



America the Beautiful

**FEDERAL LABOR RELATIONS AUTHORITY
OFFICE OF INSPECTOR GENERAL**

**SEMIANNUAL REPORT
TO THE CONGRESS**

**April 1, 2002 to
September 30, 2002**

EXECUTIVE SUMMARY

This is the 27th semiannual report issued by the Office of Inspector General (OIG) at the Federal Labor Relations Authority (FLRA). This report, submitted pursuant to section 5 of the Inspector General Act, summarizes the major activities and accomplishments for the period of April 1, 2002 - September 30, 2002.

During this reporting period, the FLRA Inspector General processed 22 Hotline calls and conducted 8 administrative investigations. The FLRA Inspector General conducted an audit on FY 99, 00, 01 Financial Reports, Central Services Fund and Budget Formulation Process, and completed an Agency-wide Management Work Analysis to assess FLRA compliance with the President's Management Agenda. The FLRA Inspector General also conducted an assessment of FLRA's compliance with the four government-wide standards defined in the President's Management Agenda and a follow-up on FLRA's actions related to Debt Collection. During this reporting period, the FLRA Inspector General began a follow-up assessment on FLRA employee's use of Government Credit Cards. Also, in compliance with the Government Information Security Act, the FLRA Inspector General conducted an evaluation of the FLRA's Security Program. The FLRA Inspector General continues to actively participate in the Presidential Council for Integrity and Efficiency/Executive Council for Integrity and Efficiency (PCIE/ECIE), review legislation and FLRA draft policies, provide management consultations and engage in continuing education.

During this reporting period, there were no critical mission impacting findings. Some significant corrective actions from previous oversight initiatives on information security have not yet been implemented. During this reporting period, no FLRA Inspector General oversight corrective actions were completely implemented.

THE FEDERAL LABOR RELATIONS AUTHORITY

The FLRA is an independent agency responsible for directing the labor-management relations for 1.9 million non-postal Federal employees world-wide, nearly 1.1 million of whom are exclusively represented in approximately 2,200 bargaining units. The FLRA is charged by the Federal Service Labor-Management Relations Statute, section 7105, with providing leadership in establishing policies and guidance relating to Federal sector labor-management relations, resolving disputes arising among Federal agencies and unions representing Federal employees, and ensuring compliance with the Statute.

The FLRA fulfills its statutory responsibilities through its three primary operational components – the Authority, the Office of General Counsel and the Federal Service Impasses Panel. The FLRA also provides full staff support to two other organizations – the Foreign Service Impasse Disputes Panel and the Foreign Service Labor Relations Board.

The Authority is a quasi-judicial body with three full-time Members who are appointed for 5-year terms by the President, with the advice and consent of the Senate. One member is appointed by the President to serve as Chairman of the Authority and as Chief Executive and Administrative Officer of the FLRA.

The Authority adjudicates disputes arising under the Statute, deciding cases concerning the negotiability of collective bargaining agreement proposals, unfair labor practice (ULP) allegations, representation petitions, and exceptions to grievance arbitration awards. In addition, consistent with its statutory responsibility to provide leadership in establishing policies and guidance to participants in the Federal labor-management relations program, and as part of the Collaboration and Alternative Dispute Resolution (CADR) Program described below, the Authority assists Federal agencies and unions in understanding their right and responsibilities under the Statute and resolving their disputes through interest-based problem-solving rather than adjudication.

In addition to the three Member Offices, the Authority component of the FLRA also houses the Office of Administrative Law Judges, the Collaboration and Alternative Dispute Resolution Office, the Office of the Solicitor, the Office of the Executive Director, and the Office of the Inspector General.

Office of the Administrative Law Judges: The FLRA's Administrative Law Judges (ALJs) are appointed by the Authority to hear and prepare recommended decisions in cases involving alleged ULPs. In addition, ALJs issue decisions involving applications for attorney fees and files pursuant to the Back Pay Act or the Equal Access to Justice Act. The decisions of the ALJs may be affirmed, modified, or reversed, in whole or in part, by the Authority. If no exceptions are filed to an ALJ's decisions, the decision is adopted by the Authority and becomes final and binding on the parties. The ALJs also issue subpoenas as requested by the parties. While

performing their duties, the ALJs engage in settlement efforts throughout all stages of the process and conduct pre-hearing conferences in all ULP cases.

Collaboration and Alternative Dispute Resolution (CADR) Office: The CADR Office is responsible for coordinating, supporting, and expanding the unified CADR Program. This program involves a variety of collaboration and alternative dispute resolution techniques at all steps of the process, from investigation and prosecution to the adjudication of cases and resolution of bargaining impasses. The CADR Program also provides facilitation and training programs to assist labor and management in developing constructive approaches to conducting their relationship.

Office of the Solicitor: The Office of the Solicitor represents the Authority in court proceedings before all United States Courts, including the U.S. Supreme Court, U.S. Courts of Appeals, and Federal District Courts. The office serves as the agency's in-house counsel, providing legal advice to all FLRA components. The Solicitor is also the Designated Agency Ethics Officers under the Ethics in Government Act of 1978, as amended.

Office of the Executive Director: The Office of the Executive Director provides operational support to all components of the FLRA, including budget and finance, human resources; procurement, administrative services, and information resources management and is responsible for developing and implementing agency-wide initiatives, such as strategic planning.

Office of the Inspector General: The Office of the Inspector General is responsible for directing and carrying out audits and investigations related to the FLRA Programs and operations. In addition, the office recommends policies that promote economic, efficient, and effective agency programs that prevent fraud, waste and abuse. The office is responsible for keeping the Chair and the Congress fully informed of problems and deficiencies, as well as the necessity for corrective action. The Office of the Inspector General is mandated by Public Law 100-504 and the Inspector General Act Amendments of 1988.

