



2021

# Semiannual Report to Congress

Office of Inspector General  
1 October 2020 – 31 March 2021

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## MESSAGE FROM THE INSPECTOR GENERAL

I am pleased to present this National Geospatial-Intelligence Agency (NGA) Office of Inspector General (OIG) report for the period ending 31 March 2021. The OIG conducted audit and inspection oversight, produced recommendations for improvements in agency programs, and pursued allegations of fraud, waste, and abuse.

The OIG worked closely with NGA elements and closed 22 of the 56 (39 percent) audit and inspection recommendations during this period. Under the Inspector General (IG) Empowerment Act of 2016, OIG continues to expand metrics resulting from recommendations to the agency.

The Audit Division examined NGA's permanent duty travel program, contractor personnel qualifications, and information security continuous monitoring program; provided oversight of the contract independent auditors' work on NGA's financial statement audit and evaluation of adherence to the Federal Information Security Modernization Act (FISMA) of 2014; and conducted an external peer review of the Defense Intelligence Agency (DIA), OIG, Audit Organization. Recommendations from these projects focused on improving policies, procedures, and requirements compliance; internal controls; and process effectiveness and efficiency. We continue to oversee the work of the contract independent auditing firm. Our ongoing projects include examining award fee contracts, laptop inventory, purchase card program, placements and assignments program, and use and controls of funds for interagency acquisitions; maintaining cybersecurity in the COVID-19 telework environment; and assessing Payment Integrity Information Act (PIIA) of 2019 compliance.

The Inspections Division continues to work on increasing effectiveness and efficiency in the agency's programs and processes. Current inspections include assessing the agency's promotion process; evaluating the Contract Writing System, which is used as a depository for all of the agency's contractual documentation; and measuring the agency's use of geospatial intelligence (GEOINT) standards. The division announced its first of several inspections related to the COVID-19 pandemic.

The Investigations Division closed 39 cases this period, substantiating 14 (36 percent) cases involving time and attendance fraud, computer misuse, security, and travel. The division continues to work on several investigations of senior officials. The Fraud Analytics Support Team used data analytics to identify potential misconduct and potential fraud in contracts, government purchase cards, and travel cards.

I appreciate the ongoing support from the NGA Director, senior agency leadership, and NGA workforce.

A handwritten signature in black ink, appearing to read "Cardell K. Richardson, Sr.", with a long horizontal flourish extending to the right.

Cardell K. Richardson, Sr.  
Inspector General

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## OVERVIEW

The National Geospatial-Intelligence Agency (NGA) is a Department of Defense (DoD) combat-support agency and a member of the Intelligence Community (IC). The agency receives guidance and oversight from the DoD, Office of the Director of National Intelligence (ODNI), and Congress. NGA provides geospatial intelligence—GEOINT—that supports US national security and defense, as well as humanitarian assistance and disaster relief, and informs national policy decisions.



The mission of the OIG is to conduct independent and objective audits, inspections, and investigations to strengthen effectiveness, efficiency, and integrity and prevent and detect fraud, waste, and abuse in NGA programs and operations.

We undertake and perform our assessments of NGA's worldwide programs and operations in accordance with the IG Act of 1978, as amended, and in compliance with the standards of the Government Accountability Office (GAO) and the Council of the Inspectors General on Integrity and Efficiency (CIGIE).

The OIG also serves as the principal NGA agent responsible for investigating potential violations of law, rule, or regulation, as well as incidents of gross mismanagement, gross misconduct, abuse of authority, and denial of due process. In addition, the OIG performs the NGA external liaison function for federal, state, and local Inspectors General and congressional oversight of IG-related matters. The OIG is NGA's liaison to external law enforcement agencies, such as the FBI.

## RESOURCES AND ORGANIZATION

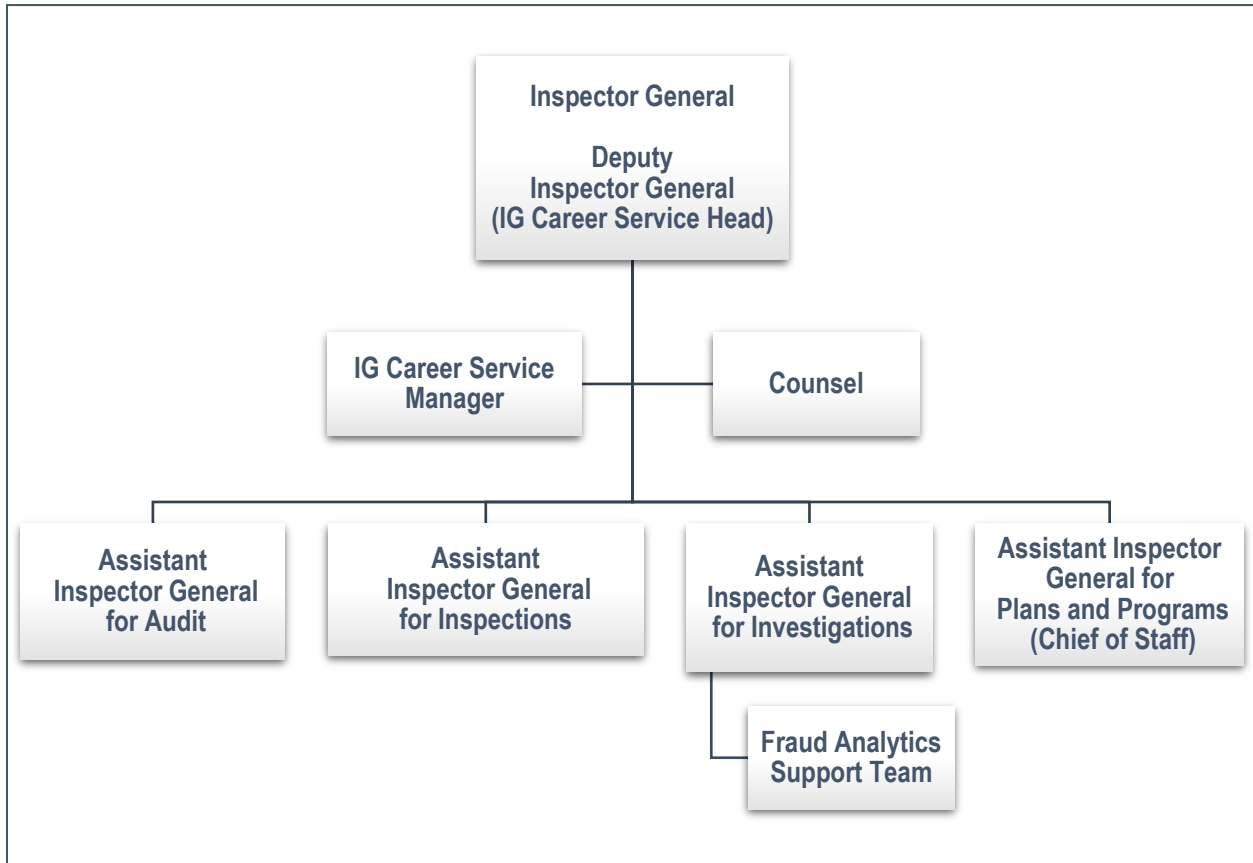
The OIG is authorized 60 billets. As of 31 March 2021, 53 employees were on board. The OIG staff is allocated among three core divisions—Audit, Inspections, and Investigations—and a support function—the Plans and Programs Division. The OIG has a dedicated legal counsel who reports directly to the IG.

The Deputy IG is the head of the IG Career Service (IGCS). The IGCS was established to protect IG personnel from undue outside influence in recruiting, hiring, development, and promotion. The IGCS provides career development, training, and assignments management for IG professionals. The IGCS has a dedicated career service manager (human resource professional) who reports directly to the Deputy IG.

The IGCS focused on creating customized development plans for each OIG employee. This effort allows for supervisors and employees to visualize the information in the career progression roadmap as individualized plans focusing on exposure, experience, and education opportunities. The overall objective is to increase employee sense of belonging and help teammates develop, progress, and advance. The goals of the IGCS are to strengthen core IG competencies, broaden career opportunities, and safeguard independence.

This year the OIG was also successful in securing four Defense Intelligence Senior Leader (DISL) allocations from the Under Secretary of Defense for Intelligence. The DISL positions are being used to upgrade four OIG leader positions, i.e., the IG legal counsel and Assistant Inspectors General (AIGs) for Audit, Inspections, and Investigations. The upgraded DISL positions will place NGA OIG leaders on par with counterparts across the IG Community.

**Figure 1. OIG Organization Chart**



## COUNSEL TO THE INSPECTOR GENERAL

The Counsel to the Inspector General is an in-house legal asset. Counsel provides legal advice directly to the IG and provides legal assistance to all OIG elements. Counsel also represents the OIG in litigation arising out of or affecting OIG operations; manages the OIG legislative and regulatory review; and reviews all plans, investigations, and final reports for legal sufficiency. On behalf of the IG and OIG, the Counsel liaises with, among others, DoD and IC IG counsels; DoD IG, federal and state prosecutors; NGA's Office of General Counsel (OGC); and other NGA components.



## AUDIT

The Audit Division provides independent and objective audits and promotes the effectiveness, efficiency, and accountability of NGA programs and operations. Audits are conducted in accordance with generally accepted government auditing standards and the IG Act, as amended. Audit findings and recommendations seek to reduce costs; improve overall performance; and eliminate fraud, waste, and abuse. The recommendations resulting from the projects offer insight for management, help improve internal controls, and ensure compliance with laws, regulation, and policy.



## INSPECTIONS

The Inspections Division is responsible for evaluating, reviewing, and analyzing NGA's programs and activities, including authorities, policies, procedures, and controls. The division independently assesses the reliability of information, compliance with regulations and policies, management of resources, and achievement of program results. The division conducts inspections in accordance with CIGIE Quality Standards for Inspection and Evaluation and the IG Act, as amended, and provides information that is timely, credible, and useful for agency managers, policy makers, and others. The recommendations resulting from the projects offer insight for management and help improve effectiveness and efficiency of agency operations and programs.

