

Office of Inspector General

SEMIANNUAL

REPORT

TO THE

CONGRESS



Covering APRIL 1, 1994 - SEPTEMBER 30, 1994

Tenth Semiannual Report

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United States Government

NATIONAL LABOR RELATIONS BOARD

OFFICE OF THE INSPECTOR GENERAL

Washington, DC 20570-0001

October 31, 1994

Honorable William B. Gould IV, Chairman
National Labor Relations Board
1099 14th Street, NW, Room 11100
Washington, DC 20570

Honorable Frederick L. Feinstein, General Counsel
National Labor Relations Board
1099 14th Street, NW, Room 10100
Washington, DC 20570

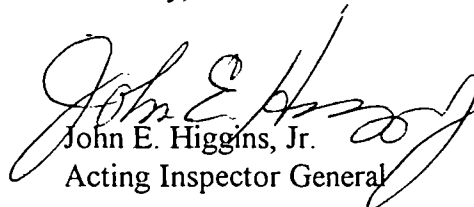
Dear Chairman Gould and General Counsel Feinstein:

I am submitting herewith the Semiannual Report (SAR) for the Office of Inspector General (OIG). This SAR is prepared in accordance with Section 5 of the Inspector General Act and covers the period April 1, 1994, through September 30, 1994. During this six-month period the duties of the Inspector General were shared by former IG Bernard Levine and myself. Mr. Levine retired on July 22, 1994, and I was designated as Acting Inspector General on July 25, 1994. I will serve until a permanent appointment is made.

We issued one audit report during this six-month period and have two audits currently underway that are fully discussed in this report. In addition we have 12 matters under investigation, down from 50 matters pending at the beginning of the period.

I am very impressed with the cooperation and dedication of the staff of this office. They have made my tenure thus far as Acting IG very easy. I am also appreciative of the cooperation I received from each of you, the Board Members, your staffs, and particularly from Director of Administration Gloria Joseph and Associate General Counsel W. Garrett Stack. The prompt responses received from their offices on referral matters contributed greatly to our efforts at accomplishing the mission of the Inspector General of the National Labor Relations Board.

Sincerely,


John E. Higgins, Jr.
Acting Inspector General

FOREWORD

The National Labor Relations Board (Agency or NLRB), which employs about 2,000 employees and, for Fiscal Year 1995, has an annual budget of approximately \$176,000,000, is an independent agency which was established in 1935 to administer the principal labor relations law of the United States - - the National Labor Relations Act (NLRA). The provisions of the NLRA are generally applied to all enterprises engaged in, or to activities affecting, interstate commerce, including health care institutions and the United States Postal Service, but excluding other Governmental entities, railroads and airlines.

The Agency implements national labor policy to protect the public interest by helping to maintain peaceful relations among employers, labor organizations and employees; encouraging collective bargaining; and, by providing a forum for all parties to resolve peacefully representation and unfair labor practice issues. These functions are primarily carried out in two ways: (1) by conducting secret ballot elections to determine if a group of employees wishes to be represented for collective bargaining purposes by a labor organization, and (2) by preventing and/or remedying unfair labor practices committed by employers and unions.

The Chairman, four Board Members and a General Counsel are appointed by the President with the advice and consent of the Senate. The Chairman and Board Members have staggered terms of 5 years each and the General Counsel has a 4-year term.

The Agency, headquartered in Washington, DC, has 33 Regional Offices, some of which have Subregional and/or Resident Offices. This far-flung organization has handled unfair labor practice cases affecting hundreds of thousands of persons and has conducted representation elections in which millions of employees have decided whether they wished to be represented by a labor organization for collective bargaining purposes.

The mission of the Office of Inspector General (OIG) is to promote integrity, efficiency, and effectiveness by conducting audits and investigations in an independent manner and objectively reporting to the Chairman, the General Counsel and the Congress. The OIG Table of Organization provides for an Inspector General; a Supervisory Auditor; three Auditors; a Staff Assistant; and, a Counsel to the Inspector General.

INSPECTOR GENERAL SUMMARY

During the current reporting period, the OIG issued one audit report:

- ◆ "Review of the National Labor Relations Board's Program(s) for Responding to Allegations Which Could Result in Criminal or Administrative Action Against Agency Employees."

Included among the audit findings were:

- ◆ Allegations were not always recorded by management.
- ◆ Investigative files did not contain any record as to what action(s) would be initiated in response to the allegations.
- ◆ The results of an investigation were not always documented.

We continued to work on an audit concerning the Agency's performance measurements. We are evaluating:

- ◆ The information system(s) for collecting performance statistics;
- ◆ The methods for translating statistics into performance data; and
- ◆ The Agency's use of the performance data in communicating its caseload and accomplishments.

Our review will make a determination as to the accuracy, timeliness, and appropriateness of data which is used in support of:

- a) the Agency's Annual Report regarding its operations;
- b) NLRB budget requests;
- c) the allocation of staffing and other resources, and;
- d) performance evaluations of employees.

We initiated one audit during this reporting period: "A Review of the Quality Control Program Over Case Handling." The Division of Operations-Management (DOM) has responsibility for ensuring the quality of case handling performed by the General Counsel's field offices. Case handling begins with the filing of an unfair labor practice charge or a representation petition with one of the Agency's Field Offices. This audit addresses that aspect of the quality

control program which focuses on assuring that individual cases are handled in accordance with prescribed standards. We are (1) reviewing the processes for establishing policies and procedures relating to case handling; and (2) evaluating the methods for obtaining reasonable assurance that quality standards are being met. Our audit is assessing DOM's management controls relating to the annual review of the quality of work performed by the regional offices.

Appointments

On May 1, 1994, John D. Zielinski, formerly Acting Inspector General, Legal Counsel and Director of Investigations for the Federal Labor Relations Authority Office of the Inspector General was appointed Counsel to the Inspector General of the NLRB.

The undersigned was designated as Acting Inspector General on July 25, 1994.

During the current reporting period, the Acting Inspector General directed a major review of its investigative caseload resulting in the elimination of a backlog, and:

- ◆ Completed 36 cases that were open at the start of the reporting period.
- ◆ Investigated to closure a total of 39 cases.
- ◆ All but one of the pending investigative cases have been assigned to the Counsel - Investigator to the Inspector General.
- ◆ One case was referred to the Comptroller General for an opinion.
- ◆ One case has been turned over to the primary jurisdiction of the Federal Bureau of Investigation.
- ◆ One case has been turned over to the primary jurisdiction of the Postal Inspector.
- ◆ Two cases were referred to the United States Attorney for criminal prosecution, and following declination, have been referred to the General Counsel for administrative action.
- ◆ Closed one matter referred to the General Counsel's Office of Equal Employment Opportunity during the October 1, 1989 through March 31, 1990 reporting period.
- ◆ Initiated a strategic review of Federal Employee's Compensation Act Fraud in conjunction with the Department of Labor Inspector General and with the investigative assistance of the Tennessee Valley Authority Inspector General.
- ◆ Three investigations were opened and investigated to closure.

