

NAPA Organizational Assessment 2009

Status Update

Todd J. Zinser Inspector General

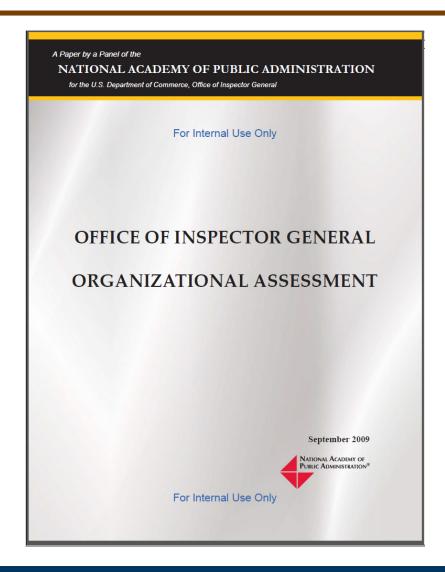
U.S. Department of Commerce
Office of Inspector General

June 18, 2012



NAPA Organizational Assessment

OIG Results 2009-2012





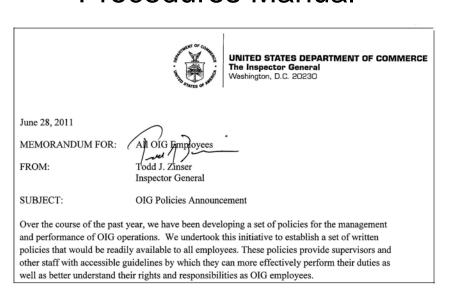
NAPA — Status Update

#	RECOMMENDATION	Status		
	ORGANIZATIONAL STRUCTURE			
I	Roles and responsibilities documented	Done		
2	Multi-disciplinary teams (integrated product teams—IPTs) created Done			
	PLANNING			
3	Strategic plan and operating plans updated annually	Continuous		
4	OAE staffing plan and training plan created	Continuous		
5	Project planning: improve quality, thoroughness, scope, schedules, and execution	Done		
6	Standard framework for Individual Performance Plans	Done		
	WORK PROCESSES			
7	Specific guidance on using GAGAS Yellow Book and TeamMate	Done and continuous		
8	Audit project planning: perform project reviews and risk management	Continuous		
9				
10	Move to a "shared" system with central knowledge management Done			
	STAFFING			
- 11	Develop core functional skills and program-specific skills of staff	Continuous		
12	Increase the use of multi-disciplinary (IPT) teams	Done		
13	New hire orientation improvement	Done		
14	Train staff in Yellow Book standards and TeamMate	Continuous		
	COMMUNICATIONS			
15	AIGs' and managers' communications	Continuous		
16	Get external liaison for Congress and other agencies	Done		
	MEASURING PERFORMANCE			
17	Utilize multiple criteria and create a performance measurement system	Done		
18	Define ARRA OIG community performance measurements of success	Done		
19	Performance standards update for staff and management	Done		