## INVESTIGATIONS

The Investigations Division conducts independent administrative and criminal investigations of complaints and other information of possible violations of criminal and civil law. The division is the principal NGA agent for investigating potential violations of rule or regulation, as well as incidents of gross mismanagement, gross misconduct, abuse of authority, and denial of due process. The Investigations Division closed 39 cases this period, substantiating 14 (36 percent) cases involving false claims, employee misconduct, conflicts of interest, and reprisal.

The division also includes the Fraud Analytics Support Team (FAST), which conducts an agency-wide fraud detection program using data mining and forensic analyses tools. FAST also identifies policy violations and weaknesses in internal and management controls. FAST refers systemic findings to the Inspections Division or Audit Division for further analysis and review. Funds recovered from time and attendance fraud, contractor labor mischarging, and contractor self-disclosure cases are returned to the US Treasury.

The Investigations Division was included in the GAO review, *Whistleblower in the IC*. GAO reviewed DIA, National Reconnaissance Office (NRO), CIA, IC IG, National Security Agency (NSA), and NGA processes and procedures in handling whistleblower complaints. The GAO review is complete. NGA has a plan of action, with milestones, to fully respond to the GAO report.

## SUMMARIES OF AUDITS

As of 31 March, the Audit Division (OIGA) has completed six projects and has nine ongoing projects.

### COMPLETED

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#### **Audit of NGA's Permanent Duty Travel Program, Report No. OIGA 21-01, issued 02 October 2020**

*Overview.* The objective of this audit was to determine the effectiveness and efficiency of NGA's permanent duty travel program. Specifically, the audit was to determine whether NGA complied with applicable laws and regulations governing reimbursement for permanent duty travel.

*Findings.* NGA's permanent duty travel program internal controls need strengthening. NGA's permanent duty travel disbursements did not consistently adhere to the NGA instruction and standard operating procedures (SOPs). Specifically, employees did not consistently sign transportation agreements and travel vouchers, and approving officials did not consistently document review and approval of vouchers before payments were made. Also, NGA did not record certain permanent duty travel obligations and disbursements in a timely and accurate manner; and NGA Instruction (NGAI) 7250.1, Civilian Permanent Change of Station (PCS) Relocation Allowances, and permanent duty travel standard operating procedures do not describe current practices. Weaknesses in permanent duty travel internal controls expose NGA to the risk of not having the authority to require repayment of permanent duty travel funds when employees do not fulfill their requirements; make improper payments; violate the Antideficiency Act; and do not having complete, reliable and timely permanent duty travel financial information for decision making. Without current policies and procedures to enforce management's directives, NGA may not achieve the intended results for the program and resources may not be used in a manner consistent with the agency's mission and relevant laws and regulations.

*Results.* The report contains six recommendations to strengthen NGA's permanent duty travel internal controls. The recommendations focus on developing procedures to improve the documentation of review and approval of permanent duty travel transactions, the timeliness of recording obligations for living quarters allowances, and the accurate identification of permanent duty travel transactions in the NGA GEOINT-Financials (GEO-F) system; and updating NGA's current permanent duty travel instruction and standard operating procedures.

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#### **FY2020 Evaluation of NGA Pursuant to FISMA, Report No. OIGA 21-02 (External Report) issued 22 October 2020, and Report No. OIGA 21-07 (Internal Report), issued 26 January 2021**

*Overview.* OIGA contracted KPMG LLP, an independent public accounting firm, to perform the FY 2020 evaluation required by FISMA. The overall objectives of the evaluation were to assess NGA's information security program in accordance with IG FISMA reporting metrics issued by the Department of Homeland Security and determine whether NGA implemented

recommendations from the FY 2019 assessment. The evaluation included a sample of four systems for testing to support the IG metrics. Two reports were issued in relation to the evaluation: the external report to the IC IG, for transmission to Office of Management and Budget (OMB), that provided the results of the reporting metrics; and the internal report to NGA management that included the detailed findings and recommendations.

*Findings.* KPMG issued 13 findings. The auditors found that NGA made some progress in strengthening its information security program, including the remediation of 11 prior-year recommendations; however, the FISMA evaluation continued to find deficiencies in all five cybersecurity framework function areas: (1) Identify, (2) Protect, (3) Detect, (4) Respond, and (5) Recover. Each function was rated as ineffective. Deficiencies related to the metric domains of risk management, configuration management, identity and access management, data protection and privacy, security training, information security continuous monitoring, incident response, and contingency planning. KPMG concluded that these deficiencies exist because NGA did not consistently implement and enforce information security policies and procedures in accordance with current requirements.

*Results.* KPMG issued 38 recommendations. KPMG will follow up on the findings and evaluate the adequacy of corrective actions taken when it performs the FY2021 evaluation.

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### **Independent Auditors' Report on the NGA Financial Statements for Fiscal Years 2020 and 2019, Report No. OIGA 21-03, issued 13 November 2020**

*Overview.* OIGA contracted KPMG LLP, an independent public accounting firm, to audit NGA's FY 2020 financial statements. The objective was to provide an opinion on whether NGA's financial statements were presented fairly, in all material respects, in accordance with US generally accepted accounting principles. KPMG also considered NGA's internal control over financial reporting and performed tests to determine whether NGA complied with applicable provisions of laws, regulations, contracts, and grant agreements.

*Findings.* For certain material account balances and disclosures, NGA was unable to provide sufficient appropriate audit evidence for, or make representations to, the facts and circumstances that support them. In addition, KPMG reported four material weaknesses in internal control related to: the procurement process; property, plant, and equipment; the fund balance with Treasury; entity-level controls; and a significant deficiency related to key financial systems. KPMG also reported that NGA did not fully comply with the Federal Managers' Financial Integrity Act of 1982; and that NGA's financial management systems did not substantially comply with federal financial management systems requirements, applicable federal accounting standards, and the US Government Standard General Ledger at the transaction level as required under Section 803(a) of the Federal Financial Management Improvement Act (FFMIA) of 1996.

During the audit engagement, KPMG also identified three internal control deficiencies that were not considered significant deficiencies or material weaknesses but were important enough to merit management's attention. These deficiencies were communicated to management in the Independent Auditors' Management Letter for the FY2020 Financial Statement Audit Engagement (Report No. OIGA 21-05, issued 17 December 2020).

*Results.* The audit engagement resulted in a disclaimer of opinion on NGA's FY 2020 and FY 2019 financial statements as KPMG was unable to obtain sufficient, appropriate audit evidence on which to base an opinion. KPMG issued 33 accompanying recommendations (30 with the auditors' report and three with the management letter). KPMG will follow up on the findings and evaluate the adequacy of corrective actions taken when it performs the FY2021 financial statement audit.

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**Audit of Contractor Personnel Qualifications, Report No. OIGA 21-04, issued 16 November 2020**

*Overview.* The objective of this audit was to determine whether NGA ensures its contractors provide qualified personnel commensurate with labor category requirements and rates established in their contracts.

*Findings.* NGA did not always ensure that key personnel positions in service contracts were staffed with qualified personnel that met the labor category requirements established in the contracts. Although NGA was effective at ensuring prospective contractors proposed qualified key personnel at contract award, NGA contracting officers and contracting officer representatives did not always ensure qualified personnel were substituted when key personnel departed after contract award. As a result, NGA risks inefficient contract performance because it did not consistently ensure that substitute key personnel met specific key personnel contract and skills requirements deemed necessary to effectively meet the contract objective. In addition, the audit found that NGA service contracts frequently specified positions, skill levels, and labor category requirements for non-key contractor personnel. However, NGA contracting officers and contracting officer representatives did not ensure the contractors provided qualified non-key personnel at contract award or in substitute of departing personnel. As a result, NGA risks contract underperformance or the contractors being unable to efficiently fulfill contract objectives because of potentially unqualified non-key personnel in contract positions with specific labor category requirements. The audit did not find any significant discrepancies with contractor-invoiced labor rates.

*Results.* The report contains two recommendations. NGA should ensure contracting officers and contracting officer representatives follow established contract provisions related to labor category requirements to make certain qualified key contractor personnel perform on NGA contracts. NGA should also establish controls to ensure contractors provide qualified non-key personnel that meet labor categories in their contracts. Otherwise, do not include defined labor categories for non-key personnel.

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**FY 2020 Evaluation of the NGA Information Security Continuous Monitoring (ISCM) Program, Report No. OIGA 21-06, issued 22 December 2020**

*Overview.* The IC IG requested each intelligence agency's IG to evaluate its Information Security Continuous Monitoring program to determine that the program maintains ongoing awareness of information security, vulnerabilities, and threats to support organizational risk management decisions as required. OIGA contracted KPMG LLP, an independent public accounting firm, to respond to the ISCM questions from the IC IG. KPMG's procedures were performed in conjunction with the FY 2020 FISMA evaluation.

*Results.* Procedures performed to respond to the IC IG’s questions did not constitute an audit or attestation conducted in accordance with generally accepted government auditing standards and did not result in the issuance of a conclusion or opinion about NGA’s internal control or other subject matter related to this engagement. Results were a compilation of management’s responses to the IC IG questions in areas that affect ISCM, specifically, risk management configuration management.

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## **External Peer Review of the DIA, OIG, Audit Organization, Memorandum No. U-007-OIG/21, issued 22 January 2021**

*Overview.* The objectives of the review were to determine whether the DIA, OIG, Audit Organization’s quality control system is suitably designed and whether the organization is complying with its quality control system in order to provide itself with reasonable assurance of conformance with applicable professional standards and legal and regulatory requirements. The review will also determine whether controls over monitoring of contracted engagements performed by independent public accounting firms, where a firm serves as the auditor, are suitably designed and complied with. Audit organizations that perform audits in accordance with generally accepted government auditing standards are required to undergo an external peer review at least once every three years.



*Findings.* In OIGA’s opinion, the system of quality control for the audit organization of the DIA OIG in effect for the year ended 30 June 2020 was suitably designed and complied with to provide the DIA OIG with reasonable assurance of performing and reporting in conformity with applicable professional standards and applicable legal and regulatory requirements in all material aspects.

*Results.* Audit organizations can receive a rating of “pass,” “pass with deficiencies,” or “fail.” The DIA OIG received an external peer review rating of “pass.” OIGA issued an accompanying

letter of comment that set forth findings that were not considered of sufficient significance to affect the division’s opinion in this report.