- ◆ Eleven cases (some dating to 1990) were closed in part, as a result of enhanced communications accelerating follow-up information from the Agency.

A summary of the matters pending in the OIG at the end of the reporting period includes:

- ◆ The Acting Inspector General has directed an investigation into the apparent disclosure of pre-decisional adjudicatory information in cases currently pending before the Board.
- ◆ Two audits are in progress.
- ◆ In conjunction with the Department of Labor and Tennessee Valley Authority Inspectors General, the OIG has commenced a review of the area of Federal Employees Compensation Act and potential fraudulent claims within the Agency.
- ◆ Twelve cases remain open under active investigation by the OIG.
- ◆ One matter previously referred to the FBI remains open under active investigation by that Agency.
- ◆ One matter referred to the Department of Labor Office of Inspector General for investigation has been actively joined by the NLRB-OIG in a joint investigation.
- ◆ Three cases remain open pending completion of Agency action for subsequent review by the OIG.
- ◆ One case remains open pending completion of Agency administrative action.
- ◆ One case remains open pending completion of a review by the Comptroller General.
- ◆ Two cases initially referred to the OIG by the Agency for possible criminal investigation have been released to the Agency for administrative investigation and disposition.

SECTION 1

DESCRIPTION OF SIGNIFICANT PROBLEMS, ABUSES AND DEFICIENCIES RELATING TO ADMINISTRATION OF PROGRAMS AND OPERATIONS AND DESCRIPTION OF OIG RECOMMENDATIONS FOR CORRECTIVE ACTION (MANDATED BY SECTION 5 (a) (1) AND (2) OF THE ACT)

AUDITS

"A Review of the National Labor Relations Board's Program(s) for Responding to Allegations Which Could Result in Criminal or Administrative Action Against Agency Employees"

Case No. OIG-AMR-12

For a summary statement regarding the results of this Audit Report, see Section 7, "Summary of Each Significant Audit Report in Section 6, (Mandated by Section 5 (a) (7) of the Act)" at page 8 of this SAR.

INVESTIGATIONS

Based upon a quality review directed by the Acting Inspector General, the backlog indicated in the previous SAR has been effectively eliminated. All open investigative cases were assigned to the Counsel/Investigator for review and recommendations to the Acting Inspector General. As a result of this review, the assignment of all investigative cases to the Counsel/Investigator, enhanced investigative productivity and open communications with the Agency, a backlog of fifty cases has been reduced to twelve.

Included among the investigations completed during this reporting period were the following:

A. Submission of False Claims (Travel Vouchers) and Unauthorized Outside Practice of Law

An OIG Investigation Disclosed That . . . A Regional Office employee allegedly submitted false travel vouchers and engaged in unauthorized outside practice of law.

Action Taken . . . On June 2, 1994 consistent with the IG's statutory responsibility under Section 4(d) of the IG Act to "expeditiously report to the Attorney General whenever [there are] reasonable grounds to believe there has been a violation of Federal criminal law," the investigative results were referred to a United States Attorney. After the United States Attorney declined prosecution and the matter was referred to the General Counsel for any administrative action deemed appropriate, the General Counsel informed the OIG that the employee had resigned.

B. Illegal Use of Government Property for Private Purposes

An OIG Investigation Disclosed That. . . . A Regional Office employee utilized NLRB letterhead to prepare a communication allegedly from his supervisor in regard to a private financial matter.

Action Taken. . . . On June 2, 1994 the investigative results were referred to a United States Attorney. After the United States Attorney declined prosecution and the matter was referred to the General Counsel for any administrative action deemed appropriate, the General Counsel informed the OIG that the employee was suspended for one week.

C. Alleged Misuse of Government Time & Equipment; Unauthorized Outside Employment

An OIG Investigation Disclosed That. . . . A General Counsel employee had utilized government time and equipment to engage in private work and had not obtained permission to engage in outside employment.

Action Taken . . . After referral to the General Counsel for appropriate administrative action, the General Counsel advised that the employee had received a written reprimand.

D. Misuse of Government Property and Office

An OIG Investigation Disclosed That. . . . An Administrative Law Judge utilized NLRB titled letterhead and official title for private purposes.

Action Taken . . . A referral was made to the Chairman, and the Chief Administrative Law Judge took appropriate action as to the judge involved. Additionally, the Chief Administrative Law Judge issued a memorandum to all administrative law judges cautioning against such activities.

E. Gambling in a Federal Building

An OIG Investigation Disclosed That. . . . Employees of three Regional Offices had allegedly engaged in gambling. The matter was referred to the Federal Protective Service by the Inspector General. Investigation confirmed that sports "pools" had taken place in at least one of the Regional Offices.

Action Taken . . . After referral to the General Counsel, memorandums were issued to the staff of two Regions, and the subject was reviewed with a third Regional Office by the General Counsel.

F. Use of Government Funds to Procure Leather Bound & Gold Stamped Volumes for Presentation to Senior Officials

An OIG Investigation Disclosed That. . . . The Agency had followed a long-time practice of having Board Decisions and Court Briefs/Decisions bound in Moroccan leather and gold stamped (by the Government Printing Office) for presentation to Presidential appointees.

Action Taken . . . After referral to the Chairman and General Counsel, the recommendation of the Acting Inspector General was adopted, and the Chairman issued a directive prohibiting such practices in the future. This recommendation will potentially save the Agency over seven thousand dollars per year in the future.

G. Use of Government Property for Private Purposes

An OIG Investigation Disclosed That . . . Senior officials of a Regional Office had utilized four GSA contracted commercial parking spaces for parking of their own personal vehicles in violation of Agency policy. The spaces were intended for utilization by employees in travel status

Action Taken . . . After a request to the General Counsel for information on utilization of government funded parking spaces at the Regional Office, the General Counsel directed a cessation of the practice at the specific office involved. It is estimated that this will result in a savings of over seven thousand dollars per year to the government.

H. Improper Use of U.S. Government Credit Card

An OIG Investigation Disclosed That . . . While on personal travel a senior official of the Agency utilized a credit card to charge a car rental that was later billed to the Agency.

