



# Office of Inspector General

## U.S. Department of the Interior

### 2017 Organizational Assessment

## Accountability

The public expects that Government agencies fulfill their missions, and that they avoid wrongdoing and waste when doing so. We help to ensure excellence in DOI by promoting accountability.

## Objectivity and Independence

As a non-partisan Federal agency, we develop objective, fact-based information on DOI programs and operations, and on alleged wrongdoing by DOI employees, contractors, and grantees.

## Integrity

In conducting our work, we treat people with dignity and respect.

## Getting Results

We cannot compel action, but we produce information so decision makers can take action.



**5-YEAR AVERAGE RETURN ON INVESTMENT**

Source: Brookings Institution 2015 Report

### WE PROVIDE OVERSIGHT OVER ALL DOI BUREAUS AND OFFICES

Bureau of Indian Affairs (BIA)  
Bureau of Indian Education (BIE)  
Bureau of Land Management (BLM)  
Bureau of Ocean Energy Management (BOEM)  
U.S. Bureau of Reclamation (USBR)  
Bureau of Safety and Environmental Enforcement (BSEE)  
National Park Service (NPS)  
Office of Insular Affairs (OIA)  
Office of the Secretary (OS)  
Office of Surface Mining Reclamation & Enforcement (OSMRE)  
U.S. Fish and Wildlife Service (FWS)  
U.S. Geological Survey (USGS)

**OUR WORK  
BENEFITS:**

THE PUBLIC

DOI AND ITS  
STAKEHOLDERS

CONGRESS

CONTACT US IF YOU SUSPECT FRAUD, WASTE, OR MISMANAGEMENT  
AT DOI: [WWW.DOIOIG.GOV](http://WWW.DOIOIG.GOV)

# Our Fiscal Year 2017 Budget in Perspective

DOI

about

**70,000**  
EMPLOYEES

**\$17.80 B**  
BUDGET

OIG

about

**254**  
EMPLOYEES

**\$00.05 B**  
BUDGET

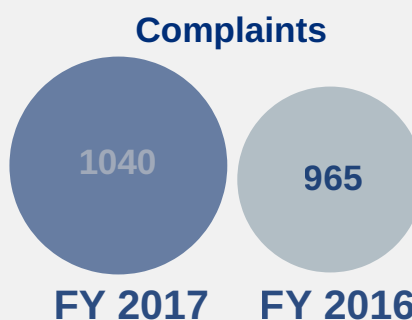
**83%** of our budget  
pays auditors,  
investigators,  
and support staff

**13%** pays for largely  
uncontrollable,  
recurring costs  
such as rent

## INCREASES FROM FY 2016 TO FY 2017 IN:

**0%** Budget

**7%** Complaints



## TRENDS IN COMPLAINT DISPOSITION FROM FY 2016 TO FY 2017 IN:

Complaints we received that  
we referred to DOI or bureau

	FY 2017	FY 2016
Complaints we received that we referred to DOI or bureau	<b>43%</b>	<b>32%</b> ↑
Complaints we received that we initiated as an investigation	<b>8%</b>	<b>12%</b> ↓

Complaints we received  
that we initiated as an  
investigation

about  
**276** 

Approximate number  
of DOI employees  
per **OIG** employee  
(FY 2017)

## OTHER SELECT DEPARTMENT EMPLOYEE:OIG EMPLOYEE RATIOS FOR COMPARISON (FY 2016 DATA)

<b>13:1</b>	Housing and Urban Development
<b>67:1</b>	Environmental Protection Agency
<b>71:1</b>	NASA

*Only 3 of the 23 OIGs for which we have data have higher ratios than we do: the Departments of Justice, Treasury, and Veteran's Affairs.*

# Some of the problems we found in DOI in 2017



NPS would have had about an additional \$52.5 million available for projects if it adequately complied with contract closeout requirements.



Unwanted and inappropriate comments and actions were made toward female employees at Yellowstone National Park.



Company pleaded guilty to concealing Clean Water Act violations.

## Audits, Inspections, and Evaluations

Bureaus most included in our audit reports. (Many of our reports include findings about multiple bureaus.)