## **ONGOING**

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### **Audit of NGA’s Award Fee Contracts, Project No. 20-A03**

*Overview.* The objective of this audit is to assess NGA’s management of award fee contracts. Specifically, the audit will evaluate the adequacy and appropriateness of the (1) process used to assess contractor performance, (2) justification for fees awarded, and (3) obligation of award fees.

*Status.* The project, announced in February 2020, is 90 percent complete. OIGA plans to issue a report in May 2021.

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### **Audit of NGA's Laptop Inventory, Project No. 20-A05**

*Overview.* OIGA re-announced the Audit of NGA's Classified Laptop Inventory as the Audit of NGA's Laptop Inventory. The original objective was to determine whether NGA's classified laptop inventory is managed in accordance with federal, DoD, and NGA requirements. The re-announced objective is to determine whether laptops are accurately accounted for in accordance with federal, DoD, and NGA requirements. The re-announcement was necessary to reflect NGA's laptop inventory process.

*Status.* The project, announced in February 2020 and re-announced in November 2020, is 75 percent complete. OIGA plans to issue a report in May 2021.

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### **Audit of NGA's Purchase Card Program, Project No. 20-A07**

*Overview.* The objectives of this audit are to determine whether (1) NGA's internal controls over the purchase card program are properly designed and implemented and operating effectively to prevent abuse or misuse; and (2) NGA government purchase card transactions are valid, properly authorized, and supported.

*Status.* The project, announced in March 2020, is 50 percent complete. OIGA plans to issue a report in August 2021.

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### **Audit of NGA's Placements and Assignments Program, Project No. 21-A01**

*Overview.* The objective of this audit is to assess whether the development and implementation of NGA's Placements and Assignments Program achieves program goals effectively and efficiently and supports related NGA plans for the workforce.

*Status.* The project, announced in October 2020, is 40 percent complete. OIGA plans to issue a report in September 2021.

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### **Audit of NGA's Use and Controls of Funds for Interagency Acquisitions, Project No. 21-A02**

*Overview.* The objectives of this audit are to determine whether NGA complied with applicable laws and regulations related to the use and control of funds for interagency acquisitions. Specifically, we will assess the procedures NGA used to provide, receive, and monitor funding to other defense and non-defense agencies. In addition, we will determine whether NGA implemented adequate procedures for issuing, recording, reviewing, and reporting financial information related to interagency acquisitions.

*Status.* The project, announced in October 2020, is 40 percent complete. OIGA plans to issue a report in October 2021.

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### **Audit of the NGA Financial Statements for FY2021, Project No. 21-A03**

*Overview.* OIGA contracted KPMG LLP, an independent public accounting firm, to audit NGA's FY2021 financial statements. The audit objective is to determine whether NGA's financial statements are presented fairly, in all material respects, in accordance with



US generally accepted accounting principles. To meet requirements for federal financial statement audits, KPMG is also assessing internal control over financial reporting and performing tests to determine whether NGA complied with applicable provisions of laws, regulations, contracts, and grant agreements.

KPMG is following up on the status of management's corrective actions to address the findings and recommendations communicated in the Independent Auditors' Report on the NGA Financial Statements for FYs 2020 and 2019 (Report No. OIGA 21-03), and the Independent Auditors' Management Letter for the FY2020 Financial Statement Audit (Report No. OIGA 21 05).

*Status.* The project, announced in February 2021, is 10 percent complete. KPMG's report will be issued no later than 15 November 2021. If necessary, a management letter will be issued by 31 December 2021.

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#### **Audit of Maintaining Cybersecurity in the COVID-19 Telework Environment, Project No. 21-A04**

*Overview.* The OIG contracted KPMG LLP, an independent public accounting firm, to audit NGA's maintenance of cybersecurity in the COVID-19 telework environment in conjunction with KPMG's FY 2021 FISMA evaluation. The audit objectives are to determine (1) whether change control, acquisition/procurement, and risk management processes for enhancements to NGA efforts to promote telework capabilities, including new software and the migration of information systems from the classified to unclassified networks, are in accordance with federal, DoD, and NGA requirements; (2) whether NGA conducted exercises to test the effectiveness of telework security training, including practical exercises in security awareness training in accordance with federal, DoD, and NGA requirements; and (3) whether NGA identified minimum security configuration requirements for remote connections and implemented controls to prevent and monitor remote connections that did not meet defined requirements in accordance with federal, DoD, and NGA requirements.

*Status.* The project, announced in December 2020, is 25 percent complete. KPMG's report is expected to be issued in August 2021.

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#### **FY2021 FISMA Evaluation of the NGA Information Security Program, Project No. 21-A05**

*Overview.* The OIG contracted KPMG LLP, an independent public accounting firm, to perform the FY2021 evaluation required by FISMA. The overall objectives of the evaluation are to assess NGA's information security program in accordance with the IG FISMA reporting metrics issued by the Department of Homeland Security and determine whether NGA implemented recommendations from the prior year's evaluation. The evaluation will include testing a sample of information systems to support the IG metrics.

*Status.* The project, announced in February 2021, is 10 percent complete. OIGA plans to issue the final external metrics report to the IC IG in October 2021 and the detailed internal report to NGA management in November 2021.

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## **Assessment of NGA's Compliance with PIIA for Fiscal Year 2020, Project No. 21-A06**

*Overview.* The objective of the assessment is to determine whether NGA was compliant with PIIA for FY 2020.

*Status.* The project, announced in January 2021, is 90 percent complete. OIGA plans to issue a report in April 2021.

## SUMMARIES OF INSPECTIONS

As of 31 March, the Inspections Division (OIGE) has completed three inspections and has five ongoing inspections.

### COMPLETED

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#### **Pre-Inspection of NGA's Agency-to-Agency Support Agreement Program, Report No. OIGE-20-01**

*Overview.* Prior to the COVID-19 pandemic, the onsite inspection of NGA's agency-to-agency support agreement program was planned for the mid FY 2020 timeframe. The inspection was announced in the OIG FY2020 Audit and Inspection Plan. The objective for the onsite inspection was to verify whether NGA's agency-to-agency support agreements were aligned with applicable directives and policies. Sub-objectives were to determine how the support agreement program was administered and managed, to determine action officers' understanding of the agency's support agreement program processes, and to determine whether support agreements are periodically reviewed in accordance with agency policy.

*Status.* Although the impact of the COVID-19 pandemic resulted in the inspection's postponement, the pre-inspection evaluation report was published on 25 November 2020. The report presented four observations with accompanying considerations for agency review, response, and action.

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#### **Inspection of NGA's Response to and Implementation of Executive Order (EO) 13950, Report No. OIGE-21-01**

*Overview.* The OIG initiated a Quick Look (QL) inspection of NGA's Response to and Implementation of EO 13950. The OIG received inspection guidance on responding to EO 13950, Combating Race and Sex Stereotyping, 22 September 2020 from the CIGIE and coordinated with the DoD IG. The objective of this inspection was to review and assess agency compliance with the requirements of EO 13950 on Combating Race and Sex Stereotyping. To fulfill the objective, the inspection team coordinated with assigned personnel responsible for agency compliance with the EO. The inspection team reviewed applicable OMB and Office of Personnel Management (OPM) guidance, and relevant NGA policies and procedures.

*Status.* The inspection was announced on 19 November 2020 and the report was published on 14 December 2020. The inspection determined that NGA was actively engaged in response and compliance to EO 13950 requirements in accordance with supplementary guidance provided by OMB, OPM, and the DoD.

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#### **Inspection of NGA's Mission Position Window (MPW) Exception Request Process, Report No. OIGE-21-02**

*Overview.* The OIG received employee complaints regarding NGA's MPW program's exception request process. Employees claimed they were unfairly denied release from their MPW

minimum time requirements. The guiding philosophy behind the MPW minimum time is to provide NGA's employees the necessary depth of experience to fully execute the mission. MPW minimum times are assigned to positions, not the employee, and are based on the amount of time determined by the mission owner to successfully develop the necessary expertise required to continuously execute the mission without disruption. MPW minimums also allow employees to gain the full experience of a position. Employees are expected to remain in their position for the minimum time as set by the established MPW for that position.

*Status.* The project was announced on 25 November 2020 and the report was published in March 2021. The inspection found employee complaints unsubstantiated and determined the process to align with NGA's strategic mission needs while offering substantial flexibility in support of NGA employees' current and future career progression opportunities and goals

## ONGOING

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### Inspection of GEOINT Standards, Project No. II-19-01

*Overview.* The NGA Director, as GEOINT Functional Manager (GFM), established the National System of Geospatial-Intelligence (NSG) GFM Standards Assessment program, which defines and implements NSG methods and processes to assess and assert information technology (IT) and National Security Systems (NSS) conformance with GEOINT data and service standards within the DoD and the IC. During the 2019 annual planning process, OIGE learned of potential negative effects resulting from NGA Career Services manpower initiatives and constrained contract funding for the GEOINT Standards program. Management raised concerns that the Career Services initiatives created a critical shortfall in qualified cadre. Additionally, OIGE learned of concerns regarding possible reductions to the GEOINT standards-related contract funding. The overall objective of the inspection is to assess whether the GEOINT Standards program is currently organized, staffed, and resourced to effectively fulfill its GFM responsibilities.

*Status.* The final report was delayed due to unplanned attrition in the OIGE staff and a reduced manning profile for a temporary period. Additional delays occurred due to the COVID-19 pandemic. The report is planned for publication in May 2021.

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### Inspection of NGA's Contract Writing System, Project No. QL-19-02

*Overview.* NGA contract data must be completed and tracked in a system that is searchable. Currently, NGA contract data is housed in a system called PRISM. OIGE received complaints that contract data is incomplete and kept on manual spreadsheets. In addition, the ability for NGA's Office of Contract Services (OCS) and program offices to readily track, obtain metrics, and evaluate contracts during the lifecycle cannot be effectively performed without a standardized contract writing system. The overall objective of this inspection is to determine whether NGA's contract writing system delivers the capability to provide adequate contract data for principal users. Specifically, OIGE will determine whether the current NGA contract writing system sufficiently allows for storage, discoverability, and retrieval of required contract documentation and whether the planned system will adequately store, manage, and make

accessible all required contract information as required by Federal Acquisition Regulation §4.8, Government Contract Files.