The Office of the General Counsel: The Office of the General Counsel (OGC) is the independent investigative and prosecutorial component of the FLRA. The OGC investigates all ULP charges filed by labor or management and prosecutes all ULP complaints before the Authority. The General Counsel, who is appointed by the President with the advice and consent of the Senate for a 5-year term, manages all OGC employees who comprise over 50 percent of the FLRA's staff. Most of the OGC's staff serve in the FLRA's seven regional offices located in Atlanta, Boston, Chicago, Dallas, Denver, San Francisco, and Washington, DC.

The regional offices investigate and settle or prosecute ULP claims, actively encouraging the use of collaboration and alternative dispute resolution at every step, to ensure

compliance with all ULP orders issued by the Authority. The regional offices also receive and process representation petitions, and provide facilitation, intervention, training, and education services to the parties. The General Counsel reviews all appeals of a Regional Director's decision not to issue a ULP complaint and establishes policies and procedures for processing ULP charges.

The Federal Service Impasses Panel: The Federal Service Impasses Panel (FSIP or the Panel) is composed of seven part-time Members who are appointed by the President to serve for a 5-year term. One Member is appointed by the President to serve as the Panel Chair. The Panel resolves bargaining impasses between Federal agencies and unions representing Federal employees arising from negotiations over conditions of employment under the Statute and the Federal Employees Flexible and Compressed Work Schedules Act. If bargaining between the parties, followed by mediation assistance, proves unsuccessful, the Panel has the authority to recommend procedures and to take whatever action it deems necessary to resolve the impasse.

The Foreign Service Labor Relations Board: The Foreign Service Labor Relations Board (the Board) was created by the Foreign Service Act of 1980 to administer the labor-management relations program for Foreign Service employees in the U.S. Information Agency, the Agency for International Development, and the Departments of State, Agriculture and Commerce. The Board is composed of three Members, including the Chairman of the Authority who appoints the other two Members, who serve on a part-time basis. The Chairman of the Authority also serves as Chairman of the Board. The FLRA General Counsel acts as General Counsel for the Board, and the Authority staff provides necessary support to the Board.

The Foreign Service Impasse Disputes Panel: The Foreign Service Impasse Disputes Panel (the Disputes Panel) was also created by the Foreign Service Act of 1980. The Disputes Panel is composed of five part-time Members who are appointed by the Chairman of the Foreign Service Labor Relations Board (the FLRA Chair). The Disputes Panel resolves bargaining impasses between Federal agencies and Foreign Service personnel in the U.S. Information Agency, the Agency for International Development, and the Departments of State, Agriculture, and Commerce, over conditions of employment under the Foreign Service Act of 1980. The FSIP staff supports the Disputes Panel.

The FLRA's headquarters is located in Washington, D.C. The FLRA maintains regional offices in Atlanta, Boston, Chicago, Dallas, Denver, San Francisco, and Washington, D.C. The FLRA has 215 full-time equivalents (FTE's), and an appropriation of \$26,524,000.00

FLRA MISSION STATEMENT

The Federal Labor Relations Authority exercises leadership under the Federal Service Labor-Management Relations Statute to promote stable, constructive labor relations that contribute to a more effective Government.

The Federal Labor Relations Authority fulfills its mission by:

- Enforcing and clarifying the law through sound, timely decisions and policies;
- Using fast, simple processes to conduct its business;
- Providing high quality training and education programs, and furnishing effective intervention services; and
- Administering its resources to ensure that services are responsive to the unique needs of its customers.

In order to accomplish this mission, the FLRA has established the following four goals:

1. Provide high quality services that timely resolve disputes in the Federal labor-management relations community.
2. Use and promote alternative methods of resolving and avoiding disputes and provide services to enhance labor-management relationships.
3. Develop, manage and utilize the FLRA's internal systems and processes to meet program needs.
4. Develop, manage and utilize the FLRA's human resources to meet program needs.

OFFICE OF INSPECTOR GENERAL

The FLRA's Office of Inspector General was established pursuant to Pub. L. 100-504, the Inspector General Act Amendments of 1988, which amended Pub. L. 95-452, and the Inspector General Act of 1978. The Inspector General reports directly to the FLRA Chairman. As set forth in the authorizing legislation, the Inspector General:

- Conducts and supervises internal reviews, audits and evaluations of the programs and operations of the FLRA;
- Provides leadership and coordination, and recommends actions to management, which: (1) promote economy, efficiency, and effectiveness in agency programs and operations; and (2) prevent and detect fraud, waste, abuse, and mismanagement of government resources; and

- Keeps the Chairman, FLRA management, and the Congress fully informed regarding problems and deficiencies, as well as the necessity for the progress of corrective action.

The Inspector General's Office is currently staffed with one full time Inspector General and one full time Management Assistant (upward mobility position). When required, the FLRA Inspector General uses contractor auditors to assist in performing audits. Legal advice is provided to the Inspector General on an as needed basis by the FLRA's Office of the Solicitor. The Office of the Inspector General had been allocated funding totaling \$230,000.00 for FY 2002. Excluding salaries and benefits, the operational portion of this allocation is \$78,500. The FY 2003 allocation is \$309,000.

OFFICE OF INSPECTOR GENERAL MISSION STATEMENT

The mission of the FLRA Office of Inspector General is to provide FLRA leadership, along with an independent and objective assessment of the organization's efficiency and effectiveness. This is accomplished through proactive evaluations of FLRA operational processes. The Inspector General provides necessary oversight and serves as a catalyst for improving and maximizing the efficiency and integrity of FLRA programs and operations. The goal of the Inspector General's work is to maximize the effectiveness of FLRA programs by evaluating performance and identifying ways to make these programs more efficient and effective. In addition, the FLRA Inspector General strives to prevent and detect fraud, waste, abuse, and mismanagement of the FLRA's resources and operations which could adversely impact the organization's integrity and ability to perform its mission in a timely, customer responsive manner.

