



PRESIDENT'S COUNCIL on INTEGRITY & EFFICIENCY

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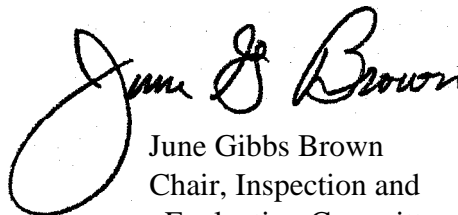
MEMORANDUM FOR THE MEMBERS OF THE PRESIDENT'S COUNCIL
ON INTEGRITY AND EFFICIENCY

SUBJECT: Inspection and Evaluation Units — Survey

Attached is the Survey of Inspection and Evaluation Units in the Inspector General Community. The survey was conducted by the Inspections and Evaluation Roundtable at the request of the Committee on Inspection and Evaluation. It updates a review conducted in 1995, the **first** broad overview of evaluation units in the Federal Government-how they differed in size, organizational location, and work focus.

Due to their flexibility, evaluation units are an essential and integral part of the OIG. They are equipped to be responsive to the particular needs of their agency or department. For those of you considering the establishment of an evaluation unit within your organization, this report provides excellent examples of the impact of work done by these units. It **characterizes their** relationship with other OIG components and external organizations and demonstrates how they promote economy and efficiency.

For additional information or questions, please contact George Grob, Deputy Inspector General for Evaluation and Inspections, at (202) 619-0480.



June Gibbs Brown
Chair, Inspection and
Evaluation Committee

Attachment

11-11-99 11:11 AM

Survey of Inspection and Evaluation Units
in the Inspector General Community

Prepared by
Inspections and Evaluation Roundtable
December 1999

PRESIDENT'S COUNCIL ON INTEGRITY AND EFFICIENCY

President's Council on Integrity and Efficiency (PCIE) is comprised of all Presidentially appointed Inspectors General. In addition, the Executive Order specifies the Office of Government Ethics, the Office of Special Counsel, the Federal Bureau of Investigations, and the Office of Management and Budget (OMB) as members of the PCIE. The Council is chaired by the Deputy Director for Management at OMB and an Inspector General holds the position of Vice Chair. The PCIE is charged with conducting interagency and inter-entity audit, inspection and investigation projects to effectively and efficiently deal with government-wide issues of fraud, waste and abuse. The Council accomplishes this through committee activity. Established committees of the PCIE include: Audit, Inspection & Evaluation, Integrity, Investigations, Legislation and Professional Development.

INSPECTIONS AND EVALUATION ROUNDTABLE

The Inspections and Evaluation Roundtable, created in 1993, is an organization of the directors of inspections and evaluation units within Federal Offices of Inspector General. It exists to promote the professional development of Offices of Inspector General employees working in inspection and evaluation units, to improve the practice of evaluation and analysis in the Inspector General environment, and to provide positive contributions to the Inspector General community as well as the Federal Government as a whole in improving the management of Federal programs. The Roundtable also serves as an adjunct to the Inspection and Evaluation Committee of the President's Council on Integrity and Efficiency (PCIE).

This report was conducted at the request of the PCIE Inspection and Evaluation Committee and carried out under the auspices of the Roundtable steering committee. Copies of the report can be found on the IGNet on the Internet.

Steering Committee:

George Grob, *Department of Health
and Human Services*
Tim Cross, *Small Business Administration*
Mary Demory, *Department of Justice*
Dr. John Mather, *Veterans Administration*
David Cushing, *National Aeronautics and
Space Administration*

Inspection Team:

Brian Rawdon, *Project leader*
Deborah Holmes, *Project staff*



Memorandum

DEC 20 1999

Date

From

George Grob, Chair
Inspections and Evaluation Roundtable

A handwritten signature in black ink that reads "George Grob".

Subject Survey of Inspection and Evaluation Units in the
Inspector General Community

To

June Gibbs Brown, Chair
PCIE Inspection and Evaluation Committee

As you requested, the Inspections and Evaluation Roundtable has completed a survey of the inspection and evaluation units in the Inspector General community. The survey collected demographic and structural information on the units, and assessed the role of the units within their respective agencies and Offices of Inspector General (OIGs). This survey updates a similar review conducted in 1995; that survey gave the first broad overview of OIG evaluation units in the Federal Government--how they differed in size, organizational location, and work focus.

Despite changes in the make-up of the evaluation community, inspections and evaluation groups now seem to be more confident in the kind of evaluative work they perform, its strengths, and how those reviews fit into the overall mission of the OIGs (especially as it relates to, and differs from, the audit function). We feel that there is less sense of instability and more emphasis in making a contribution to their agencies through the unique qualities and strengths of evaluation work.