*Status.* The final report was delayed due to unplanned attrition in the OIG staff and a reduced manning profile for a temporary period. Additional delays occurred due to the COVID-19 pandemic. The report is planned for publication in May 2021.

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#### **Inspection of the NGA Promotion Process, Project No. II-20-01**

*Overview.* Beginning in 2016, NGA began transitioning to a new promotion process, which differs significantly from the system that had been in place. The new promotion process was fully implemented in 2019. The overall objective of this inspection is to determine whether the current promotion process is effective and efficient and to evaluate the Human Development (HD) component's oversight of the promotion process. Specific subobjectives are to assess the process and ascertain any needed improvements, cost effectiveness in terms of money and manpower, and whether HD's measures of success map to the NGA Strategic Goals.

*Status.* The final report was planned for publication in July 2020; however, the inspection was delayed due to the COVID-19 pandemic and significant personnel changes. Publication is planned for April 2021.

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#### **Inspection of NGA's Telework Policy, Project No. QL-20-01**

*Overview.* The OIG will conduct several phased inspections evaluating NGA's planning, preparedness, response, and recovery during the COVID-19 pandemic. These inspections will inform leadership and provide opportunities to improve on NGA's future pandemic or emergency response. The first of five reviews focuses on the agency's telework policy and posture. The objectives of this inspection are to determine and evaluate NGA's Telework Policy posture prior to the COVID-19 pandemic and to determine and assess NGA's application of US Government telework policy in response to the COVID-19 pandemic.

*Status.* The project was announced in September 2020 and is in the planning phase. Publication is planned for April 2021.

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#### **Inspection of NGA's Security and Installations (SI) Contractor Badging Process, Project No. QL-21-02**

*Overview.* OIG has initiated a quick look inspection of the SI contractor badging process. The objective of this inspection is to determine SI's program, processes, and activities controlling contractor badge issuance and turn-in. Mismanagement of the contractor badging program may expose the agency to security and procurement risks. The objective of this inspection is to determine whether SI is properly managing contractor badging in compliance with governance policy and directives.

*Status.* The project was announced on 25 February 2021. The inspection team is conducting fieldwork with completion and report publication expected in April 2021.

## SUMMARIES OF INVESTIGATIONS

As of 31 March, the Investigations Division (OIGI) has closed 39 cases, substantiated 14 (or 36 percent), opened 27 new cases, and has 58 ongoing investigations.

### JUDICIAL ACTIONS AND PROSECUTIONS

OIGI has nothing to report during this period.

### CASES INVOLVING SENIOR GOVERNMENT OFFICIALS (SUBSTANTIATED)

OIGI has nine pending investigations on senior officials. During this period, OIGI completed three investigations that substantiated allegations against senior government officials. OIGI provided the DoD OIG the required notification of these allegations and cases.

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#### **OIG Case No. 18-018, closed January 2021**

OIGI investigated allegations that an NGA senior official had an inappropriate relationship with a contractor, circumvented acquisition processes and created a personal services contract, authorized contractors to perform inherently governmental functions, and provided source selection sensitive information to a contractor that gave the company an unfair business advantage. The investigation substantiated all four allegations. OIGI and Defense Criminal Investigative Service (DCIS) agents presented the case details to an assistant US attorney, who declined to bring a criminal case. The senior official retired from government service before NGA could pursue any administrative action.

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#### **OIG Case No. 18-108, closed October 2020**

OIGI investigated allegations that an NGA senior government official had inappropriate relationships and engaged in sexually harassing behavior with female subordinates, which caused some employees to resign from NGA. The investigation developed evidence to substantiate that the official had an unprofessional relationship in the workplace. The investigation also developed evidence that the senior official may have violated federal laws when the official hugged female employees and made sexual advances toward a female subordinate. The senior official resigned from government service before a proposed 30-day suspension could be imposed.

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#### **OIG Case No. 18-127, closed March 2021**

OIGI investigated an allegation that a senior government official obtained financial information on an NGA employee during an inquiry, contrary to DoD guidance. The investigation substantiated the allegation. Remedies included training all personnel in the senior official's organization and the NGA office that has oversight of these matters and embedding a liaison in the senior official's organization to assist with privacy and civil liberties issues.



## **CASES INVOLVING SENIOR GOVERNMENT OFFICIALS (UNSUBSTANTIATED)**

The DoD OIG was provided appropriate notification of the following allegations and cases.

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### **OIG Case No. 20-021, closed October 2020**

OIGI investigated an allegation that an NGA senior government official reprised against a subordinate employee by not recommending her for promotion after she reported another employee, who was her supervisor, for committing a security violation. The investigation did not substantiate the allegation.

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### **OIG Case No. 20-050, closed October 2020**

OIGI received an allegation that a senior government official participated in activities that violated the Hatch Act. Details of the allegation were referred to the Office of Special Counsel (OSC) for review and action. OSC completed its review and concluded that the senior official did not violate the Hatch Act.

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### **OIG Case No. 20-051, closed January 2021**

OIGI received an allegation that a senior government official participated in activities that violated the Hatch Act. Details of the allegation were referred to OSC for review and action. OSC completed its review and concluded that the senior official did not violate the Hatch Act.

## **WHISTLEBLOWER RETALIATION**

OIGI closed five whistleblower reprisal cases, which are summarized below.

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### **OIG Case No. 19-113, closed March 2021**

OIGI received an allegation that a pay band 3 NGA employee was removed from his position in retaliation for filing an equal employment opportunity (EEO) complaint against his supervisor. OIGI held its investigation in abeyance and awaited the outcome of the EEO investigation, which was also addressing reprisal claims. OIGI closed its case after the officer notified OIGI on 3 February 2021 that he had satisfactorily settled his EEO case and he did not wish to pursue any action with OIGI.

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### **OIG Case No. 19-142, closed March 2021**

OIGI investigated an allegation of retaliation against a pay band 4 staff officer by a supervisor for reporting wasteful spending on a contract and filing an EEO complaint. The officer believed her actions adversely affected her performance evaluation and promotion attempts. The OIGI investigation concluded that reprisal did not occur. The findings were reported to the staff officer.

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### **OIG Case No. 19-143, closed October 2020**

OIGI opened an investigation to address an allegation that a pay band 4 analyst received a lower performance appraisal score, was removed from team lead responsibilities, and received a letter of caution and a letter of requirement from the first- and second-line supervisor for reporting gross mismanagement by the supervisors. The OIGI investigation concluded that reprisal did not occur. The findings were reported to the analyst.

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### **OIG Case No. 20-021, closed October 2020**

OIGI investigated an allegation that two supervisors reprised against a subordinate employee by not recommending the employee for promotion after she reported one of the supervisors for committing a security violation. The investigation did not substantiate the allegation. The findings were reported to the employee.

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### **OIG Case No. 20-084, closed March 2021**

OIGI investigated an allegation that a supervisor reprised against a subordinate program analyst when the analyst received what the analyst perceived as negative comments on a performance report after filing an IG complaint. The OIGI investigation did not substantiate the reprisal claims and found that the comments on the report would have occurred absent the filing of the OIG complaint. The findings were reported to the employee.

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## **TIME AND ATTENDANCE FRAUD / CONTRACTOR LABOR MISCHARGING**

OIGI continued to address matters of significant time and attendance fraud and contractor labor mischarging through investigations. Many lesser time and attendance issues are handled directly with management, which ensures that recovery of funds and other remedies are accomplished. Many low-dollar contractor labor mischarging issues are handled directly with NGA contractor officers to recover funds and have the offenders removed from NGA. An example of a case that involves both time and attendance fraud by a government employee and labor mischarging by a contractor follows.



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### **OIG Case No. 19-025, closed March 2021**

OIGI received an allegation that a pay band 3 employee, who also moonlighted at NGA as a maintenance services contractor, was not working the required hours for his government job or his contractor job and was misusing his government and contractor building passes. OIG investigators found evidence to support the allegation; the employee was not working the requisite hours for either position. The value of his shortage to the government was \$8,347.18. The employee's company terminated his employment and his government employment was terminated on 26 February 2021. Actions are being initiated to recover the funds owed to the US Government.

## OTHER NOTEWORTHY INVESTIGATIONS

### OIG Case No. 19-141, closed December 2020

OIGI coordinated an investigation with DCIS to address allegations that a former NGA senior official potentially violated 18 US Code § 207, Restrictions on former officers, employees, and elected officials of the executive and legislative branches. DCIS and OIGI agents presented investigation details to an assistant US attorney in the Eastern District of Virginia, who did not accept the case for prosecution. The NGA OGC contacted the former senior official and advised the official in writing that his behavior violated federal law and of his continued limitations.

### OIG Case No. 20-039, closed November 2020

OIGI investigated allegations that a pay band 5 employee made inappropriate sexual contact with a subordinate female employee. The investigation found that the engineer engaged in inappropriate sexual contact with the female employee and engaged in inappropriate physical contact with subordinate male employees. The employee received a 30-day suspension without pay for his inappropriate actions and lack of candor during the OIG investigation. The engineer also signed a Last Chance Agreement, in which he agreed to accept the suspension and waive any appeal rights if he violates the agreement in the future.

## CRIMINAL INVESTIGATIONS

During this period, OIGI worked on investigations with DCIS, other criminal investigative agencies, and Department of Justice attorneys. The issues included false claims, cost mischarging, post-government employment violations, and conflicts of interest.



## FRAUD ANALYTICS SUPPORT TEAM

FAST is leveraging data science to (1) detect and deter fraud, waste, and abuse through data science and (2) provide forensic analysis support to the Investigations Division. FAST provides the basis for restitution and recovery of dollars lost due to fraud, waste, and abuse so that corrective actions can be taken to address employee misconduct.

### COMPLETED

Because of COVID-19 restrictions and staff attrition, FAST did not close any proactive projects this reporting period.