NAPA — 1 Roles and Responsibilities

Policies and Procedures Manual







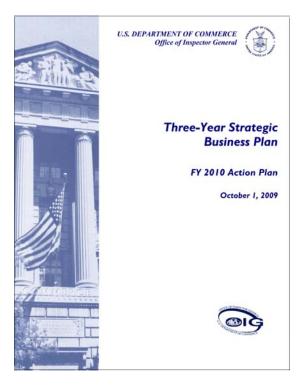
NAPA — 2 Multidisciplinary Teams

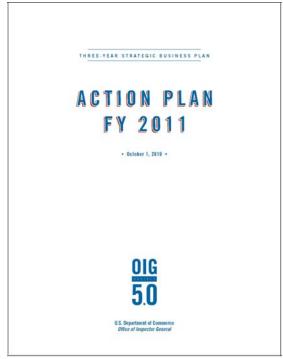
OAE Woi	rk in Process		
Phase II	Days Project	Office Team	Draft Final Attorney Editor
4. Fieldwork			
	144 BTOP Subrecipient Monitoring	RATF	7/23/2012 9/10/2012
	157 Review of Fishery Management Councils and Fishery Rulemaking	Audit	7/15/2012 9/13/2012
	7 Audit of EDA's IT Security Program	SAITS	9/5/2012 9/25/2012
	147 Audit of Commerce Unliquidated Obligations	Audit	8/22/2012 9/30/2012
	71 External Peer Review of NASA OIG	SQC	8/15/2012 9/30/2012
	107 FY 2013 Top Management Challenges	OAE	9/28/2012 10/16/2012
	143 FY 2012 Assessment of Key Security Measures Protecting Department	SAITS	10/12/2012 10/31/2012
	84 FY 2012 Audit of USPTO Financial Statements	Audit	11/9/2012
	98 FY 2012 Audit of DOC Consolidate Financial Statements	Audit	11/14/2012



NAPA — 3 Strategic Planning

Strategic Plans









NAPA — 4 OAE Staffing and Training Plans

- With the current budget constraints we are losing staff through attrition and are generally not replacing staff.
 Thus our staff are shifted to work in areas where there is funding (i.e., Census, PTO, ARRA, Satellite, BTOP, etc.) and where there is legislation requiring that we do work (funding covered by regular appropriation).
- As required by the Department, each OAE staff person prepared an annual IDP, which includes tentative training courses to be taken in the coming performance period (FY) and must be approved by the supervisor.



 Except for the USDA-provided Plain Writing Act training, all the training courses listed will be or were provided by OAE as a NASBA-certified organization.

Planned FY 12 training still to be completed

08.09.2012	Plain Writing Act of 2010): Regions: July 30 an	d 31, August 1; HQ (3roup training by USD/	A: August 9
	<u> </u>		, , ,	1 5 7	

06.28.2012 FY 12, 2nd Quarter, Balanced Scorecard Metrics

Completed FY 12 training to date

06.18.2012	Identifying Monetary Benefits: June 5, 13, and 18
05.07.2012	Assessing Reliability of Computer Data: April 23, May 2 and 7
03.28.2012	Follow the Money #4: IT Investments
03.21.2012	Presentation on Nationwide Broadband Network
03.05.2012	FY 12, 1st Quarter, Balanced Scorecard Metrics
01.12.2012	Indexing and Referencing: November 15 and 30, January 12
01.11.2012	Data Analytics: Asking the Right Questions: November 15, 16, 29 and January 11
12.13.2011	FY 11, 4th Quarter, Balanced Scorecard Metrics (5 sessions)
12/.8.2011	Follow the Money #3: FY 12 Appropriations and Highlights of FY 11 Audited Financial Statements
10.19.2011	FY 11 3 rd Quarter, Balanced Scorecard Metrics

NAPA — 5 Project Planning

OIG Manual, Audit Directives, 2010 (pages 29-39)

OIG DIRECTIVES SYSTEM

OIG MANUAL

PART 5 - AUDITS
OFFICE OF INSPECTOR GENERAL
U.S. DEPARTMENT OF COMMERCE
May 2010

Chapter 4: Planning and Conducting Performance Audits, Evaluations, and Inspections

OIG's guidance for planning and conducting performance audits of Commerce programs and activities implements and augments the GACAS identified in the table at the end of this chapter as well as DAO 213-3. Inspector General Auditing. Performance and audit objectives may vary widely and include assessments of program effectiveness, economy and efficiency; internal control; compliance; and prospective analyses. These overall objectives are not mutually exclusive; thus, a performance audit may have more than one objective.

OIG's guidance for planning and conducting evaluations and inspections implements the Quality Standards for Inspections, issued in January 2005 by the President's Council on Integrity and Efficiency and Executive Council on Integrity and Efficiency as well as DAO 213-2, Inspector General Inspections and Evaluations.

A. Policy

All audits, evaluations, and inspections must follow the audit and evaluation project management process, which includes an approved New Project Start before commencing field work and completed Independence Declaration forms for all team members. Exceptions to the process must be approved by the PAIG and should be documented in the project file.

