



# 53rd Semiannual Report to Congress

**OCTOBER 1, 2014 TO MARCH 31, 2015**

*Encouraging others to do the right thing when no one is watching...*

**Federal Labor Relations Authority, Office of Inspector General**

**Tel** (800)331-3572  
**Fax** (202)208-4535

1400 K Street, NW  
Washington, DC 20424

FLRA.gov/OIG  
OIGMAIL@FLRA.gov

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## Executive Summary

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This Semiannual Report, submitted pursuant to Section 5 of the Inspector General Act of 1978, as amended, summarizes the major activities and accomplishments of the Federal Labor Relations Authority (FLRA) Office of Inspector General (OIG) for the period October 1, 2014 to March 31, 2015. The most significant activities of the OIG during the first half of Fiscal Year (FY) 2015 are noted below. Additional details pertaining to each activity can be found in subsequent sections of this report.

### Audit and Evaluations Highlights

During this reporting period, the OIG issued six audits and evaluations including: (1) the annual Financial Statement Audit of the Federal Labor Relations Authority for Fiscal Year 2014 (AR-15-01); (2) Management Letter for Fiscal Year 2014 Audit of the Federal Labor Relations Authority Financial Statements (AR-15-03); (3) Evaluation of the Federal Labor Relations Authority Compliance with the Federal Information Security Management Act for Fiscal Year 2014 (ER-15-01); (4) Follow-up Audit of the Federal Labor Relations Authority Charge Card Program and Risk Assessment for Fiscal Year 2014 (AR-15-02); (5) Federal Labor Relations Authority's Compliance with the Improper Payments Elimination and Recovery Act of 2010 in the Fiscal Year 2014 Performance and Accountability Report (ER-15-02); and (6) the OIG issued the most serious Management and Performance Challenges facing the FLRA.

The OIG contracted with Dembo, Jones, Healy, Pennington & Marshall, P.C. (DJHPM) to audit the FLRA Financial Statements for FY 2014. DJHPM expressed an unqualified opinion. Also, the OIG issued a Management Letter in connection with the financial statement audit.

In addition, the OIG issued an evaluation report on the FLRA's compliance with the Federal Information Security Management Act (ER-15-01). The FLRA has taken steps to improve the information security program by closing two out of the five prior year issues. This year's testing resulted in two new findings.

DJHPM under contract with the OIG completed a Follow-up Audit of the Federal Labor Relations Authority Charge Card Program and Risk Assessment for Fiscal Year 2014 (AR-15-02). The auditors assessed the status of six recommendations made in the FY 2013 Charge

Card Program. The auditors closed four findings, leaving two open which are currently being addressed by FLRA management.

The OIG determined that the FLRA is compliant with the Improper Payments Elimination and Recovery Act of 2010 (ER-15-02) and applicable guidance.

### **Other Activities Highlights**

In February 2015, we responded to a congressional request for information on open and unimplemented recommendations.

On March 4, 2015, we responded to a Senate request for information on all closed investigations, evaluations, and audits conducted by the FLRA OIG that were not disclosed to the public.

### **Ongoing Audits and Evaluations**

The OIG has one ongoing audit entitled, "Privacy and Data Protection Policies and Procedures (AR-15-04). DJHPM is conducting a review of the FLRA privacy and data security policies, procedures and practices. We plan to issue an audit report in the second half of FY 2015.

### **Investigations Highlights**

The FLRA OIG received 41 hotline inquiries and 3 Freedom of Information Act requests. Of the 41 hotline inquiries received, 92 percent of the inquiries were resolved by either the OIG or within the FLRA. The OIG has one ongoing investigation (IR-15-01).

### **Looking Ahead**

The OIG plans to initiate the following audit and evaluations during the second half of FY 2015: (1) Financial Statement Audit of the Federal Labor Relations Authority for Fiscal Year 2015 (AR-16-01); (2) Evaluation of the Federal Labor Relations Authority's Compliance with the Federal Information Security Management Act Fiscal Year 2015 (ER-16-01); and (3) Quality Control Review of the FLRA OIG Audit Operations (ER-15-03).