The primary objectives of the Office of Inspector General are as follows:

- To evaluate the efficiency and effectiveness of FLRA program and resource management and identify best practices, as well as causative factors, impeding the accomplishment of the FLRA mission.
- To assist the Chairman and FLRA management in carrying out their responsibilities by providing them with objectives and timely information on the conduct of FLRA operations, together with the Inspector General's independent analysis, conclusions, and recommendations.
- To use evaluations, internal reviews, and more traditional assessment tools of audits, inspections, and investigations, to maximize oversight and strengthen system and process controls.

- To support the Administration and Congress in maximizing Government integrity and efficiency and minimizing the occurrence of fraud, waste, abuse, and mismanagement.

AUDIT ACTIVITY

During this reporting period the following audits were performed by the Office of the Inspector General:

Audit of FLRA's FY 1999, 2000, 2001 Financial Reports, Central Services Fund, and Budget Formulation Process **Open**

During this reporting period, the FLRA Inspector General conducted an audit of the FLRA's FY 1999, 2000, and 2001 Financial Reports, Central Services Fund and Budget Formulation Process.^{1/} The objective of this audit was to ensure that the FLRA's management process was being performed in compliance with Federal requirements, that the Central Services Fund was being used appropriately, and that the budget formulation process was being conducted in an efficient and effective manner. This audit has been completed and the draft report is currently being reviewed by management. No material weaknesses were revealed.

INTERNAL REVIEWS

Work Analysis of FLRA's Management Positions **Completed**

In an effort to ensure that the FLRA is in compliance with the President's Management Agenda, which promotes the astute use of resources and the elimination of excessive management layering, the FLRA Inspector General conducted a comprehensive work analysis of the FLRA's management positions. This analysis was started in February, 2002 and was completed September 20, 2002. The analysis included an independent review of each FLRA component and organizational sub-component's program, and management positions, as well as an assessment of management functions, tasks, accomplishments, and training of employees. This analysis identified areas of excessive management positions, and management positions in which the present incumbents were performing work either at a lower or higher grade level, and provided recommendations for the future restructuring of these management positions to eliminate redundancies and maximize the appropriate use of FLRA's resources. The analysis also included Inspector General comments on specific work performed by both program and supervisory managers which affected the efficiency and effectiveness of FLRA program and operational management.

^{1/} FLRA is exempt from the CFO Act.

Evaluation of the FLRA Security Program (GISRA Compliance)

Closed

In compliance with the Office of Management and Budget's requirements for compliance with the Government Information Security Resources Act, the FLRA Inspector General conducted a review of the FLRA's Security Program. This included the FLRA's personnel and environment security as well as computer information security. The scope entailed a review of the FLRA's progress in remediating security weaknesses identified in FY2001, and the results of FY2002 reviews and evaluations. This assessment addressed the specific aspects defined by the Office of Management and Budget.

The Inspector General review revealed that over the past year, FLRA management has focused on improving the efficiency and effectiveness of its Security Program. While several important policies were drafted, they have not been approved nor implemented. The Chairman engaged in several actions that promoted positive progress in the areas of information and personnel security. These actions included the establishment of an Information Resource Management Governance Board, a Coordinating Committee on Emergency Preparedness and the position of Chief Information Officer. More focus on the training of employees occurred, however, the training was not mandatory and only a small percentage of FLRA employees attended the sessions. The Inspector General review revealed the absence of sufficient personnel security and information security policy. The other area of Inspector General concern was computer information security. Although the FY 2001 Inspector General Audit on Computer Information Security, and a subsequent contracted consultant company (which focused on the FLRA Information Resource Management Division), revealed a significant amount of vulnerabilities, the majority of vulnerabilities identified by these independent evaluations have still not been addressed. This evaluation revealed a significant amount of security planning and work was performed by the Coordinating Committee on Emergency Preparedness and submitted to senior management for approval. Also, this evaluation affirmed that the FLRA has not addressed the Office of Management and Budget requirement to establish security information performance measures for managers.

Evaluation of FLRA's Compliance with the President's Management Agenda

Closed

Although the FLRA was not required to submit a President's Management Agenda Evaluation of Standards for Success to the Office of Management and Budget, the FLRA Inspector General conducted an objective evaluation of the FLRA's level of compliance with the Government wide standards. The objective of this evaluation was to help management assess the FLRA's level of compliance with the President's Management Agenda. The evaluation indicated that there was progress over the past year in FLRA program and operational management. The evaluation also affirmed that there had been notable accomplishments in the areas of financial management, human capital, and e-government. The evaluation also identified the areas which needed more focus such as

the need to integrate information technology into the budget process so that required resources are appropriately funded, the need to establish an Agency-wide customer relationship management program, the need to develop internal policy and a competition plan for compliance with the Fair Act, the need to compete commercial reimbursable support service arrangements with Federal agencies with private sector entities, and the integration of budget and performance with work and strategic plans.

Follow-up on FLRA's Use of Government Credit Cards

Open

During September 2002, the FLRA Inspector General commenced a follow-up assessment of the FLRA's FY 2001-2002 use of Government Credit Cards for Travel and Procurement. This assessment is still in progress.

Consultation:

During this reporting period, the FLRA Inspector General served as a consultant on two Agency committees. These committees are:

FLRA Information Resource Management Governance Board

Coordinating Committee on Emergency Preparedness

Security Investigations

During this reporting period, the FLRA had one security issue involving a bomb threat in its Headquarters building location. On April 18, 2002, a tenant in the Westory building received a bomb threat. The threat indicated that a bomb would go off in the building at 2:00 P.M. The FLRA was notified of this threat by the Westory building management. All tenants, including FLRA personnel, were evacuated and a bomb squad thoroughly searched the building offices and grounds, including the parking garage. No signs of a bomb were discovered and the building was reopened at approximately 3:00 P.M. The Westory building, in which the FLRA Headquarters is located, also had several incidents of petty theft and attempted break ins but these did not involve the FLRA. Private sector security consultants are currently assessing the building security issues to provide adequate access controls for tenants and visitors.