Evaluation units continue to play an important and varied role in their respective OIGs. Because of the nature of evaluation work, that role can and is often tailored to the particular needs of that department or agency to which they are a part, enhancing their effectiveness.

Please let me know if you have any questions or comments regarding the attached report.

Attachment

Summary and Overall Assessment

To expand the effectiveness of the Federal Government's oversight of its operations and programs, many Offices of Inspector General (OIGs) established units that could perform work that was distinct from the mandated functions of auditing and investigating. This function, usually known as inspections or evaluations, generally takes a broader look at systems and programs or focuses on policy or program performance.

This survey updates the President's Council on Integrity and Efficiency (PCIE) with information about the inspections and evaluations units within the Inspector General community. The first survey was conducted in 1995.

Fifteen units responded to this year's survey, four fewer than in 1995. Several OIGs, such as the Department of Defense and the Social Security Administration, have folded their inspection and evaluation units into the audit divisions, while other OIGs have formed new units, such as in the National Aeronautics and Space Administration (NASA).

Despite changes in the make-up of the evaluation community, inspections and evaluation groups now seem to be more confident in the kind of evaluative work they perform, its strengths, and how those reviews fit into the overall mission of the OIGs (especially as it relates to, and differs from, the audit function). There is less of a sense of instability and more emphasis in making a contribution to their agencies through the unique qualities and strengths of evaluation work. They agree that there are three main ingredients that make them successful: quality staff, their relationships with Department and program managers, and the scope and uniqueness of the work that they perform.

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Purpose

The purpose of this survey is to supply the PCIE's Inspection and Evaluation Committee with updated information on the inspection and evaluation units in the OIG community.

Background

In 1995, the Inspections and Evaluation Roundtable was asked by the PCIE's Inspection and Evaluation Committee to conduct a survey of evaluation units in the Federal Government's OIGs. The results were shared with the PCIE and gave the first broad overview of OIG evaluation units in the Federal Government--how they differed in size, organizational location, and work focus. In the late spring of 1999, the Roundtable was asked to update the survey by the PCIE Committee.

Methodology

The 1999 survey was based on the 1995 survey, with several of the questions changed or deleted, or new ones added. The current survey 1) gathered basic demographic data, 2) sought the opinions of inspections of inspection and evaluation units about the state of evaluation in the OIG community and the successes of their units, and 3) assessed whether the situation had changed in the last four years.

All active members of the current Inspections Roundtable were sent copies of the survey. However, membership has been fluid because of changes to some department's OIG structures, with new evaluation groups added in some agencies and others discontinued as separate units within the OIG. The groups surveyed for this study usually exist as functioning units separate from general auditing. The PCIE may study inspections-like work within offices of audit in the future.

Findings

Numbers and Extent of Inspections and Evaluations Units

Fifteen evaluation units completed the 1999 survey, compared with the 1995 survey in which 19 responded with completed surveys. Of those groups that did not respond, the reasons vary: the Department of Defense's inspections unit was fully subsumed into the audit function (without having a distinct evaluation or inspections unit within their office) and they are no longer represented on the Roundtable. The Department of Transportation and the Social Security Administration also recently folded their inspections unit into their respective offices of audit.

The Legal Services Corporation was in the process of hiring its staff and declined to respond. The Central Intelligence Agency declined to respond, saying they felt it was not appropriate for them to do so. The Smithsonian and U.S. Information Agency, both participants in the 1995 survey, are no longer members of the Roundtable. The Peace Corps did not respond.

The 1999 survey contained three units that were not a part of the previous survey: the Equal Opportunity Employment Commission, the Federal Deposit Insurance Corporation (FDIC), and NASA.

Size, Structure, and History of Evaluation Units

Inspections and evaluation units still tend to fall into two categories: large and long-standing, and smaller units in existence less than a decade. This was a finding of the 1995 survey as well.

Of the 15 respondents to the survey, 9 of the evaluation units had staff sizes of 15 full time equivalents (FTEs) or less (one group as small as 2). All but one of those groups had either been established as a separate OIG entity within the last 9 years, or currently operates as a distinct unit under the auspices of another OIG component, such as audit. The FDIC's evaluation unit, for example, was established in 1996 and currently has 11 employees.

Five of the remaining six respondents had staff sizes of 30-54 FTEs, and all but one of those has been in existence for at least 10 years as a separate OIG entity. The Department of Energy's (DOE) evaluation unit has 33 staff and has been in existence since 1977. The Department of Commerce has two separate inspections units.

