



Department of Homeland Security Office of Inspector General

Survey of the Number, Qualifications, and Training of DHS Personnel Responsible for Administering Recovery Act Contracts and Grants



American Recovery and Reinvestment Act of 2009



Homeland
Security

December 3, 2009

Preface

The Department of Homeland Security (DHS) Office of Inspector General (OIG) was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*. This report is one of a series of audit, inspection, and special reports prepared as part of our oversight responsibilities for programs, grants and projects administered by the department under the *American Recovery and Reinvestment Act of 2009*.

At the request of the Recovery Accountability and Transparency Board, we distributed a survey to the DHS components that administer Recovery Act funds to obtain information about contracting and grant management capabilities. The Board prepared the survey to meet its responsibility to determine whether the federal government has a sufficient number of adequately trained acquisition personnel administering Recovery Act contracts and grants.

Our report summarizes and highlights responses to the survey from the DHS components that administer Recovery Act funds - the U.S. Coast Guard, Customs and Border Protection, Immigration and Customs Enforcement, the Transportation Security Administration, the Federal Emergency Management Agency, and the Office of the Under Secretary for Management of DHS.

As this report is for information purposes only, it does not present any recommendations. We express our appreciation to those DHS officials who responded to this survey under very short time constraints.

A handwritten signature in cursive script that reads "Richard L. Skinner".

Richard L. Skinner
Inspector General

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Abbreviations

ARRA	American Recovery and Reinvestment Act of 2009
CBP	U.S. Customs and Border Protection
DHS	Department of Homeland Security
FEMA	Federal Emergency Management Agency
GAO	Government Accountability Office
ICE	Immigration and Customs Enforcement
OIG	Office of Inspector General
TSA	Transportation Security Administration
USGS	United States Coast Guard
USM	Office of the Under Secretary for Management



Department of Homeland Security
Office of Inspector General

Executive Summary

The *American Recovery and Reinvestment Act of 2000* (Recovery Act) provided \$787 billion to the federal government to provide an economic stimulus to the U.S. economy. Of that amount, the Department of Homeland Security received \$2.75 billion for various projects run by the Office of the Under Secretary for Management, U.S. Customs and Border Protection, U.S. Immigration and Customs Enforcement, Transportation Security Administration, the U.S. Coast Guard, and the Federal Emergency Management Agency.

This report highlights and summarizes the department's responses to a government-wide survey designed to measure the capability of the federal government's acquisition and grant workforce to administer Recovery Act funds. The survey was prepared by the Recovery Accountability and Transparency Board as part of its responsibility to oversee Recovery Act funds.

Of the six departmental components, the Transportation Security Administration and the Federal Emergency Management Agency, which administer 58 percent of the department's Recovery Act funds, reported that they do not have enough staff to adequately award and/or monitor Recovery Act funds. As a result, they forecasted decreased oversight on both Recovery Act and non-Recovery Act agreements. Regarding staff qualifications, all components said that their acquisition and grant staff, for the most part, would meet training requirements.

This report is presented for informational purposes only and therefore does not contain any recommendations. However, we noted that the department has actions in process to upgrade its acquisition and grant staff in response to prior reviews.

Finally, the Board will use the department's responses and those from other federal agencies to prepare a government-wide report on the sufficiency of contract and grant staff to oversee Recovery Act funds.

Background

The *American Recovery and Reinvestment Act of 2009* (Recovery Act or ARRA) made available to federal agencies approximately \$787 billion for preserving and stimulating growth in the United States economy. Components within the the Department of Homeland Security (DHS) received \$2.75 billion for the following activities:

<i>COMPONENT</i>	<i>AMOUNT (in millions)</i>	<i>ACTIVITY</i>
Office of the Under Secretary for Management	\$200	<ul style="list-style-type: none"> DHS Headquarters Building Consolidation
U.S. Customs and Border Protection	\$420	<ul style="list-style-type: none"> Land Ports of Entry
	\$100	<ul style="list-style-type: none"> Non-Intrusive Inspection Technology
	\$100	<ul style="list-style-type: none"> Southwest Border Technology
	\$60	<ul style="list-style-type: none"> Tactical Communications
U.S. Immigration and Customs Enforcement	\$20	<ul style="list-style-type: none"> Tactical Communications
Transportation Security Administration	\$1,000	<ul style="list-style-type: none"> Baggage and Passenger Screening Equipment
Coast Guard	\$142	<ul style="list-style-type: none"> Alteration of Bridges
	\$98	<ul style="list-style-type: none"> Shore Facilities, Aids to Navigation, Priority Procurements, and Vessel Repairs
Federal Emergency Management Agency	\$210	<ul style="list-style-type: none"> Assistance to Firefighter Grants
	\$100	<ul style="list-style-type: none"> Emergency Food and Shelter Grants
	\$150	<ul style="list-style-type: none"> Transit and Rail Security Grants
	\$150	<ul style="list-style-type: none"> Port Security Grants

