



# Organizational Assessment | 2021

The Office of Inspector General (OIG) provides independent oversight for the programs and operations of the U.S. Department of the Interior (DOI).

## WHAT WE DO

*Promote positive change in DOI through prioritized and timely oversight*

**PRIORITIZE** oversight in high-risk and high-impact areas

**DELIVER** high-quality, timely work products

**DRIVE CHANGE** by making recommendations for improvement and monitoring their implementation

**ENGAGE** with stakeholders to facilitate improvements and accountability

## OUR CORE VALUES



### OBJECTIVITY & INDEPENDENCE

Objectivity and independence are the bedrock of our credibility. We gather facts, base our findings on evidence, and deliver conclusions with candor.



### INTEGRITY

Integrity builds trust. We emphasize ethics; treat people with dignity and respect; and are honest, reliable, and transparent.



### GETTING RESULTS

Our work provides decision makers with objective information so they can take corrective actions. We strive for continuous improvement in our own organization and the DOI.



## Message from the Inspector General

I am pleased to present the Office of Inspector General's annual organizational assessment. We publish this document to provide an overview of our organization, and highlight some of our most significant accomplishments in overseeing the U.S. Department of the Interior (DOI).

We promote integrity and accountability in the DOI by preventing and reporting on fraud, waste, abuse, and mismanagement. We accomplish this goal in large part through our reports, which provide detailed analysis of the Department's programs and operations and present specific, actionable recommendations for improvement. Our work also includes numerous investigations that address a wide range of alleged criminal, civil, and administrative misconduct. Finally, our prevention work includes outreach to Department employees, including its leadership, and recipients of Department funds to help educate them on their responsibilities and ways to prevent, identify, and report fraud and other misconduct.

This assessment helps contextualize our work. The DOI has a remarkably broad portfolio that includes management of millions of acres of public lands, billions of dollars in acquisitions and royalty collection, energy production, and obligations to American Indians and Alaska Natives. This portfolio carries significant stakes for the public, as the DOI must ensure that it is appropriately addressing the needs of vulnerable populations, collecting revenue due for the use of Government resources, and ensuring safety on public lands. Our own oversight responsibilities are therefore equally broad and significant.



In fulfilling these oversight responsibilities, we must constantly make careful decisions regarding the most significant risks and the places where we can have the greatest effect. We must also adapt to new issues and unexpected priorities. We have done so with less than one-half of one percent of the agency's budget. In addition, as we adapt to the ongoing COVID-19 pandemic, we face the challenge of conducting appropriate oversight work while continuing to take steps to protect our employees' health and safety.

Even in the face of these challenges, we have successfully issued numerous reports that provided crucial information to the public and made meaningful recommendations for improvement. This work addresses the full range of the DOI's own programs and activities, including law enforcement matters, IT security, and protection of Federal lands and resources, and we have highlighted some of these projects in this assessment. We are committed to providing independent and objective oversight of the DOI's programs and operations, and I look forward to continuing this mission through the hard work of the many dedicated employees of this office.

Mark Lee Greenblatt  
Inspector General

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### DOI Bureaus and Select DOI Offices

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

### Select OIG Offices

Audits, Inspections, and Evaluations (AIE) • Office of Investigations (OI) • Data Analytics Unit (DAU)



	DISCRETIONARY APPROPRIATIONS	FULL-TIME EMPLOYEES
<b>DOI</b>	<b>▶ \$15,124,892,000</b>	<b>▶ 62,017</b>
<b>OIG</b>	<b>▶ \$58,552,000</b>	<b>▶ 262</b>

The **OIG** has a broad mandate to oversee expansive DOI programs.



**LAND MANAGEMENT OF**

**500 MILLION**  
ACRES OF PUBLIC LANDS

**56 MILLION**  
ACRES OF INDIAN TRUST LANDS



**TRIBAL TRUST FOR**

**1.9 MILLION**  
AMERICAN INDIANS  
AND ALASKA NATIVES



**CONTRACTS AND GRANTS**

WORTH APPROXIMATELY  
**\$14.5 BILLION**  
IN FISCAL YEAR (FY) 2021



**ADMINISTRATION OF**

**MORE THAN**  
**250**  
DATA SYSTEMS



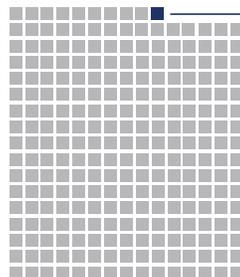
**ENERGY PRODUCTION**

**EQUAL TO**  
**18 PERCENT**  
OF U.S. ENERGY  
PRODUCTION

**WORTH MORE THAN**  
**\$9.6 BILLION**  
IN ROYALTY COLLECTION  
AND OTHER NATURAL  
RESOURCE REVENUE

With a small fraction of the DOI's resources, we must carefully prioritize our work.