Management Letters

FAIR Act Compliance

As a result of the Inspector General's review and evaluation of the FLRA's compliance with the FAIR Act, a management letter was issued on June 4, 2002 providing management with actions needed to address FLRA compliance with the Fair Act. These actions included: the proper identification of positions that are inherently governmental,

the conduct of a cost analysis of positions involved in non inherently governmental activities, and the competitive contracting of commercial activities .

Review of Legislation

During this reporting period, the FLRA Inspector General received and provided comments or information on the following legislation, policy and reports:

GAO Inspector General Consolidation
FLRA Instruction 6010, Electronic Mail
FLRA Instruction 6920, Internet Access

Continuing Education

During this reporting period, the FLRA Inspector General attended several Price Waterhouse Government Business discussions, Government Auditors Seminar, Inspector General Conference, and the Institute of Internal Auditors Conference, Excellence in Government.

Presidential Council of Integrity and Efficiency/Executive Council of Integrity and Efficiency (PCIE/ECIE)

The FLRA Inspector General continues to actively participate in the Executive Council of Integrity and Efficiency and PCIE/ECIE activities.

Investigation Activity

During this reporting period, the FLRA Inspector General received 11 complaints which required investigations. The FLRA Inspector General conducted 8 administrative investigations and referred 3 serious complaints to the appropriate Federal Agency Inspectors General.

<u>Case Number</u>	<u>Subject / Allegation</u>	<u>Status</u>
2002-I-31	Alleged harassment and unfair treatment	Referred to EEO
2002-I-34	Alleged verbal sexual abuse and demeaning treatment	Referred to EEO
2002-I-35	Alleged violation of codes of conduct and ethics in processing a ULP	Closed
2002-I-38	Alleged improper handling of ULP	Closed

2002-I-46	Alleged threat against DCMA by ULP party	Referred DoD AIG
2002-I-47	Missing Library Books	Closed
2002-I-49	Alleged improper use of e-mail pornography filters	Closed
2002-I-50	Alleged improper religious meetings	Closed
2002-I-55	Alleged inappropriate language, behavior and intimidation by DoL supervisor	Referred DoL-IG
2002-I-56	Alleged improper case handling of ULP	Closed
2000-I-57	Alleged criminal activity by DoVA Affairs management	Referred to DVAIG

INSPECTOR GENERAL HOTLINE REQUESTS

During this reporting period, the following Hotline/Inspector General Assistance requests were processed through the FLRA Office of the Inspector General. The majority of the seventeen Hotline requests received by the FLRA Inspector General were not within the authority of the FLRA Inspector General to handle and were referred to the appropriate organizations.

<u>Case Number</u>	<u>Subject of Allegation/Assistance</u>	<u>Action</u>
2002-I-33	Alleged discriminatory and improper behavior by Regional Office Director	FLRA IG Closed
2002-H-37	Alleged discrimination and failure of EEOC to respond to his appeal.	Referred to EEOC IG
2002-H-38	Alleged discrimination by private sector employee.	Referred to EEOC IG

<u>Case Number</u>	<u>Subject of Allegation/Assistance</u>	<u>Action</u>
2002-H-40	Alleged release of A-176 study with classified information by a defense organization.	Referred to DoD IG
2002-H-41	Alleged private sector racial discrimination and hostile work environment.	Referred to DoL IG
2002-H-42	Alleged private sector management problem.	Referred to DoL IG
2002-H-43	Alleged violation of privacy.	Referred to U.S. Postal Service IG
2002-H-44	Alleged failure of private sector company to compensate for work performed.	Referred to DoL IG
2002-H-45	Alleged labor management issue.	Referred to FLRA Washington Regional Office
2002-H-51	Request for advice for private sector suspension because of inappropriate behavior.	Referred to DoL IG
2002-H-52	Alleged false information received from Federal management re: airport security.	Referred to DoT IG
2002-H-53	Alleged misrepresentation by local union by private sector employee.	Referred to NLRB IG
2002-H-54	Alleged inappropriate behavior by management and staff.	Referred to DoL IG
2002-H-58	Request for advice on management issues.	Referred to DoJ IG

<u>Case Number</u>	<u>Subject of Allegation/Assistance</u>	<u>Action</u>
2002-H-59	Alleged improper management.	Referred to GSA IG
2002-H-60	Alleged health & human services issues.	Referred to HHS IG
2002-H-61	Alleged discriminatory and abusive treatment by supervisor.	Referred to FLRA EEO Counselor
2002-H-62	Alleged discriminatory treatment by supervisor.	Referred to FLRA EEO Counselor.
2002-H-63	Alleged mistreatment by private sector union and management.	Referred to NLRB
2002-H-64	Request for advice on Federal grievance processes.	FLRA IG
2002-H-65	District employee requests information on filing a ULP.	Referred to NLRB
2000-H-66	Alleged fraudulent activities.	Referred to DVA IG

**SPECIFIC REPORTING REQUIREMENTS OF
THE INSPECTOR GENERAL ACT OF 1978, AS AMENDED**

The following provides the report page references containing the Inspector General responses, if any, to specific reporting requirements set forth in certain sections of the Inspector General Act of 1978, as amended.

Section 4(a)(2) Review of legislation and regulations.	Page 10
Section 5(a)(1) Significant problems, abuses, and deficiencies.	None
Section 5(a)(2) Recommendations with respect to significant problems, abuses, or deficiencies.	None
Section 5(a)(3) Prior significant recommendations on which corrective action has not been completed.	None
Section 5(a)(4) Matters referred to prosecutorial authorities.	None
Section 5(a)(5) Summary of instances where information was refused.	None
Section 5(a)(6) List of audit reports.	Page 7
Section 5(a)(7) Summary of significant reports.	None
Section 5(a)(8) Statistical table of reports with questioned costs.	None
Section 5(a)(9) Statistical table of reports with recommendations that funds be put to better use.	None
Section 5(a)(10) Summary of previous audit reports without management decisions.	None
Section 5(a)(11) Significant management decision revised during this period.	None
Section 5(a)(12) Significant management decision with which the Inspector General disagrees.	None