Action Taken . . . Following the receipt of an invoice to the Agency from a car rental company, the Agency notified the official who thereupon paid the invoice. Investigation disclosed that the card was issued by the rental car company as a "perk" card to senior government officials. The card was not a contract government credit card. Rather, it was a "personal" card and therefore appropriate for personal travel use. Credible evidence confirmed that it had been utilized without knowledge that the billing would be directed to the Agency.

GENERAL

In order to develop a closer working relationship between the Office of the Inspector General and the Designated Agency Ethic's Official (DAEO), the Acting Inspector General designated the OIG Counsel to attend the National Ethics Conference sponsored by the Office of Government Ethics (OGE) with the DAEO. As a result, communications have been enhanced, and an accelerated process for reporting of referrals to the DAEO by OIG is underway. These actions pre-dated a report issued to the Agency by OGE regarding its ethics program which recommended a closer working relationship between the OIG and the DAEO.

SECTION 2

IDENTIFICATION OF EACH SIGNIFICANT RECOMMENDATION DESCRIBED IN PREVIOUS SEMIANNUAL REPORTS ON WHICH CORRECTIVE ACTION NOT COMPLETED (MANDATED BY SECTION 5 (a) (3) OF THE ACT)

None

SECTION 3

SUMMARY OF MATTERS REFERRED TO PROSECUTIVE AUTHORITIES AND RESULTANT PROSECUTIONS AND CONVICTIONS (MANDATED BY SECTION 5 (a) (4) OF THE ACT)

The following matters were: (1) referred for prosecution during earlier reporting periods and remain pending, (2) referred for prosecution during this reporting period, (3) acted upon by prosecutive authorities during the reporting period with the noted results, and/or (4) had administrative action taken after a declination of prosecution:

(1) In OIG-I-57, on July 10, 1992, we referred an alleged act of perjury to the United States Attorney in Ft. Worth, Texas. In the absence of a response from the U.S. Attorney this case has been closed.

(2) On June 2, 1994, with respect to OIG-I-117, we referred a matter to a United States Attorney alleging potential violations of 18 United States Code Sections 287, 641 and 1001. This referral developed from an investigation opened after information was furnished by the General Counsel of an attorney in a regional office submitting false travel vouchers. The United States Attorney declined prosecution and the matter, along with companion matters involving the unauthorized outside practice of law, were referred to the General Counsel for appropriate administrative action. The subject of the investigation has resigned.

(3) A referral was made to a United States Attorney in OIG-I-125 on June 2, 1994 concerning an employee who allegedly utilized government stationery to write an official communication from his supervisor in a matter in which he had a private financial and other personal interests. The referral raised potential violations of United States Code Sections 208, 641 and 1719. After declination of prosecution by the United States Attorney, the matter was referred to the General Counsel for appropriate administrative action. The employee received a one week suspension.

SECTION 4

SUMMARY OF RESTITUTION MADE OR FINES PAID
AS A RESULT OF CIVIL OR CRIMINAL INVESTIGATIONS
AND/OR AUDITS
(NOT MANDATED BY THE ACT)

Although not mandated by any provision of the Act, this section serves as a statistical summary of all amounts restituted or fines paid to the government as a result of investigations, both criminal and civil, or audits.

AMOUNTS RESTITUTED DURING REPORTING PERIOD

Audit Based Restitutions:

FY 1994: none

Investigation Based Restitutions and/or fines - Civil:

FY 1994: none

Investigation Based Restitutions and/or fines - Criminal:

FY 1994: none

SECTION 5

SUMMARY OF EACH REPORT TO ESTABLISHMENT HEAD
CONCERNING INFORMATION OR ASSISTANCE
UNREASONABLY REFUSED OR NOT PROVIDED
(MANDATED BY SECTION 5 (a) (5) OF THE ACT)

Section 5 (a) (5) of the Act requires the IG to include in a SAR a summary of each report made to the head of the establishment under Section 6 (b) (2) during the reporting period. Section 6 (b) (2), in turn, authorizes an IG to report to the head of the establishment whenever information or assistance requested under subsection (a) (1) or (3) is, in the judgment of an IG, unreasonably refused or not provided. The subsections referred to authorize an IG to have access to, in effect, all documentation or other materials available to the establishment which relate to programs and operations with respect to which the IG has responsibilities under the Act, and authorize an IG to request such information or assistance as may be necessary for carrying out the duties and responsibilities provided by the Act from any Federal, State, or local governmental agency or unit. Finally, Section 5 (d) of the Act provides that an IG shall report immediately to the head of the establishment involved whenever the IG becomes aware of particularly serious or flagrant problems, abuses, or deficiencies relating to the administration of programs and operations of the establishment. The IG's report is then to be transmitted by the head of the establishment to the appropriate committees or subcommittees of Congress within 7 calendar days, together with a report by the head of the establishment containing any appropriate comments.

During the reporting period, no such reports were made to the head of the establishment.

SECTION 6

LIST OF EACH AUDIT REPORT ISSUED
(MANDATED BY SECTION 5(a)(6) OF THE ACT)

Dollar Value (in thousands of \$)

<u>REPORT TITLE AND NUMBER</u>	<u>QUESTIONED COSTS</u>	<u>UNSUPPORTED COSTS</u>	<u>RECOMMENDATIONS THAT FUNDS BE PUT TO BETTER USE</u>
Review of the National Labor Relations Board's Program(s) for Responding to Allegations Which Could Result in Criminal or Administrative Action Against Agency Employees. (OIG-AMR-12)	- 0 -	- 0 -	- 0 -

SECTION 7

SUMMARY OF EACH SIGNIFICANT AUDIT REPORT IN SECTION 6 (MANDATED BY SECTION 5 (a) (7) OF THE ACT)

"REVIEW OF THE NATIONAL LABOR RELATIONS BOARD'S PROGRAM(S) FOR RESPONDING TO ALLEGATIONS WHICH COULD RESULT IN CRIMINAL OR ADMINISTRATIVE ACTION AGAINST AGENCY EMPLOYEES" CASE NO. OIG-AMR-12

The Office of Inspector General (OIG) recognizes that Agency heads, as part of the overall powers needed to administer their entity, may authorize their designees to conduct their own investigations into allegations of employee misconduct. This audit was initiated after the OIG examined an investigative file prepared by the General Counsel's Division of Operations-Management (DOM) and determined that qualitative standards were not followed.