DOI FUNDING GREW BY  
**54%**  
OVER THE PAST DECADE AND  
STRETCHED OIG'S OVERSIGHT CAPABILITIES,  
AS OUR OWN FUNDING GREW BY ONLY  
**34%\***



THE OIG HAS  
**1**  
**EMPLOYEE**  
FOR ABOUT EVERY  
250 DOI EMPLOYEES

\*Information based on FY 2022 President's Budget.

When prioritizing work, among other factors, we consider impact on:

**Examples**

**EMPLOYEE AND PUBLIC TRUST**



Misconduct by high-level officials and law enforcement

**VULNERABLE POPULATIONS**



Fraud and allegations of harassment in Indian Country

**FINANCIAL MANAGEMENT**



Spending to combat COVID-19, grants and contracts, royalty collection, allegations of fraud

**HEALTH, SAFETY, AND SECURITY**



Cybersecurity, safety on public lands, wildfires, conditions in Indian Schools



# Building Public Trust Through Prevention and Objective Information

We take actions to prevent wrongdoing and mismanagement and report publicly when we find evidence that they have occurred.

## Our work protects U.S. taxpayers.

**2** **SUSPENSION AND DEBARMENT ACTIONS** were taken by DOI based on 12 OIG referrals in FY 2021. These actions protect taxpayer dollars by preventing entities that engage in improper conduct or perform poorly from doing business with the Government. Also, we continued to monitor the compliance by two corporations with administrative agreements entered in lieu of debarments. Such agreements permit contractors to obtain awards only if they adopt enhanced ethical and compliance programs.

## We provide fraud prevention training to over 700 individuals.

**747** **INDIVIDUALS WERE TRAINED** during 14 outreach presentations in FY 2021. The presentations were given to DOI employees, contractors, and grantees and aim to prevent, detect, and deter wrongdoing and mismanagement.

## We post our reports on our public website.



## We are responsive to our disclosure obligations, including Freedom of Information Act requests.



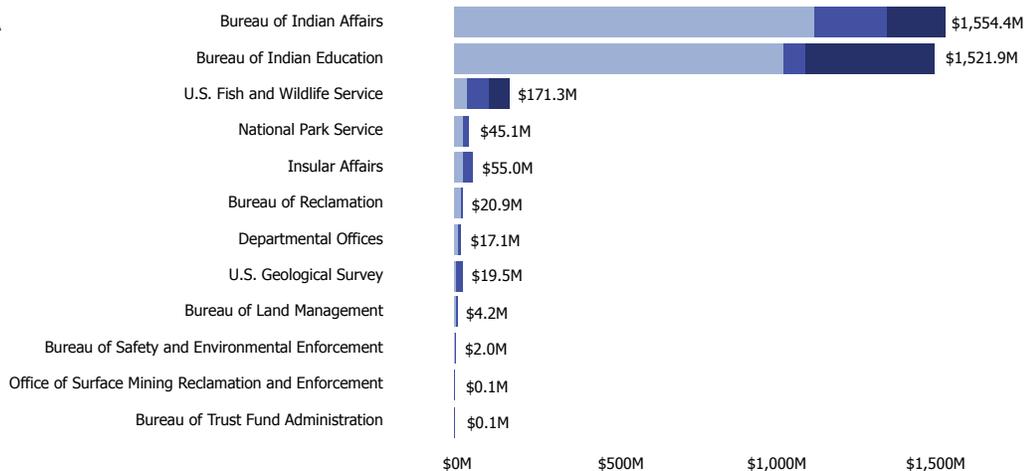
## REAL-TIME MONITORING

First live-linked dashboard on OIG’s website provides transparency and real-time data on pandemic spending.