Dana A. Rooney  
Inspector General

## **Federal Labor Relations Authority Overview**

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### **Mission**

The mission of the Federal Labor Relations Authority (FLRA) is to carry out the five primary statutory responsibilities as efficiently as possible and in a manner that gives full effect to the rights afforded employees and agencies under the *Federal Service Labor-Management Relations Statute* (the Statute). Under the Statute, the primary responsibilities (type of cases) of the FLRA include:

1. Determining the appropriateness of units for labor organization representation (REP);
2. Adjudicating exceptions to arbitrator's awards (ARB);
3. Resolving complaints of unfair labor practices (ULP);
4. Resolving bargaining impasses; and
5. Resolving issues relating to the duty to bargain (NEG).

### **Organization**

The FLRA conducts its case processing activities through:

- The **Office of the General Counsel** (OGC) of the Authority – led by the General Counsel, who is appointed by the President and confirmed by the Senate – which, through regional offices, is the entry point for ULP charges filed with the FLRA. The OGC also processes REP petitions filed with the FLRA and decides appeals of Regional Directors' decisions dismissing ULP charges.
- The **Office of Administrative Law Judges** is the office in which judges appointed by the Authority conduct administrative hearings and issue recommended decisions in cases involving alleged ULPs and issue decisions involving applications for attorney fees under the *Back Pay Act* or the *Equal Access to Justice Act*.
- The **Authority** is a quasi-judicial body (with three full-time Members --one of which serves as the FLRA Chairman-- appointed by the President and confirmed by the Senate), that resolves appeals in ULP and REP cases and adjudicates exceptions to ARB awards and NEG appeals.
- The **Federal Service Impasses Panel**, which consists of up to seven part-time members appointed by the President (without Senate confirmation), resolves impasses between Federal agencies and unions representing Federal employees under the Statute and the Federal Employees Flexible and Compressed Work Schedules Act.

## Federal Labor Relations Authority Overview

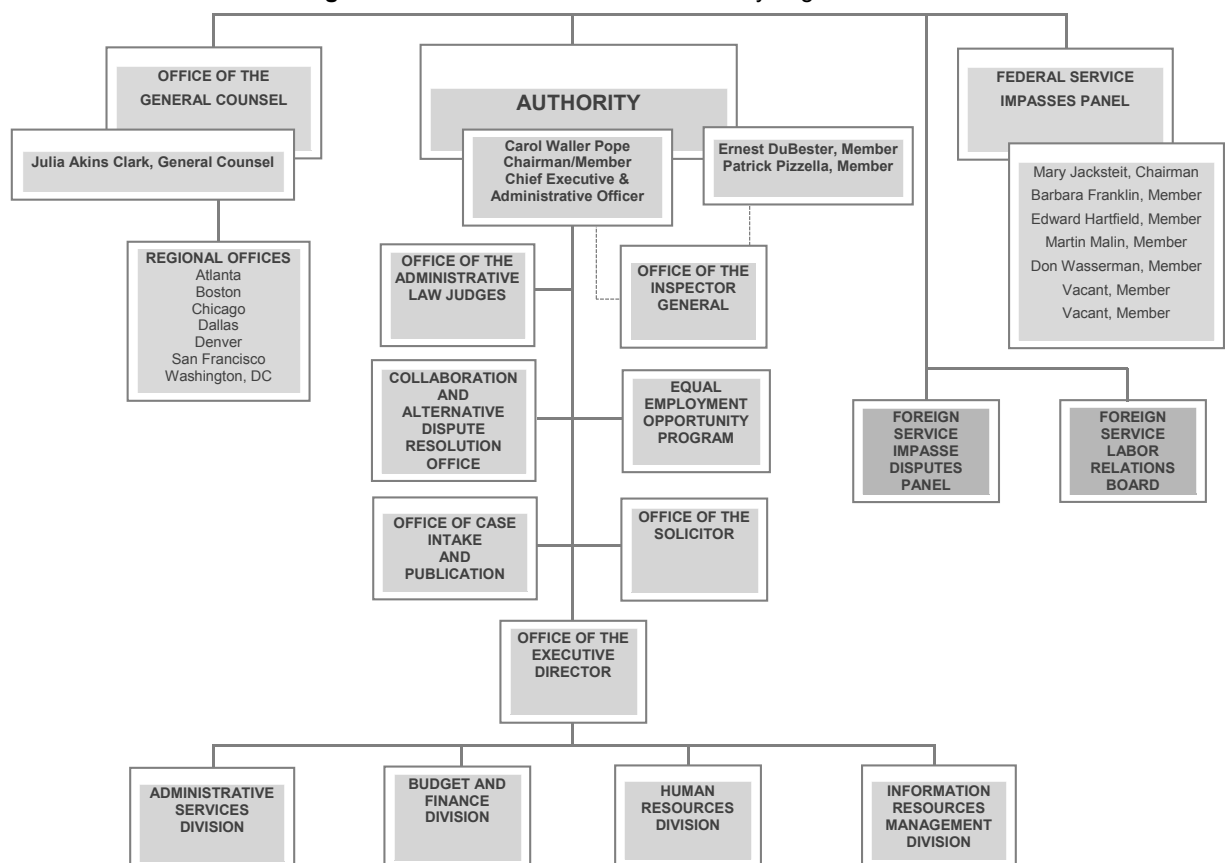
- The FLRA also provides full staff support to two other entities: the **Foreign Service Impasse Disputes Panel** and the **Foreign Service Labor Relations Board**.