One respondent, the Department of Health and Human Services (HHS), is in a category all by itself, with 154 staff and nearly \$13 million in an annual budget--more than twice the size of the next largest evaluation group, the State Department. The HHS' growth, by more than 50 percent in the last three years, has been due primarily to the Health Care Portability and Accountability Act passed several years ago, which provided additional funding to help combat fraud, waste, and abuse in the Medicare program.

All but four of the units report as a separate office to the Inspector General or the Deputy Inspector General, two more than in 1995.

A full list of respondents and essential data on their organization is contained in the first appendix.

The Nature of Evaluation Work

Overall, despite differences in size and scope of inspections units, there was general agreement among the groups as to the kind of work the offices did and the characteristics of their work. This is a similar finding to the 1995 survey. The second appendix lists examples of results and accomplishments of the evaluation units along with selected titles of recent inspection reports.

All respondents indicated that their inspections or evaluations addressed the effectiveness of agency programs, vulnerability assessments or internal controls, effective or “best” practices, and an early review of regulations, procedures or program initiatives. Nearly all stated their work focused on the appropriateness of agency policies; the efficiency of resource use; fraud, waste, and abuse; and dealing with Congressional requests. A majority of the units also looked at cost/benefit analysis of programs, interagency program evaluations, and OIG internal operations. Only three units said their offices dealt with civil fraud matters and just one unit was involved in promotion clearances. Other things occasionally addressed by the inspections units included: consultative analysis, administrative investigations, follow-up reviews, and examining major computer systems.

There was little agreement among the various evaluation units as to how the evaluation function has changed in the last five years. Several issues or characteristics were mentioned by more than one unit: three respondents indicated that the scope of their work has broadened. Two mentioned a shift towards improved customer satisfaction, and two others mentioned improved interactions with department management. But there were also differences--while one respondent stated that they now do shorter and more focused reports, another said their scope had widened to broader program issues. One said that they were better able to define the work as separate from audit work and gain a broader acceptance, while another said that the distinction between audit and evaluation has blurred.

Various suggestions were made on how to improve inspections work in the OIG community. Four units emphasized greater communication, either within the evaluation community, with agency heads, or with outside groups affected by evaluations. Three units emphasized more training and interaction with other groups in order to facilitate skills building. Two units emphasized ensuring reliability and quality of evaluation work. Other ideas included: disseminating results to a wider audience; using consultative services, reports, and recommendations to improve credibility with agency managers and gain broader acceptance of evaluation work; and hiring talented inspectors.

Characteristics of a Successful Evaluation Unit

The evaluation units agree on the characteristics of a successful evaluation group. While evaluation groups listed many reasons why they believe their organization is successful, most the answers can be categorized into three primary areas:

- **the scope and relevance of the work being conducted** (*“My organization is successful because we add value to the work of other OIG components, and we complete important work for our clients and stakeholders on schedule and under budget.”*);
- **the quality of the inspections/evaluation staff** (*“My organization is successful because of the energy and enthusiasm of a diverse and cooperative team.”*); and
- **the professional relationship and communication between the evaluators and the program staff or managers.** (*“My organization is successful because it has the confidence and respect of program managers as well as the support of the director.”*).

All of the respondents attributed their success to at least one of these three areas. Six groups listed two of them, and three groups listed all three.

The Evaluation Process

- **Factors that result in inspection projects**

There was broad agreement among respondents about what factors frequently result in inspection projects. At least 12 of the 15 units stated that the factors that most resulted in projects were self-initiated from internal analysis, from Congressional interest, requests from department senior management, and requests from OIG senior management. About one-third of respondents stated that requests from department program managers, hotline allegations, and audit and investigative referrals also resulted in projects.

- **Information sources used in planning and conducting evaluations**

Inspections units used a wide variety of information sources in planning and conducting evaluations, primarily other entities within their departments and department leadership, outside agencies, other OIGs, other units within their own OIG, the General Accounting Office (GAO), Congressional committees, private sector groups and associations, the Office of Management and Budget (OMB), and beneficiaries. At least 10 of the 15 units listed these as sources.

- **Work Plan Dissemination and Unannounced Evaluations**

All but one of the respondents (FDIC) disseminate a schedule or plan of inspections and evaluations, and 6 of the 15 units also conduct unannounced inspections.

- **Average Evaluation Times**

A wide range of answers was given on how long studies took to complete, but generally fell into two ranges, less than 6 months and 6-12 months. Ten respondents indicated their studies take between 10 and 25 weeks; the other five respondents indicated their studies ranged between 25-52 weeks. The larger evaluation organizations tended to take a longer time, on average, to complete their studies than the smaller units.