### DOI Pandemic Response Spending

- Select: Appropriation
- ARPA
- CARES
- CRRSA

Funding ● Spent ● Obligated ● Available (Not Spent)



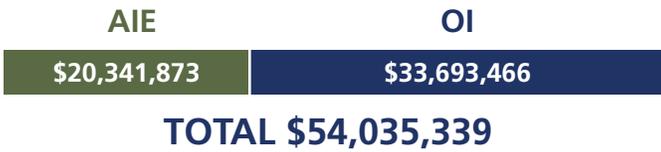


# Promoting Positive Change and Accountability

We provide information to decision makers to recover taxpayer dollars, take positive action, and hold wrongdoers accountable.



In FY 2021, we identified \$54 million in wasted, defrauded, and uncollected funds.



We identified areas for improvement where the DOI has taken action by implementing recommendations and addressing information in investigative referrals.

AIE



**317**

Recommendations Made

**245**

Recommendations Closed

OI



**38**

Referrals for Action

**18**

Actions Taken to Address Misconduct

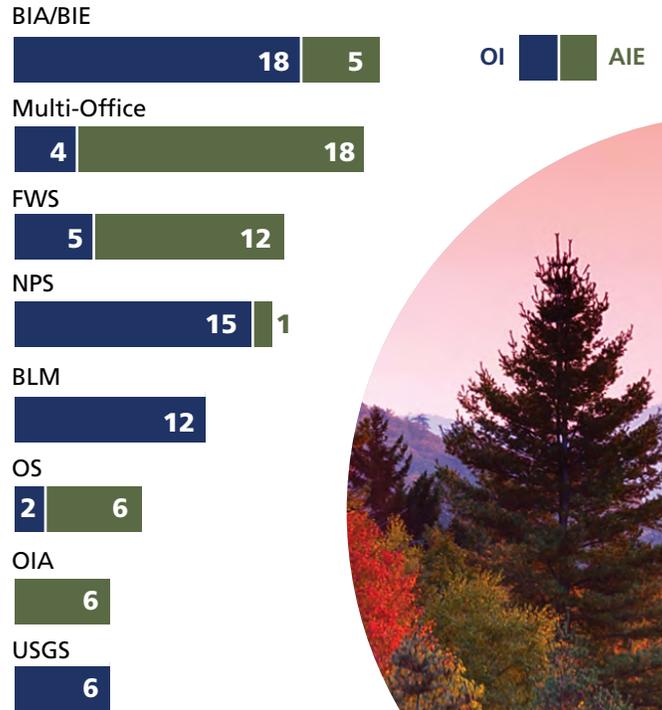


Our findings allowed decision makers to hold wrongdoers accountable.

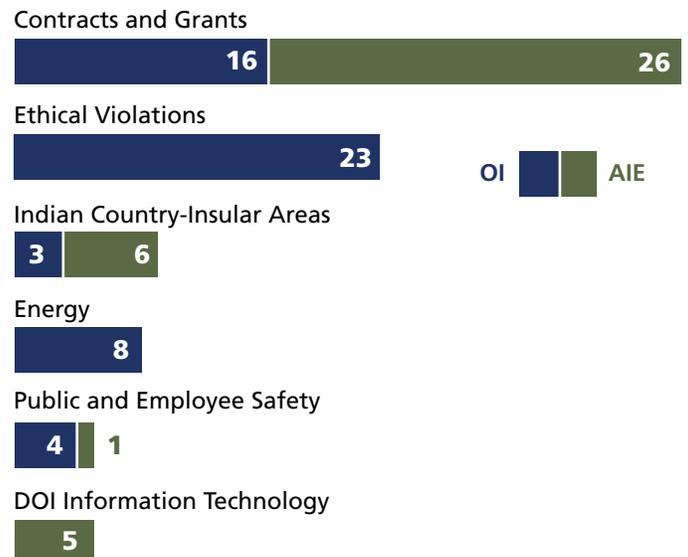
Months sentenced as:



Our most reviewed bureaus included the BIA and BIE, the NPS, and the FWS. In addition, 22 of our reviews included multiple offices or bureaus.



Most of our reports involved contracts and grants, ethical violations, or Indian Country-Insular areas.





## Oversight Highlights

Our work resulted in recovered funds and corrective action.