### ONGOING

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#### **Proactive Contract Fraud Detection Model, Project No. F20-003**

Contracts pose one of the highest risks for fraud at NGA. In response, FAST initiated an annual review of NGA contracts. The objective of this project was to identify high-risk contracts based on risk rankings derived from available data and outlier detection methods. The goal is to find the outliers in the data and identify contracts with potential fraud, waste, and abuse. This project is expected to be completed by September 2021.

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#### **FY2019 Proactive Government Travel Charge Card Analytics, Project No. F20-006**

The OIG FAST will perform an annual review of Government Travel Charge Card (GTCC) transactions made in FY2019 and FY2020 for indicators of misuse. FAST will refer misuse cases to management for action and to NGA's GTCC Team for remedial action. This project is expected to be completed by September 2021.

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#### **Paycheck Protection Program Loan Fraud Proactive Project, Project No. F20-010**

FAST is currently collaborating with DCIS to develop a model to proactively detect Paycheck Protection Program fraud by NGA contracting companies. This project is expected to be completed by September 2021.

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#### **FY2021 NGA OIG Strategic Implementation Plan Dashboard, Project No. F21-001**

FAST will develop an interactive dashboard to track the progress of OIG strategic goals. This dashboard aims to capture key performance indicators associated with each goal, will help ensure the on-time delivery of strategic objectives, and enable executive decision making. This project is expected to be completed by September 2021.

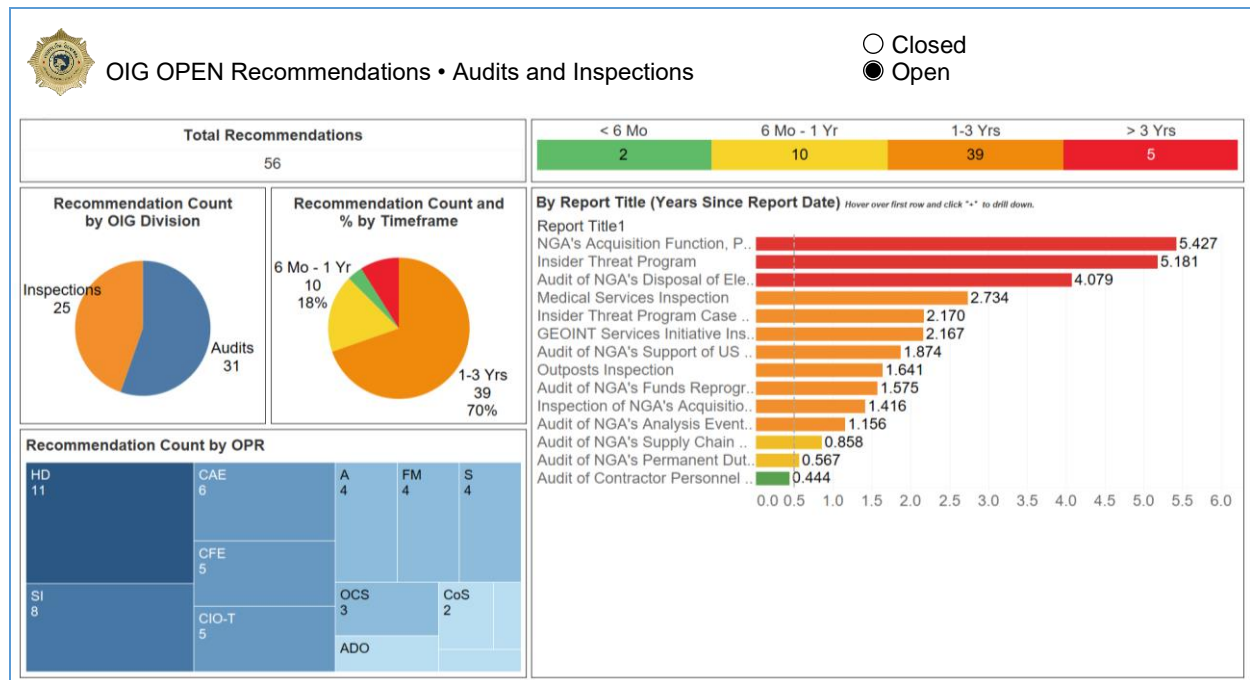
## FY2021 NGA OIG Open Recommendations Dashboard, Project No. F21-003

This dashboard updates NGA and OIG management on the status of OIG FY 2021 open recommendations and calls decision makers' attention to areas of high priority. It identifies the number of open recommendations by OIG office and NGA office of primary responsibility (OPR). Since the last Semiannual Report to Congress, NGA and OIG management opened seven new recommendations and closed a total of 22 for a net of 15 closed of the 71 open recommendations (21 percent). Fifty-six recommendations remain open. The number of recommendations open for more than three years decreased from 10 to five (50 percent). NGA and OIG management will continue working together to address the remaining open recommendations.

**Figure 2. Analysis of Open Recommendations from 1 October 2020 to 31 March 2021**

Open Recommendations				
1 October 2020 → 31 March 2021				
Total	71 → 56	21%	↓	Good
1-3 yrs.	44 → 39	11%	↓	Good
3-5 yrs.	10 → 5	50%	↓	Good

**Figure 3. Open Recommendations Dashboard as of 31 March 2021**



## NEW

### Unhealthy NGA Culture Themes found in Employee Complaints

FAST discovered several IG complaints since 2019 indicating unhealthy NGA culture issues. Since 2019, OIGI investigated or referred 161 allegations, which included the following unhealthy themes.

						CULTURE THEMES				
TOTAL IG ALLEGATIONS			CULTURE ALLEGATIONS			FY				
FY	Investigated	Referred	Total	No.	%	Theme	2019	2020	2021	Total
19	159	154	313	82	26%	Abuse	22	10	2	34
20	88	133	221	68	31%	EEO	24	7	0	31
21	16	39	55	11	20%	Culture of Respect	5	18	0	23
Total	263	326	589	161	26%	Unfair	9	11	1	21
						Accountability	7	14	0	21
						Unethical	14	5	1	20
						Harassment	11	5	3	19
						Bullying	9	3	1	13
						Favoritism	4	7	3	14
						Dishonest	1	1	0	2
						Total	106	81	11	198

as of 31 JAN 2021

Note: some allegations included multiple cultural themes (161 allegations include 198 themes)



## APPENDIX A. STATUS OF AUDIT AND INSPECTION RECOMMENDATIONS

This appendix includes seven tables that present the status of recommendations according to various parameters.

**Table A-1. Open and Closed OIG Recommendations as of 31 March 2021**

This table provides the number of NGA OIG and DoD OIG audit and inspection recommendations issued to NGA management that were closed or remained open at the end of the reporting period. This table does not include recommendations from the Financial Statement Audit (33 open) and FISMA evaluation (38 open). Recommendations that closed prior to 1 October 2020 are not included.

Report Title, Report Number, Date	Recommendations	
	No. Closed	No. Open
<b>Audit of Foreign Travel, Report No. OIGA 16-13, September 2016</b>	<b>1</b>	<b>0</b>
Objective: To determine whether management of foreign temporary duty (TDY) travel was effective and efficient. Specifically, the OIG determined whether NGA travelers and approving officials complied with applicable laws and regulations governing reimbursement for foreign TDY travel.		
<b>Audit of NGA's Disposal of Electronic Waste, Report No. OIGA 17-06, March 2017</b>	<b>0</b>	<b>3</b>
Objective: To determine whether NGA sanitized and disposed of e-waste in accordance with IC, DoD, and NGA policies and procedures.		
<b>Audit of NGA's Security Financial Disclosure Program, Report No. OIGA18-06, July 2018</b>	<b>4</b>	<b>0</b>
Objective: To determine whether the NGA Security Financial Disclosure Program is effectively managed in accordance with applicable federal, DoD, and NGA policy and guidance.		
<b>Audit of NGA's Management of the Defense Acquisition Workforce Improvement Act (DAWIA) Program, Report No. OIGA19-05, March 2019</b>	<b>1</b>	<b>0</b>
Objective: To determine whether NGA effectively and efficiently managed the DAWIA Program.		
<b>Audit of NGA's Support to US Strategic Command (STRATCOM) Mission Requirements, Report No. OIGA19-06, June 2019</b>	<b>0</b>	<b>5</b>
Objective: To determine whether NGA effectively and efficiently satisfied STRATCOM requirements.		

Report Title, Report Number, Date	Recommendations	
	No. Closed	No. Open
<b>Audit of NGA's Funds Reprogramming Activity, Report No. OIGA19-07, September 2019</b>	<b>0</b>	<b>4</b>
Objective: To (1) assess NGA funds reprogramming activity for gaps in compliance with applicable laws, regulations, policies, and procedures and (2) provide information on the root cause of reprogramming activities.		
<b>Audit of NGA's Analysis Event Response for National Security and Natural Disasters, Report No. OIGA 20-05, March 2020</b>	<b>0</b>	<b>7</b>
Objective: To determine whether Analysis component-related crisis and event response plans were in place, executed, and managed effectively. Specifically, we determined whether the execution and management of those plans facilitated coordination among stakeholders, standardization of procedures where practical, reduction in duplication of efforts, and efficient allocation of available resources.		
<b>Audit of NGA's Supply Chain Risk Management (SCRM), Report No. OIGA 20-06, June 2020</b>	<b>0</b>	<b>5</b>
Objective: To determine whether the NGA Supply Chain Risk Management program was effectively managed in accordance with federal law, DoD, IC, and other applicable policy and guidance.		
<b>Audit of NGA's Permanent Duty Travel Program, Report No. OIGA 21-01, October 2020</b>	<b>1</b>	<b>5</b>
Objective: To determine the effectiveness and efficiency of NGA's permanent duty travel program. Specifically, the audit will determine whether NGA complied with applicable laws and regulations governing reimbursement for permanent duty travel.		
<b>Audit of NGA's Contractor Personnel Qualifications, Report No. OIGA 21-04, November 2020</b>	<b>0</b>	<b>2</b>
Objective: To determine whether NGA ensures its contractors provide qualified personnel commensurate with labor category requirements and rates established in their contracts.		
<b>Inspection of NGA's Acquisition Function, Phase II: Human Capital, Report No. OIGE 16-03, November 2015</b>	<b>0</b>	<b>1</b>
Objectives: To review NGA's acquisition human capital policies and practices to evaluate whether NGA has developed and maintained a fully proficient acquisition workforce that is flexible and highly skilled across a range of management, technical, and business disciplines as outlined in OMB's assessment guide. The subobjectives were to determine (1) whether NGA is conducting effective strategic human capital planning and (2) whether NGA is effectively and efficiently acquiring, developing, and retaining acquisition talent.		