- **Primary consumers of inspection products**

The top five primary consumers of inspection products, according to respondents, were the department or agency head, department or agency program managers, Congressional members or committees, department or agency clients and beneficiaries, and the OMB. Other consumers, listed less frequently, included the general public, the media, and the States.

- **Report Distribution**

At least 10 of the 15 respondents stated that they routinely distribute their reports to department or agency program managers, the department or agency head, and Congress. About half said they send their reports to OMB and GAO. Only 6 of 15 said they routinely distribute reports to the press or media.

- **Internet presence**

Ten of the 15 respondents indicated their office has a presence on the internet, though several of those are generally OIG sites, and not specific to inspections. Reports were most often cited as the thing available on those web sites. To a much lesser extent, respondents listed the following as being on their sites: mission statements, vacancy announcements, Congressional testimony, OIG semiannual reports, hotline information, and outreach and promotional materials.

- **Freedom of Information Act (FOIA) Requests**

Two-thirds of the respondents indicated that they will release reports to the general public without a formal FOIA request. [The five that do not are Departments of Justice, Treasury and State; Defense Intelligence Agency (DIA); and the Veterans Administration (VA).]

Only two agencies indicated that they have a significant number of reports that are not released under FOIA.

Relationships with Other OIG Components

- **Audit**

Nearly all respondents believe that speed and quick reaction/immediate response were the two characteristics that distinguished their inspections from audit work. And at least two-thirds of the respondents stated that subject matter, study focus, staff expertise, analytical methods, providing technical and analytical support for managers, and levels of review were also distinguishing features of their inspections. Only two units said that counseling managers on their performance was a feature of their inspections--a change from the last time this survey was given, where several of the larger units offered this service.

More than two-thirds of the respondents indicated that they relate to their OIG's Office of Audit in that (1) plans of each unit are developed in unison; (2) audits follow up on leads from inspections units; (3) inspections follow up on audit findings; and (4) inspections frequently provide leads for further audit review.

- **Investigations**

There was less interaction with the Offices of Investigation than with audit offices for the respondents. About two-thirds of the respondents indicated their work products relate to their Office of Investigations in just two areas, (1) they sometimes result from a joint project and (2) they follow-up on leads from investigative cases. One unit (NASA) has ongoing responsibility for conducting administrative (non-criminal) investigations, and works very closely with their criminal investigation counterparts.

- **Helpful Practices in Developing Effective Working Relationships within OIG**

All respondents stated that effective interpersonal relations with the management or staff of the other offices was most helpful in developing effective working relationships. Twelve of 15 indicated that joint efforts on projects was very helpful, and 11 said that formal delineation of responsibilities (to reduce conflicts) was helpful. Management or staff retreats were cited by 9 respondents as effective, but only 6 indicated joint training was helpful.

Other Functions of Evaluation Units

- Evaluation units sometimes take on additional responsibilities for the OIG outside of conducting inspections. Eight of the 15 offices indicated they perform legislative or regulatory reviews; 5 indicated that they participate in agency task forces and work groups, and 3 said they were responsible for Congressional relations and testimony preparation. Three others indicated they either manage or share in management of a hotline function.
- Twelve of the 15 units stated they had a formal operations manual for the inspections function.
- Seven of the 15 units stated they use administrative subpoenas when necessary, and 4 units stated that they have regulatory authorities available to them.

Recruiting, Hiring, and Training in Evaluation Units

- When recruiting for inspection or evaluation positions, the organizations were split on whether they seek individuals who primarily have substantive knowledge of some aspect of that agency's operations. Six groups said yes they did look for knowledge, 7 said they did not, and 2 said they looked for both (a mix of skills and subject knowledge).
- When it comes to the grade level at which professional staff are recruited, the responses varied greatly. Eight of the respondents indicated that they recruited at the journeyman level, and most of those also recruited management. Five of the respondents indicated they generally recruit at the entry-level, GS-7 or -9. The relative size of the organization appeared to have no impact on the level at which new staff were recruited.
- Most of the evaluation organizations had professional staffs that were made up of somewhere between 65-85 percent of total staff, and most of those were 70-75 percent professional staff. (Total staff includes management and administrative staff.) There were two exceptions, however--the VA had only 56 percent professional staff, and the DOE had only 59 percent professional staff. The larger organizations did not have any distinctive differences from the smaller ones. Only two evaluation units included contractors or others in their staff composition: the DIA and State Department.
- Evaluation units are not homogeneous in makeup across the Government, and the types of positions reflect their individual needs. Evaluation units varied greatly in the position classification of their staffs. Some units, such as HHS and the Small Business Administration, had professional staffs made up of GS-343 (program analysts). The FDIC's staff was primarily GS-5 11 (auditors). The majority of the DOE staff was made

up of GS-1801 (general inspection and investigation). The State Department was primarily made up of GS-301s. (general administrative and program). And DIA and the VA understandably contained military and health systems specialists.

