

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Inspector General



July 20, 2011

The Honorable Vincent C. Gray
Mayor
District of Columbia
Mayor's Correspondence Unit, Suite 316
1350 Pennsylvania Avenue, N.W.
Washington, D.C. 20005

Dear Mayor Gray:

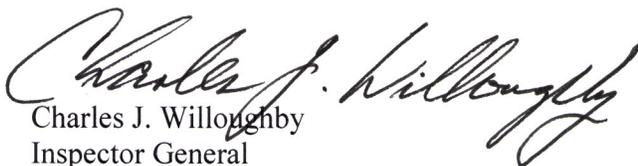
Enclosed please find a copy of a Management Implication Report (MIR 11-I-002) entitled *District Agencies Without Comprehensive, Up-to-Date, or Written Policies and Procedures Have Increased Risk of Poor Performance, Safety and Security Issues, As Well As Fraud, Waste, and Abuse*.

The Office of the Inspector General (OIG) first sent this MIR to the Office of the City Administrator (OCA) on December 20, 2010, prior to the assumption of office by your administration. The OIG requested that the OCA provide written comments by January 3, 2011, but did not receive a response. Given the subject matter addressed, the OIG sent a copy of the MIR to the OCA again on February 25, 2011. On May 13, 2011, having not received a response to the issues and recommendations cited in the MIR, the OIG requested an update on the status of OCA's response but has not received one.

We are providing this information so that you can be aware of the importance and prevalence of the issues cited in the MIR. A copy of the MIR will be posted to www.oig.dc.gov. In the event that the OCA furnishes a written response that includes actions taken or planned, dates for completion of planned actions, and/or reasons for any disagreement with issues and recommendations presented in the MIR, the OIG will update the posting on our website as necessary.

If you have any questions, please contact Alvin Wright, Jr., Assistant Inspector General for Inspections and Evaluations, at (202)727-2540.

Sincerely,


Charles J. Willoughby
Inspector General

CJW/ef

Enclosure

cc: See distribution list

DISTRIBUTION:

Mr. Allen Y. Lew, City Administrator, District of Columbia (via email)
Mr. Victor L. Hoskins, Deputy Mayor for Planning and Economic Development, District of Columbia
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The Honorable Muriel Bowser, Chairperson, Committee on Government Operations, Council of the District of Columbia (via email)
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Mr. Paul Quander, Interim Chief of Staff, Office of the Mayor (via email)
Ms. Janene Jackson, Director, Office of Policy and Legislative Affairs (via email)
Dr. Linda Wharton Boyd, Director, Office of Communications
Mr. Eric Goulet, Director, Office of Budget and Finance, Office of the City Administrator
Ms. Nyasha Smith, Secretary to the Council (1 copy and via email)
Mr. Irvin B. Nathan, Attorney General for the District of Columbia (via email)
Dr. Natwar M. Gandhi, Chief Financial Officer (4 copies)
Mr. William DiVello, Executive Director, Office of Integrity and Oversight, Office of the Chief Financial Officer (via email)
Ms. Yolanda Branche, Acting D.C. Auditor
Mr. Phillip Lattimore, Director and Chief Risk Officer, Office of Risk Management (via email)
Ms. Jeanette M. Franzel, Managing Director, FMA, GAO, Attention: Norma J. Samuel (via email)
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The Honorable Elijah Cummings, Ranking Member, House Committee on Oversight and Government Reform, Attention: William Miles (via email)
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The Honorable Danny Davis, Ranking Member, House Subcommittee on Health Care, the District of Columbia, the Census, and the National Archives, Attention: Yul Edwards (via email)
The Honorable Joseph Lieberman, Chairman, Senate Committee on Homeland Security and Governmental Affairs, Attention: Holly Idelson (via email)
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The Honorable Ron Johnson, Ranking Member, Senate Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia
The Honorable Harold Rogers, Chairman, House Committee on Appropriations, Attention: Julia Casey (via email)
The Honorable Norman D. Dicks, Ranking Member, House Committee on Appropriations, Attention: Laura Hogshead (via email)

Letter to Mayor Gray

July 20, 2011

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The Honorable Jo Ann Emerson, Chairman, House Subcommittee on Financial Services and
General Government, Attention: John Martens (via email)

The Honorable José E. Serrano, Ranking Member, House Subcommittee on Financial Services
and General Government, Attention: Laura Hogshead (via email)