The Chairman is the head of the Agency and also serves as FLRA's Chief Executive and Administrative Officer, overseeing all agency-wide administrative functions.

In carrying out statutory responsibilities, the Chairman oversees the following offices:

- The *Office of the Executive Director*, which provides agency-wide operational support through the following divisions: Budget and Finance, Administrative Services, and Information Resources Management.
- The *Office of the Solicitor*, which represents the agency in court proceedings before all United States Courts and provides the Chairman legal advice on various legal issues.
- The *Office of Human Resources*, which is responsible for providing agency-wide Human Resource services, and leading human capital management efforts pursuant to the FLRA Strategic Plan.

**Figure 1. Federal Labor Relations Authority Organization Chart**



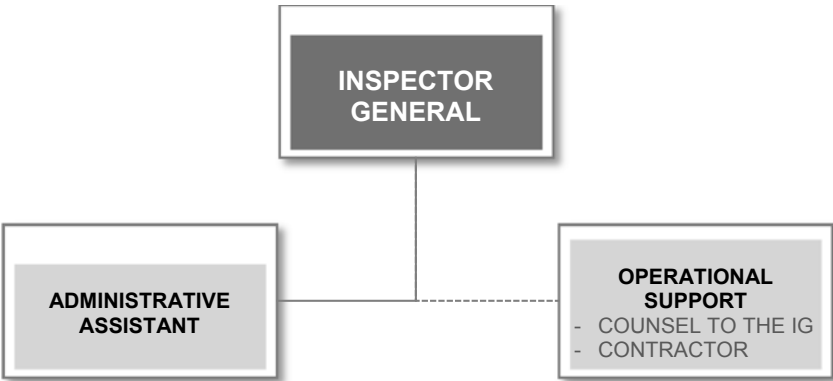
The Inspector General Act of 1978, as amended (hereafter referred to as the IG Act), requires the FLRA and other small agencies to establish an OIG. FLRA is a designated Federal entity under the IG Act of 1978, as amended. The Dodd-Frank Wall Street Reform and Consumer Protection Act (P.L. 111-203) altered the relationship of the designated Federal entity Offices of Inspectors General with the agency head by establishing that the term “head of the designated Federal entity” for FLRA “means the members of the Authority.” In accordance with the Dodd-Frank Act, we submit this report to the Chairman and Authority Members.

The FLRA OIG is responsible for:

- 1. conducting and supervising audits and investigations relating to FLRA programs and operations;
- 2. reviewing legislation;
- 3. recommending policies designed to promote economy, efficiency, and effectiveness of the establishment; and
- 4. keeping the Chairman, Authority Members, and Congress fully and currently informed about problems and deficiencies, as well as the necessity for corrective actions.

To aid the OIG in accomplishing its mission, the OIG was provided an administrative assistant.

Figure 2. FLRA Office of Inspector General Organization Chart



We completed  
**6** audits and  
evaluations during  
the reporting  
period.