- Eleven of the 15 respondents specifically mentioned that they provided at least some degree of evaluation training to their staffs, such as interviewing, writing, methodology, data collection, analysis, statistical training, and work papers. Five respondents indicated they offer training in specific subject matter areas relevant to the evaluation work, and four specifically mentioned offering computer training to staff (though other groups may have included computer training in general evaluation training). Two respondents indicated they offer training in the Government Performance and Results Act. Much of the training provided was offered in-house or by government vendors/contractors. Several of the evaluation units also utilize the United States Department of Agriculture (USDA) graduate school for training. Two specifically mentioned OPM/Management Development Center courses, and two others said they send staff to the IG Auditor Training Institute.

Appendix A:

Demographics of Inspections and Evaluations Units

Department	Title of Evaluation Unit(s)	Title of Unit Head	Reports to:	Location within OIG (date est.)	Reports issued: 1997 1998 1999 (proj.)	Annual budget: 1997 1998 1999	FTEs: 1997 1998 1999	Website
Department of Energy	Office of Inspections	AIG for Inspections	IG	separate unit (10/77)	28 22 45	\$3.37 \$3.02 \$2.64	49 43 33	www.hr.doe.gov/IG
Department of Commerce	Office of Inspections & Program Evaluations; Office of Systems Analysis (2 separate units)	AIG	IG	separate units (3/82), (8/94)	16 18 24	\$2.28 \$2.83 \$2.94	29 31 30	www.oig.doc.gov
Federal Deposit Insurance Corporation	Office of Congressional Relations & Evaluation	Director	Principal DIG	separate unit (1/96)	13 5 11	\$0.83 \$1.29 \$1.37	6 10 11	n/a (see IGMET site)
Equal Employment Opportunity Commission	Inspection Program	Senior Inspector	DIG	combined	3 1 0	cannot separate	2 2 2	n/a
Small Business Administration	Inspection and Evaluation Division	AIG for I & E	DIG	separate unit (6/91)	4 5 4	\$0.4 \$0.4 \$0.4	9 9 8	www.sbaonline.sba.gov/ig/inspections.html
National Aeronautics and Space Administration	Office of Inspections, Administrative Investigations, and Assessments	AIG for I, AI, and A	IG	separate unit (1/95)	10 15 20	\$50K \$87K \$96K (salaries not supplied)	8 12 15	www.hq.nasa.gov/office/oig/hq
Department of Health and Human Services	Office of Evaluation and Inspections	DIG for E&I	IG	separate unit (4/85)	53 62 91	\$8.65 \$10.5 \$11.3	104 135 154	www.dhhs.gov/progorg/oei/
Federal Emergency Management Agency	Inspections Division	AIG for Inspections	DIG	separate unit (1979)	2 2 3	(unavailable) \$0.39 \$0.45	3 3 4	www.fema.gov/ig
Defense Intelligence Agency	Inspections	Assistant IG	IG	combined (merged 3/98)	17 13 12	\$1.46 \$0.8 \$1.0+	14 13 13	n/a
Department of Treasury	Office of Evaluations/GPRA	Director	AIG for Audit	Within Audit	7 4 8	\$1.26 \$1.12 \$0.98	9 8 7	n/a

Office of Personnel Management	Office of Evaluation and Inspections	AIG	DIG	separate unit (5/93)	3	\$0.38	4	http://www.opm.gov/oig/html/evalute.htm
					4	\$0.42	5	
					2	\$0.54	7	
Department of State	Office of Inspections	AIG for Inspections	DIG	separate unit (1906)	28	\$5.8	54	n/a
					25	\$6.2	54	
					24	\$6.2	54	
Department of Veterans Affairs	Office of Healthcare Inspections	AIG for Healthcare Inspections	DIG	separate unit (7/91)	17	\$1.7	19	www.va.gov/oig/54/ohipage.htm
					31	\$1.8	20	
					35	\$1.4 (inc.)	31	
Department of Labor	Division of Evaluations and Inspections	Director	AIG	sep. (1 0/92), combined (3/98)	3	\$0.8	9	www.oig.dol.gov/public/oace/main.htm
					7	\$0.7	9	
					6	\$1.6	8	
Department of Justice	Inspections Division	AIG for Inspections	DIG	separate (4/89)	16	\$3.18	46	www.usdoj.gov.oig
					29	\$3.3	42	
					21	\$3.02	38	