Report Title, Report Number, Date	Recommendations	
	No. Closed	No. Open
<b>Inspection of the CURATOR Program, Report No. OIGE 16-04, February 2016</b>	<b>3</b>	<b>0</b>
Objectives: To determine compliance with its statement of capabilities.		
<b>Review of the NGA Insider Threat Program, Report No. OIGE 16-05, February 2016</b>	<b>0</b>	<b>1</b>
Objectives: To determine whether NGA's Insider Threat Program complies with executive branch, DoD, and IC requirements. The subobjectives were aligned with the following six minimum standards established by the National Insider Threat Policy: (1) designation of senior official(s) and associated responsibilities; (2) information integration, analysis, and response; (3) insider threat program personnel; (4) access to information; (5) monitoring user activity on networks; and (6) employee training and awareness.		
<b>Review of NGA Safety of Navigation, Notice to Mariners, Report No. OIGE 16-06, May 2016</b>	<b>1</b>	<b>0</b>
Objective: To assess the magnitude, primary causes, and impact of the backlog within NGA's Safety of Navigation, Notice to Mariners Program.		
<b>Inspection of Structured Observation Management (SOM), Report No. OIGE 18-01, November 2017</b>	<b>3</b>	<b>0</b>
Objective: To assess SOM implementation against oversight requirements, agency plans and goals, milestones, and customer requirements. Subobjectives of the inspection were to (1) determine the extent to which SOM has been implemented against the agency's established plan, (b) determine if SOM is meeting customer needs, and (c) assess the implementation of the program with respect to established standards.		
<b>Inspection of NGA's Medical Services, Report No. OIGE 18-05, August 2018</b>	<b>0</b>	<b>10</b>
Objective: To assess the effectiveness, efficiency, and compliance with oversight requirements of NGA's medical services, including the deployer program, during the period of 2014 to 2017.		
<b>Inspection of NGA's Insider Threat Program Case Management, Report No. OIGE 19-01, February 2019</b>	<b>3</b>	<b>7</b>
Objective: To assess the NGA Insider Threat Program's processes and procedures used for managing cases and complying with applicable laws and DoD and IC policies.		

Report Title, Report Number, Date	Recommendations	
	No. Closed	No. Open
<b>Inspection of NGA’s GEOINT Services Initiative, Report No. OIGE 19-02, February 2019</b>	<b>2</b>	<b>3</b>
Objective: To assess the effectiveness and efficiency of the implementation of GEOINT Services against IC requirements; agency objectives, plans, and milestones; and assigned responsibilities. Specific subobjectives of the inspection were to determine the extent to which GEOINT Services (1) has been effectively and efficiently implemented, and (2) has effectively and efficiently fulfilled NGA's designated responsibilities of Geospatial Platform as a Service.		
<b>Quick Look Inspection Report of NGA Outposts, Report No. OIGE-19-05, September 2019</b>	<b>0</b>	<b>1</b>
Objectives: To evaluate the effectiveness of the NGA outposts with respect to return on investment.		
<b>Inspection of NGA’s Acquisition Function, Phase III: Policies and Processes, Report No. OIGE 20-01, November 2019</b>	<b>3</b>	<b>2</b>
Objectives: To assess NGA’s acquisition policies and processes to determine the effectiveness and efficiency of the agency’s acquisition program management and compliance with oversight requirements. Specifically, we discovered the agency’s acquisition policies and processes, assessed how well the policies and processes supported the agency’s program managers in performing their duties, and assessed how the policies and processes supported the agency’s ability to assess and monitor its own acquisition performance.		
<b>TOTAL</b>	<b>22</b>	<b>56</b>

A ***recommendation for corrective action*** is issued in response to a finding that a federal standard is not being met; it is intended to bring the agency into compliance with the standard.

**Table A-2. OIG Recommendations for Corrective Action, Current Reporting Period (1 October 2020 – 31 March 2021)**

Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
<b>Audit of NGA’s Permanent Duty Travel Program, Report No. OIGA 21-01, Issued 02 October 2020</b>	4	The NGA Chief Financial Executive, in coordination with the NGA Director of Human Development, develop procedures to record permanent duty travel obligations for living quarters allowances when permanent duty travel orders are issued.
	5	The NGA Chief Financial Executive develop a method to readily and accurately identify all permanent duty travel transactions in GEO-F.
<b>Independent Auditors’ Report on the NGA Financial Statements for FYs 2020 and 2019, Report No. OIGA 21-03, Issued 13 November 2020</b>		Recommendations to address material weaknesses:
	1A	The Financial Management (FM) component and OCS should revise their policies and standard operating procedures related to the dormant obligations review to fully implement procedures in accordance with DoD guidance, while also evaluating the sufficiency of the DoD sample percentages relative to NGA’s dormant obligations environment and materiality.
	1B	FM should implement a dormant obligation control for the entire fiscal year, to include a process to adjust the year-end financial statements, if necessary, for dormant obligations that have been identified as invalid but have not been de-obligated.

Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
	1C	The Component Acquisition Executive (CAE), OCS, and FM should develop, document, and implement policies and procedures over the receiving report certification process to ensure consistent performance of the control, including verification that goods and services were received; and
	1D	CAE, OCS, and FM should review, update, and disseminate training for approving officials to ensure it includes all steps to properly certify receiving reports.
	2A	FM, SI, and the Chief Information Officer and IT Services (CIO-T) components should continue their efforts to remediate personal property deficiencies, including a review of software-in-development and construction-in-progress (CIP). As part of the review, NGA should reclassify completed projects from the software-in-development account to software and from CIP to the relevant in-service personal property account. Going forward, FM, SI, and CIO-T should develop and implement a process that allows for completed assets to be placed in-service in the financial system in a timely manner.
	2B	As part of the remediation efforts described in recommendation 2A, FM, SI, and CIO-T should develop and implement a process for summarizing software-in-development and personal property CIP by project to allow for better tracking and data analysis and more timely movement from in-development or in-process to in-service.
	2C	SI should work with CIO-T and FM to assess the feasibility of implementing system configuration changes to capture personnel costs incurred for software-in-development. As an alternative, SI should work with CIO-T and FM to develop and implement a standard methodology to allocate capitalizable government personnel costs incurred during system development to software-in-development at the asset level.



Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
	2D	SI should continue to develop, document, and implement policies and procedures for accounting for personal property as part of its corrective action plan. Such policies and procedures should include a floor-to-book inventory of capital assets.
	2E	SI, in coordination with FM, should continue to update, implement, and communicate its policy for identifying and monitoring completed personal and real property assets. The policy should include necessary approvals and requirements for completed assets to be recognized in the financial system in a timely manner.
	2F	SI, in coordination with FM, should enforce existing procedures and update NGA Manual 4160.1 related to the timely review and disposal of assets. The manual updates should clarify who is responsible for the disposal of capital assets and include a documented process to account for property that is no longer in use but has not yet been through all of the necessary disposal procedures.
	2G	SI should implement its property, plant, and equipment impairment monitoring policy to include all required components of Statement of Federal Financial Accounting Standards No. 10 and No. 44 and document the impairment analyses performed.
	2H	FM should ensure sufficient reviews of restatement-supporting documentation are performed prior to approval.
	2I	FM and SI should develop and implement corrective actions related to the identification of leased equipment and enhance its lease classification determination procedures to document when unique assumptions are made related to certain leases and address compliance with budgetary funding requirements.

Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
	3A	FM complete its efforts to design and implement its fund balance with the Treasury Cash Management Report reconciliation process and internal controls, including those that compensate for the absence of assurance over the Treasury Cash Management Report.
	3B	FM coordinate with DoD to provide a sufficient analysis to support the US generally accepted accounting principles basis for removing the deposit fund from NGA's financial statements.
	4A	NGA continue to use the Audit Committee as a tool for monitoring audit finding remediation with various stakeholders (i.e., leadership within FM and across other relevant components) and periodically communicating audit progress and challenges to the NGA Director or Deputy Director.
	4B	NGA develop and implement posting logic in GEO-F to record transactions in accordance with the United States Government Standard General Ledger at the transaction level for deficiencies identified in NGA's FY 2020 evaluation.
	4C	NGA develop, document, and implement policies and procedures to monitor and enforce compliance for mandatory trainings, and document follow-up actions taken when trainings are not completed in a timely manner.
	4D	FM, in coordination with the relevant components, completely implement their internal control over financial reporting guidelines to address the GAO's <i>Standards for Internal Control in the Federal Government</i> and OMB Circular No. A-123 requirements.
	4E	FM, in coordination with the relevant components, enforce timely review of instances of management override of controls in accordance with its policy.

Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
	4F	CIO-T, in coordination with the relevant components, update and disseminate formal plans of action and milestones (POA&Ms) with all required elements in compliance with NGA policy.
	4G	CIO-T, in coordination with the relevant components, incorporate all internal POA&Ms and the remediation of vulnerabilities in its lien management dashboard for monthly review.
	4H	CIO-T, in coordination with the relevant components, completely implement their internal control over financial systems guidelines to address the GAO's <i>Standards for Internal Control in the Federal Government</i> and OMB Circular No. A-123 requirements.
		Recommendations to address significant deficiency:
	1A	The Chief Information Officer (CIO) and CIO-T, in coordination with the relevant components, develop, document, implement, and enforce consistent [REDACTED] policies and procedures, including those related to [REDACTED]. Such procedures should include the retention of documentation to support approvals and evidence of periodic reviews.
	1B	The CIO and CIO-T, in coordination with the relevant components, enforce [REDACTED] supporting the financial systems in compliance with Committee on National Security Systems (CNSS) Instruction and NGA policy or document approved deviations from policy.
	1C	OCS develop, approve, and implement procedures to [REDACTED]; approved deviations from policy should be documented.
	1D	OCS enforce [REDACTED], including retention of evidential matter showing reviews occurred.

Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
	1E	CIO-T develop, approve, and implement procedures that [REDACTED] for the [REDACTED].
		Recommendations to address instances of noncompliance:  1. We recommend that the FM, Office of Strategic Operations, and CIO-T components completely implement the Enterprise Risk Management requirements of OMB Circular No. A-123.
		2. We recommend that NGA implement the recommendations provided in Exhibits I and II and improve its processes to achieve compliance with the requirements of the FFMI § 803(a).
<b>FY2020 Evaluation of the NGA Pursuant to the FISMA, Report No. OIGA 21-07 (Internal Report), Issued 26 January 2021</b>	1.01	Develop and approve a process for the enforcement of HTTPS and HSTS for all current and future public-facing websites.
	1.02	Implement the enforcement of HTTPS and HSTS on all public-facing websites as required by policy.
	2.01	Implement an agency-wide continuous monitoring strategy in accordance with ODNI, CNSS, and National Institute of Standards and Technology (NIST) guidance.
	2.02	Implement a continuous monitoring policy and procedures in accordance with ODNI, CNSS, and NIST guidance.
	2.03	Implement ISCM plans in accordance with ODNI, CNSS, and NIST guidance.
	2.04	Perform continuous monitoring over NGA IT security and performance metrics, and common and information system security controls in accordance with ODNI, CNSS, and NIST guidance.

Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
	3.01	Perform a cybersecurity workforce assessment to include all position assignments for the entire agency.
	3.02	Ensure that NGA management and supervisors are communicating annual training requirements to employees for full completion of Cybersecurity Awareness Training.
	3.03	Ensure privileged users are aware of annual privileged user training responsibilities by supervisor, program, and management communication.
	4.01	Finalize and approve SOPs to define the privacy role-based training requirements pursuant to the NGA Privacy Program Instruction.
	4.02	<p>Enforce the Privacy Program Instruction and related SOPs to ensure:</p> <ul style="list-style-type: none"> <li>a. Individuals with privacy responsibilities take required role-based privacy training.</li> <li>b. Privacy Threshold Analyses and Privacy Impact Assessments are completed and approved within the risk management information system's body of evidence for monitoring the risk to the environment.</li> </ul>
	4.03	Track all programs, information systems, and applications that collect and maintain personally identifiable information.
		<div>██████████</div> <p>Continue to implement milestones needed to remediate the weaknesses identified to ██████████.</p>
	5.01	Consistently document applicable Privacy ██████████ within the Security Assessment Report or Risk Assessment Report as noted within the Authority to Operate.
	6.01	Establish notification, investigation, and reporting timelines for all defined incident categories and analyst groups.

Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
	6.02	Establish a training program for incident handlers to be trained within 30 working days of assuming an incident response role when required by system changes or responsibility and annually thereafter.
	6.03	Establish a review and approval timeline to ensure that policies and procedures including the Incident Response Plan and annexes are reviewed and approved annually.
	7.01	Establish and implement a SCRM program within NGA, to include a program office, stakeholders, policies, and procedures.
	7.02	Establish an [REDACTED] plan within the SCRM program that outlines its processes to address the SCRM strategy and related policy and procedural requirements of the SECURE Technology Act.
	7.03	Implement the SCRM [REDACTED] plan to show processes outlined that address the SCRM strategy and implementation of related policy and procedural requirements of the SECURE Technology Act.
	8.01	Ensure all information systems in production have completed information system contingency plans (ISCPs) approved by all required parties.
	8.02	Ensure information system personnel with contingency planning responsibilities participate in ISCP exercises and document after action reports and lessons learned per their security plan identification numbers.
	8.03	Identify, track, and oversee the implementation of system alternate processing sites in accordance with CNSS, NIST, and NGA guidance. Perform evaluations to determine whether management should implement alternate processes to enable the system to meet recovery objectives in the event of a disaster at the primary processing site prior to the establishment of an alternate processing site.

Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
	9.01	Review the compliance baseline scans to ensure that the results [REDACTED] are complete and accurate in accordance with ODNI, CNSS, and NIST guidance.
	9.02	Remediate [REDACTED] in accordance with ODNI, CNSS, and NIST guidance.
	9.03	Continue to implement an automated [REDACTED] solution on [REDACTED] servers.
	10.01	Update agency policies and procedures to reflect the current operating environment, including [REDACTED].
	10.02	Ensure information system management implements agency configuration management policies and procedures, including [REDACTED].
	10.03	Develop and implement processes to [REDACTED] to information systems in accordance with ODNI, CNSS, and NIST guidance.
	11.01	Document [REDACTED] to address [REDACTED] identified at a program level in accordance with NGA policy.
	11.02	Develop and implement a process to ensure that [REDACTED] address all requirements in accordance with policy and procedures.
	12.01	Define risk tolerance within the risk management strategy in accordance with NIST guidance.
	12.02	Perform risk assessments on NGA information systems in accordance with ODNI, CNSS, and NIST guidance.
	12.03	Perform risk assessments on NGA information systems in accordance with ODNI, CNSS, and NIST guidance.
	12.04	Ensure information systems' security plans are updated and maintained to reflect the current



Report Title, Report Number, Date	Rec. Number	Recommendations for Corrective Action
		environment, in accordance with ODNI, CNSS, and NIST guidance.
	12.05	Ensure systems define the responsible entity for all required security controls and enhancements within security documentation.
	13.01	Consistently implement an approved [REDACTED] strategy.
	13.02	Ensure information systems implement and document the [REDACTED] in accordance with ODNI, CNSS, and NIST guidance.

**Table A-3. OIG Recommendations for Corrective Action Not Yet Completed, Reporting Periods Before 1 October 2020.**

<b>Report Title, Report Number, Date</b>	<b>Rec. Number</b>	<b>Recommendations for Corrective Action</b>
<b>Audit of NGA’s SCRM, Report No. OIGA 20-06, Issued 18 June 2020</b>	2	Develop a [REDACTED] and implementation plan for instituting a SCRM program that complies with federal, DoD, and Intelligence Community laws and policy.
	4	Ensure NGA policies and procedures are established that [REDACTED] implement SCRM program requirements. Policies and procedures should include the requirements detailed in the SECURE Technology Act; IC Directive 731; DoD Instruction (DoDI) 5200.44; and DoD CIO Memorandum, Guidance for the Procurement and Integration of Information and Communications Technology Components into Critical Information Systems and Networks, 24 March 2016. Coverage should include responsibilities for criticality, vulnerability, and threat assessments; impact analyses; and overall risk decisions.
<b>Audit of NGA’s Funds Reprogramming Activity, Report No. OIGA 19-07, Issued 30 September 2019</b>	2	FM implement additional GEOINT-Financial system document types to record funding movements and restrict the use of the RPB document type to the recording of true below threshold reprogramming transactions, as defined by congressional oversight and the ODNI.
<b>Inspection of NGA’s Acquisition Function, Phase III: Policies and Processes, Report No. OIGE-20-01, November 2019</b>	1	Revise NGAI 5000.1 so that it is consistent with DoD and IC acquisition requirements, as detailed on pages 4–20 of Finding 1.
	2	In accordance with best practices and DoDI 5000.02, realign the CAE responsibilities into a position that is directly accountable to the NGA Director and oversees all acquisition functions within the agency in accordance with statute and policy. Additionally, OIGE recommends that the NGA Director staff CAE’s office appropriately with subordinate staff reporting directly to the CAE. In addition, we recommend that the NGA Director realign and consolidate acquisition programs and activities (including contracting, research, pilots, prototypes, and acquisition of services) under the CAE.

<b>Report Title, Report Number, Date</b>	<b>Rec. Number</b>	<b>Recommendations for Corrective Action</b>
<b>Inspection of NGA's Insider Threat Case Management, Report No. OIGE-19-01, February 2019</b>	1	Update and publish NGAI 5200.1 and NGAI 5240.2 to ensure an authoritative basis for all SI Office of Counter Insider Threat (SII) activities.
	9	In accordance with NIST 800.53A, establish and enforce procedures to review audit logs and report the disposition of those results to SII leadership.
<b>Inspection of NGA's GEOINT Services, Report No. OIGE-19-02, February 2019</b>	2	Comply with DoDI 8410.01 by transitioning GEOINT Services' unclassified environment to the .mil environment or by obtaining authorization or waiver from the NGA CIO.
<b>Inspection of NGA's Medical Services, Report No. OIGE 18-05, August 2018</b>	3	Consistent with the Economy Act, reassess whether inter-agency support is available for medical services that would be advantageous to the government. For all such support, (1) ensure documentation in an Interservice Support Agreement (DD Form 1144) and (2) ensure the support is explained in relevant internal SOPs.
	5	Implement a secure electronic transfer of NGA pre- and post-deployment health activity requirements to the Defense Medical Surveillance System.
	6	Ensure HD component's respective primary information officer and information officer responsible for all medical program records perform Records and Information Lifecycle Management requirements including updating the office file plan with the proper file series.