The Honorable Daniel K. Inouye, Chairman, Senate Committee on Appropriations,
Attention: Charles Houy

The Honorable Thad Cochran, Ranking Member, Senate Committee on Appropriations

The Honorable Richard Durbin, Chairman, Senate Subcommittee on Financial Services and
General Government, Attention: Marianne Upton (via email)

The Honorable Jerry Moran, Ranking Member, Senate Subcommittee on Financial Services and
General Government, Attention: Dale Cabaniss (via email)



DISTRICT OF COLUMBIA
OFFICE OF THE INSPECTOR GENERAL
CHARLES J. WILLOUGHBY
INSPECTOR GENERAL

INSPECTIONS AND EVALUATIONS DIVISION
MANAGEMENT IMPLICATION REPORT

OFFICE OF THE CITY ADMINISTRATOR

**DISTRICT AGENCIES WITHOUT COMPREHENSIVE,
UP-TO-DATE, OR WRITTEN POLICIES AND
PROCEDURES HAVE INCREASED RISK OF POOR
PERFORMANCE, SAFETY AND SECURITY ISSUES, AS
WELL AS FRAUD, WASTE, AND ABUSE**

Inspections and Evaluations Division
Mission Statement

The Inspections and Evaluations (I&E) Division of the Office of the Inspector General is dedicated to providing District of Columbia (D.C.) government decision makers with objective, thorough, and timely evaluations and recommendations that will assist them in achieving efficiency, effectiveness and economy in operations and programs. I&E's goals are to help ensure compliance with applicable laws, regulations, and policies, identify accountability, recognize excellence, and promote continuous improvement in the delivery of services to D.C. residents and others who have a vested interest in the success of the city.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Inspector General



December 20, 2010

Via Email and Hand Delivery

Neil O. Albert
City Administrator and Deputy Mayor
Office of the City Administrator
1350 Pennsylvania Avenue, N.W., Suite 533
Washington, D.C. 20004

Dear Mr. Albert:

This is a Management Implication Report (MIR 11-I-002) to inform you that the Office of the Inspector General (OIG) has observed and documented numerous instances in which District agencies did not have sufficient or any written policies and procedures that provide clear guidance to employees on carrying out their job-related duties and responsibilities. Our findings show that this recurring deficiency has resulted in, *inter alia*, inconsistent, deficient, and erroneous performance by City employees; poor service delivery to citizens and other stakeholders; risks to employees' and citizens' health and safety; risk of loss, theft, waste, and abuse of government property and documents; risk of identity theft; and endangerment of vulnerable populations. From January 2000 to the present, the OIG Inspections and Evaluations Division (I&E) has issued 40 reports that include findings on this matter. Ten of these reports have been issued in 2010. The OIG issues MIRs on matters of priority concern that affect multiple District agencies.

Background

For many years, both the public and private sectors have recognized the importance of effective policies and procedures as a management tool in the workplace. While official policies inform employees what must be done, who must do it, and what cannot be done, official procedures provide employees with detailed instructions on when and how to perform a task or set of tasks. Both are tools to help managers exercise internal control. According to the U.S. Government Accountability Office (GAO), internal control (synonymous with management control) is defined as comprising "the plans, methods, and *procedures* [emphasis added] used to meet missions, goals, and objectives, and, in doing so, supports performance-based management."¹

¹ STANDARDS FOR INTERNAL CONTROL IN THE FEDERAL GOVERNMENT, Introduction at 4 (November 1999).

In addition, GAO identifies an agency's policies and procedures as one of the internal control activities "that help ensure that management's directives to mitigate risks . . . are carried out."² GAO advocates that "[a]ppropriate policies, procedures, techniques, and mechanisms exist with respect to each of [an] agency's activities" and that "[c]ontrol activities described in policy and procedure manuals are actually applied and applied properly."

In the 1980s, in the wake of significant financial-reporting fraud in the private sector and subsequent failures of some large financial institutions, the Treadway Commission³ developed internal control criteria for businesses. These criteria included top-level management's establishment and implementation of policies and procedures as control activities to ensure that risks are recognized and managed. The Treadway Commission criteria and current GAO internal control criteria are virtually identical.

Observation

Numerous District agencies have been operating without up-to-date, sufficient, or written policies and procedures that guide employees' understanding and performance of their duties. Consequently, agencies with these deficiencies put the success of their basic mission, the District's fiscal security, and the health and safety of employees and citizens at risk.

