSIS State Inspection Programs	Safety and Security
	* Effectiveness of FSIS’ Oversight of the Beef Recall by Hallmark/Westland Meat Packing Company	Safety and Security
	FSIS Salmonella Verification Testing Program	Safety and Security
	Swine and Poultry Handling and Inspection	Safety and Security
	National Residue Program for Non-Cull Cows, Swine, and Poultry Plants	Safety and Security
	* FSIS Food Defense Verification Procedures	Safety and Security
GIPSA	* Management and Oversight of the Packers and Stockyards Program - Follow up	Mgmt Improvement Initiatives
MULTI	* Effectiveness and Enforcement of Debarment and Suspension Regulations in USDA	Mgmt Improvement Initiatives
	USDA National Plant Diagnostic Network (NPDN)	Safety and Security
	National Animal Health Laboratory Network	Safety and Security
	Contractor Involvement with NRCS and FSA	Integrity of Benefits
	Joint Subcommittee on Aquaculture’s Coordination of Research	Mgmt Improvement Initiatives
	* IT Security and Application Controls Over Selected Non-Financial Systems	Mgmt Improvement Initiatives
	* FY 2008 USDA Financial Statements	Mgmt Improvement Initiatives
	FY 2009 USDA Financial Statements	Mgmt Improvement Initiatives

AGENCY	TITLE	GOAL
MULTI	FY 2009 Federal Information Security Management Act (FISMA) Report	Mgmt Improvement Initiatives
	Monitoring the Implementation of New Farm Bill Provisions and Mandates	Mgmt Improvement Initiatives
	* Hurricanes Katrina, Wilma, and Rita Relief Initiatives	Mgmt Improvement Initiatives
	Management and Oversight of Section 32 Discretionary Funds	Mgmt Improvement Initiatives
	USDA's Response to Colony Collapse Disorder	Safety and Security
	* Assessment of USDA's Controls to Ensure Compliance with Beef Export Requirements	Safety and Security
	FSA and NRCS Methods to Assess Integrity of Programs	Integrity of Benefits
	Conservation Loan and Loan Guarantee Program	Integrity of Benefits
	FSA Implementation of the Average Crop Revenue Election (ACRE) Program	Integrity of Benefits
	* Peanut Pricing Determinations	Mgmt Improvement Initiatives
	USDA Emergency Relief/Disaster Assistance for 2008-2009 Natural Disasters	Integrity of Benefits
	Rural Development Procurement	Integrity of Benefits
	Congressional Earmark in the 2008 Farm Bill Agriculture Appropriations	Integrity of Benefits
	USDA Programs for Beginning Farmers and Ranchers	Mgmt Improvement Initiatives
	* Controls Over Genetically Engineered Animals/Insects Research	Safety and Security
	* Pasture, Rangeland, and Forage Loss Programs	Integrity of Benefits
	* Review of Adjusted Gross Income Limitation	Integrity of Benefits
	Defense Contract Audit Agency (DCAA) Contract Audit Administration	Integrity of Benefits
	Single Audit Management	Integrity of Benefits
	Special Requests	Mgmt Improvement Initiatives
Audit Follow up	Mgmt Improvement Initiatives	

AGENCY	TITLE	GOAL
NASS	* NASS Price Discovery Efforts for Various Crops Reported Nationwide	Integrity of Benefits
	* Establishments of Average Yields of Agriculture Crops	Integrity of Benefits
NRCS	* NRCS Wildlife Habitat Incentives Program	Natural Resources
	* Rehabilitation of Flood Control Dams	Safety and Security
	* FY 2008 NRCS Financial Statements	Mgmt Improvement Initiatives
	FY 2009 NRCS Financial Statements	Mgmt Improvement Initiatives
	Conservation Compliance	Natural Resources
	Environmental Quality Incentives Program (EQIP)	Natural Resources
	Conservation Stewardship Program	Natural Resources
	* Conservation Security Program	Natural Resources
	* Farm and Ranchland Protection Program (FRPP) Review of Non-Governmental Organizations	Integrity of Benefits
OCFO	GovTrip to Foundation Financial Information System (FFIS) Interface	Mgmt Improvement Initiatives
	FY 2009 Agreed-Upon Procedures: Retirement, Health Benefits, and Life Insurance Withholdings/Contribution and Supplemental Headcount Report Submitted to the Office of Personnel Management	Mgmt Improvement Initiatives
	* Acquisition of IT Software, Hardware, and Services by the Office of the Chief Financial Officer	Mgmt Improvement Initiatives
OPPM	Implementing Green Procurement	Natural Resources
RBS	* Rural Cooperative Development Grant Program Eligibility and Grant Fund Use for a Missouri Entity	Integrity of Benefits
	* Business and Industry Guaranteed Lenders with Guaranteed Loans in Default	Integrity of Benefits
RD	* FY 2008 Rural Development Financial Statements	Mgmt Improvement Initiatives
	FY 2009 Rural Development Financial Statements	Mgmt Improvement Initiatives