DOM, which oversees and includes the field operations of the NLRB, employs about 70 percent of the Agency's personnel. Attorneys and examiners assigned to field offices operate with some degree of autonomy in that they perform many of their official duties away from NLRB offices. Field personnel must travel frequently, at Government expense, and interact extensively with the public. This audit determined that DOM did not utilize standardized procedures in responding to allegations which could lead to criminal or administrative action against employees under DOM supervision. The absence of standardized procedures heightens the risk that investigative actions will not be applied consistently. The determination whether to investigate or not should be predicated upon whether the investigating entity has jurisdiction over the subject matter of the allegation and whether the allegation itself warrants investigation. Once that determination is made, a balance must be struck, while investigating the case, between the need to collect evidence and whatever rights witnesses or the subject of the investigation may have.

Complaints and allegations received by DOM were not always recorded. Professional judgment by the official(s) who received the allegation was the determining factor as to whether the allegation was recorded. Consequently, a record was not routinely established when a DOM official believed that a complaint or allegation did not warrant investigation. A record should be established even when an allegation does not warrant an investigation so that a repository of information is available, if needed, for future retrieval.

In those instances when investigative efforts were initiated, a record was not usually established as to what action(s) were taken in response to the allegation(s). We were informed of seven investigations during interviews with DOM officials. Two other investigations were disclosed during our review of DOM files. The records relating to one of these nine investigations had been destroyed; therefore, no document review could be performed. This investigative file had been disposed of about 16 months after the final action had been taken by the Agency. The final action

included financial restitution by an Agency employee. The remaining eight investigative files were reviewed. As a result of these nine investigations, two employees resigned, four employees were suspended and one employee was fired but subsequently reinstated based on an arbitrator's decision. Some of the allegations pertaining to the nine investigations included:

- ◆ improper use of Agency property and personnel;
- ◆ unauthorized outside employment and/or the outside practice of law;
- ◆ falsification of jury duty documents;
- ◆ covertly providing information from Agency records to a party charged with an unfair labor practice; and
- ◆ falsely claiming to be on site conducting case work at a union or employer's workplace.

None of the files contained any record as to what action(s) would be initiated in response to the allegation. Specifically, we were looking for a dated record which would set forth the basis as to why responsible official(s) made a determination that an allegation or complaint warranted investigation. Seven of the eight files did not include an investigative work plan which is generally prepared at the outset of an investigation. The plan should set forth the issues, possible violations (statutes/regulations), and basic steps for accomplishing the investigation. For three of the eight files, the results of the investigation were not documented in a report or memorandum. Investigative reports usually contain the basis for and the details of an investigation.

The subject of the investigation was interviewed during the conduct of six (of eight) investigations. For five of these six investigations, there was no evidence that the subject was provided warnings and assurances before being interviewed. There was evidence in four of six files that the employee(s) either exercised or declined the right to be accompanied by a union representative during the interview. Warnings and assurances should be provided in writing and designed to ensure that employees are fully and consistently advised of their rights as well as their obligations during investigative interviews. Information obtained during investigative interviews is frequently the primary basis for subsequent criminal or administrative proceedings.

Our audit report contained seven recommendations. Management agreed with five, including the recommendation that DOM coordinate with the OIG prior to the commencement of any investigation.

SECTION 8

STATISTICAL TABLES SHOWING TOTAL NUMBER OF AUDIT REPORTS
AND TOTAL DOLLAR VALUE OF QUESTIONED AND UNSUPPORTED COSTS
(MANDATED BY SECTION 5 (a) (8) OF THE ACT) ¹

		<u>Dollar Value</u>	
	<u>NUMBER</u>	<u>QUESTIONED COSTS</u>	<u>UNSUPPORTED COSTS</u>
A. Reports for which no management decision had been made by the beginning of the reporting period	- 0 -	- 0 -	- 0 -
B. Reports issued during the reporting period	- 0 -	- 0 -	- 0 -
Subtotal (A + B)	- 0 -	- 0 -	- 0 -
C. For which a management decision was made during the reporting period:			
(i) Disallowed costs	- 1 -	\$7,400 ²	- 0 -
(ii) Costs not disallowed	- 0 -	- 0 -	- 0 -
D. For which no management decision has been made by the end of the reporting period	- 0 -	- 0 -	- 0 -

1 The several definitions applicable to Sections 8 and 9 of this Semiannual Report may be found in Appendix A.

2 This matter was handled as an investigation and the amount reported represents savings in one year. The OIG recommended discontinued use of four parking spaces in a Regional Office. The spaces were being used by Agency officials for privately owned vehicles when not in travel status.

SECTION 9

STATISTICAL TABLES SHOWING TOTAL NUMBER OF AUDIT REPORTS
AND DOLLAR VALUE OF RECOMMENDATIONS
THAT FUNDS BE PUT TO BETTER USE
(MANDATED BY SECTION 5 (a) (9) OF THE ACT)

	<u>NUMBER</u>	<u>Dollar Value</u> <u>RECOMMENDATIONS THAT</u> <u>FUNDS BE PUT TO BETTER USE</u>
A. Reports for which no management decision had been made by the beginning of the reporting period	- 0 -	- 0 -
B. Reports issued during the reporting period	- 0 -	- 0 -
Subtotal (A + B)	- 0 -	- 0 -
C. For which a management decision was made during the reporting period:		
(i) Recommendations agreed to by management	- 1 -	\$7,200 ³
(ii) Recommendations not agreed to by management	- 0 -	- 0 -
D. For which no management decision has been made by the end of the reporting period	- 0 -	- 0 -

³ This matter was handled as an investigation and the amount reported here represents the savings for an average year. The OIG recommended the elimination of leather bound Board volumes and management agreed. While the number of volumes will vary from year to year, the average number of volumes per year issued over the past 10 years is 4. The estimated savings on each of the six copies of the leather bound volumes is \$300.

SECTION 10

SUMMARY OF EACH AUDIT REPORT ISSUED
BEFORE REPORTING PERIOD
FOR WHICH NO MANAGEMENT DECISION MADE
BY END OF REPORTING PERIOD
(MANDATED BY SECTION 5 (a) (10) OF THE ACT)

None.

SECTION 11

DESCRIPTION AND EXPLANATION OF REASONS FOR ANY
SIGNIFICANT REVISED MANAGEMENT DECISION
MADE DURING THE REPORTING PERIOD
(MANDATED BY SECTION 5 (a) (11) OF THE ACT)

During the reporting period, no significant revised management decisions were made.

SECTION 12

INFORMATION CONCERNING ANY SIGNIFICANT MANAGEMENT DECISIONS
WITH WHICH INSPECTOR GENERAL IS IN DISAGREEMENT
(MANDATED BY SECTION 5 (a) (12) OF THE ACT)

None.