As shown in the attached table of reports I&E has issued during the past 10 years, numerous District agencies were observed to either lack policies and procedures completely or have policies and procedures with significant deficiencies, such as being outdated or incomplete. Many employees often relied solely on verbal instructions and guidance, sometimes provided by individuals no longer employed by the agency. The 10 I&E reports issued in calendar year 2010 address deficient or missing policies and procedures for various operational matters that were either specific to certain agencies or applicable to multiple District agencies. A review of the reports summarized in the table showed not only how widespread the problem has been, but also how significant the risks and effects of these deficiencies are to the effectiveness and efficiency of District government operations, as well as to the health and safety of employees. Examples of these risks and effects include:

- inconsistencies in how the same tasks were carried out by different employees;
- inconsistencies in how employees were tasked, managed, and evaluated by managers;
- employee reliance on verbal instructions and guidance that were never approved and formalized in writing;
- inconsistent information and agency services provided to customers;
- performance of unnecessary work that strained resources;
- no basis for setting performance and quality control standards;

² INTERNAL CONTROL MANAGEMENT AND EVALUATION TOOL, Control Activities at 33 (August 2001).

³ The official title was the National Commission on Fraudulent Financial Reporting. It was established in June 1985 and jointly sponsored by five private accounting organizations. Former Securities and Exchange Commission Commissioner James C. Treadway headed the Commission. News Release, U.S. Sec. and Exch. Comm'n., The Treadway Comm'n. Report: Two Years Later (Jan. 26, 1989) (on file with the U.S. Sec. and Exch. Comm.).

- risk to health and safety of vehicle mechanics unnecessarily exposed to collected trash;
- risk of loss, theft, fraud, abuse, and waste of poorly maintained and accounted-for government property;
- risk of issuing drivers licenses to those who might threaten public safety and security;
- risk of radiation overexposure and long-term health threats;
- ineffective management of employees and services; and
- risk of lost or stolen police weapons that could be used to commit crimes.

Conclusion

The OIG believes that the condition of missing, deficient, and/or outdated operating policies and procedures in so many District government agencies indicates a widespread internal control problem that should be addressed expeditiously. In the absence of clear and current guidance and instructions on carrying out their duties, many District employees will continue to take incorrect, inappropriate, costly, and high-risk actions in their jobs that may jeopardize the operational effectiveness and fiscal integrity of their agencies and the District government. In addition, effective and meaningful quality assurance efforts, sustainable performance evaluations, and accurate determinations of responsibility and accountability by agency managers are difficult to achieve when the policies and procedures on which they depend do not exist; are not in writing or are outdated; are not officially approved; have not been fully promulgated; and are not in consonance with District laws and regulations.

Recommendations

The OIG recommends that the City Administrator:

1. Direct each agency head to: identify a senior official who will determine the status of all agency policies and procedures; provide the official's name to the Office of the City Administrator and the Office of Risk Management; and provide the name of each agency's designee to the OIG in order to assist this Office's follow-up activities. Where deficiencies in agency policies and procedures are noted,⁴ the selected official, under the direct authority of the agency head and in collaboration with affected agency managers and employees, as required and appropriate, will devise an action plan to correct all deficiencies found.
2. Direct that the agency's action plan be carried out with due consideration given to the exigencies of the agency's workplace, but also with a consistent, continuous, and expeditious effort that results in elimination of the most serious deficiencies within 3-6 months of the start date, and all deficiencies within a year.

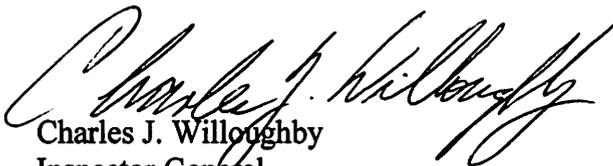
⁴ Policies and procedures that do not exist; are verbal and not written; are incomplete, unclear, out-of-date, not promulgated, not accessible to relevant employees, and any other problems.

3. Direct that both prior to and subsequent to the elimination of all deficiencies in an agency's policies and procedures, agency managers' performance plans will require that managers are responsible and accountable for: periodic updates and as-needed revisions to policies and procedures in their areas of responsibility; periodic reporting on their status; and ensuring that affected employees have opportunities for comments and suggestions and easy access to the final product.