AGENCY	TITLE	GOAL
RHS	* Rural Rental Housing (RRH) Project Insurance, Maintenance, and Reserve Account Funding – Florida	Mgmt Improvement Initiatives
	Loss Claims Recovery for the Single Family Housing (SFH) Guaranteed Loan Program	Integrity of Benefits
	RRH Construction Costs	Integrity of Benefits
	* RRH Maintenance Costs and Inspection Procedures	Integrity of Benefits
	* Controls Over Lender Activities in the SFH Guaranteed Loan Program	Integrity of Benefits
	Rural Critical Access Hospitals	Mgmt Improvement Initiatives
	Utilizing Global Information System (GIS) Data	Mgmt Improvement Initiatives
	* Oklahoma RRH Management Company	Mgmt Improvement Initiatives
RMA	* Citrus Indemnity Payments Resulting from 2005 Florida Hurricanes	Integrity of Benefits
	* RMA's Catastrophic Risk Protection Program	Integrity of Benefits
	RMA Oversight of Approved Insurance Providers (AIP), and Producer Policies	Integrity of Benefits
	RMA's Book of Business and the Death Master List	Integrity of Benefits
	* FY 2008 Federal Crop Insurance Corporation (FCIC) Financial Statements	Mgmt Improvement Initiatives
	FY 2009 FCIC Financial Statements	Mgmt Improvement Initiatives
	Establishment and Maintenance of Optional Crop Insurance Units	Integrity of Benefits
	Underwriting and Loss Adjustment for Crop Policies Designated to the Assigned Risk Fund	Integrity of Benefits
	* Oversight of AIP's Quality Control Process	Integrity of Benefits
	* Validity of New Producers	Integrity of Benefits
	Livestock Risk Protection Program	Mgmt Improvement Initiatives
	Biotech Yield Endorsement Pilot Program	Integrity of Benefits
* Group Risk Crop Insurance	Integrity of Benefits	

AGENCY	TITLE	GOAL
RUS	* RUS Controls Over Water and Waste Disposal Loan and Grant Programs	Mgmt Improvement Initiatives
	* RUS Water and Waste Disposal Grants – Alaska	Integrity of Benefits
	Coal-Fired Power Plants	Integrity of Benefits
	Distance Learning and Telemedicine Grants and Loans	Integrity of Benefits
	* Broadband Loan Programs	Mgmt Improvement Initiatives

NOTES:

Asterisk (*) Denotes Work in Process—This is carryover work from an assignment initiated in the prior fiscal year.

Goal 1 Safety and Security—Strengthen USDA’s ability to implement safety and security measures to protect the 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 benefits to program participants.

Goal 3 Management Improvement Initiatives—Support USDA in implementing its management improvement initiatives.

Goal 4 Natural Resources—Increase the efficiency and effectiveness with which USDA manages and exercises stewardship over natural resources.

Overview of OIG Plans for Fiscal Year 2009

Percentage of Direct Resources To Be Spent on Each FY 2009 Goal	Audit	Investigations
(1) Strengthen USDA's ability to implement safety and security measures to protect the public health as well as agricultural and Department resources.	14.2%	15%
(2) Reduce program vulnerabilities and strengthen program integrity in the delivery of benefits to program participants.	24.3%	65%
(3) Support USDA in implementing its management improvement initiatives.	53.8%	19%
(4) Increase the efficiency and effectiveness with which USDA manages and exercises stewardship over natural resources.	7.7%	1%
(5) Strive for a highly qualified diverse workforce with the tools and training necessary to continuously enhance OIG's ability to fulfill its mission and communicate its accomplishments.*	N/A*	N/A*

**Work on goal 5 includes: (1) the OIG mission support work of the Offices of Counsel, Management, and Compliance and Integrity; and (2) the training, general supervision, and equal employment opportunity work done by all OIG staff.*

Overview of OIG Plans for Fiscal Year 2009

Performance Measures	FY 08 Target	FY 08 Actual	FY 09 Target
(1) OIG direct resources dedicated to critical-risk and high-impact work.	90%	95.3%	90%
(2) Audit recommendations resulting in management decision within 1 year of report issuance.	85%	84.3%	85%
(3) Mandatory and Congressional, Secretarial, and agency-requested audits completed within required or agreed-to timeframes.	85%	92.3%	85%
(4) Closed investigations that resulted in a referral for action to the Department of Justice, State/local law enforcement officials, or relevant administrative authority.	70%	90.9%	70%
(5) Closed investigations previously referred for action that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result.	65%	72.5%	65%
(6)**Positive employee satisfaction rate reported in staff surveys (now done through ongoing staff surveys on a rotation basis by region).	70%	73.8%	70%
(7) Time from receipt of an SF-52 for a standard recruitment action until positions are posted and opened through the automated system averages 3 days.	60%	90.3%	65%
(8) Time to issue candidate certificates after the closing date of an announcement averages 5 days.	60%	100%	65%
(9) All ITD systems including the LAN, WAN, e-mail, and ARGOS remain operational, excluding planned outages for system maintenance and outages caused by outside factors.	95%	99.9%	95%
(10) Monthly Status of Funds Report issued within management timeframes following passage and apportionment of the FY 2008 appropriation.	70%	88.9%	75%
(11) Micro-purchases awarded within 3 working days of receipt of approved AD-700.	85%	92.0%	85%
(12) Administrative actions for processing new hires completed within 72 hours after they report for duty.	90%	90%	90%
(13) All OIG public reports meet management and statutory timeframes for publications.	85%	100%	90%
(14) Positive evaluation score on course evaluations for all EEO training courses.	75%	85.3%	75%
(15) Quality Assurance Review reports issued in final with management response within 60 days.	75%	100%	75%
(16) Quality Assurance Review report recommendations accepted annually.	75%	89.6%	75%
(17) Inquiries from Members of Congress acknowledged either orally or in writing within 10 working days of receipt.	90%	81.1%	90%
(18) *GovTrip non-emergency customer queries will be replied to within 24 hours during the business week.	N/A	N/A	90%
(19) *Counsel to the Inspector General issues IG subpoenas within 5 working days upon receipt of complete information for review.	N/A	N/A	80%

*New performance measure.

**Since the OAS Survey was canceled due to budget constraints, the EEO Assessment was used to determine employee satisfaction.

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