SECTION 13

REVIEW OF EXISTING AND PROPOSED LEGISLATION AND REGULATIONS
RELATING TO PROGRAMS AND OPERATIONS AND RECOMMENDATIONS
CONCERNING THEIR IMPACT ON ECONOMY AND EFFICIENCY IN THE
ADMINISTRATION OF PROGRAMS AND OPERATIONS ADMINISTERED OR
FINANCED BY DESIGNATED ENTITY OR THE PREVENTION AND
DETECTION OF FRAUD AND ABUSE
(MANDATED BY SECTION 4 (a) (2) OF THE ACT)

Section 4(a) of the Act requires the IG to review existing or proposed legislation and regulations and to make recommendations in the semiannual report concerning their impact on the economy and efficiency of the administration of the Agency's programs and operations and on the prevention and detection of fraud and abuse.

On September 30, 1994, the Acting Inspector General wrote the following letter to Congressmen Conyers and Spratt concerning proposed amendments to the IG Act:

September 30, 1994

Hon. John Conyers, Jr.
Chairman, Subcommittee on Legislation
and National Security
Committee on Government Operations
2157 Rayburn House Office Building
Washington, DC 20515-6143

Hon. John M. Spratt, Jr.
Chairman, Subcommittee on Commerce,
Consumer, and Monetary Affairs
Committee on Government Operations
2157 Rayburn House Office Building
Washington, DC 20515-6143

Dear Mr. Chairmen:

I am writing in response to your letter of September 1, 1994 concerning the Inspector General Reform Act of 1994. As my title indicates, I am an Acting Inspector General having been appointed to the position in late July of this year. Upon appointment of a new IG at the National Labor Relations Board, I will return to my position as the Board's Solicitor.

This background is important because it evidences my lack of experience in the IG position, a lack that makes a response to certain of your questions difficult. Nonetheless, I have attempted to respond to certain of your questions and have indicated those areas where because of my lack of experience I do not believe I can offer assistance. My responses are, of course, my own. They do not represent the views of the NLRB, its General Counsel or the Administration.

1. Should the mission of all OIGs be expanded to require program evaluations and inspection assessments, perhaps focusing on those programs especially vulnerable to waste or fraud (consistent with the NPR recommendations)? If so, why, or, if not, why not?

In my view, these functions are already a part of the mission of OIGs and therefore, a statutory change requiring program evaluations and inspection assessments is only necessary if OIGs are not conducting these evaluations. Thus OIGs presently have the authority to conduct whatever reviews they deem appropriate. At the NLRB we have conducted performance audits which focus on management controls intended to ensure that program objectives are achieved. One of our current audits is assessing the manner in which our Agency measures and reports on its performance. The NLRB accomplishes its mission by processing cases pertaining to (1) charges of unfair labor practices and (2) petitions for representation by a labor organization. Our audit is evaluating the policies and procedures for collecting performance data on case processing and the Agency's use of this data in communicating its workload and reporting on its performance.

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We are conducting a second performance audit which pertains to a quality control (QC) program at the NLRB. This QC program is intended to ensure that Agency employees are investigating and handling cases in accordance with regulatory guidelines. Our audit is assessing the methods by which this QC program obtains reasonable assurances that casehandling standards are being followed.

We have also reviewed functional programs such as contracting for consultants and controls over sensitive properties. These types of audits include vulnerability assessments which target specific areas that might be susceptible to waste, fraud or abuse.

2. Do you favor the development of lists and recommendations by the PCIE and the ECIE for IG candidates (with designated Federal entity (DFE) agencies being limited to selecting IGs from that list), as provided in section 5(d) of H.R. 4679? Or, are there any other similar proposals which you support?

I have no evidence that this is a problem and therefore, I do not favor such a limitation on the selection of IGs. I have no objection to the inclusion of an IG from another agency on the ranking panel but I believe that panel composition overall should also include Agency staff and that panel composition should be left to the Agency head. There should be broad dissemination of the vacancy for an IG and DFEs should always assure that they advertise an IG vacancy throughout the IG community.

3. Do you favor, oppose, or have any other views on the following provisions in H.R. 4679: (a) the creation of IG term limits (with the right to reappointment), (b) limitations on removal of IGs, (c) conflict of interest provisions applicable to IG personnel, (d) separate appropriations accounts for DFE IGs and direct budget submissions to OMB and the Congress for all IGs, (e) specific IG authority to obtain space and hire legal counsel, (f) removal of the IGs from direct control of agency officials (deletion of the "reporting" and "general supervision" clauses in section 3 of the IG statute, requiring consultations instead), (g) prohibitions on interference by agency officials in OIG audits, investigations, and inspections, and (h) authority to subpoena Federal agency documents unreasonably withheld if certain procedures are followed. On the issue of term limits, is 5 years sufficiently long, and should the current IGs be grandfathered and allowed to continue to serve without term limits?

(a) The concept of term limits has some appeal particularly for the large agencies. However in an Agency as small as the NLRB, a decision not to reappoint an IG would require his/her absorption into the Agency's SES corps and there will often be no place to put the

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individual. The result would be to either reappoint an otherwise unacceptable individual, create a make work job or initiate as involuntary separation, none of which is a desirable situation.

(b) I agree with the provision that IGs should be removed only for good cause.

(c) I support all aspects of the provision relating to conflict of interest.

(d),(e),(f),(g) - Insufficient experience to answer. In fact, I do not know if these proposals are a response to real, serious and recurring problems.

(h) I support the provision relating to an IG's authority to subpoena Federal agency documents.

4. Does section 16 of H.R. 4679 provide adequate protection for whistleblowers cooperating with the IGs or are additional safeguards needed? (Section 3 of H.R. 4680 contains the very same language as section 16 of H.R. 4679.)

Section 16 of H.R. 4679 should provide adequate protection for whistleblowers cooperating with the IGs.

5. What are your views on (a) section 10, which requires earlier consultation and coordination between the IGs and Justice Department (DOJ) prosecutors in criminal cases (would a longer time period be preferable, and, if so, how long), and (b) section 11, establishing expedited procedures for DOJ consideration of IG requests for grants of law enforcement authority to IG agents (does such a procedure meet your needs or do you prefer another alternative)?

(a) I agree that IGs should not delay consultation with DOJ pending completion of their final investigative reports. Consultation with DOJ should be initiated when an investigation discloses persuasive evidence that a violation of Federal criminal law occurred or when the IG needs assistance in:

- assessing whether an act may be criminal,
- ascertaining the proper investigative techniques to be utilized,
- acquiring evidence.

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For the most part, IGs and their staffs should be the best sources for judging when to initiate consultation with DOJ. It could be useful to emphasize that sound investigative practices include consultation with DOJ during the conduct of an investigation. However, the OIGs will not be aided by a requirement that mandates consultation with DOJ within a specified time period. Investigations could be adversely affected if the IG were compelled to consult with DOJ before OIG staff felt confident in presenting their investigative findings.