25	19	17	15	11
REPORTS	REPORTS	REPORTS	REPORTS	REPORTS
FWS	NPS	BIA	BLM	USGS

Our audits, inspections, and evaluations are proactive reviews of DOI programs and operations. Inclusion in our reports does not necessarily indicate a higher rate of problems. For example, at FWS' request we audit grants they make to states under the Sportfish and Wildlife Restoration Program. Eleven of the 25 reports that included FWS were grant audits.

## Investigations

Bureaus most included in OIG investigations closed in FY 2017

20	19	16	9	4
REPORTS	REPORTS	REPORTS	REPORTS	REPORTS EACH
BIA OR BIE	NPS	FWS	BLM	BSEE, OS, ONRR

25	ETHICS
23	CONTRACT AND GRANT FRAUD
14	ENERGY

Most frequently included allegations in investigations we closed in FY 2017.

Investigations respond to allegations of wrongdoing by DOI employees or those doing business with DOI. Investigations may be criminal, civil, or administrative in nature. We have a policy to post on our website the results of all investigations, with few exceptions. Investigations serve an important role not only in identifying wrongdoing, but also identifying when allegations are unfounded.

## Outreach

ABOUT 35 OUTREACH BRIEFINGS TO 400 INDIVIDUALS

These briefings help prevent fraud, waste, and mismanagement by educating employees and contractors about actions they can take to safeguard against wrongdoing in their operations. The briefings also provide red flags to look for and what to do if participants see them.

# Accountability: Select FY 2017 OIG Work In the News

DEC

THE NATIONAL PARK  
SERVICE HAS A BIG SEXUAL  
HARASSMENT PROBLEM  
--*THE ATLANTIC*

In FY 2017, we identified about 19 wrongdoers in cases we initiated based on 17 complaints of sexual harassment in DOI. Of the complaints received, 8 were from NPS.

JAN

GOV'T OFFICIAL VIOLATED  
ETHICS RULES TO GET  
"BURNING MAN" TICKETS  
--*THE DAILY CALLER*

The Government official, who was also the subject of another OIG investigation, is no longer with DOI.

FEB

IG: INTERIOR RISKS  
EXPOSING SENSITIVE DATA  
--*FCW*

**20,135**  
critical and high risk vulnerabilities  
found at BIA and BIE

MAR

OWNER OF COMMERCIAL SUPPLY COMPANY  
ADMITS CONSPIRING TO DEFRAUD  
APPROXIMATELY 40 COMPANIES OF MORE  
THAN \$1 MILLION  
--DOJ PRESS RELEASE

<b>3</b>	<b>9</b>	<b>60</b>
DOI bureaus impacted	DOI contracts	months in prison

APR

NPS ANSWERING 'WAKE UP CALL'  
TO ADDRESS SEXUAL  
HARASSMENT, EMPLOYEE  
MISCONDUCT  
--*FEDERAL NEWS RADIO*

**"Tone at the top"**  
could not be more important for NPS  
and its future."  
-Mary Kendall, Deputy IG

OCT

FEDERAL, LOCAL OFFICIALS FIND  
V.I. PUBLIC FINANCE AUTHORITY  
PRACTICES LED TO \$150 MILLION  
IN QUESTIONABLE EXPENSES  
--*THE VIRGIN ISLANDS DAILY NEWS*

**\$150 million**  
in financial reporting  
discrepancies, conflicts of interest,  
and questionable expenditures

DEC

LAWMAKERS ASK INTERIOR  
DEPARTMENT TO RECOVER  
"MISSPENT" FUNDS  
--*UKIAH DAILY JOURNAL*

**\$50 million**  
amount USBR understated the full cost of  
participation in the State of California's Bay  
Delta Conservation Plan

# monetary impact

**\$148 million**

Includes questioned and unsupported costs, funds to be put to better use, and criminal fines and restitution

**1%**

Percent of costs we audited in FY 2017 that we questioned in the FWS Wildlife and Sportfish Restoration Program grants. We audit this program every year. It was worth \$768 million in FY 2017.

**15%**

Percent of costs we audited in FY 2017 that we questioned in other DOI grant programs, which are not subject to routine OIG oversight.