B. Planning Procedures

 Project Proposals. Auditors and evaluators define objectives, identify possible methodologies, and establish staffing and resource requirements for meeting the audit, evaluation, or inspection objectives.

(a) Project Type. Auditors and evaluators should consider and document what type of review — audit, evaluation, or inspection — will be conducted. If the project will be a nonaudit service, auditors and evaluators should document their assessment that performing the nonaudit service will not impair OIG's independence (refer to Chapter 2 D. "Independence Relating to Nonaudit Services").

23

May 2010



NAPA — 6 Individual Performance Plans

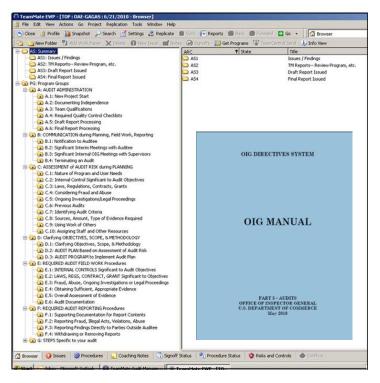
Standard framework across offices

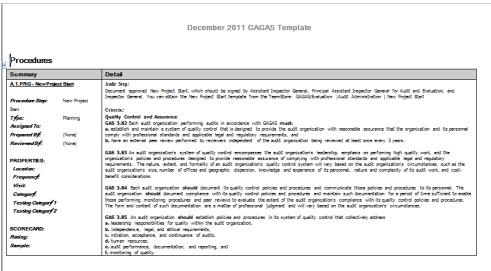
Position Title	☐ Auditor (Data Analytics)	Program Analyst (Data Analytics)
Name		
Pay Plan/Series Title	GS-0511-11/12/13	GS-0343-11/12/13
Organization	Office of Inspector General, Office o	of Audit and Evaluation
Rating Period		
Covered By	☑ General Series	□ Other []
	elopment and Receipt of Perform	
Employee Signature	US60 20 100	Date
		o the development of this plan, that it was discussed, and that I received a copy of the plan. It does no dividual performance is linked to the organization's mission and goals.)
	t. It also certifies that I understand how my inc	
		Date



NAPA — 7 GAGAS and TeamMate Guidance

GAGAS Template and TeamMate Instructions, 2011





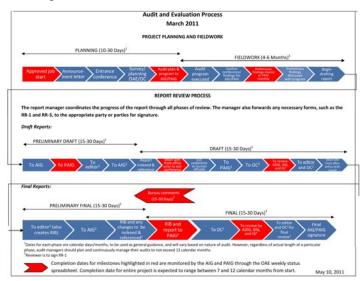


NAPA — 8 Audit Project Planning

Project Review Audit Guide,
 2010 (pages 62-70)



Project Review Process, 2011



Performance Plan, 2011

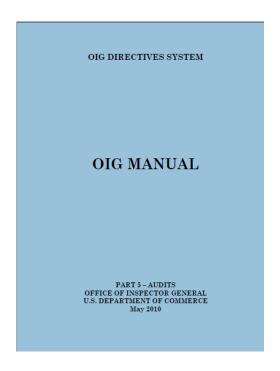
Critical Elements	Objectives	Results of Major Activities	Criteria for Evaluation
			fraud, waste, abuse, mismanagement or violations of law or policy, or other indices of efficiency and effectiveness. Reports are clearly indexed to supporting work papers and analysis. Responses from agency officials are evaluated in an objective manner based on a sound analysis of additional information together with data contained in the audit/evaluation. Submits documents within the timelines established by the project manager. When due dates need to be changed, project manager is made aware well before the due date and a revised due date is established.
	To address OAE Management Comments.	 Audit/evaluation reports are reviewed and revised within timelines prescribed by the team lead and project manager. 	Audit reports are reviewed and revised based on the response from OAE management, and are completed within timelines prescribed by the project manager. Participates in drafting OIG comments to Bureau management responses. Fully indexes and clears all independent referencing points on external products.

