



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
WASHINGTON, D.C. 20460

OFFICE OF  
INSPECTOR GENERAL

October 16, 2012

MEMORANDUM

SUBJECT: Follow-up Audit of Prior OIG Recommendations on  
EPA's Workforce Management

FROM: *Melissa Heist* /s/  
Assistant Inspector General for Audit

TO: Barbara J. Bennett, Chief Financial Officer  
Office of the Chief Financial Officer

Craig E. Hooks, Assistant Administrator  
Office of Administration and Resources Management

The U.S. Environmental Protection Agency (EPA), Office of Inspector General (OIG), plans to begin audit work to evaluate the status of the Agency's corrective actions for recommendations we made in the following audit reports:

EPA OIG Report 11-R-0005, *EPA's Contracts and Grants Workforce May Face Future Workload Issues*, 10/25/2010

EPA OIG Report 11-P-0031, *EPA Needs to Strengthen Internal Controls for Determining Workforce Levels*, 12/20/2010

EPA OIG Report 11-P-0630, *EPA Needs Workload Data to Better Justify Future Workforce Levels*, 09/14/2011

We plan to conduct work within the Office of the Chief Financial Officer and the Office of Administration and Resources Management. The objective of this audit is to determine whether EPA effectively implemented corrective actions for issues identified in OIG reports relating to the Agency's workforce and workload.

To accomplish our objective, we will answer the following questions regarding OIG reports and recommendations relating to workforce management:

1. Was the information for each report correctly reported in the Management Audit Tracking System?
2. Did EPA take corrective action in a timely manner?

3. Were corrective actions consistent with what EPA agreed to do in the corrective action plan?
4. Does EPA have a plan in place to determine the effectiveness of its corrective actions?

Based on the corrective actions relating to the reports listed above, we request that you provide the following information by October 26, 2012. If the information has not been completed or updated, please inform us via email and include the revised completion date(s).

Office of Administration and Resources Management

1. Office of Acquisition Management and Office of Grants and Debarment procedures for reviewing metrics for contract and grant activities
2. Office of Acquisition Management's Balanced Scorecard Management Plan
3. Revised Strategic Workforce Plan

Office of the Chief Financial Officer

1. Workload Management Guidance
2. Most recent update to Resource Management Directive 2520 showing the requirement to use workload analysis to determine employment levels

We will contact you to arrange a mutually agreeable time to discuss the purpose of our audit. We would also be particularly interested in any areas of concern that you may have. We will answer any questions you may have about the audit process, reporting procedures, methods used to gather and analyze data, and what we should expect of each other during the course of the project.

Randy Holthaus is the Project Manager for this assignment and can be reached at (214) 665-6620 or [holthaus.randy@epa.gov](mailto:holthaus.randy@epa.gov). Please do not hesitate to contact him or Patrick Gilbride, Director of Risk Assessment and Program Performance audits, at (303) 312-6969 or [gilbride.patrick@epa.gov](mailto:gilbride.patrick@epa.gov) if you or your staff has any questions.

cc: Maryann Froehlich, Deputy Chief Financial Officer, Office of the Chief Financial Officer  
Nanci Gelb, Principal Deputy Assistant Administrator, Office of Administration and Resources Management  
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