**Why the difference?** Studies by the Association of Certified Fraud Examiners show that active oversight and controls reduce fraud. We believe, and have heard anecdotally, that our consistent presence often helps to ensure grant recipients of the Sportfish and Wildlife Restoration Program (i.e., States) spend grant funds as intended by the program.

# non-monetary impact

**952**

**MONTHS SERVED AS JAIL TIME OR PROBATION**

**5750**

**HOURS OF COMMUNITY SERVICE**

**330**

**RECOMMENDATIONS MADE BY OIG TO DOI**

**483**

**OIG RECOMMENDATIONS IMPLEMENTED BY DOI**

This number includes recommendations made in prior FYs.

## transparency

**207**

**FREEDOM OF INFORMATION ACT (FOIA) REQUESTS RESPONDED TO**

We received a total of 218 FOIA requests in FY 2017.

**84**

**INVESTIGATIVE WORK REPORTED ON OUR WEBSITE**

These 84 reports of investigation and investigative summaries covered 95% of investigations closed in FY 2017.

**65**

**AUDIT-RELATED WORK REPORTED ON OUR WEBSITE**

These 65 reports and summaries include various products from our audits, inspections, and evaluations unit. It covers 90% of audit-related reviews completed in FY 2017.

## workforce

**79%**

**GLOBAL SATISFACTION INDEX SCORE ON THE FY 2017  
FEDERAL EMPLOYEE VIEWPOINT SURVEY**



# Looking ahead



In part to address budget cuts, and in part to help ensure a consistent skill set among the workforce, we will continue to implement in-house training on key areas such as investigative planning and report development. We will also work to plan a more complete internal training program, beginning with manager training.

## Internal Training

Budgetary cuts and stagnation continue to challenge us. About 96% of our budget goes to staffing, rent, and other largely uncontrollable costs. As an agency that returns \$20 for each \$1 spent, and lays the foundation for public trust, we will seek to increase our budget to meet our resource demands.

## Budget

We purchased a new case management system in FY 2017. We will focus on its implementation in FY 2018. The new system should help us with tracking cases and reporting on critical statistics, such as those in our semiannual reports to Congress and requests by DOI and Congress.

## Case Management

## Planning and Risk

We are working with the Council of Inspectors General for Integrity and Efficiency to identify ways to incorporate risk in an enterprise-wide manner. We will be using this approach internally as well as to help plan the audits, inspections, and evaluations we undertake in DOI.

## 2017 OIG ORGANIZATIONAL PERFORMANCE MEASURES

Measure	Office(s)	Fully Successful Target	Target Met or Exceeded
Percentage of products for which referencing was completed within the 2-week deadline	AIE	85%-89%	✓
Percentage of AIE products that have initial headquarters outline briefing held within 24 days or less after the team outline meeting is completed and approved by the Deputy IG.	AIE	51-60%	✓
Project plan to standardize the planning and execution of [unit's] products developed and approved by COS by target date	AIE OI OM	3/2/2017-4/1/2017	✓ (all offices)
OIG Fairness Index score for [unit] as measured by the 2017 Federal Employee Survey (percentage positive)	AIE OI OM	54%-57%	✓ (all offices)
OIG Fairness Index score for the OIG as measured by the 2017 Federal Employee Survey (percentage positive)	OGC COS	51%-54%	✓ (both offices)
Number of [unit's] After Action Reviews (AARs) completed according to the AAR policy and posted to the AAR website with the next step section	AIE OI OM	7-10	✓ (all offices)
Communication plan with projected delivery dates for communication activities prepared, submitted to, and approved by COS by target dates.	AIE OI OM OGC	4/15/2017	✓ (all offices)
Percentage of approved communications in the communication plan that occurred within the specified timeline.	OGC	26%-49%	✓
Percentage of cases that were posted in summary or redacted form on the OIG website within 35 days or less of report issuance.	OI OGC COS	50%-64%	✓ (all offices)
Percentage of Inspector General Manual policies submitted for legal review and returned to policy team with completed legal analysis and General Counsel clearance by the specified due date	OGC	50%-75%	✓
Inspector General Manual revised by target dates	COS	60%-74% of "Critical" and "Urgent" policies by 7/31/2017	✓
OIG-wide internal communication plan presented to OIG Leadership and implemented by target dates	COS	Implemented 7/1/2017-7/31/2017	✓