Based on the nature of the funded activities, the Office of the Under Secretary for Management (USM), U.S. Customs and Border

Survey of the Number, Qualifications, and Training of DHS Personnel Responsible for Administering Recovery Act Contracts and Grants

Protection (CBP), the U.S. Immigration and Customs Enforcement (ICE), Transportation Security Administration (TSA), and the U.S. Coast Guard (USCG) will be administering Recovery Act contracts and the Federal Emergency Management Agency (FEMA) will be managing Recovery Act grants.

Section 1521 of the ARRA created the Recovery Accountability and Transparency Board¹ to “coordinate and conduct oversight of covered [Recovery Act] funds to prevent fraud, waste, and abuse.” The functions of the Board include “reviewing whether there are sufficient qualified acquisition and grant personnel overseeing covered funds; and . . . whether personnel whose duties involve acquisitions or grants made with covered funds receive adequate training.”

To obtain a current benchmark of the acquisition and grant communities in the federal government while Recovery Act funds are being awarded, the Board, in consultation with the Department of Commerce, Office of Inspector General, developed a survey. Instructions from the Board explained that the survey is divided into seven sections corresponding to the categories of officials who make up the acquisition and grant workforce, as follows:

- **Acquisition**
 1. Contracting Officer
 2. Contracting Officer Technical Representative/Contracting Officer Representative
 3. Contracting Program/Project Managers
 4. Contracting Support Personnel

- **Grant**
 5. Grants Officer
 6. Grant Program/Project Managers
 7. Grant Support Specialists

For each of the seven workforce categories, there are roughly 15 to 20 questions designed to obtain:

- Statistics on the number of total staff, number of staff on Recovery Act work, and percentage of time staff spent/will spend on Recovery Act activities from April 1, 2009, through June 30, 2009; from July 1, 2009, through December 31, 2009; and from

¹ The RAT Board consists of a Chairman and 12 Inspectors General from the Departments of Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Homeland Security, Interior, Justice, Transportation, Treasury, and the Treasury Inspector General for Tax Administration.

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- January 1, 2010 through June 30, 2010;
 - Number of additional staff needed for Recovery Act work;
 - Impact of not having enough staff;
 - Training requirements; and
 - Training received

We provided the survey to the department's Senior Accountable Official for the Recovery Act on August 5, 2009, and conducted an entrance conference to discuss the survey with department contracting and grant officials on August 6, 2009. The Senior Accountable Official distributed the survey on August 11, 2009, to the departmental components that received Recovery Act funds. The Senior Accountable Official requested that the components send the completed surveys to our office by August 31, 2009.

We received one completed survey each from USM, CBP, ICE, TSA, and USCG. FEMA submitted five survey responses, one each for the three units that administer Recovery Act funds and two from its Grants Management Directorate. FEMA is the only DHS component administering Recovery Act grants; and does not manage any Recovery Act contracts.

In accordance with Board instructions, we provided them with the survey responses on September 11, 2009. The Board will combine the responses from all applicable federal agencies administering Recovery Act funds and issue a consolidated report in December 2009. The Board also authorized Inspectors General to issue a report on the survey responses for their agencies.

Results of Survey

Of the DHS components receiving Recovery Act funds, only TSA and FEMA reported that they do not have enough staff to adequately award and/or monitor Recovery Act funds. As a result, they forecasted decreased oversight on both Recovery Act and non-Recovery Act agreements. Regarding qualifications and training of staff who are required to have training, all components said that their acquisition and grant staff, for the most part, would meet training requirements. Further discussion of the survey responses are presented below. Summaries of selected data on the number and training of acquisition and grant workforces by DHS components are shown in Appendix B.