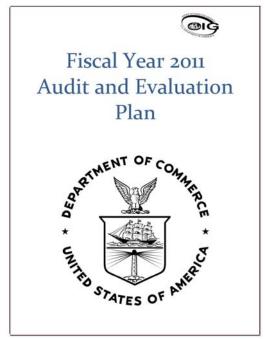
Page 9 of 9

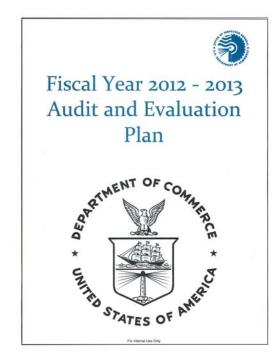


NAPA — 9 OAE Work Plans

OIG Manual and Audit and Evaluation Plans



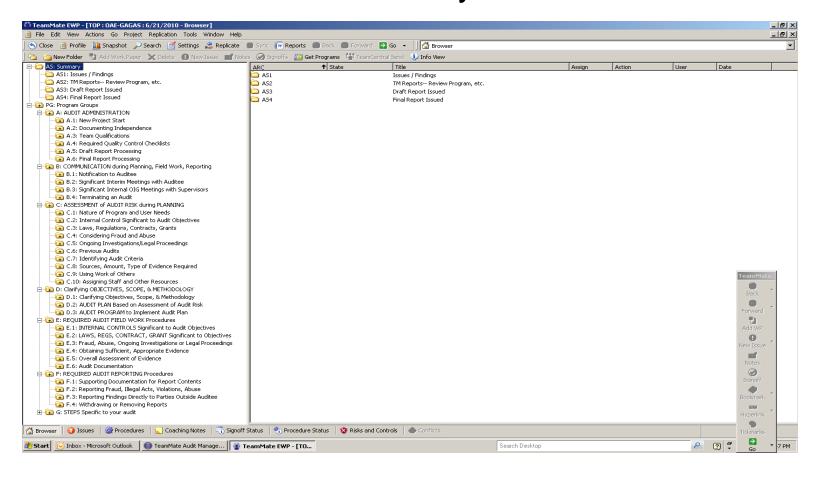






NAPA — 10 Shared System

TeamMate Central Shared System



14



NAPA — 11 Skill Development

GAGAS CPE Update, 2010

Change in Measurement Period for Continuing Professional Education

As I announced at an Office of Audit and Evaluation meeting on November 22, 2010, we are changing our period for measuring compliance with generally accepted Government Auditing Standards (GAGAS) Continuing Profession Education (CPE) requirements from a calendar year to the federal fiscal year to be consistent with the period used for the Individual Development Plan. This change will be effective on January 1, 2011.

The initial fiscal-year CPE period will be 1/1/2011-9/30/2012, and CPE requirements will be prorated for this period. To meet GAGAS CPE requirements, OAE professional staff should earn a minimum of 60 CPE over the 21-month period. A minimum of 18 of the 60 CPE should be government-related CPE. A minimum of 20 CPE should be earned during the period 1/1/2011-9/30/2011.

Future fiscal-year CPE periods will be fixed-two-year measurement periods, rather than our past rolling-year measurement periods. For example, the next fiscal-year CPE periods will be 10/1/2012-9/30/2014 and 10/1/2014-9/30/2016.

GAO's Guidance on GAGAS Requirements for Continuing Professional Education, GAO-05-568G, explains "Measurement of Compliance for Partial Periods" beginning on p. 9. If you have further questions, you may contact the Standards and Quality Control group.

12/22/10

Principal Assistant Inspector General for Audit and Evaluation

Date

Course/Exam Cover Memo, 2010

May 20, 2010

MEMORANDUM FOR: All Office of Audit and Evaluation Employees

FROM: Senior Advisor and Project Lead,

Recovery Act Task Force

SUBJECT: OAE Payment for Review Classes, Exam rees, and Quantying

College Courses

In the past, the Office of Inspector General, Office of Audit and Evaluation (OAE), has paid for certification review classes, exam fees, and qualifying college courses for employees. We are currently instituting several changes to this practice. Please note that all OAE payments and reimbursements are subject to the availability of funds and supervisory approval.