## Audits and Evaluations

In accordance with the IG Act, the FLRA OIG conducts, supervises and coordinates audits and evaluations relating to the programs and operations of the FLRA.

### Completed Audits and Evaluations

1. Financial Statement Audit of the Federal Labor Relations Authority for Fiscal Year 2014 (AR-15-01)
  - The Accountability of Tax Dollars Act of 2002 Public Law 107-289 requires the FLRA OIG or an independent external auditor, as determined by the IG, to prepare and submit to Congress and the Director of the Office of Management and Budget, audited financial statements.
  - Under a contract monitored by the OIG, Dembo, Jones, Healy, Pennington & Marshall, P.C. (DJHPM) an independent certified public accounting firm, performed an audit of the financial statements of FLRA as of September 30, 2014, and the related statements of net cost and changes in net position, and the statements of budgetary resources. DJHPM expressed an unqualified opinion on FLRA's financial statements and reported that they presented fairly, in all material respects, the financial position of FLRA as of September 30, 2014.
  - DJHPM was not contracted for and did not provide an opinion on the effectiveness of FLRA's internal controls. However, DJHPM did state that they did not identify any deficiencies in internal controls over financial reporting that were considered to be material weaknesses or significant deficiencies.
2. Management Letter for Fiscal Year 2014 Audit of the Federal Labor Relations Authority Financial Statements (AR-15-03)
  - DJHPM, under contract with the OIG, audited FLRA's balance sheet as of September 30, 2014. DJHPM also examined FLRA's internal controls over financial reporting and identified other operational matters, which resulted in two prior year observations remaining open at the end of the reporting period. These observations include (1) Timely Finalization of Contract Award Documents; and (2) Timely Submission of Travel Vouchers.



- This year review identified three new findings: (1) Fixed Assets; (2) Qualified Personnel; and (3) Account Reconciliation. FLRA management is committed to resolving the deficiencies by the end of the calendar year.
3. Evaluation of the Federal Labor Relations Authority Compliance with the Federal Information Security Management Act Fiscal Year 2014 (ER-15-01)
- The E-Government Act of 2002 (P.L. 107-347), commonly referred to as FISMA, requires Federal agencies to develop, document, and implement an agency-wide information security program that provides security for the information and information systems that support the operations and assets of the agency. FISMA assigns specific responsibilities to agency heads and IGs.
  - FISMA requires agencies to have an annual independent evaluation performed on their information security programs and practices and to report the evaluation results to OMB. FISMA states that the independent evaluation is to be performed by the agency IG or an independent external auditor as determined by the IG.
  - DJHPM, on behalf of the OIG, conducted an independent evaluation of FLRA's compliance with FISMA for FY 2014 using guidelines established by FISMA, OMB, and the National Institute of Standards and Technology. A report was issued November 14, 2014. During the FY 2014 FISMA evaluation DJHPM performed a test on controls and a Vulnerability Assessment on the FLRA network. This year's testing resulted in two new findings. The report also includes a follow up of all prior year deficiencies. There were a total of five prior issues, of which three are still open. Each of those issues has many elements that make up each finding. If any one of the elements is open, then that issue remains open. FLRA management has a plan to resolve these deficiencies by the end of the calendar year.
4. Follow-up Audit of the Federal Labor Relations Authority Charge Card Program and Risk Assessment for Fiscal Year 2014 (AR-15-02)
- The Government Charge Card Abuse Act of 2012 (Charge Card Act), Public Law 112-194, requires Inspectors General to conduct periodic risk assessments (at least annually) of agency purchase cards (including convenience checks), combined integrated card programs and travel card programs to analyze the risks of illegal, improper, or erroneous purchases.
  - The Office of Management and Budget (OMB) Memorandum M-13-21, requires this office to report to the Director of OMB annually on the FLRA's progress in implementing audit recommendations related to Government purchase cards. In February 2014, DJHPM under contract with the OIG conducted an audit relevant to this requirement

entitled, "Audit of the FLRA Fiscal Year 2013 Charge Card Program" Report No., AR-14-03. This audit resulted in six findings being made to the FLRA.