Appendix B:

- . Examples of Inspection Titles and Selected Results and Accomplishments of Inspections and Evaluation Units**

Department	Recent Report Titles	Results / Accomplishments Achieved by Evaluation Units
Department of Energy	<p>Inspection of DOE's Export Licensing Process for Dual-Use and Munitions Commodities</p> <p>Unauthorized Release of Internal Report</p> <p>Inspection of Selected Issues Regarding the DOE Accident Investigation Program</p> <p>Inspection of Reporting at Oak Ridge of Potential Non-Compliances with DOE Price-Anderson Amendments Act</p>	<p>Based on a Congressional request to several Inspectors General, we evaluated Energy's export licensing process for nuclear dual-use and munitions commodities. We recommended actions to improve Energy's export license application review process and to strengthen its "deemed" export licensing process, which involved access by foreign nationals to export controlled information. Management concurred with our recommendations. In response to our review, the Secretary established an Export Control Task Force to review export control issues; the Department issued revised export control guidelines and redrafted its policy with respect to unclassified foreign visits and assignments; and the Department initiated action to educate Energy personnel on the issue of export controls.</p> <p>We reviewed Energy's accident investigation process as it related to a specific welding related accident and to several other accidents. Recommendations were made for corrective actions to strengthen the Department's accident investigation process, to include assigning an individual trained and experienced in root cause analysis to accident investigation boards. We also determined that incidents involving welders' clothing burning or catching fire and resulting in medical treatment ("near misses") had not been reported according to established guidelines. Management concurred with our recommendations and initiated appropriate corrective actions.</p> <p>We also reviewed whether Energy contractors were adhering to nuclear safety rules established by the Department to implement the Price-Anderson Amendments Act of 1988. The goal of Energy's enforcement program, which was created in response to the Act, is to encourage early identification and reporting of nuclear safety deficiencies and noncompliances with nuclear safety requirements by Department contractors. We recommended actions by the Department to ensure that appropriate steps are taken to implement the Department's goal of early identification and self reporting of potential noncompliances. Management concurred with our recommendations.</p>
Department of Commerce	<p>Improvements are Needed to Meet the Export Licensing Requirements of the 21st Century</p> <p>Office of Security Needs to Improve Planning and Procedures As it Reorganizes</p> <p>Data Capture Systems 2000 Requirements and Testing Issues Caused Dress Rehearsal Problems</p> <p>Unrealistic Schedule and High-Risk Decisions Continue to Jeopardize AWIPS Success</p>	<p>In a recent report, OIPE identified weaknesses in the export licensing process of the Bureau of Export Administration. The report was also the subject of recent Senate testimony by six Inspectors General, including Commerce. OIPE has undertaken a Department-wide review of the process by which interagency and other special agreements are handled by Commerce bureaus, resulting in more effective means of completing tracking agreements and ensuring that they comply with existing regulations and legal authorities. Nine separate agency reports and a final cross-cutting report have been or will be issued by the end of the project which covers the Department's \$1.1 billion in agreements.</p> <p>OSE has been effective in ensuring that the Department's efforts to address Y2K computer problems are timely and thorough. This project is especially important because Commerce is responsible for several services that are critical to the Nation--such as weather forecasting, the 2000 Decennial Census, economic reporting, export license enforcement, and intellectual property protection. OSE's evaluations have been key to improvements made in the management of the National Weather Service's modernization program, particularly the design, development, testing, evaluation and implementation of AWIPS. AWIPS is the next generation information and communications system designed to replace the NWS's aging field office systems over the next several years.</p>
Federal Deposit Insurance Corporation	<p>Leasing and Renovation Activities</p> <p>ODEO's Discrimination Complaint Resolution Process and Caseload</p> <p>Hartford Office Closing</p> <p>Legal Division Caseload</p>	<p>Outcomes of recent evaluations included--leasing: More timely and adequate case information provided to Board of Directors for making decisions, new lease provisions to reduce operating costs for vacant space, and improved tracking and reporting of renovation costs.</p> <p><i>Legal Caseload:</i> Improved controls over closing legal matters, increased matter accountability and client responsiveness, elimination of duplicative effort in tracking matters, and improved reliability of matter data in the information system.</p> <p><i>Discrimination Complaints:</i> General improvements in timeliness of processing cases, reduced caseload, establishment of individual and office-wide performance measures, and better tracking and reporting of caseload.</p> <p><i>Hartford Office Closing:</i> Independent, comprehensive validation of FDIC's assumptions and calculations supporting management's decision to close the office that was used to address concerns of a Congressional delegation.</p>