Effective Immediately

- (1) <u>Certification Review Classes</u>. OAE will pay for, or reimburse, no more than one (1) review class per exam. For any certification review class paid for or reimbursed by OAE, employees must submit documentation to their GS-15 supervisor, indicating that the review class was completed.
- (2) Exam Fees, The cost of certification exams and exam sections, along with any corresponding application fee, will no longer be paid in advance by OAE. The employee is responsible for paying the initial cost of the exam or exam section and application fee. OAE will only reimburse the cost, including application fee, of the exam or exam section passed. OAE will not reimburse employees for the cost of unsuccessful attempts.

In order to be reimbursed by OAE, employees must complete the following steps:

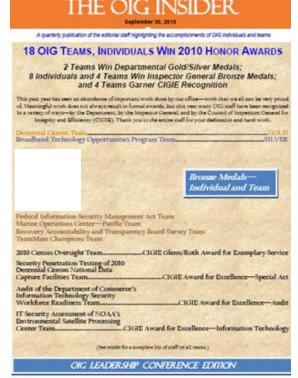
- Submit documentation that the employee paid for the exam or exam section and application fee;
- b. Submit documentation that the employee received a passing grade or score;
- Receive supervisory approval from a GS-15 supervisor, or above, for the reimbursement.
- (3) Qualifying College Courses, OAE employees are generally responsible for paying the cost of any college credit hours needed toward CPA certification. If, however, a college course is deemed to be job-related by the employee's GS-15 supervisor, the supervisor



NAPA — 12 Increase Multidisciplinary Teams

 Work by multidisciplinary teams recognized by Commerce (Gold, Silver, Bronze) and CIGIE awards



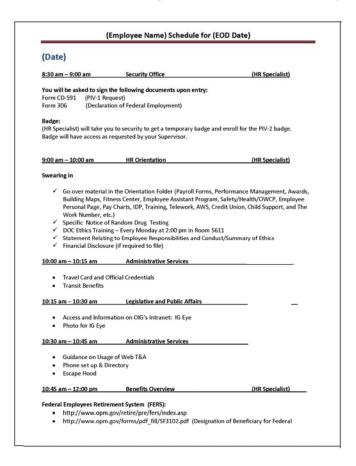






NAPA — 13 Improve New Hire Orientation

New Hire Orientation Checklists



	oply to all employees. Please initial as each item has been to of the Official Personnel Folder after completion.	
FORMS	INSTRUCTIONS	INITIA WHEN COMPLET
	A. APPOINTMENT	COMPLE
1. SF-61, Appointment Affidavits	Administer Oath of Office	
OF-306, Declaration for Federal Employment		
SF-144, Statement of Prior Federal Civilian and Military Service		
4. SF-181, Race and National Origin		
 SF-256, Self-identification of Medical Disability 		
 SF-278, Executive Personnel Financial Disclosure Report 	For SES employees to determine compliance with applicable Federal laws and regulations.	
 SF-450, Confidential Statement of Employment and Financial Interest 		
 CD-314, Statement Relating to Employee Responsibilities and Conduct (Subtitle A-O/S; 15 CFR 0.735 & DAO 202-733A) 	For employees concerning outside employment, financial interest, or other private activities.	
9. Selective Service Registration	All males must certify registration with the Selective Service System.	
	GNATION OF BENEFICIARY FORMS	
SF-1152, Designation of Beneficiary, Unpaid Compensation of Deceased Civilian Employee	Designate person(s) for disposition of unpaid compensation at death of civilian employee. (Last salary check)	
SF-2808, Designation of Beneficiary, Civil Service Retirement System	Designate person(s) for payment of lump sum benefit only — does not affect right of anyone eligible to receive death or retirement benefits.	
SF-2823, Designation of Beneficiary, Federal Employee Group Life Insurance Program	Designate person(s) for payment of life insurance.	
SF-3102, Designation of Beneficiary, Federal Employees Retirement System	Designate person(s) for payment of lump sum benefit for BASIC BENEFIT PLAN only – does not affect right of anyone eligible to receive death or retirement benefits.	
 TSP-3, Designation of Beneficiary, Thrift Savings Plan 	Designate person(s) for payment of amounts that are due and payable from your TSP account upon your death.	