(b) I have insufficient experience to respond to this question.

Thank you for the opportunity to respond to these questions. If I can be of any further assistance, please let me know.

Sincerely,

John E. Higgins, Jr.
Acting Inspector General

cc: William B. Gould IV, Chairman
National Labor Relations Board

Frederick L. Feinstein, General Counsel
National Labor Relations Board

Joyce Fleischman, Acting Inspector General
Department of the Interior

Hubert N. Sparks, ECIE Vice Chair
Appalachian Regional Commission

APPENDIX A

DEFINITIONS USED IN SECTIONS 8 AND 9

As used in this SAR, the following phrases have the indicated definitions:

"Questioned cost" is synonymous with the definition of that phrase at Section 5(f)(1) of the Inspector General Act where it is defined to mean a cost that is questioned by the OIG because of: (A) an alleged violation of a provision of a law, regulation, contract, grant, cooperative agreement, or other agreement or document governing the expenditure of funds; (B) a finding that, at the time of the audit, such cost is not supported by adequate documentation; or (C) a finding that the expenditure of funds for the intended purpose is unnecessary or unreasonable.

"Unsupported cost" is synonymous with the definition of that phrase at Section 5(f)(2) of the Inspector General Act where it is defined to mean a cost that is questioned by the OIG because the OIG found, at the time of the audit, such cost is not supported by adequate documentation.

"Management decision" is synonymous with the definition of that phrase at Section 5(f)(5) of the Inspector General Act where it is defined to mean the evaluation by the management of an establishment of the findings and recommendations included in an audit report and the issuance of a final decision by management concerning its response to such findings and recommendations, including actions concluded to be necessary.

"Final action" is synonymous with the definition of that phrase at Section 5(f)(6) of the Inspector General Act where it is defined to mean: (A) the completion of all actions that the management of an establishment has concluded, in its management decision, are necessary with respect to the findings and recommendations included in an audit report; and (B) in the event that the management of an establishment concluded no action is necessary, final action occurs when a management decision has been made.

"Disallowed cost" is synonymous with the definition of that phrase at Section 5(f)(3) of the Inspector General Act where it is defined to mean a questioned cost that management, in a management decision, has sustained or agreed should not be charged to the Government.

"Recommendation that funds be put to better use" is synonymous with the definition of that phrase at Section 5(f)(4) of the Inspector General Act where it is defined to mean a recommendation by the OIG that funds could be used more efficiently if management of an establishment took actions to implement and complete the recommendation, including: (A) reductions in outlays; (B) deobligation of funds from programs or operations; (C) withdrawal of interest subsidy costs on loans or loan guarantees, insurance, or bonds; (D) costs not incurred by implementing recommended improvements related to the operations of the establishment, a contractor or grantee; (E) avoidance of unnecessary expenditures noted in preaward reviews of contract or grant agreements; or (F) any other savings which are specifically identified.

APPENDIX B

**STRATEGIC PLAN
OFFICE OF INSPECTOR GENERAL
NATIONAL LABOR RELATIONS BOARD
FISCAL YEARS 1995 - 1999
(MANDATED BY A GAO REVIEW OF OIGs AT
DESIGNATED ENTITIES - NOV. 1993)**

I. AUDITS

One of the reasons the Inspector General Act was amended in 1988 (Pub. L. 100-504) was to provide an independent audit and investigative capability at 34 Designated Federal Entities including the National Labor Relations Board (NLRB). The mission of this Office of Inspector General (OIG) is to promote integrity, efficiency, and effectiveness at the NLRB by:

(1) conducting audits and investigations in an independent manner and (2) objectively reporting to Agency officials and the Congress. We conduct audits that ascertain: the reliability of Agency assertions in its performance and financial reports; whether program goals are being achieved; if operations are conducted economically and in accordance with applicable laws and regulations; and whether resources are being safeguarded. We investigate allegations of fraud and abuse or other misconduct by NLRB employees and individuals who conduct business with the Agency.

The Agency's mission is to administer the principal labor relations law of the United States -- the National Labor Relations Act (NLRA) which is generally applied to all enterprises engaged in interstate commerce, including health care institutions and the United States Postal Service, but excluding other Governmental entities, railroads and airlines. The NLRA is intended to protect the public interest by helping to maintain peaceful relations among employers, labor organizations and employees by encouraging collective bargaining; and, by providing a forum for all parties to peacefully resolve representation and unfair labor practice issues.

RISK ASSESSMENT

During Fiscal Year 1993 remedial actions were taken regarding more than 11,000 cases of unfair labor practices which had been filed with the NLRB. As a result, over 4,000 employees were offered reinstatement. Over \$54 million in backpay and other reimbursements were recovered for more than 21,000 employees. Almost 22,000 charges of unfair labor practices were investigated and determined to lack merit and therefore dismissed by the Agency or withdrawn by the charging party. In Fiscal Year 1993, NLRB certified more than 3,600 elections in which over 223,000 employees were eligible to vote. During the next 5 years NLRB cases will effect actions that directly involve over one million workers and impact labor issues for many more. Our strategic plan is designed to ascertain whether the NLRB is fulfilling its mission in an effective and economical manner. During the next 5 years we will assess: management controls intended to

ensure the quality of casehandling; how well the functional areas are delivering support services to the program offices; and, the propriety of the Agency's process for reporting on its performance.

While formulating this strategic plan, we solicited the views of senior Agency officials, the Congressional committees which have an oversight interest in the NLRB, and OIG staff. In order to develop a strategic plan covering a 5-year period, the OIG identified the critical elements pertaining to program and functional areas at the NLRB. We utilized our audit universe to assess **the program and functional areas and ascertain those matters on which OIG resources will be focused**. Factors considered in determining audit priorities included requirements established by law or regulation, areas that appear susceptible to fraud or waste, dollar magnitude or impact of the activity on the Agency's mission, and the OIG's prior experience.

The NLRB's mission is primarily carried out in two ways: (1) by conducting secret ballot elections to determine if a group of employees wishes to be represented for collective bargaining purposes by a labor organization, and (2) by preventing and/or remedying unfair labor practices committed by employers and unions. Casehandling begins when an unfair labor practice charge or representation petition is filed with one of the NLRB's 52 Regional, Subregional or Resident Offices. In handling unfair labor practice cases, the NLRB is concerned with resolving labor disputes first by settlement and then, if necessary, through judicial proceedings. In order to handle cases and accomplish the NLRB's mission, program offices need support services in functional areas such as financial management, personnel matters, acquisition of goods and services, and information resources.