- In January 2015, DJHPM conducted a follow-up audit to formally assess the FLRA's implementation of the recommendations from the FY 2013 audit. The follow-up audit showed that FLRA addressed all the recommendations resulting in the closure of four findings, leaving two findings, which are actively being addressed, open. The FLRA plans to take corrective action to close the remaining two findings.
5. Federal Labor Relations Authority's Compliance with the Improper Payments Elimination and Recovery Act of 2010 in the Fiscal Year 2014 Performance and Accountability Report (ER-15-02)
- The OIG made a determination that FLRA is compliant with applicable provisions of the Improper Payments Elimination and Recovery Act of 2010, in accordance with Sec.3 (b) of Public Law 111-204, Improper Payments Elimination and Recovery Act of 2010.
6. Management and Performance Challenges
- The Reports Consolidation Act of 2000, Public Law 106-531, requires the IG to provide the agency head with a statement that summarizes the most serious management and performance challenges facing the agency and briefly assesses the agency's progress in addressing those challenges.
  - On October 23, 2014, we provided the Chairman and Authority Members the most serious management and performance challenges facing the FLRA along with a brief assessment of management's progress in addressing them. These ongoing challenges included: information technology security; and proper handling of records. FLRA management has taken sufficient action to effectively mitigate the human resource shortage that was reported in the FY 2013 PAR, which the OIG no longer considers to be a serious challenge.

### Ongoing Audits and Evaluations

#### Privacy and Data Protection Policies and Procedures (AR-15-04)

- The Consolidated Appropriations Act, 2005 (Public Law 108-447), Section 552, requires the Inspector General review the agency compliance with Section 552 for privacy and data protection procedures and policies.
- In January 2015, the FLRA contracted with Dembo, Jones, Healy, Pennington & Marshall, P.C. an independent certified public accounting firm to conduct a privacy audit of the FLRA privacy and data security policies, procedures, and practices. The OIG plans to issue a report in the second half of FY 2015.

**Ongoing... We currently have 1 audit and 1 investigation.**

**Planned...** The 2<sup>nd</sup> half of FY 2015, we plan to initiate **3** audits/evaluations.

### Planned Audits and Evaluations

The OIG plans to initiate the following audit and evaluations during the second half of FY 2015:

1. Financial Statement Audit of the Federal Labor Relations Authority for Fiscal Year 2015 (AR-16-01);
2. Evaluation of the Federal Labor Relations Authority's Compliance with the Federal Information Security Management Act Fiscal Year 2015 (ER-16-01); and
3. Quality Control Review of the FLRA OIG Audit Operations (ER-15-03).