TABLE I: INSPECTOR GENERAL AUDIT REPORTS WITH QUESTIONED COSTS

INSPECTOR GENERAL REPORTS WITH QUESTIONED COSTS	NUMBER OF REPORTS	DOLLAR VALUE	
		Questioned Costs	Unsupported Costs
A. For which no management decision has been made by the commencement of the reporting period.	0	0	0
B. Which were issued during the reporting period.	0	0	0
C. For which a management decision was made during the reporting period.	0	0	0
(i) dollar value of disallowed costs.	0	0	0
(ii) dollar value of 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

TABLE II: INSPECTOR GENERAL AUDIT REPORTS WITH RECOMMENDATIONS THAT FUNDS BE PUT TO BETTER USE

INSPECTOR GENERAL REPORTS WITH RECOMMENDATIONS THAT FUNDS BE PUT TO BETTER USE	NUMBER OF REPORTS	DOLLAR VALUE
A. For which no management decision has been made by the commencement of the reporting period.	0	0
B. Which were issued during the reporting period.	0	0
C. For which a management decision was made during the reporting period.	0	0
(i) dollar value of recommendations that were agreed to by management.	0	0
(ii) dollar value of recommendations that were not agreed to by management.	0	0
D. For which no management decision was made by the end of the reporting period.	0	0

**FLRA INSPECTOR GENERAL
AUDIT & MANAGEMENT CONSULTATION PROJECTS
SUMMARY
April 1, 2002- September 30, 2002**

<u>Subject</u>	<u>Status</u>
Audit of FLRA Financial Reports, Central Services Fund and Budget Formulation Process	Open
Evaluation of FLRA's Use of Government Credit Cards	Open
Workload Analysis of FLRA Management Positions	Closed
Evaluation of FLRA's Compliance with the President's Management Agenda Government Wide Standards	Closed
Evaluation of FLRA's Fair Act Compliance	Closed
Review of FLRA's 2001 Government Information Security Reform Act Submission	Closed

**FLRA INSPECTOR GENERAL
CORRECTIVE ACTION SUMMARY
April 1, 2002 - September 30, 2002**

New Corrective Actions	14
Open Corrective Actions Carried Over	56
Total Actions Closed This Period	1
Total to be Carried Over	69

GLOSSARY

Final Action

Completion by management of either all actions necessary to implement report recommendations or a management decision that determines no action is necessary.

Funds Be Put To Better Use

The amount of savings estimated by the Inspector General that could be obtained by implementing report recommendations relating to more efficient management operations.

Management Decision

A final decision made by management in response to audit report recommendations that may include actions concluded to be necessary or a determination that no action is necessary.

Management Letter

This document brings to the attention of management any of a broad range of issues and subjects which should be addressed by management, but do not require formal audit or investigation. Management letters are generally unplanned and are issued to report on situations found in conjunction with an on-going or completed audit or investigation. These letters may also be used to expand on previously issued audit report recommendations.

Questioned Costs

Expenditures questioned by the Inspector General are usually due to the following:

- Unsupported costs, which involve inadequate documentation;
- Disallowed costs, which involve an alleged violation concurred with by Managements Decision of a law, regulation, grant, contract, or another agreement; or
- Unnecessary or unreasonable costs which involve unnecessary or wasteful spending.

Significant Recommendations

According to Section 5(a)3 of the Inspector General Act, the Inspector General is required to follow up and report on the implementation status of all open "significant recommendations" from prior Semiannual reports. The Inspector General has defined "significant recommendations" as those that pertain to deficiencies that could result in FLRA failure to accomplish mission functions or could result in additional costs or lost funds exceeding \$5,000. The current significant deficiencies of the FLRA relate to computer information security and were defined in 2001.