<p>Equal Employment Opportunity Commission</p>	<p>Review of Withdrawals with Benefits Investigative Files Analysis of Procurement Alternatives for Litigation Support Services Use of American Express Charge Card--Followup Review of Property Management and Control System</p>	<p>Without our inspectors/evaluators mission-related work, such as review and survey of Withdrawals with Benefits, would not have taken place. Special studies, such as the Management Advisory on American Express Card Usage, would not have occurred. Both of these provided agency managers with useful information and resulted in changes in the way field offices conduct their work.</p>
<p>Small Business Administration</p>	<p>Performance Measurement in the SBDC Program Fraud Detection in SBA Programs Loan Agents and the Section 7a program Increasing Lender Liquidation Responsibility in the 7a Loan Program</p>	<p>To assist SBA in complying with the Government Performance and Results Act, we included in each inspection report a section on the performance measurement system of the program under review. Our office also provided consultative support to the Agency in the preparation of its strategic plans. Because many program managers were considering converting paper-based procedures to a more electronic process to improve efficiency or cope with reduced staffing, we conducted a proactive inspection that assessed the security, legal, and organizational problems that they would have to address. To expand the audience for our analytical products, we also disseminated concise guidance pamphlets and quick checklists for the practical application of key findings by managers. These were well-received and have been used for training and other purposes by SBA offices and by banks and other private sector partners of the Agency.</p>
<p>National Aeronautics and Space Administration</p>	<p>Followup Assessment of Management Alert Issued February 6, 1998, Chartered Flights Between the United States and Russia Hard Drive 99-Clearing Controlled Information From Excessed Microcomputers Assessment of the National Aeronautics and Space Administration's Automated Systems Incident Response Capability (NASIRC) Contractor Use of Government Services Administration Vehicles at the Goldstone Deep Space Communications Complex</p>	<p>In a follow-up assessment of the charter aircraft service used by Johnson Space Center to transport employees between the United States and Russia, we determined that it was not cost-effective. The Agency concurred with our recommendation to terminate the charter service which resulted in an annual cost saving of approximately \$4 million.</p> <p>In a series of unannounced spot checks of excessed computers at NASA installations, we found the majority of these computers still contained sensitive and Privacy Act data. As a result, installations are initiating tighter controls on the clearing of data from excessed computer hard drives.</p> <p>We examined NASA's capability to respond to incidents and attacks involving automated information and telecommunications systems. NASA management concurred with our 11 recommendations, which will result in improved incident reporting, response, handling, coordination, and information-sharing capabilities.</p> <p>As a result of another study, the Agency agreed to discontinue the practice of allowing contractor employees to use Government Services Administration vehicles to commute to and from work. This resulted in annual cost savings of approximately \$250,000.</p>
<p>Department of Health and Human Services</p>	<p>Vulnerabilities in the Medicare Home Health Care Program Y2K Readiness of Medicare Providers and Managed Care Organizations Tribal Child Care Nursing Home Survey and Certification The External Review of Hospital Quality Institutional Review Boards: A Time for Reform</p>	<p>Recommendations contained in numerous Medicare-related inspections were utilized in the 1997 Balanced Budget Act, resulting in sweeping changes in the Medicare program and significant savings to the taxpayer of more than \$50 billion. In addition, many recent inspections have provided early warnings of potentially large problems, including: impact of the Y2K computer bug on health care providers such as hospitals, nursing homes, physicians, home health agencies, medical equipment suppliers, and managed care organizations; deficiencies and vulnerabilities in the way that hospitals carry out quality oversight and accreditation; weaknesses in the operations of institutional review boards leading to potentially serious problems in the way human research subjects are treated in medical tests; and serious shortfalls in the oversight of nursing homes resulting in increases in quality of care deficiencies.</p>
<p>Federal Emergency Management Agency</p>	<p>Review of FEMA's Cooperative Agreement Process Review of Governor's Disaster Requests Review of the Effectiveness of FEMA's Buyout Program Unintended Consequences: The High Cost of Disaster for Park and Recreational Facilities</p>	<p>More coverage of significant management issues within FEMA</p>