Please provide your comments to this MIR by January 3, 2011. Your response should include actions taken or planned, dates for completion of planned actions, and reasons for any disagreement with the concerns and recommendations presented. Please distribute this MIR only to those who will be directly involved in preparing your response.

Should you have any questions prior to preparing your response, please contact Alvin Wright, Jr., Assistant Inspector General for Inspections and Evaluations, on (202) 727-8452.

Sincerely,



Charles J. Willoughby
Inspector General

CJW/aw

Attachment

cc: The Honorable Mary M. Cheh, Chairperson, Committee on Government Operations and the Environment, Council of the District of Columbia
Mr. Peter Nickles, Attorney General for the District of Columbia, Office of the Attorney General
Mr. Andrew T. Richardson, III, Interim Director and Chief Risk Officer, Office of Risk Management

Attachment

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010**

Report	Date	Agency	Finding	Risk or Effect
ROI ¹ 99-0001AD	Jan. 2000	Office of the Inspector General	Lack of or deficient policies/procedures for office-wide hiring, administrative operations and communication, audits, investigations, IT operations, procurement, and storage of supplies and equipment.	Accusations of unfair hiring practices; telephone call handling problems; documents lost/misplaced during transfer and untimely delivery; quality control, timeliness deficiencies in IT operations; risk of loss, theft, damage to equipment and supplies.
ROI 00-0001KV	Feb. 2000	Department of Motor Vehicles	Most policies and procedures outdated.	Unnecessary work done by CDL ² unit's strained resources; risk of inconsistency in employee training and customer service operations; no basis for setting performance and quality control standards.
ROI 00-0002HC	July 2000	Medical Assistance Administration	(1) No policies/procedures to govern monitoring of healthcare providers to detect fraud and abuse; (2) no procedures for key Health Systems Specialist position.	(1) Inconsistency in how audits, other tasks were performed; data required for monitoring possibly not identified and retrieved; no standardized reporting; (2) no procedures to follow during absence of key employee.

¹ Report of Inspection

² Commercial Driver's License

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010 - continued**

Report	Date	Agency	Finding	Risk or Effect
ROI 00-0003KA	Dec. 18, 2000	Department of Public Works/Solid Waste Management Administration	(1) No policies and procedures in Solid Waste Disposal and Collection divisions, and foreman training program; (2) EEO policies not posted.	Inconsistent operational performance, assessments, and selections; employees unaware of EEO Officer and EEO process.
ROI 01-0001KA	Apr. 19, 2001	Department of Public Works/Fleet Management Administration	(1) No procedures for dumping trash from vehicles prior to their being serviced; (2) no procedures for making good decisions on repair and disposal of vehicles.	(1) Risk to health, safety of vehicle mechanics exposed to trash; (2) high, unnecessary repair costs; usable vehicles listed for auction rather than repaired and retained.
ROI 01-0002HA	Sept. 21, 2001	Department of Parks and Recreation	No policies/procedures for property accountability.	Risk of loss, theft, fraud, waste, abuse of property without guidance on proper maintenance and accountability.
ROI 02-0001KA	May 17, 2002	Department of Public Works/Parking Services Administration	Parking Management Division procedures incomplete, disorganized, partially illegible.	Inconsistencies in employee performance risked operational deficiencies and unsatisfactory customer service.
ROI 02-00002FL	Sept. 30, 2002	Department of Corrections/Central Detention Facility	No policies/procedures in Records Office; Case Management Unit policies/procedures out-of-date; deficiencies in Halfway House policies/procedures manual.	Reliance on verbal instructions risked operational inconsistencies and inefficiencies, ineffective management of employees and services.

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010 - continued**

Report	Date	Agency	Finding	Risk or Effect
ROI 03-0001FB	Oct. 17, 2002	Fire and Emergency Medical Services Department	No written policies/procedures in Communication Division.	Reliance on verbal instructions risked operational inconsistencies and inefficiencies, ineffective management of employees and services.
ROI 03-0002HC	Jan. 14, 2003	Department of Health/Health Regulation Administration	Inadequate regulations on performance standards for childcare facilities, nursing homes.	Inconsistent inspection requirements; confusion in issuing sanctions and abating deficiencies.
MAR ³ 03-I-004	Mar. 4, 2003	Department of Motor Vehicles	No policy on handling questionable or fraudulent documents submitted by customers.	Variations in handling the problem increased risk of issuing licenses to those who threaten public safety and security.
MAR 03-I-005	Jul. 11, 2003	Office of the Chief Medical Examiner	No policies/procedures for safe use, maintenance, monitoring of radiographic equipment, and the use of radiation monitoring badges.	Risk to employees of radiation overexposure and resulting health threats.