NAPA — 14 Yellow Book / TeamMate Training

2010 Yellow Book and TeamMate Procedures

December 2011 GAGAS Template

Procedures

Summary		Detail		
A.I.PRG - New Project Start		Audit Step:		
Procedure Step:	New Project Start Planning	Document approved New Project Start, which should be signed by Assistant Inspector General, Principal Assistant Inspector General for Audit and Evaluation, and Inspector General. You can obtain the New Project Start template from the TeamStore: GAGAS/Evaluation Audit Administration New Project Start		
Assigned To:	Ç	Criteria:		
Prepared By:	(None)	Quality Control and Assurance		
Reviewed By:	(None)	GAS 3.82 Each audit organization performing audits in accordance with GAGAS must: a. establish and maintain a system of quality control that is designed to provide the audit organization with reasonable assurance		
PROPERTIES:		that the organization and its personnel comply with professional standards and applicable legal and regulatory requirements, and b. have an external peer review performed by reviewers independent of the audit organization being reviewed at least once every 3 years.		
Location:		CAS 2 93 An analist amanagination's analysis of analist annotation and the analysis and analysis analysis and analysis ana		
Frequency:		GAS 3.83 An audit organization's system of quality control encompasses the audit organization's leadership, emphasis on perfoming high quality work, and the organization's policies and procedures designed to provide reasonable assurance of complying with		
Visit:		professional standards and applicable legal and regulatory requirements. The nature, extent, and formality of an audit organization's		
Category:		quality control system will vary based on the audit organization's circumstances, such as the audit organization's size, number of		
Testing Category I		offices and geographic dispersion, knowledge and experience of its personnel, nature and complexity of its audit work, and cost- benefit considerations.		
Testing Category 2				

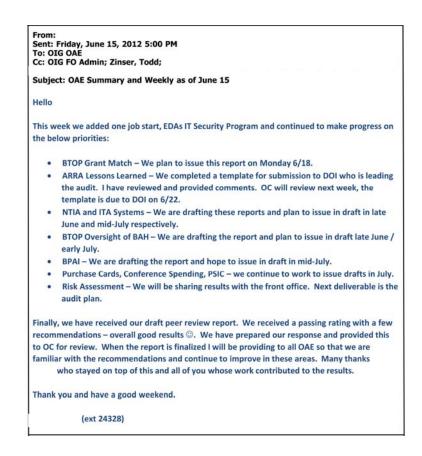


NAPA — 15 Manager Communications

IG and Senior Staff Blogs



OAE Weekly Reports





NAPA — 16 Congressional Affairs Liaison



Clark Reid has 26 years of diverse public, government, and legislative affairs experience, including six years at the Department of Commerce, first as ESA's Associate Under Secretary for Communications and then as the Department's Deputy Director of Legislative and Intergovernmental Affairs.

Most recently he was assistant to the Commissioner of the Bureau of Labor Statistics, where his responsibilities included congressional and public outreach, testimony preparation, and facilitation of meetings and briefings with members of Congress, the Office of the Vice President, members and staff of the President's Council of Economic Advisers, and the Treasury Department, among others.