AUDIT STRATEGIES - PROGRAM AREAS

- ◆ The NLRB compiles statistics on the various stages of case processing and translates this data into performance information. Case processing relates to representation and unfair labor practice matters filed with the Agency. We will evaluate the: (1) information system(s) for collecting performance statistics; (2) process for translating statistics into performance data; and (3) Agency's use of the performance data in communicating its caseload and accomplishments. This evaluation may also provide useful information to the NLRB in relation to the Government Performance and Results Act of 1993. The Act requires, beginning with Fiscal Year 1999, that each agency head submit to the President and Congress a report on program performance for the fiscal year just ended. Under the Act, Federal managers must establish performance goals for agency programs and identify performance indicators which assess whether measurable goals were achieved. Program funding could be affected by an agency's implementation of the Act.
- ◆ Casehandling is the principal means by which the Agency accomplishes its mission. We will determine the effectiveness of management controls intended to ensure quality case work by evaluating the method(s) for: (1) establishing quality standards pertaining to casehandling; and (2) obtaining reasonable assurance that quality standards are being followed.

- ◆ Regional Offices receive unfair labor practice charges, investigate them, determine merit, and settle or prosecute those cases deemed meritorious. In some instances employees are awarded backpay or other reimbursements. During Fiscal Year 1993 over \$54 million in reimbursements to employees discriminated against in violation of their organizational rights was obtained by the NLRB from employers and unions. We will evaluate the controls over the computation and disposition of reimbursements.
- ◆ In some backpay cases, lump sum payments are remitted by employers or unions to NLRB's Finance Branch which handles distribution of the monies including tax calculations. If discriminatees cannot be located those monies are also remitted to the Finance Branch. We will evaluate the controls over the receipt, maintenance and disposition of those monies.
- ◆ Cases generally reach the headquarters Five-Member Board when parties contest decisions made by an NLRB Regional Director or an administrative law judge (ALJ). Cases involve either allegations of unfair labor practices by employers or unions; or disagreements about elections to determine whether employees wish to be represented by a union. The OIG will follow-up a review by GAO which reported that action was needed to improve case processing time at Headquarters.
- ◆ The NLRB is considering establishing time standards for ALJs to adjudicate cases. The Agency's Division of Judges may also take a more active role in conducting settlement negotiations with the parties to facilitate the expeditious resolution of unfair labor practice proceedings. We will assess the impact of these actions and whether the intended results are being achieved.

AUDIT STRATEGIES - FUNCTIONAL AREAS

- ◆ Assess the Agency's financial management function and ascertain whether it delivers accurate and timely data and if it provides stewardship over NLRB resources. Thus, we will determine if:
 - financial reports and statements were consistent and meaningful;
 - transactions were in conformance with appropriation law and processed in accordance with accounting principles;
 - there is accountability over property; and
 - internal controls are effective.

- ◆ Evaluate the effectiveness of NLRB's budgeting process. In doing so we will review budget:
 - planning;
 - formulation;
 - justification; and
 - allocation.

- ◆ Assess personnel practices for establishing employee responsibilities and appraising individual performances. Our review will also address:
 - performance measures;
 - awards; and
 - training.

- ◆ Evaluate whether controls over time and attendance practices are effective and are being implemented as intended. (Note: Time and attendance procedures are the primary controls over payroll costs which historically has represented about 77 percent of the expenses incurred by the NLRB.)

- ◆ Assess whether the acquisition function is meeting the Agency's needs in an effective and efficient manner. Separate evaluations will be conducted for goods versus services to assure that:
 - needs are clearly identified;
 - actions conform with laws and regulations;
 - purchases are competitively priced;
 - there is timely delivery and the acquired items were acceptable to user; and
 - there is property control!

- ◆ Determine if the NLRB's information resources function optimizes Agency effectiveness by providing employees with the tools needed to accomplish their duties. In doing so we will examine:
 - long range planning;
 - use of technology including research capabilities;
 - computer security; and
 - customer support.

OIG AUDIT RESOURCES

This Strategic Plan sets forth 13 audits which we believe substantially address areas in which the Agency must be effective if the NLRB is to accomplish its mission. We estimate 20 staff years will be needed to conduct the 13 audits over the 5-year period (4 FTE per year). A standard staff

year consists of about 1600 direct hours. We plan to expend about 50 percent of our direct audit resources on the program areas and 50 percent on the functional areas.

The OIG staff includes one supervisory and three staff auditors. Completion of this Strategic Plan within 5 years will necessitate that the audit staff devote all of its efforts to the 13 reviews previously identified. It is highly probable that, during the next 5 years, audit resources will be needed for projects other than the 13 reviews discussed in this Strategic Plan. In Fiscal Year 1995 the NLRB was appropriated about \$176 million including funding for a Full-Time Equivalent Employment (FTEE) of 2054. The NLRB's FTEE will be reduced to 1883 FTEE by the end of Fiscal Year 1999. Under these circumstances the Agency may not be able to allocate any additional positions to the OIG. Without additional personnel our Strategic Plan will require more than 5 years to complete. If successfully implemented this plan will: provide audit coverage to many of the most critical program and functional areas within the Agency; and, enable the OIG to assess many of the factors which could impede mission accomplishment by the NLRB.

PERFORMANCE MEASURES

- ◆ accomplishment of the OIG's Annual Audit Plan which identifies those reviews which are to be conducted each fiscal year
- ◆ results of the quality review -- performed every 3 years by an external entity -- which assesses the OIG's conformance with generally accepted government auditing standards
- ◆ audit recommendations accepted by the Agency and management's comments which are included in their entirety in each OIG report
- ◆ management's comments regarding the OIG's semiannual reports
- ◆ requests from management for services

II. INVESTIGATIONS

RESOURCE ANALYSIS

At the beginning of the reporting period, the investigative responsibility in the Office of Inspector General was assigned to the Inspector General and to the Counsel to the Inspector General. As indicated in the previous Semiannual Report, the OIG opened this reporting period with a backlog of some fifty (50) cases with little likelihood that additional resources could be allocated to the investigative function.

RISK ANALYSIS

The NLRB has about 56 offices throughout the country and these offices and their staffs operate with a high degree of independence and autonomy from Washington. While the Agency itself is exceptionally well managed, this dispersion and independence of staff creates a greater potential for risk than what must be generally accepted in any organization.