**Table A-4. Financial Results from Reports Issued During Reporting Period  
(1 October 2020 – 31 March 2021)**

<b>Report Title, Report Number, Date Issued</b>	<b>Questioned Costs</b>	<b>Unsupported Costs</b>	<b>Funds to Be Put to Better Use</b>
<b>Audit of NGA’s Permanent Duty Travel Program, Report No. OIGA 21-01, issued 02 October 2020</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FY 2020 Evaluation of NGA Pursuant to the FISMA External Report, Report No. OIGA 21-02, issued 22 October 2020</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Independent Auditors’ Report on the NGA Financial Statements for FYs 2020 and 2019, Report No. OIGA 21-03, issued 13 November 2020</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Audit of Contractor Personnel Qualifications, Report No. OIGA 21-04, issued 16 November 2020</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Independent Auditors’ Management Letter for the Fiscal year 2020 Financial Statement Audit Engagement, Report No. OIGA 21-05, issued 17 December 2020</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FY 2020 Evaluation of the NGA ISCM Program, Report No. OIGA 21-06, issued 22 December 2020</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FY 2020 Evaluation of NGA Pursuant to the FISMA Internal Report, Report No. OIGA 21-07, issued 22 January 2021</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Report on the External Peer Review of the DIA, OIG, Audit Organization, Memorandum No. U-007-OIG/21, issued 22 January 2021</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Table A-5. Status of Recommendations That Questioned Costs**

<b>Recommendation Status</b>	<b>Number of Reports</b>	<b>Number of Recommendations</b>	<b>Questioned Costs</b>
A. No management decision made by start of the reporting period	0	0	0
B. Issued during reporting period	0	0	0
Total A + B	0	0	0
C. Management decision made during reporting period			
(i) Dollar value of recommendations that were agreed to (disallowed costs)	0	0	0
(ii) Dollar value of recommendations that were not agreed to (allowed costs)	0	0	0
D. Total remaining for management decision at end of reporting period [(A + B) – C]	<b>0</b>	<b>0</b>	<b>0</b>

**Table A-6. Status of Recommendations That Funds Be Put to Better Use**

<b>Recommendation Status</b>	<b>Number of Reports</b>	<b>Number of Recommendations</b>	<b>Questioned Costs</b>
A. No management decision made by start of the reporting period	0	0	0
B. Issued during reporting period	0	0	0
Total A + B	0	0	0
C. Management decision made during reporting period			
(i) Dollar value of recommendations that were agreed to (disallowed costs)	0	0	0
(ii) Dollar value of recommendations that were not agreed to (allowed costs)	0	0	0
D. Total remaining for management decision at end of reporting period [(A + B) – C]	<b>0</b>	<b>0</b>	<b>0</b>

**Table A-7. Management Decisions Regarding OIG Recommendations in Reports Issued Before 1 October 2020**

<b>Unresolved as of 31 March 2021</b>	<b>Reports with Unimplemented Recommendations</b>	<b>Number of Unimplemented Recommendations</b>	<b>Questioned Costs</b>	<b>Funds to Be Put to Better Use</b>
Audits	7	24	\$0	\$0
Inspections	14	25	\$0	\$0
Total	21	49	\$0	\$0

## **STATUTORY REPORTING**

### **Information or Assistance Refused by NGA**

Section 5(a)(5) of the IG Act requires IGs to promptly report to the head of the establishment if information requested is unreasonably refused or not provided.

During this reporting period, the IG had no instances where NGA refused to provide information or assistance.

### **Significant Revised Management Decisions**

Section 5(a)(11) of the IG Act requires IGs to describe and explain the reasons for any significant revised management decisions made during the reporting period.

The OIG is not aware of revisions to any significant management decisions during this reporting period.

### **OIG Disagreement with Significant Management Decisions**

Section 5(a)(12) of the IG Act requires IGs to provide information concerning any significant management decisions with which they disagree.

During this reporting period, the IG had no instances of disagreement with significant management decisions.

### **Compliance with FFMIA**

Section 5(a)(13) of the IG Act requires IGs to provide information described under section 804(b) of the FFMIA. This information involves the instances and reasons when an agency has not met target dates within its remediation plan to bring financial management systems into compliance with the law.

NGA has developed and implemented remediation plans to address areas causing noncompliance for financial management systems. NGA has met the intermediated target dates in the plans.

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### **Attempts to Interfere with the IG's Independence**

Section 5(a)(21) of the IG Act, as amended by the IG Empowerment Act, requires IGs to provide detailed descriptions of any attempts by their establishments to interfere with their independence.

The OIG did not experience any attempts to interfere with the office's independence during this reporting period.

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### **Public Disclosure (Closed But Undisclosed Audits, Inspections, Investigations)**

Section 5(a)(22) of the IG Act, as amended by the IG Empowerment Act, requires IGs to provide detailed descriptions of inspections, evaluations, audits, and investigations involving senior government employees that were closed during the reporting period without being publicly disclosed. Summaries of all such work are included in the appropriate sections of this report.

- Audits closed during this reporting period are described beginning on page 5.
- Inspections closed during this reporting period are described beginning on page 12.
- Investigations closed during this reporting period are described beginning on page 15.

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### **Peer Reviews**

Section 5(a)(14-16) of the IG Act requires IGs to report information about peer reviews that their offices have conducted or been subject to.

- During this reporting period, the CIA OIG conducted a peer review of OIGA. In the CIA OIG's report of 16 March 2021, OIGA received a rating of "pass" for its system of quality control in effect for the three-year period ending 30 September 2020. NGA OIG has no outstanding recommendations from any peer reviews of OIGA.
- The most recent peer review of the OIGE was completed by the CIA OIG on 19 September 2017. There were no findings or recommendations identified in the 2017 peer review. The next peer review of OIGE is scheduled for late May 2021 and will be completed by the DIA OIG.

During this reporting period, the OIGA conducted an external peer review of the DIA, OIG, Audit Organization, as reported in Memorandum No. U-007-21/OIG, issued 22 January 2021. The DIA OIG received an external peer review rating of "pass" for its system of quality control in effect for the three-year period ending 30 June 2020.



## APPENDIX B. INVESTIGATIVE METRICS

**Table B-1. Number of Cases Referred for Criminal or Civil Prosecution, During Reporting Period**

Type of Case	Number of Cases		
	Referred	Accepted	Declined
Criminal	0	0	0
Civil	0	0	0

**Table B-2. Judicial Actions, During Reporting Period**

Action	Number
Indictments	0
Convictions	0
Years of incarceration	0
Years of supervised release	0
Years of probation	0

**Table B-3. Criminal Prosecutions and Referrals, During Reporting Period**

Action	Number
No. investigative reports issued	0
No. individuals referred to Department of Justice for criminal prosecution	0
No. individuals referred to state and local prosecuting authorities for criminal prosecution	0
No. indictments and criminal informations resulting from any prior referral to prosecuting authorities	0

**Table B-4. Investigations of Unauthorized Public Disclosures of Classified Information**

Action	Number
The number of investigations opened by the covered official regarding an unauthorized public disclosure of classified information.	0
The number of investigations completed by the covered official regarding an unauthorized public disclosure of classified information.	0
Of the number of such completed investigations identified under subparagraph (B), the number referred to the Attorney General for criminal investigation	0

## APPENDIX C. INDEX OF REPORTING REQUIREMENTS

Semiannual Reporting Requirement		Pages
§5(a)(1)	Significant problems, abuses, and deficiencies	4–20
§5(a)(2)	Recommendations for corrective action	25–36
§5(a)(3)	Significant outstanding recommendations	21–24
§5(a)(4)	Matters referred to prosecutorial authorities	15
§5(a)(5)	Information or assistance refused	39
§5(a)(6)	List of completed audit, inspection, and evaluation reports	4–12
§5(a)(7)	Summaries of significant reports	4–13
§5(a)(8)	Statistical table showing questioned costs	38
§5(a)(9)	Statistical table showing recommendations that funds be put to better use	38
§5(a)(10)	Summary of reports for which no management decision was made	39
§5(a)(11)	Significant revised management decisions	39
§5(a)(12)	Management decision disagreements	39
§5(a)(13)	Federal Financial Management Improvement Act of 1996	39
§5(a)(14-16)	Peer reviews	40
§5(a)(17-18)	Investigations statistics and metrics	41
§5(a)(19)	Investigations involving substantiated allegations against senior officials	15
§5(a)(20)	Descriptions of whistleblower retaliation	16–17
§5(a)(21)	Attempts to interfere with IG independence	40
§5(a)(22)	Public disclosure	40
§6718 of IAA <sup>1</sup> for FY 2018, 2019, 2020)	Investigations of Unauthorized Public Disclosures of Classified Information	41

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<sup>1</sup> IAA is the Intelligence Authorization Act for FYs 2018, 2019, and 2020, Section 6718, which requires that “[n]ot less frequently than once every 6 months, each covered [Inspector General] shall submit to the congressional intelligence committees a report on investigations of unauthorized public disclosures of classified information.

## APPENDIX D. ABBREVIATIONS

AIG	Assistant Inspector General
CAE	Component Acquisition Executive
CIGIE	Council of the Inspectors General on Integrity and Efficiency
CIO-T	Chief Information Officer and IT Services component
CIP	construction-in-progress
CNSS	Committee on National Security Systems
COVID-19	Corona Virus Disease 2019
DAWIA	Defense Acquisition Workforce Improvement Act
DCIS	Defense Criminal Investigative Service
DD Form	Department of Defense Form
DIA	Defense Intelligence Agency
DoD	Department of Defense
DoDI	DoD Instruction
EEO	equal employment opportunity
EO	Executive Order
FAST	Fraud Analytics Support Team
FFMIA	Federal Financial Management Improvement Act of 1996
FISMA	Federal Information Security Modernization Act of 2014
FM	Financial Management component
GAO	Government Accountability Office
GEO-F	GEOINT-Financials
GEOINT	geospatial intelligence
GFM	GEOINT Functional Manager
GTCC	Government Travel Charge Card
HD	Human Development component
HSTS	HTTP Strict Transport Security
HTTPS	Hypertext Transfer Protocol Secure
IAA	Intelligence Authorization Act
IG	Inspector General
IG Act	Inspector General Act of 1978
IGCS	Inspector General Career Service

IC	Intelligence Community
ISCP	Information System Contingency Plan
IT	information technology
MPW	mission position window
NGA	National Geospatial-Intelligence Agency
NGAI	National Geospatial-Intelligence Agency Instruction
NIST	National Institute of Standards and Technology
NRO	National Reconnaissance Office
NSA	National Security Agency
NSG	National System for Geospatial Intelligence
NSS	National Security Systems
OCS	Office of Contract Services
OGC	Office of General Counsel
ODNI	Office of the Director of National Intelligence
OIG	Office of Inspector General
OIGA	OIG Audits Division
OIGE	OIG Inspections Division
OIGI	OIG Investigations Division
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OSC	Office of Special Counsel
PIIA	Payment Integrity Information Act
POA&M	plan of action and milestones
SCRM	Supply Chain Risk Management
SI	Security and Installations component
SII	Office of Counter Insider Threat
SOM	Structured Observation Management
SOP	standard operating procedures
STRATCOM	US Strategic Command
TDY	temporary duty

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