Staffing Recovery Act Work

- TSA replied that it has enough contracting officers but that it needs an additional six contracting officer's technical representatives, six program managers, and three contract specialists. TSA received \$1 billion (36 percent) of the \$2.75 billion.
- FEMA answered that it does not have enough grant program managers to award and administer Recovery Act grants totaling \$610 million (22 percent) of the total DHS Recovery Act funds. In particular, the responses from the three units that administer the Port and Transit, Fire Assistance, and Emergency Food and Shelter grants indicated a need for two additional grant program managers per program. The response from FEMA's Grants Management Division said that, prior to receipt of Recovery Act funds, it estimated a need for 34 additional grant program specialists/support personnel. The Grants Management Division response did not identify the additional staff needed for Recovery Act fund management, but it did say that staff will be working overtime to meet needs.
- CBP, USCG, ICE, and USM responded that they have sufficient acquisition staff to award and monitor Recovery Act contracts. These components received \$1.14 billion (42 percent) of the \$2.75 billion received by DHS.

Impact on Recovery Act Work of Staffing Shortfalls

- TSA said that its Recovery Act work will be hindered by the lack of acquisition staff. For instance, the response said that:

COTRs [Contracting Officers Technical Representatives] are performing their regular duties in addition to their Recovery Act responsibilities. This means that our resources are heavily overburdened. This situation has the potential to cause increased errors and difficulty with timely reporting as our staff is focused on performing multiple duties concurrently.
- FEMA's units that administer Recovery Act grant programs predicted that the lack of staff will cause

delays in the initiation of fire assistance construction projects and decreased oversight of port, transit, and emergency food and shelter grants.

Impact on Non-Recovery Act Work of Staffing Recovery Act Work

- TSA forecasted adverse impacts on its non-Recovery Act contracts including reduced quality of work, lack of sufficient oversight of contracts, slower response time to contractual issues, and missed deadlines.
- FEMA anticipated delays in regular grant activities and that grantees may not get as much direct support, onsite program monitoring, and technical assistance as they might need.
- CBP, ICE, and USM forecasted minimal impact on non-Recovery Act work. For example, CBP said that:

In many instances, Recovery Act projects aligned with procurement and program work already underway, in these instances, economies of scale and efficiencies were leveraged. Also, delaying non-ARRA procurement and program work has allowed the agency to focus its resources on these projects.

- USCG reported that, in addition to deferring non-Recovery Act work; there may be other unfavorable consequences. For example, USCG said that:

Oversight of non-ARRA contracting actions has decreased, quality of work has decreased as staff tries to absorb ARRA responsibilities, new initiatives have been delayed, and training has been delayed. In addition, non-warranted support will have to award/administer non-ARRA actions to allow time for the warranted support to award/administer the ARRA funded actions.

Qualifications of Acquisition and Grant Staff

- TSA, USCG, ICE, CPB and USM responded that most of the Contracting Officers, Contracting Officers Technical Representatives, and Program Managers are or will soon be certified.²
- CBP stated that the Contracting Officers and Contracting Officers Technical Representatives will all be certified by June 2010, with the majority being certified by December 2009. CPB also said that the program managers assigned to several Recovery Act projects are not certified to the appropriate level. CBP's goal is to ensure certification at the appropriate levels for all Program Managers supporting both Recovery and non-Recovery workload.
- FEMA responded that they have no contracting staff in need of certification relative to Recovery Act work. The FEMA units supporting the Port and Transit, and Fire Assistance grants reported that all assigned grant program managers will have satisfied FEMA's training requirements.³ However, FEMA reported that one Grant Program Manager supporting the Emergency Food and Shelter Program has not satisfied all agency-specific requirements.

DHS Actions to Address Acquisition and Grant Workforce Staffing Needs

DHS has actions in process to address acquisition and grant workforce staffing needs.

In response to a report⁴ issued by the Government Accountability Office (GAO), DHS is implementing five recommendations to enhance its acquisition workforce. The status of the recommendations as of September 2009 is presented in Appendix C.

² Office of Federal Procurement Policy Letter 05-01, *Developing and Managing the Acquisition Workforce*, presents the requirements for federal agencies for training and certifying contracting officials (series GS – 1102).

³ To be a Grants Program Officer within FEMA, staff must: (1) have at least 3 to 5 years experience awarding and managing grants to states; and (2) be a certified grants manager or have equivalent professional experience with increasing levels of responsibility in grants management.

⁴ *Department of Homeland Security: A Strategic Approach Is Needed to Better Ensure the Acquisition Workforce Can Meet Mission Needs*, GAO-09-30, issued November 19, 2008.

Our report on the *Management Challenges Facing the Department of Homeland Security* identified grants management as one of the department's major challenges. In that regard, FEMA does not consistently and comprehensively execute its two major oversight activities, financial and program monitoring. This occurs, in part, because FEMA does not have sufficient grants management staff.