### U.S. Park Police (USPP) had authority to clear Lafayette Park

We found that the USPP had the authority and discretion to clear Lafayette Park and the surrounding areas on June 1, 2020. The evidence we obtained did not support a finding that the USPP cleared the park to allow the President to survey the damage and walk to St. John’s Church. Instead, the evidence we reviewed showed that the USPP cleared the park to allow the contractor to safely install antiscale fencing in response to destruction of property and injury to officers occurring on May 30 and 31. Further, the evidence showed that the USPP did not know about the President’s potential movement until mid- to late afternoon on June 1—hours after it had begun developing its operational plan and the fencing contractor had arrived in the park. We recommended that USPP develop policy for protests and improve its communication procedures.

IG finds flaws with Park Police in Lafayette Square response



### Energy companies pay \$6.15 million to settle allegations

Oklahoma-based oil and natural gas exploration and production companies, Devon Energy Corp and Devon Energy Production Company, LP, agreed to pay the settlement to resolve allegations that they violated the False Claims Act by underpaying and underreporting royalties for natural gas from Federal lands in Wyoming and New Mexico.

### BIA jeopardized land buy-back program accomplishments

We found that the Bureau of Indian Affairs violated Federal regulations by delegating land title authority to its Acquisition Center. This delegation resulted in confusion about roles and responsibilities, allegations of title document defects, breakdown in communication between offices, and the potential for litigation. In addition, the improper delegation of land title authority could result in claims that the Department breached its fiduciary trust responsibilities by mismanaging tribal trust funds and could potentially place all program actions at risk of being invalidated.



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## Oversight Highlights

Our work resulted in recovered funds and corrective action.

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### Senior official retaliated against whistleblower

We investigated an allegation that a senior Department official—namely, the U.S. Geological Survey (USGS) Director—retaliated against a USGS employee after the employee filed a complaint with our office about the Director’s conduct. We substantiated the allegation, finding that the Director did in fact retaliate against the whistleblower by causing the employee to be reassigned to a different position with different responsibilities and working conditions in violation of the Whistleblower Protection Act.



### Departmental systems vulnerable to exploitation

We evaluated the USGS’ implementation of Phase 1 of the Continuous Diagnostics and Mitigation (CDM) program for a USGS system. Our evaluation revealed several critical departmentwide deficiencies in DOI’s implementation of the CDM program that left many systems at the Department vulnerable to exploitation. The report, which included eight recommendations, provided valuable information to the Department as it prepared to spend an additional \$43 million on IT through the end of FY 2021.



### Unresolved health and safety issues and new concerns at Pine Hill School

We completed a follow-up inspection to determine what progress had been made to correct the health and safety issues identified in our prior reports. Although we found that the school addressed many of those issues and that the overall facility conditions had improved, we also found unresolved items as well. For example, unresolved issues noted in our 2016 inspection include extensive water damage and mold in the library, kindergarten classroom, and gymnasium, as well as

general deficiencies that were present throughout the school. We also identified additional safety, health, and security risks during this inspection not covered in our 2016 inspection. We made 13 new recommendations to ensure that the progress made to date will be maintained, and that future improvements will properly address many of the long-standing facility issues facing the school.



# Spotlight On: Data Analytics Unit

We meet user needs collaboratively with right-sized technology and solutions.



## VISION

We established the Data Analytics Unit (DAU) to enable the OIG to use data more effectively in our oversight mission.



## IMPACT

The program improved the accuracy of reporting; provided time-saving methods to access, visualize, and analyze information; helped managers and executives use data for timely and evidence-based decisions; developed staff skills and networks; and built effective working relationships throughout the OIG and the Council of the Inspectors General on Integrity and Efficiency (CIGIE).



## PARTNERSHIPS

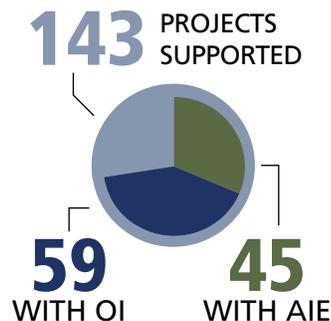
The DAU created strong partnerships throughout the OIG by integrating data analytics skills with the subject matter expertise of our auditors and investigators. This allows our audits and investigations to incorporate data more effectively. DAU also worked with other specialists in the OIG, including attorneys, HR managers, and IT experts, to enable us to use our own resources more efficiently.