³ Management Alert Report

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010 - continued**

Report	Date	Agency	Finding	Risk or Effect
ROI 03-0011CM	Sept. 22, 2003	Office of the Chief Medical Examiner (OCME)	(1) No consistent policy for religious-based autopsy requests; (2) no written policy/procedures for organ/tissue specimens; (3) no procedures for efficient body handling and transport; (4) no consistent policy on how relatives were allowed to identify next-of-kin.	(1) Created appearance to some families of discrimination; (2) retention/handling of specimens was questionable; (3) employees at risk of injury and mishap due to lack of guidance on safe body handling; (4) exceptions made by Chief ME confused employees who dealt with next-of-kin.
MAR 03-I-007	Oct. 9, 2003	Department of Human Services/Youth Services Administration	Inadequate policies/procedures for searches of bags and packages; no written guidelines for frisk or pat-down searches.	Contraband such as drugs, weapons smuggled into facility abetted drug use, crimes, injuries, escapes.
ROI 03-0010HC	Nov. 26, 2003	Department of Health/Emergency Health and Medical Services Administration	Insufficient written policies/procedures for staff and operations.	Reliance on unreliable oral policies/procedures, increased likelihood of operational errors.
ROI 03-0009HC	Nov. 26, 2003	Department of Health/Office of Primary Care, Prevention, and Planning	Several areas lacked up-to-date operational policies/procedures.	Training not standardized; inadequate guidance on operations and quality standards; difficulty in enforcing disciplinary actions due to lack of written performance standards.

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010 - continued**

Report	Date	Agency	Finding	Risk or Effect
ROI 03-0014YS	Mar. 30, 2004	Department of Human Services/Youth Services Administration/Part One	(1) No written follow-up procedures for response to escapes; (2) policies/procedures unavailable to most employees and outdated; (3) no written sanitation policies/procedures in Culinary Unit.	(1) Decreased ability to act promptly to apprehend escapees; (2) reliance solely on oral instructions and information that may no longer be valid; (3) employees free to individually interpret food service and sanitation codes, risking health code violations.
ROI 04-0015YS	Sept. 1, 2004	Department of Human Services/Youth Services Administration/Part Two	No written policies/procedures for many operations.	Inconsistency in daily operations; risk that proper services/treatment not provided to youths served.
ROI-06-0018-CR	Sept. 21, 2006	Department of Consumer & Regulatory Affairs/Part Two	(1) No written security procedures for business photo ID badges; (2) no clear, organized written security procedures for issuing professional licenses.	(1) Risk of theft, loss, improper destruction, issuance of fraudulent badges; (2) fraudulent licenses issued; blank license stock poorly maintained and subject to theft and fraudulent use.
MAR 07-I-001	Mar. 15, 2007	Department of Mental Health	No policies/procedures for administering psychological evaluations to special education students.	Risk of inconsistencies, lack of timeliness in conducting psychological evaluations.

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010 - continued**

Report	Date	Agency	Finding	Risk or Effect
MAR 07-I-003	Apr. 19, 2007	Office of the Chief Medical Examiner	No clearly written, specific procedures regarding pronouncement of death.	Delays in official death pronouncements delay cause-of-death investigations and issuance of death certificates. ⁴
MAR 08-I-001	Jan. 11, 2008	Office of Administrative Hearings	Insufficient policies/procedures on handling safety and security emergencies.	No guidance on handling safety and security threats and incidents in hearing rooms and office areas accessible to the public or unauthorized persons.
MAR 08-I-003	Feb. 28, 2008	Department of Consumer and Regulatory Affairs and Office of the Chief Financial Officer	Inadequate procedures for detecting construction work that is outside the scope of issued permits.	Building inspectors not adequately reviewing permits, plans, and on-site conditions to detect illegal construction.
MAR 08-I-005	Apr. 4, 2008	Department of Corrections and Office of Human Rights	Policies/procedures regarding inmate gender classification not consistent with District regulations.	Risk of harassment, assaults against transgender inmates, and legal liability for District government.
ROI 07-I-026CF	May 16, 2008	Department of Human Resources (HR)/Part One	Policies/procedures need revision and updating.	HR Advisors reported inconsistent guidance on assisting clients with personnel matters, and warned against holding employees accountable.