FEMA has formed an Intra-Agency Grants Program Task Force that has developed a FEMA Grants Strategy to drive future enhancements in grants policies, procedures, systems, and processes. The task force has identified projects including the development of comprehensive grant management monitoring policies and procedures for the FEMA directorates with program management and oversight responsibilities.

Appendix A
Objective, Scope, and Methodology

The Recovery Accountability and Transparency Board asked Inspectors General to distribute a survey of federal agency contracting and grant staffing and qualifications. The Board will use the results of the survey to issue a report on the sufficiency of the number and training of the federal government's contracting and grants staff overseeing Recovery Act funds. The objective of our report is to highlight and summarize the survey responses from DHS.

The survey was prepared for the Board by the Office of Inspector General, Department of Commerce. The Board instructed Inspectors General to issue the survey to the Senior Accountable Official for the Recovery Act in each Agency for subsequent distribution to agency components. We gave the survey to the Senior Accountable Official on August 6, 2009, who directed the components to respond to us by August 31, 2009. One response was received from CBP, USM, ICE, TSA, and USCG. FEMA submitted five responses. All responses were received by September 11, 2009.

From the completed surveys, we tallied key data from each of the respondents. We did not validate the data contained in the responses because it was not required by the Board. To familiarize our self with the subject matter, we reviewed the Recovery Act; related DHS, Office of Management and Budget, and Board guidance; recent General Accountability Office and DHS-OIG reports pertaining to acquisition and grant staffing; and related DHS responses to the reports.

We prepared our report between September 14 and October 9, 2009.

Appendix B

Summaries of Selected Data Reported by DHS Components on the Number and Training of Acquisition and Grant Workforces

Office of Under Secretary for Management

Staff Category	Description	Reported Information		
		Actual 04/01/09 to 06/30/09	Forecasted 07/01/09 to 12/31/09	Forecasted 01/10/10 to 06/30/10
Contracting Officers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Contracting Officers Representative	Total Staff	15.0	22.0	23.0
	Staff on ARRA	3.0	3.0	3.0
	Staff Certified ¹	3.0	3.0	3.0
	FTE ²	0.2	0.5	0.5
Contracting Program Managers	Total Staff	15.0	19.0	20.0
	Staff on ARRA	15.0	19.0	20.0
	Staff Certified ¹	15.0	19.0	20.0
	FTE ²	3.8	9.5	10.0
Contracting Support Personnel	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Officers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Program Managers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Support Specialists	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0

¹Indicates the number of staff assigned to ARRA work in the category and time period that have received requisite certifications and/or training.

²Full time equivalent (FTE) represents the number of FTE assigned to ARRA work based on actual/forecasted hours worked for each time period. FTE's are computed on the basis of total hours worked for all Recovery Act staff in the category and time period divided by the maximum number of compensable hours in a work year.

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Summaries of Selected Data Reported by DHS Components on the Number and Training of Acquisition and Grant Workforces

Customs and Border Protection

Staff Category	Description	Reported Information		
		Actual 04/01/09 to 06/30/09	Forecasted 07/01/09 to 12/31/09	Forecasted 01/10/10 to 06/30/10
Contracting Officers	Total Staff	88.0	95.0	109.0
	Staff on ARRA	8.0	16.0	17.0
	Staff Certified ¹	8.0	16.0	17.0
	FTE ²	1.5	8.4	8.7
Contracting Officers Representative	Total Staff	1,385.0	1,510.0	1,710.0
	Staff on ARRA	9.0	14.0	15.0
	Staff Certified ¹	4.0	7.0	7.0
	FTE ²	1.3	5.9	6.3
Contracting Program Managers	Total Staff	813.0	813.0	813.0
	Staff on ARRA	6.0	8.0	7.0
	Staff Certified ¹	4.0	6.0	7.0
	FTE ²	1.0	2.6	2.3
Contracting Support Personnel	Total Staff	117.0	152.0	157.0
	Staff on ARRA	5.0	9.0	9.0
	Staff Certified ¹	5.0	9.0	9.0
	FTE ²	0.4	2.6	2.6
Grant Officers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Program Managers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Support Specialists	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0

¹Indicates the number of staff assigned to Recovery Act work in the category and time period that have received requisite certifications and/or training.

²Full time equivalent (FTE) represents the number of FTE assigned to Recovery Act work based of actual/forecasted hours worked for each time period. FTE's are computed on the basis of total hours worked for all Recovery Act staff in the category and time period divided by the maximum number of compensable hours in a work year.

