



OIG STRATEGIC PLAN FY 2007-2012



OIG MISSION

OIG's mission is to promote economy, efficiency, effectiveness, and integrity in the delivery of USDA's programs.

OIG VISION

OIG will be a trusted contributor to the value, safety, and integrity of USDA programs.

CORE VALUES

We place value on people. We give respect to and earn respect from everyone we encounter in our work. We treat our fellow OIG team members as equal partners and full contributors to OIG's mission, vision, and goals.

We place value on making a positive difference through the work we do. We are committed to constantly improving how we operate, embracing innovation, and using persistence and determination to achieve results.

ORGANIZATIONAL CHART AND FUNCTIONAL RESPONSIBILITIES

July 2007



MESSAGE FROM THE INSPECTOR GENERAL

This is the second strategic plan issued by the United States Department of Agriculture (USDA) Office of Inspector General (OIG). Much has happened within agriculture and within our office in the 3 years since we issued our first plan. We in OIG are justly proud of the work we have done in that time to respond to threats to the safety and security of agriculture (including bovine spongiform encephalopathy, or “mad cow disease,” and avian influenza), weaknesses in Departmental information technology systems, and Forest Service wildfire deaths, as well as to protect the integrity of the Department’s investment of over \$4.5 billion in response to the catastrophic Gulf Coast hurricane season of 2005.

In drafting this plan, our goal was to ensure that we can continue to help the Department address the many challenges that will arise over the next 5 years. We began by pulling together staff from all parts and all levels of the organization to get their insights into OIG’s future direction, including the challenges we know we will face in the next few years (such as succession planning before an anticipated wave of retirements), external changes the impact of which we can not yet predict (e.g., the outcome of the farm bill), and how best we can use our resources and gauge our successes over the next 5 years.

The only way we can succeed in achieving our goals is to continue to be a “ONE OIG” team that values the professional efforts of every OIG auditor, investigator, evaluator, lawyer, management professional, information technology specialist, and administrative support staff member. We also need to reach out to our stakeholders as they are critical contributors to and evaluators of OIG’s success.

As Inspector General, I want to thank our dedicated OIG staff and stakeholders for embracing this strategic planning process. I look forward to continuing to work with you over the next few years to implement this plan.



Phyllis K. Fong
Inspector General

GOALS, STRATEGIES, AND PERFORMANCE MEASURES

GOAL 1:

Strengthen USDA's ability to implement 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 benefits to program participants.

GOAL 3:

Support USDA in implementing its management improvement initiatives.

GOAL 4:

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

Strategies:

For each of the above goals, OIG will:

- Continuously monitor and assess risks in USDA programs and operations to identify those 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 goals by tracking the:

- Percentage of OIG direct resources dedicated to critical-risk or high-impact activities.
- Percentage of audit or inspection recommendations where management decisions are achieved within 1 year of report issuance.
- Percentage of audits initiated where the findings and recommendations are presented to the auditee within established timeframes.
- Percentage of inspections delivered within timeframes agreed to with relevant stakeholders.
- Percentage of closed investigations that resulted in a referral for action to the Department of Justice, State/local law enforcement officials, or relevant administrative authority.
- Percentage of closed investigations that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result.

GOALS, STRATEGIES, AND PERFORMANCE MEASURES

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.

Strategies:

- Hire, train, develop, motivate, and effectively manage a high-performing and diverse front-line, supervisory, and executive workforce with the technical and workplace skills necessary to meet OIG's strategic goals and annual plans.
- Continuously acquire and deploy state-of-the-art technology, equipment, and other physical resources necessary to enable OIG to meet its strategic goals and annual plans.
- Enhance internal OIG communication so that all staff understand OIG's priorities and the contribution their work makes toward fulfilling OIG's mission.
- 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, the press, and members of the public.

Performance Measures:

- High or steadily increasing satisfaction rates reported in staff surveys, including Organizational Assessment Surveys every 2 years.
- OIG performance against goals set in annual plans.
- Performance of OIG management, legal, and quality assurance offices against timeliness standards set for their functions.
- Assessment of stakeholder and customer feedback solicited through interviews, surveys, and other consultations.

IMPLEMENTATION OF THE 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.

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, inspection, and management priorities for the year; and, where appropriate, discusses the specific projects that will be performed and expected initiation dates.

OIG will report on its progress against the Strategic and Annual Performance Plans in the Semiannual Report to Congress for the second half of 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 that year.

OIG will also link employee standards and ratings to the Strategic Plan. Currently, OIG has tied the performance standards of its top staff to the OIG Strategic Plan. By the end of FY 2008, all employees within OIG will have their performance judged against standards tied to the OIG Strategic Plan.

By linking the Strategic Plan to annual performance plans and reports, OIG will be able to remain focused on the goals of the Strategic Plan while allowing enough flexibility in our implementation to adapt to changing circumstances. These might include unexpected new priorities arising from natural events (such as the 2005 hurricane season), the revised expectations of stakeholders (as could be expressed in the reauthorization of the farm bill), a request from one of our stakeholders, or shifting Department priorities.

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 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 done by auditors under contract to other USDA agencies. OIG audits are done in accordance with Government Auditing Standards published by the U.S. Government Accountability Office.

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.

INSPECTIONS AND RESEARCH

The Office of Inspections and Research is responsible for conducting inspections of USDA's programs and operations; providing technical and scientific advice to Audit and Investigations; and conducting research and analyses addressing areas of interest to OIG and USDA, including best practice studies and other projects involving data analysis. Emphasis is placed on the use of empirical information, research techniques, and other data-mining methodologies.

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.

To learn more about OIG, visit our Web site at
www.usda.gov/oig/home.htm

How To Report Suspected Wrongdoing in USDA Programs

Fraud, Waste, and Abuse

In Washington, DC: 202.690.1622

Outside DC: 800.424.9121

TDD (Call Collect): 202.690.1202

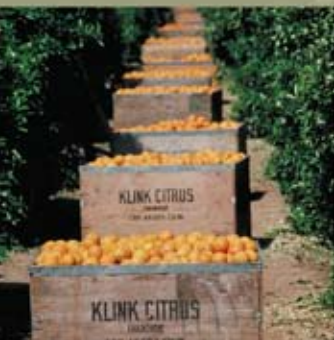
Bribes or Gratuities

202.720.7257 (24 hours)

888-620-4185 (24 hours)

OIG Hotline Through the Web

www.usda.gov/oig/hotline.htm



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July 2007