ENVIRONMENTAL ANALYSIS

The Office of Inspector General at the NLRB has a high level of credibility and a reputation for independence. It is anticipated that this will continue, and that more staff and members of the public will continue to bring to the attention of the OIG areas of suspected improper activity. This is the re-active portion of the mission challenge. Other areas for potential investigation are less adaptive to being initiated by "hotline" or similar conduits and require pro-active efforts by the Inspector General and the proactive application of investigative and legal resources. One pro-active method is to increase the visibility of the OIG. This heightened visibility will increase the effectiveness of OIG operations in an environment of limited resources by providing added deterrence to improper activities and by encouraging increased cooperation.

Recognizing that the staffing will not increase, it is incumbent upon the OIG to utilize its existing investigative assets in a manner that will have the greatest impact possible upon accomplishment of workload and in assuring that the overall goals - prevention and detection of fraud, waste and abuse and increasing the economy and efficiency of the Agency - are attained within available resources. To paraphrase the National Performance Review - to do more and better - with less - and do it more quickly and in a "smarter" manner.

OBJECTIVES

The objectives identified to guide the investigative and legal functions over the long term are:

- Provide timely responses to complaints brought to the OIG.

- Increase proactive identification of potential areas of abuse to assure early and effective interdiction.
- Utilize available resources from other agencies either with concurrent jurisdiction or under "investigative assistance projects" such as envisioned by the Executive Committee on Integrity and Efficiency.
- Adopt enhanced investigative models to allow for expedited handling of investigations, while increasing quality outputs consistent with Department of Justice and Merit System Protection Board standards for referral *where appropriate*.
- Place emphasis on conducting those investigations which will produce the greatest impact upon the effectiveness of Agency operations while continuing to develop quality criminal cases and administrative cases.
- Enhance relationships with Agency officials to assure a cooperative effort wherever possible, and to provide accelerated release of investigations to allow the Agency to pursue appropriate administrative actions on a timely basis.
- Maintain a high level of technical training and proficiency for staff to assure maximization of limited human resources.
- Develop a high level of exposure within the Agency, the labor relations and Inspector General communities to assure a strong cooperative working environment with our "customers," both to develop confidence in the Inspector General's ability to recognize and respond to problems, and to assure a positive environment to implement recommendations.
- Protection of Whistleblowers and cooperating witnesses.

IMPLEMENTATION

Implementation of this Plan has already begun. The Acting Inspector General required a thorough analysis of current assets and OIG obligations. To better coordinate the investigative and legal efforts, the open investigative caseload was assigned to Counsel to the Inspector General.

All open (and some closed) cases were analyzed to provide a substantial base to identify both potential challenges and means of enhancing available assets. A review was conducted of each open case to determine additional work required to complete, what cases could be "moved" in a manner similar to that of litigation - multiple cases in "flow" on a simultaneous basis, rather than categorized primarily by priority. It was quickly determined that a substantial number of cases remained open owing to a need to enhance communication with Agency operating personnel. Enhanced communications were developed both with the General Counsel and with the Designated Agency Ethics Official.

As a direct result of the case review and the enhanced communications, the OIG was able to update a number of files that were open because they awaited input from the Agency. An additional number of cases were reviewed and it was determined that the allegations made, even if proven, were either not within the purview of the Inspector General or were so de minimis as not to warrant expenditure of assets. This further reduced the existing caseload.

The Agency and staff continue to be the source of information to open new investigations and provide cooperation in successfully completing other investigations. On cases referred to the OIG by the Agency for possible criminal action, thorough review by the OIG and the Department of Justice were accomplished with a one week turn-around, thus enabling the Agency to move forward expeditiously where, in the absence of DOJ action, there is a critical need for administrative action.

In analyzing potential risk areas, the Acting Inspector General identified the Federal Worker's Compensation Act Program (with an Agency chargeback of \$500,000 per fiscal year) as a potentially high risk area. Consistent with the strategic plan, a joint operating relationship has been developed with the OIG of the Department of Labor, and an Investigative Assistance Project has been developed with the award winning FECA Fraud Program of Inspector General George Prosser of the Tennessee Valley Authority.

The Acting Inspector General has placed emphasis upon staff training opportunities beyond those previously available, and focused upon actual increases in economy and efficiency as the result of investigations. As a result this SAR contains statistics on cost savings (of several thousand dollars) identified during the reporting period as the result of investigations.

Perhaps most importantly, the investigative backlog present at the beginning of this reporting period has been reduced from 50 to 12 actively worked cases, with no loss in investigative quality. An enhanced investigative model has been employed so that the 12 investigations open are all operating in a "flow" towards completion and any new investigations can be initiated immediately.

PRELIMINARY RESULTS

Thus, this Strategic Plan has been developed and implemented with a positive impact upon both the OIG and the Agency as of the close of the reporting period. It is, however, an evolving tool.

OIG INVESTIGATIVE RESOURCES

The NLRB OIG has one full time counsel who is responsible for investigations. It is anticipated that at our current caseload, this position will assure the necessary investigative services.

PERFORMANCE MEASURES

- Results of quality review (see Audit Performance Measure above)
- Assessments of referral agencies, e.g., DOJ
- Management's comments regarding semiannual reports
- Requests from management for services

HELP ELIMINATE

WASTE

FRAUD

ABUSE

AT THE NATIONAL LABOR RELATIONS BOARD



PLEASE NOTIFY THE OFFICE OF INSPECTOR GENERAL (OIG) IF YOU ARE AWARE OF OR SUSPECT ANY SUCH ACTIVITY. YOU MAY CONTACT THE OIG IN ONE OF SEVERAL WAYS: (1) IN WRITING OR IN PERSON - OFFICE OF INSPECTOR GENERAL, 1099 14th Street, NW, ROOM 9820, WASHINGTON, DC 20570; (2) BY TELEPHONE - DURING NORMAL BUSINESS HOURS CALL (202) 273 1960; 24 HOURS A DAY, USE THE NATIONAL TOLL FREE HOTLINE AT 1 800 736 2983 (SEE IG MEMORANDUM DATED MAY 15, 1992). THE HOTLINE IS A SECURE LINE AND CAN ONLY BE ACCESSED BY THE OIG STAFF FROM INSIDE THE OIG OFFICE. THE DEVICE WHICH WOULD PERMIT ANYONE, INCLUDING THE OIG STAFF, TO ACCESS THE HOTLINE FROM OUTSIDE THE OIG HAS BEEN DEACTIVATED SO IT CAN ONLY BE ACCESSED BY MEMBERS OF THE OIG STAFF FROM INSIDE THE OFFICE.

REMEMBER - THE OIG HOTLINE IS OPEN 24 HOURS A DAY, 7 DAYS A WEEK.

YOU. CALL OR LETTER MAY BE MADE ANONYMOUSLY

IF YOU WISH