The DAU:

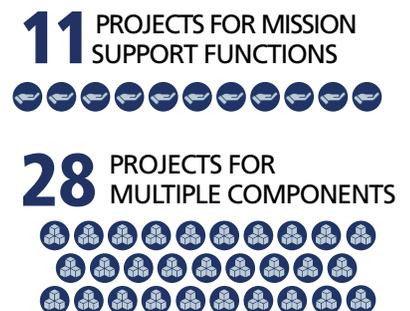


## RESULTS By the numbers

### Dashboards



### Projects



## LEADING THE FIELD

Inspector General Greenblatt led a data sharing working group for CIGIE's Pandemic Response Accountability Committee (PRAC) in the fall of 2020. The DAU coordinated sharing data from programs designed to protect workers impacted by disruptions due to the global COVID-19 pandemic.



## Financial Management



### TARGETED INVESTMENTS

With significant funding flowing into the DOI that is intended to address both new and long-standing challenges, independent oversight is critical to ensure spending aligns with intended outcomes and is not lost to fraud, waste, abuse, or mismanagement. Our work has shown that new funding poses a significant risk of loss. With three special appropriations totaling approximately \$40 billion, up-front oversight can help mitigate that risk and ensure dollars spent achieve public good.



#### Infrastructure Investment and Jobs Act

**\$30  
BILLION**

**approximately, from FY 2022 – 2026,** for water and drought resilience, wildfire resilience, ecosystem restoration, tribal climate resilience and infrastructure, legacy pollution cleanup, and Indian water rights settlements.



#### Great American Outdoors Act

**\$9.5  
BILLION**

**from FY 2021 – 2025,** for deferred maintenance for parks, other public lands, and Indian schools, plus

**\$900 MILLION**

in spending per year will preserve and create public lands via the Land and Water Conservation Fund.



#### CARES Act

**\$950  
MILLION**

for response to COVID-19 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act.



#### GRANTS AND CONTRACTS

**\$14.5  
BILLION**

annually to grants and contracts presents substantial financial risk.

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## Energy

An average of

**\$9.1  
BILLION**

annually has been collected by ONRR over the past 5 years in energy-related revenue for States, Indian mineral interest owners, and the public. We have identified energy management as a top management challenge for DOI.



*The management and regulation of the development of natural resources from lands and waters under DOI jurisdiction directly contribute to our Nation's economic health and security. Energy-related operations under Federal jurisdiction also affect the health and safety of industry workers, Federal regulators, waterways and water resources, wildlife, and public lands.*

## Responsibility to Native Americans

Our work has found that weaknesses in oversight leave federally funded programs intended to benefit Native Americans susceptible to fraud, waste, mismanagement, and abuse.



*Fraud and mismanagement divert funds from those in need.*

## Cybersecurity

The DOI continues to face challenges in implementing an enterprise IT security program that balances compliance, cost, and risk while enabling bureaus to meet their diverse missions.



*An increased need for remote access to IT systems, which was initiated in response to the global COVID-19 pandemic and will continue as the DOI assesses the future of work, will require proactive attention to DOI's cybersecurity challenges.*



# OIG Strategy Map: Goals and Objectives



Promote positive change in the DOI through prioritized and timely oversight

## PRODUCTS

- 1** Prioritize oversight in high-risk and high-impact areas
- 2** Deliver high-quality, timely work products
- 3** Drive change by making recommendations for improvement and monitoring their implementation
- 4** Engage with stakeholders to facilitate improvements and accountability



Foster a top-performing workplace that inspires employees to take pride in their work and the work of our organization

## PEOPLE

- 5** Cultivate an inclusive organizational culture that prioritizes collaboration, diversity, professionalism, and fairness
- 6** Develop our workforce and align the organization to achieve our mission
- 7** Keep employees informed and respect their voices



Strengthen the impact of our oversight mission through effective and efficient OIG operations

## OPERATIONS

- 8** Build streamlined business operations for resilience, adaptability, integrity, and organizational excellence
- 9** Manage human, financial, and information resources that enable us to achieve our mission
- 10** Enhance our use of data and technology to improve organizational efficiency and success