Defense Intelligence Agency	Reinspection of Diversity Management and Equal Opportunity Special Inspection within DIA's Print and Publication Office Inspection of Field Operating Base Miami (and detachments) Inspection of Corporate Staffing Strategies	Timely assessment of organizational and program issues has allowed DIA to refocus and correct problems early--when possible.
Department of Treasury	Assessment of Financial Management Service's Strategic Planning Process Assessment of Departmental Security Operations Auditor's Statistical Sampling Estimation Tool Assessment of Office of Comptroller of Currency's Strategic Planning Process	Proactive support to the Department in preparation for implementing the Government Performance and Results Act.
Office of Personnel Management	Reviews of OPM's FY 1999 and FY 2000 Annual Performance Plans Review of OPM Printing Procurement Services	Our efforts have had a presence in the agency's program areas; we have seen many of our recommendations implemented and improvements in the areas annual performance plan would not have occurred so quickly without our intervention.
Department of State	Inspection of the U.S. Mission to the United Nations Inspection of the Embassy Bangkok, Thailand and its Constituent Posts Inspection of the Border Biometrics (Laser Visa) program Inspection of the U.S. Observer Mission to the United Nations Educational, Scientific and Cultural Organization, Paris, France	Creation of Special Embassy Program; changes to administrative disciplinary process; several changes to laws; improved usage of annual Mission Performance Plan by embassies; improved administrative operations at overseas posts; improved internal controls in administrative and consular operations at overseas posts; reduction in the number of employees at many posts; improved management and involvement with post personnel by many Ambassadors and deputy chiefs of missions.
Department of Veterans Affairs	Oversight Review of Selected Aspects of the Veterans Health Administration's Traumatic Brain Injury Program Inspection of Alleged Substandard Care and Unprofessional Treatment Quality Program Assistance Review of a VA Medical Center Preliminary Assessment of the Veterans Health Administration's Missing Patient Search Procedures	This office, because of the staffs breadth and depth of clinical knowledge and expertise, is able to assess and comment on the quality of health care provided to veterans in VA medical centers. We strengthened the VHA office of Medical Inspector's authority and capacity to review and evaluate patient treatment problems. We clarified and strengthened VHA's patient safety policies and procedures.
Department of Labor	Review of a Self-Contained Self-Rescuer Procurement Contract and the Portal-Pack Recall for the Mine Safety and Health Administration Review of Medical Reimbursements and Authorization of Surgical Requests for the Office of Workers' Compensation Programs Review of Federal Employees' Compensation Act Program Customer Service Surveys for the Employment Standards Administration	At the request of the Mine Safety and Health Administration, we conducted a study based on two complaints involving the regulation and procurement of self-contained self-rescuer devices that miners wear to generate oxygen when the air becomes toxic. No evidence was found to substantiate the complaints. However, we made recommendations which would reduce the number of recalls, improve surveillance, and ensure that miners receive adequate training for improved mine safety. Based on Congressional interest, we conducted a review of the timeliness of claimant reimbursement for out-of-pocket medical expenses and requests for surgical authorizations in the Office of Workers' Compensation Programs. The agency plans to review its practices based on our recommendation to set a performance standard for responding to surgical requests in order to reduce claimant uncertainty about the process. We also reviewed the Office of Workers' Compensation Programs' customer service surveys. The agency agreed with our recommendations to enhance the accuracy of the data by improving the survey methodology and thereby better judge and improve the quality of customer service.

Department of Justice	The Potential for Fraud and INS' Efforts to Reduce the Risks of the VISA Waiver Pilot Program Voluntary Departure: Ineffective Enforcement and Lack of Sufficient Controls Hamper the Process Review of the Violent Crime Task Forces of the United States Attorney's Office for the District of Columbia New York Grant for the Violent Offender Incarceration and Truth-in-Sentencing Incentive Program	<p>Based on an inspection of the Visa Waiver Pilot Program (VWPP), the Immigration and Naturalization Service (INS) agreed to modify its policy to ensure that the passport number of each VWPP applicant is checked against the lookout system; establish a repository to systematically collect information on lost or stolen passports; and develop clear guidance to address problems with entering and querying passport numbers into the lookout data base.</p> <p>In another study, the OIG identified the removal of illegal aliens from the United States as one of the 10 most serious management challenges facing the Department. Based on our inspection, the INS and Executive Office for Immigration Review agreed to work more closely together on immigration judge-granted voluntary departures to ensure that up-to-date criminal history results are introduced as evidence in removal proceedings to prevent ineligible aliens from receiving voluntary departure. The INS promised to strengthen its departure verification system and develop an enforcement plan for aliens who have violated immigration judge-granted voluntary departure orders. The Executive Office for Immigration Review will clarify guidance that immigration judges should set voluntary departure bonds whenever possible as an additional measure to increase the likelihood that aliens who receive a grant of voluntary departure actually depart.</p>
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