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
ROI 98-01 Veiled Threat/ Survey Office of Exec. Director	4/7/98	1. Conduct Lessons Learned a. Ethics b. External Communications c. Action Officer- Management Relationships d. Accountable Staffing of Documents e. Management Oversight f. Safeguarding FLRA personnel & property g. Reporting critical matter.	12/98	12/16/98	Closed	
		2. Create Policy for Conducting FLRA Surveys.	9/99		Closed	
		3. Conduct Annual Standards of Conduct Safety/Security Briefings.	11/98-01/99	12/16/98	Closed	
Y2K Management Letter Office of Exec. Director	8/21/98	1. Include a discussion of Findings and Determinations requirement in new FLRA procedure.		9/14/98	Closed	
		2. Strategically plan for upgrades to ADP based on technology advances and users need equipment as well as provide cost estimates for the life cycle replacement program & Y2K implementation; Reduce IRM program fund dependency on Central Services Fund.		2/11/98	Closed	
		3. Identify computer processes users performed or planned by Agency's computer users.		12/11/98	Closed	
		4. Perform move forward date testing for commonly used computer processes.	9/30/99	9/28/99	Closed	
		5. Use a software analyzer program to review data applications.	Management decision not to purchase software but to review with trained specialists. Completion date to be provided by 2/18/99.	9/28/99	Closed	
		6. Periodically check Internet websites for information on Y2K compliance and independent test results.	12/11/98		Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		10. Review excessive incoming calls to Audix Voice Power through purchasing reporting software.	Management decision not to purchase software due to cost. Alternative control requested.		Closed	
		11. Use existing telephone database as filtering process to review nature of calls.	Management decision not to implement because not cost-effective resource impact. Alternative control requested.	5/13/99	Closed	
		12. Do not renew maintenance options on the regional phone instruments and telephone cords.	9/30/98	12/4/98	Closed	
		13. Purchase a small stock of instruments and cords as replacement items for equipment breakdowns.	9/30/98	12/4/98	Closed	
		14. Establish a time table to reduce the number of Headquarters telephone line connections.	1/31/99	12/4/98	Closed	
		15. Direct IRM staff to test Internet communications to determine existing system effectiveness.	Continuing	12/4/98	Closed	
		16. Conduct feasibility study to determine the best transmission configuration to increase the effectiveness of Internet and LAN operation.	9/30/99	2/4/98	Closed	
ROI 98-02	6/1/98	1. FSIP/ FLRA consider merits of video-conferencing Present to Presidentials/Chair.	8/25/98	9/3/98	Closed	
Internal Review		2. Revise case processing to accelerate time for asserting jurisdiction.		11/3/98	Closed	
FSIP		3. Sponsor task force to address feasibility of centralized case tracking.	8/25/98	1/2001	Closed	
		4. Track life cycle man-hour cost of FSIP case handling.	9/30/98	12/9/98	Closed	
		5. Revise guidelines for Initial Investigation	9/30/98	11/3/98	Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
<u>I-99-02</u> Threatening FAX Thompson (Management Letter) Office of General Counsel	12/11/99	1. Director, Denver Regional Office, meet with subject investigator to try and resolve problem.	12/31/98	12/11/99	Closed	
		2. Director, Denver Regional Office, hold staff meeting to discuss ethical and professional interfaces with customers and how to deal with difficult people.	12/31/98	1/28/99	Closed	
<u>I-99-03</u> Protection Access (Memorandum)	12-10-98	1. Conduct Computer Security Assessment and revise access process, if required.	3/1/99	2/28/99	Closed	
		2. Conduct periodic systems checks to correct any problems.	Ongoing		Closed	
FPS Security Review Special Assessment DC0417ZZ	11/23/98	1. Hold Security Awareness Program.		11/98	Closed	
		2. Notify FPS Regional Control Center of incidents in Westory HQ facility.				
		3. Require lessor to initiate background security background checks.		3/1/99	Closed	
<u>NARA EVALUATION</u>						
Records Evaluation of Federal Labor Relations Authority						
Section I						
July 1998						
		I/1 Update FLRA Regulations 1323.1 to indicate that the records management duties are currently assigned to the Director/ASD.	9/30/2001 Revised 9/3/2001	5/7/99	Closed	
		I/2 Require Office heads to officially designate records coordinators and ensure the RMO is provided the names of these contacts.	11/16/98	11/4/98	Closed	
		I/3 Add the following definitions: "Unscheduled records," "temporary records," and "permanent records" and add General Records Schedules description as the NARA-approved schedules dealing with the disposition of administrative records.	By the end of FY 2001.	1/28/99	Closed	
		I/4 Ensure staff review and become aware of FLRA	Annually-November		Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		(C) Develop retention schedules for new records and make changes to current schedules. Revised	9/30/2002		Open	
		(D) Submit new schedule for Archivist's approval.	9/30/2002 Revised		Open	
		(E) Include approved schedule in updated Instruction 1323.1.	9/30/2002 Revised		Open	
		II/3 Require offices to separate temporary and permanent case files.	9/30/ 2001	5/17/99	Closed	
		II/4 Ensure that photographs that are a part of a permanent case file conform with 35 CFR § 1232.	9/30/2002 Revised		Open	
		II/5 Establish a Vital Records Program.	9/30/2002 Revised		Open	
		II/6 Identify vital FLRA records and enact measures to protect and update them, and ensure their availability during emergencies.	9/30/2002 Revised		Open	
		II/7 Consider the offsite maintenance/storage of copies of vital records.	9/30/2002 Revised		Open	
Section III		III/1 (A) Identify which FLRA records are not covered by records schedule or the General Record Schedules.	9/30/2002 Revised		Open	
		(B) Develop and submit to NARA proposed records schedules for unscheduled records.	9/30/2002 Revised		Open	
		(C) Schedule the electronic records system.	9/30/2002 Revised		Open	
		III/2 (A) Identify inadequately covered record series.	9/30/2002 Revised		Open	
		(B) Revise outdated descriptions of series.	9/30/2002 Revised		Open	
		III/3 Review disposition instructions for temporary and permanent record cases and modify retention period.	Same as III/2(A) & (B) above Revised 9/30/2002		Open	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
For Chicago Regions						
Recommendation 1		(A) Transfer the 5 Unfair Labor Practice cases to National Archives Great Lakes Region according to N1-146-86-1, Item 35a.	10/01/99	9/28/99	Closed	
		(B) Certify to Director ASD that (1) is complete.	10/01/99	9/28/99	Closed	
Recommendation 2		(A) Examine Unfair Labor Practice and record cases to identify if other case files should be identified as permanent and transferred to the National Archives.	10/01/99	9/28/99	Closed	
		(B) Segregate the files identified above and transfer to the appropriate Records Center.	10/01/99	9/28/99	Closed	
		(C) Certify to ASD that (1) & (2) have been completed.	5/99	9/28/99	Closed	
Recommendation 3		Formalize the creation/maintenance/disposition of admin. records to the same extent as program records.	9/30/2002 Revised		Open	
Recommendation 4		Offer records management guidance to staff on electronic Records Management and FOIA procedures (including E-FOIA amendments).	9/30/2002 Revised		Open	
Management Letter 4/19/98 Instructions/MOU Updates		1. Update all FLRA delegations of Authority, Memoranda of Understanding, and instructions to reflect current mission.	12/31/2000 Revised to 9/30/02	9/30/01	Open	
		2. Distribute updated policy to all managers make available to all employees in one central folder on the FLRA website along with updated index.	12/31/01 Revised	9/30/01	Closed	
GPRA Evaluation - 4/24/99		1. Expand component action plans to quantify factors affecting performance and how changes resources, cross cutting activities could affect Strategic planning.	9/30/2000	9/20/2000	Closed	
		2. Incorporate guidelines for acceptable performance in component and employee work plans	9/30/2000	9/20/2000	Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		4. Director, Case Control Office, confer with members concerning the feasibility of incorporating statements in acknowledgment letters indicating an approximate length of time (whether statutory or merely goal-oriented) it will usually take to issue a formal decision (i.e. 180 days). If the time indicated cannot be met, a subsequent letter should be sent to the parties informing "interim" them that the time-line will not be met and provide a revised estimated completion date. This letter can be a form letter but should be personalized to the specific case.	10/6/99	10/99	Closed	