⁴ Death certificates are vital for next-of-kin insurance claims, funeral arrangements, and other family matters.

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010 - continued**

Report	Date	Agency	Finding	Risk or Effect
MAR 08-I-007	Aug. 7, 2008	Department of Consumer and Regulatory Affairs	No written procedures for processing insurance company boiler inspection reports on boiler deficiencies.	Delays in processing inspection reports and certifying that boilers were safe and would not breakdown or explode.
MAR 08-I-008	Aug. 29, 2008	Alcoholic Beverage Regulation Administration and Office of Property Management	No policies/procedures on safeguarding sensitive information.	Sensitive information vulnerable to loss, unauthorized access, misuse, and theft.
MAR 09-I-001	Oct. 23, 2008	Department of Youth Rehabilitation Services	No written policies/procedures limiting release of and exposure to room with harmful asbestos-containing material.	Risk of serious damage to health of employees.
MAR 09-I-004	Feb. 20, 2009	Alcoholic Beverage Regulation Administration and Metropolitan Police Department (MPD)	No policies/procedures for sharing investigative information with MPD.	Risk of conflicting investigative actions and jeopardizing results of MPD criminal investigations.
MAR 09-I-006	May 8, 2009	Department of Human Resources	No written policies and procedures for securing sensitive personnel information.	Risk of loss, theft, and identity theft.
MAR 10-I-001	Jan. 21, 2010	Metropolitan Police Department	(1) Inadequate procedures for service weapon accountability; (2) inadequate procedures for reporting/locating missing service weapons.	(1) Risk of lost or stolen weapons; (2) risk of undetected theft and use of weapons to commit crimes, putting District citizens and government at risk.

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010 - continued**

Report	Date	Agency	Finding	Risk or Effect
Special Evaluation OIG 10-I-0034LQ	Mar. 18, 2010	Alcoholic Beverage Regulation Administration	(1) No human resource policies; (2) no policies/procedures for licensing specialists.	(1) Employees lacked knowledge on or were confused about handling personnel matters; (2) process inconsistencies and errors; tension between staff and clients.
ROI 10-I-0035BN	Apr. 22, 2010	Homeland Security and Emergency Management Agency	No written protocols for key Emergency Manager position.	Position responsibilities and duties not clear for city-wide emergencies.
MAR 10-I-002	Apr. 27, 2010	Department of Human Services	No policies/procedures on securing client and case information.	Risk of loss, theft, and identity theft.
ROI 10-I-0036AM	May 14, 2010	Department of Real Estate Services	Policies/procedures for Protective Services officers deficient and out-of-date.	Inconsistent work practices, errors, inaccurate and unreliable record of events.
MAR 10-I-003	Jun. 30, 2010	Metropolitan Police Department and Child and Family Services Agency	Inadequate policies/procedures on recognizing and reporting indicators of child abuse and neglect.	Increased risk of child abuse and neglect going undetected.
MAR 10-I-004	Aug. 30, 2010	Department of Health (DOH)	Delays in establishing procedures for conducting criminal background checks on healthcare professional applicants prior to licensing.	DOH may be issuing licenses to applicants who are unqualified because of a disqualifying criminal history.

**Table - I&E Reports Issued by the OIG Citing Inadequate Policies and Procedures
January 2000 - October 2010 - continued**

Report	Date	Agency	Finding	Risk or Effect
MIR 10-I-001	Sept. 2, 2010	Office of the City Administrator	Procedures in numerous District agencies inadequate for safeguarding sensitive information.	Multiple risks such as identity and property theft, voter fraud, fraudulent licenses, unauthorized access, information tampering.
ROI 10-I-0037JM	Sept. 16, 2010	Department on Disability Services	No finalized policies/procedures manual.	Employees perform duties inconsistently causing disparities in quality of service and customer complaints.
MIR 11-I-001	Oct. 8, 2010	Office of the City Administrator	Multiple agencies lack policies/procedures on detecting and reporting child abuse and neglect.	Increased risk of child abuse and neglect going undetected.



**Government of the
District of Columbia**

Office of the Inspector General

*Report Fraud, Waste,
Abuse, or Mismanagement to:*

**Charles J. Willoughby
Inspector General**

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