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Summaries of Selected Data Reported by DHS Components on the Number and Training of Acquisition and Grant Workforces

Immigration and Customs Enforcement

Staff Category	Description	Reported Information		
		Actual 04/01/09 to 06/30/09	Forecasted 07/01/09 to 12/31/09	Forecasted 01/10/10 to 06/30/10
Contracting Officers	Total Staff	105.0	115.0	125.0
	Staff on ARRA	2.0	2.0	2.0
	Staff Certified ¹	2.0	2.0	2.0
	FTE ²	0.2	0.6	0.4
Contracting Officers Representative	Total Staff	677.0	707.0	737.0
	Staff on ARRA	2.0	2.0	2.0
	Staff Certified ¹	2.0	2.0	2.0
	FTE ²	0.3	0.7	0.7
Contracting Program Managers	Total Staff	33.0	66.0	99.0
	Staff on ARRA	3.0	3.0	3.0
	Staff Certified ¹	3.0	3.0	3.0
	FTE ²	0.4	0.8	0.8
Contracting Support Personnel	Total Staff	98.0	98.0	98.0
	Staff on ARRA	2.0	2.0	2.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.1	0.5	0.3
Grant Officers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Program Managers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Support Specialists	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0

¹Indicates the number of staff assigned to Recovery Act work in the category and time period that have received requisite certifications and/or training.

²Full time equivalent (FTE) represents the number of FTE assigned to Recovery Act work based of actual/forecasted hours worked for each time period. FTE's are computed on the basis of total hours worked for all Recovery Act staff in the category and time period divided by the maximum number of compensable hours in a work year.

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Transportation Security Administration

Staff Category	Description	Reported Information		
		Actual 04/01/09 to 06/30/09	Forecasted 07/01/09 to 12/31/09	Forecasted 01/10/10 to 06/30/10
Contracting Officers	Total Staff	44.0	46.0	46.0
	Staff on ARRA	6.0	6.0	6.0
	Staff Certified ¹	6.0	6.0	6.0
	FTE ²	1.5	4.1	4.1
Contracting Officers Representative	Total Staff	447.0	510.0	550.0
	Staff on ARRA	9.0	9.0	9.0
	Staff Certified ¹	8.0	8.0	9.0
	FTE ²	0.8	1.7	1.6
Contracting Program Managers	Total Staff	295.0	302.0	310.0
	Staff on ARRA	25.0	25.0	25.0
	Staff Certified ¹	15.0	15.0	25.0
	FTE ²	2.3	5.5	4.5
Contracting Support Personnel	Total Staff	57.0	59.0	59.0
	Staff on ARRA	4.0	5.0	5.0
	Staff Certified ¹	4.0	5.0	5.0
	FTE ²	0.5	1.8	1.8
Grant Officers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Program Managers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Support Specialists	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0

¹Indicates the number of staff assigned to Recovery Act work in the category and time period that have received requisite certifications and/or training.

²Full time equivalent (FTE) represents the number of FTE assigned to Recovery Act work based of actual/forecasted hours worked for each time period. FTE's are computed on the basis of total hours worked for all Recovery Act staff in the category and time period divided by the maximum number of compensable hours in a work year.

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U.S. Coast Guard

Staff Category	Description	Reported Information		
		Actual 04/01/09 to 06/30/09	Forecasted 07/01/09 to 12/31/09	Forecasted 01/10/10 to 06/30/10
Contracting Officers	Total Staff	465.0	509.0	509.0
	Staff on ARRA	5.0	6.0	7.0
	Staff Certified ¹	5.0	6.0	7.0
	FTE ²	0.6	1.9	2.3
Contracting Officers Representative	Total Staff	1,830.0	1,941.0	2,060.0
	Staff on ARRA	11.0	11.0	11.0
	Staff Certified ¹	11.0	11.0	11.0
	FTE ²	0.8	1.4	1.5
Contracting Program Managers	Total Staff	104.0	92.0	92.0
	Staff on ARRA	7.0	7.0	7.0
	Staff Certified ¹	6.0	7.0	7.0
	FTE ²	0.9	1.8	1.8
Contracting Support Personnel	Total Staff	218.0	218.0	218.0
	Staff on ARRA	3.0	6.0	6.0
	Staff Certified ¹	3.0	5.0	6.0
	FTE ²	0.4	1.5	1.5
Grant Officers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Program Managers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Grant Support Specialists	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0

¹Indicates the number of staff assigned to Recovery Act work in the category and time period that have received requisite certifications and/or training.