		5. Director, Case Control Office, should make multiple copies of a case file for distribution to Members (Central Team or Collaborative Alternative Dispute Resolution Office) only after the case is reviewed and deemed procedurally correct.	11/30/99		Closed	
		6. Director, Case Control Office, in his review processes, procedures and position, management, and structure, should appropriately examine the case tracking system administrative process and realign duties and/or simplify existing procedures.	4/28/2000 Revised 6/30/2000	7/2000	Closed	
		7. Director, Case Control Office, with guidance from the Inspector General and/or Human Resources Division, should begin to collect workload and staffing data to support future staffing requirements.	1/31/2000	3/2001	Closed	
		8. Director, Case Control Office, expand administrative procedures to incorporate guidance on what information regarding case status and substantive materials can be revealed to the public.	5/31/2000	9/18/2000	Closed	
		9.a Director, Case Control Office, ask the Human Resources Division to conduct a position management review (including a workload-staffing analysis) to assess grade/workload structure within Case Control Office.	5/1/2000	7/20/2000	Closed	
		9.b Director, Case Control Office, works with	9/30/2000		Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		13.a Director, Case Control Office, continue working with the Director of Information Resource Management to find a viable way to achieve the WordPerfect 6.1 user-friendly research/find capability that the WordPerfect 8.0 program lacks.	4/7/2000	9/20/2000	Closed	
		13.b Director, Case Control Office, continue working with Information Resource Management Division to incorporate some of the "critical programming" from the 6.1 system into the 8.0 system. Consult with WordPerfect contractor principals to determine if customized programming is possible.	4/7/2000	9/20/2000	Closed	
		14. Director, Case Control Office, document manual case-tracking to provide documented internal procedures for Year 2000 contingency planning.		11/30/99	Closed	
		15. Director, Case Control Office, create a plan that would ensure that historical as well as current data is quickly entered in the new Case Tracking System.		5/4/99	Closed	
		16. Director, Case Control Office, continue maintaining an ongoing list of the problems staff encounters when using the new Case Tracking System and provide the list to the Director, Information Resource Management for correction.		9/30/99	Closed	
		17. Director, Case Control Office, continue consulting with Information Resource Management Division to address the hardware/software problems in Case Control Office that are affecting the Office's ability to perform its duties.		1/14/2000	Closed	
		18. Director, Case Control Office, and Authority Management, in conjunction with Information Resource Management, should explore the feasibility of centralizing case-tracking within the Authority with read-only access for Authority offices not responsible for initial data entry but with the capacity of adding data on their own system to address their additional and unique requirements.		2/25/2000	Closed	
		19. Director, Case Control Office, check all case files prepared in the Case Control Office prior to release to ensure that draft orders are appropriately written and that procedural determinations are correct.		9/30/99	Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		H. Notify General Counsel when decisions on ULP appeals are issued.				
<u>OPM Review of FLRA Human Resource Program 07-99</u>						
		1. Conduct an internal audit of delegated examining activities no later than April 30, 2000, using non -FLRA DEU staff.	4/30/2000	3/37/200	Closed	
		2. Develop Performance indicators to measure HR progress.	9/30/2000	9/20/2000	Closed	
		3. Establish an Accountability System to assess management utilization of human resources.	9/30/02 Revised	9/30/2002 Revised	Open	
		4. Establish methodology to evaluate recruitment strategies.		6/99	Closed	
		5. Devise a strategy to increase employment of veterans.		6/99	Closed	
		6. Ensure the integrity of the student hiring program by requiring documentation that student has been accepted for or is enrolled in an appropriate school and is taking at least a half-time course load.		9/28/99	Closed	
		7. Review work and family programs and relationship to productivity, morale and retention.		9/28/99	Closed	
		8. Study quality of performance feedback and provide strategies for ensuring sufficient quality performance feedback is provided to employees.	9/30/2002 Revised		Open	
		9. Evaluate and improve strategies for dealing with poor performers.	9/30/2000	9/20/2000	Closed	
<u>Audit of FY 98 Financial Statements 99-01</u>						
		1. Transition current accounting records process to an accrual basis for at least end of year data to conform with the intent of Federal accounting principles as promulgated by OMB 97-01.		8/26/99	Closed	
		2. Explore using the Department of Treasury's		3/28/2000	Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		11. Instruct Payroll Operations Division in Denver to reconcile Annual Leave Accrual Summary Reports.		9/28/99	Closed	
		12. Review all current personnel files to ensure payroll, leave and benefits information is correct and reconciles that which is maintained by Denver Payroll Operations Division and take appropriate action to reconcile any overpayments or underpayments found. The results of this effort should be specifically reported to the FLRA Inspector General.	5/30/2002 Revised		Open	
		13. Maintain sufficient documentation to assist in monitoring costs being billed to the FLRA by the General Services Administration.	Unable to comply due to GSA billing procedures.	8/26/99	Closed	
		14. Review, update, and revise as necessary, FLRA Regulation 2301.1, Financial Management Systems to reflect contemporary policy, including a requirement for a documented yearly review of financial management systems by the Executive Director and audits of financial management system by the Executive Director and audits of financial statements by an independent source not more than every three years (for the three year period).	9/30/2000 9/30/2001 Revised to 9/30/02		Open	
		<u>Management Letter to OGC 1/10/00</u>				
		1. Personalize unfair labor practice charge and appeal dismissals to enhance customer service.		2/15/00	Closed	
		<u>00-01 Review of Human Capital Investment</u>				
	2/2000	1. a. Conduct exit interviews to provide annual data on the reasons employees leave FLRA.		9/20/2000	Closed	
		b. FLRA Partnership Council research and develop employment retention Incentives.		9/20/2000	Closed	
		2. Review work requirements for entry level and journey level attorneys to validate grade levels.	7/31/2000	9/20/2000	Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		All current managers/supervisors will obtain this training within 6 months of the issuance of this report.				
		b. Sponsor periodic management meetings; invite community speakers knowledgeable in contemporary human resource matters, behavioral science and federal management practices to enhance FLRA management/supervisors perspectives.		4/1/2000	Closed	
		9. Provide employees with more health and security information and implement an Agency-wide preventive Violence in the Workplace program.	5/2001	4/2001	Closed	
		10. UAE/FLRA review/revise, or cancel, as appropriate MOUs executed prior to and including 1995.	9/30/2000	9/20/2000	Closed	
<u>Internal Review of FLRA External Affairs MAY 2000</u>		1. Create centralized administrative Tracking System.				Management does not concur that Agency needs a centralized administrative tracking system.
		2. Develop/implement FLRA External Affairs Policy	9/30/2002 Revised		Open	
		3. Restructure External Affairs	9/30/01		Closed	
<u>Investigation 2000-I-30 August 2000</u>		1. Create Agency Policy for compliance with the Paperwork Reduction Act.	9/30/2001 Revised to 9/30/02		Open	
<u>Evaluation of FY 99 Performance Evaluation November, 2000</u>		1. Include the following discussions in the FY Annual Performance Plan submission. a. Impact of external and internal cross cutting activities, b. Impact of increased and decreased resources, c. Data sources, credibility, methods of validation, d. Correlation between program achievements & cost benefits, e. Capability to conduct program evaluations/customer surveys to validate benefits of achievements, and f. Verification of information, discussion on data limitations.	3/31/2001		Closed	
		2. Identify and discuss data credibility and exceptions.				
		3. Reformat to ensure transparency and usefulness.				

**Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS**

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		based in management's defined level of acceptable risk.				
		2i. Develop procedures to ensure that security Officials, systems, and data owners establish and formalize procedures for granting appropriate access and system privileges.	9/30/02		Open	
		2j. Conduct an agency-wide assessment Of information contained within the various systems to identify/classify the sensitivity of information an the security level needed.	9/30/02	6/30/02	Closed	
		2k. Formalize incident response procedures and processes to identify/report on apparent/actual security breaches. Include instructions on proper procedures for reacting to security breaches in security awareness program.	9/30/02		Open	
		2l. Develop procedures for periodically evaluating User privileges and in granting initial access and privileges to systems software and data.	12/30/02		Open	
		2m. Obtain new remote access software sufficient to preclude unlimited remote dial in access to FLRA network.	3/31/02 Revised to 09/30/02		Open	
		2n. Obtain new software to monitor eternal access to the network and alert IRMD security Personnel of suspicious activities.	3/31/02	9/2001	Closed	

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		processing by continuing guidance and training of OGC employees.				
		5. Revise or amend existing OGC policy	11/01	5/01	Closed	
		6. Refrain from using e-mail to transmit any type of investigation documentation. Until software is encrypted or other appropriate information Security software is installed unless parties are aware of potential disclosure and agree to use the e-mail even though there is the possibility of information disclosure/compromise.	9/02	Awaiting decision of new General Counsel	Open	
<u>Management Letter</u> Use of Government Credit Card June 15, 2001		1. Remind travelers that Government travel credit cards may only be used for travel related expenses and not personal purchases.	10/30/01	3/29/02	Closed	
<u>Management Letter</u> Imprest Fund July 20, 2001		1. Take actions necessary to comply with the Dept. of Treasury's Imprest Fund Policy Directive requiring Federal agencies to eliminate agency imprest funds by October 1, 2000.	Revised to 6/30/02		Open	
<u>Investigation 2001-I-38</u> Case Processing October 24, 2001		1. OGC Acting Director, Washington Regional Office, 10/02 re-brief staff on "Dealing with Difficult People."			Ongoing	
		2. Director, Case Control and Authority Screening Committee review case submissions more carefully and bring all case related issues of concern (even if solved) to the attention of the members of the Authority.				
		3. OGC should discuss case processing objectivity and ethics and remind investigation agents that if they are assigned a case which contains situations, information or individuals known by the agent that might result or give the appearance of pre-decisional bias, they should immediately inform the Regional Director and have the case reassigned.	FY 2002		Ongoing	
<u>Internal Review of FLRA Travel Program</u> November 2001		1a. Director, B&F Division prepare overarching General Agency travel policy which addresses requirements, expectations and prohibitions.	12/30/02	Revised to 9/3/03	Open	
		1b. Update, revise or cancel existing obsolete	"	"		

Federal Labor Relations Authority
Office of the Inspector General
CORRECTIVE ACTION STATUS

September 30, 2002

Report No.	Issued	Recommendation	Target Completion	Actual Date	Status	POC
		4. For purchases above the micro purchasing level, document the vendor selection process.	02/15/02	02/15/02	Closed	
		5. Brief FLRA management on basic Federal procurement requirements.	01/25/02 Revised to 12/31/02		Open	
		6. Establish a small business program and Appoint a Director of Small and Disadvantaged Business Utilization as required by the Small Business Act. Eliminate the Imprest Fund to comply with The Imprest Fund Directive.	01/25/02 Revised to 03/30/02		Open	
Management Letter Fair Act Compliance June 2002		1. Create internal policy (Include competition plan) for Contracting out commercial activities.				
		2. Annually seek management input to validate inherently governmental and commercial activities.				
		3. Perform cost analysis on positions identified in the FY 2002 and future Fair Act submissions.				
		4. Compete commercial activities with private sector as well as Federal organizations before contracting with federal agencies.				
		5. Include justifications for retaining defined Non inherently government positions in the FLRA Annual Report				
		6. Assign future responsibility for competitive Outsourcing, including Fair Act compliance, to the FLRA Contracting Officer.				
Investigation May 6, 2002 2002-I-33		1. Provide training in contemporary human capital issues, including human behavior, communications, work ethic, standards of Conduct, integrity, teamwork diversity, etc.	12/2003			Management is incorporating these Recommendations in the development of a professional management training program and provide it along with ethics training.
		2. Provide employees training on Federal, FLRA and administrative				