NAPA — 17 Multiple Performance Measures



Office of Inspector General Balanced Scorecard Performance Measures

★ FY 2012 ★

2		Performance Measure Short Description	Target
	1	% of audit recommendations accepted and implemented, three years after issuance	90%
Office of Audit	2	% of action plans received within 60 days	75%
and Evaluation	3	Financial benefits from OIG audit and evaluation recommendations	\$30M
allu Evaluation	4	% of OAE products completed within one year	80%
	5	% response on audit feedback survey	75%
Office of	6	% of hotline complaints referred within 14 working days of receipt	75%
(Additional and Additional Additi	7	% of investigative cases completed within 12 months	70%
Investigations	8	% of whistleblower disclosure or reprisal cases completed within 12 months	75%
	9	% of acquisition pendency time not exceeding two weeks	80%
	10	% of monthly status of funds reports issued to program areas by the 5 th of the month	95%
Office of	11	% of administrative requests responded to within 24 hrs and resolved within 5 days	95%
Administration	12	% of 80-day hiring model deadlines within OIG control that are met	80%
	13	Department mandated IT metrics	Various
	14	% of IT customer service requests resolved within 48 hours	90%
0(5	1 5	% of FOIA requests responded to within 20 business days	85%
Office of Counsel	16	% of cases where requests for legal and policy analysis from OIG requesters are timely	85%
	17	% of Congressional requests responses within established timeframes	85%
OIG-wide	18	% of OIG staff participating in at least one diversity education event per year	80%
	19	% of supervisors who receive at least one supervisory training course per FY	80%
	20	% of supervisors who attend at least one diversity training event per FY	80%



NAPA — 18 ARRA Performance Measures

BUREAU	OFFICE OF INSPECTOR GENERAL (OIG)
PROGRAM	OFFICE OF INSPECTOR GENERAL
Amount	\$16.0M (includes \$10 million for oversight of NTIA's Broadband Technology Opportunity Program)
Description	These funds are for general oversight of the Department's ARRA activity. Early OIG uses include emphasis on training of grants and contract officers to alert them to the signs of potentially fraudulent or wasteful activity by grantees or contractors. The OIG audit work has included a review of the Department's pre-award process, the recipient reporting procedures required by ARRA, and the Department's implementation of the various grant programs. The OIG has put many of its resources into its oversight of NTIA's monitoring of its Broadband Technology Opportunities Program (BTOP) program because it was a new program with many first-time recipients of federal funds.

Source: FY 2011 PAR

MEASURES	FY	TARGET	ACTUAL
Complaints - received	2010 2011		16 17
Whistleblower reprisal allegations:	2011		.12
Beceived	2010		1
Heceived	2011		0
 Accepted 	2010 2011		0
Investigations:	2011		0
	2010		2
 Closed without action 	2011		10
 Accepted for prosecution 	2010		0
Accepted for prosecution	2011		0
 Prosecution denied 	2010		0
	2011		0
 Referred for alternative resolution 	2010 2011		0
Audita/Inapartiana/Fuglustiana/Paviaura	2011		0
Audits/Inspections/Evaluations/Reviews:	2010		7
 Final published work products 	2011		4
a lateria sublished week as dust.	2010		3
 Interim published work products 	2011		1
 Unpublished work products 	2010		0
	2011		0
Training/Outreach:	0040		0.4
 Training sessions provided 	2010 2011		24 13
	2010		1.068
 Individuals trained 	2010		1,459
- Harris of trade land and delay	2010		1,171
Hours of training provided	2011		1,629
Outreach sessions conducted	2010		7
- Oddodoli sessiolis colladoted	2011		0



NAPA — 19 Performance Standards Update

100% of GS staff covered

DEPARTMENT OF CO	MMERCE PROFESSIONAL PERFORM	MANCE AGREEMENT
Position Title	☐ Auditor (Data Analytics)	Program Analyst (Data Analytics)
Name		
Pay Plan/Series Title	GS-0511-11/12/13	GS-0343-11/12/13
Organization	Office of Inspector General, Office o	f Audit and Evaluation
Rating Period		
Covered By	☑ General Series	□ Other []
	elopment and Receipt of Perform	
Employee Signature		Date
		the development of this plan, that it was discussed, and that I received a copy of the plan. It does not dividual performance is linked to the organization's mission and goals.)
Rating Official's Signature		Date