²Full time equivalent (FTE) represents the number of FTE assigned to Recovery Act work based of actual/forecasted hours worked for each time period. FTE's are computed on the basis of total hours worked for all Recovery Act staff in the category and time period divided by the maximum number of compensable hours in a work year.

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Federal Emergency Management Agency

Staff Category	Description	Reported Information		
		Actual 04/01/09 to 06/30/09	Forecasted 07/01/09 to 12/31/09	Forecasted 01/10/10 to 06/30/10
Contracting Officers	Total Staff	0.0	0.0	0.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Contracting Officers Representative	Total Staff	9.0	14.0	16.0
	Staff on ARRA	2.0	4.0	4.0
	Staff Certified ¹	2.0	4.0	4.0
	FTE ²	0.1	0.9	0.7
Contracting Program Managers	Total Staff	10.0	12.0	17.0
	Staff on ARRA	0.0	0.0	0.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.0	0.0	0.0
Contracting Support Personnel	Total Staff	4.5	7.5	7.5
	Staff on ARRA	1.0	3.5	3.5
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.1	1.8	1.8
Grant Officers	Total Staff	16.0	16.0	16.0
	Staff on ARRA	16.0	16.0	16.0
	Staff Certified ¹	16.0	16.0	16.0
	FTE ²	0.2	2.4	0.4
Grant Program Managers	Total Staff	42.0	54.0	66.0
	Staff on ARRA	13.0	22.0	36.0
	Staff Certified ¹	10.0	19.0	33.0
	FTE ²	1.1	3.6	4.3
Grant Support Specialists	Total Staff	56.0	57.0	70.0
	Staff on ARRA	31.0	31.0	37.0
	Staff Certified ¹	0.0	0.0	0.0
	FTE ²	0.4	4.5	1.0

¹Indicates the number of staff assigned to Recovery Act work in the category and time period that have received requisite certifications and/or training.

²Full time equivalent (FTE) represents the number of FTE assigned to Recovery Act work based of actual/forecasted hours worked for each time period. FTE's are computed on the basis of total hours worked for all Recovery Act staff in the category and time period divided by the maximum number of compensable hours in a work year.

Appendix C

Status of Recommendations Contained in the GAO Report Entitled *Department of Homeland Security: A Strategic Approach is Needed to Better Ensure the Acquisition Workforce Can Meet Mission Needs*, GAO-09-30

Recommendations	Status as of September 2009
1. Establish an interim working definition of the acquisition workforce that more accurately reflects the employees performing acquisition-related functions to guide current efforts, while continuing to formally add career fields to the definition.	<i>Partially Complete.</i> The definition is finished and DHS will add career fields to the definition as it expands into those fields.
2. Determine whether the department's current initiatives related to recruiting and hiring are appropriate for acquisition-related career fields other than contract specialists and, if so, develop plans to implement the initiatives within the broader acquisition workforce.	<i>Partially Complete.</i> The Office of the Chief Procurement Officer will expand the department-wide Acquisition Professional Career Program with 14 technical participants to generate a total of 100 participants by the end of fiscal year 2009. DHS also partnered with the Federal Acquisition Institute to develop a plan to recruit mid-level career professionals.
3. Develop a comprehensive implementation plan to execute the existing DHS acquisition workforce initiatives. The implementation plan should include elements such as performance goals, time frames, implementation actions and related milestones, and resource requirements.	<i>Partially Complete.</i> An Acquisition Workforce Human Capital and Succession Plan has been submitted to the Office of Federal Procurement Policy. Numerous related actions are in process such as growing the centralized hiring concept, executing a centralized training program, and leveraging of direct hire and using reemployed annuitants to fill critical vacancies.
4. Direct the Chief Human Capital Officer and the Chief Procurement Officer to establish a joint process for coordinating future acquisition workforce planning efforts with the components for the purposes of informing department-wide planning efforts.	<i>In Process.</i> The Acquisition Workforce Human Capital and Succession Plan was jointly developed and all reporting requirements for use of the hiring flexibilities are being coordinated. The Office of the Chief Procurement Officer includes the Human Capital Office on the invitations and distribution lists for applicable meetings.
5. Improve the collection and maintenance of data on the acquisition workforce.	<i>In Process.</i> DHS is represented on the Office of Federal Procurement Policy working group that is addressing this issue on a government-wide basis.

Appendix D
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Appendix E
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