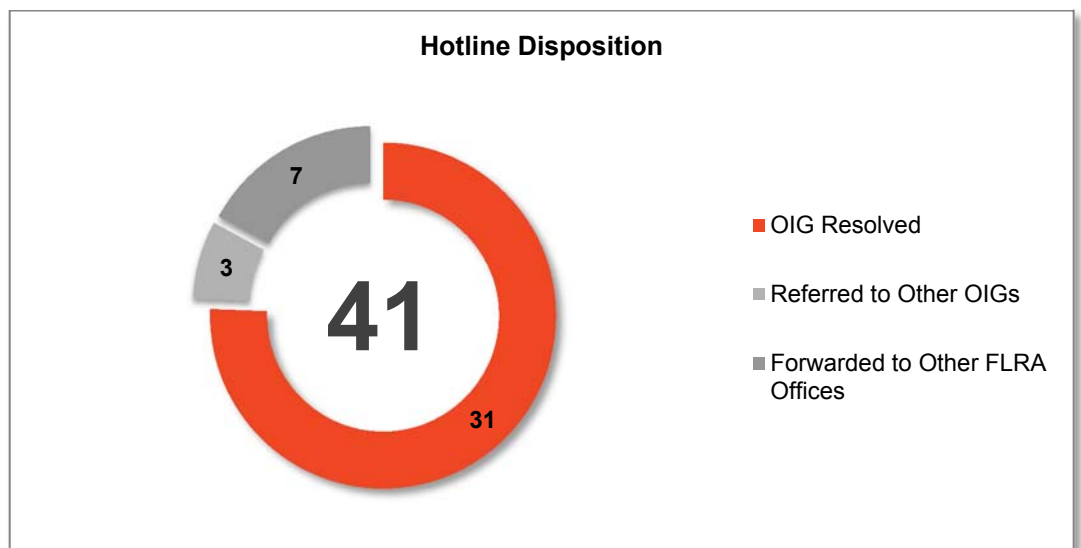
### Investigations

The FLRA OIG receives and investigates allegations of fraud, waste, abuse and misconduct within FLRA programs and operations. The FLRA OIG investigations can give rise to administrative, civil and criminal penalties. Based on investigations conducted, the FLRA IG issues a report that sets forth the allegations and an objective description of the facts to FLRA management regarding administrative and civil matters. Investigations which uncover potential criminal activity are referred to the Department of Justice. As of the end of the semiannual reporting period, the OIG has one open investigation (IR-15-01).

### OIG Hotline

In order to facilitate reporting of allegations, FLRA OIG maintains a hotline (see "Contacting the Office of Inspector General"). Callers who have general questions or concerns that do not fall

**Figure 3. FLRA OIG Hotline, Hotline Disposition**



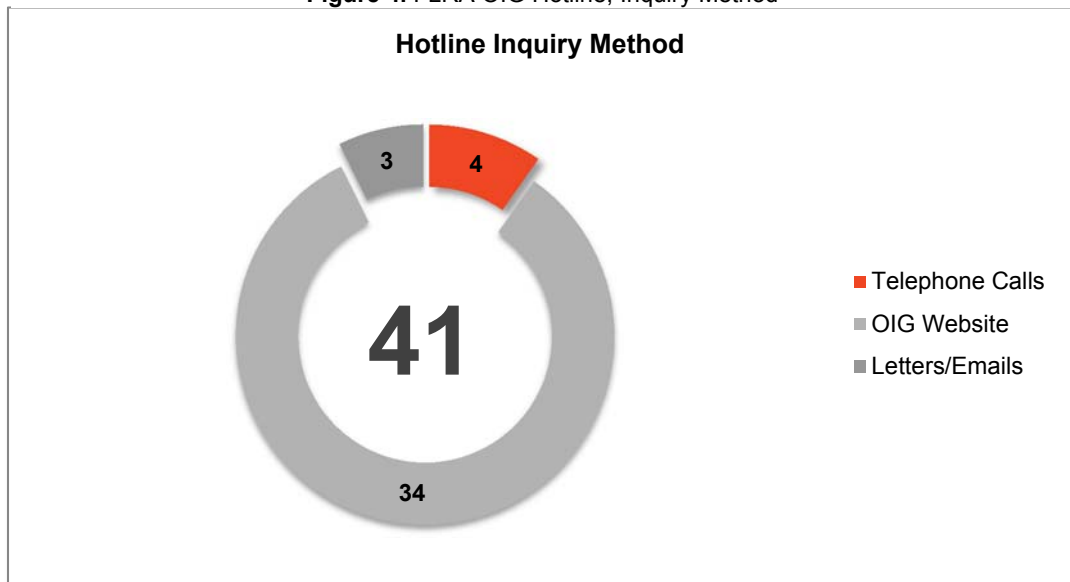
"During the reporting period, the FLRA OIG received **41** hotline inquiries..."

Over **92%** of the hotline complaints were resolved by either the OIG or within the FLRA.

Nearly all of the hotline complaints received during this reporting period were via our online site [FLRA.gov/oig-hotline](https://www.flra.gov/oig-hotline)

within the OIG's jurisdiction are referred to other entities, such as other FLRA offices, Federal agencies and local or state governments.

**Figure 4. FLRA OIG Hotline, Inquiry Method**



During the reporting period, we received 41 hotline complaints. These hotline inquiries were received via the following methods: 4 telephone calls, 34 OIG Website and 3 letters/emails. Additionally, the OIG resolved 31 of the complaints, referred 3 to other OIGs, and forwarded 7 to other FLRA offices.

## Other Activities

### Peer Review

Offices of Inspectors General performing audits are required to perform (and undergo) reviews of other OIG offices on a 3-year cycle. Peer reviews are conducted of an OIG audit organization's system of quality control in accordance with the Council of Inspectors General on Integrity and Efficiency (CIGIE) Guide for Conducting External Peer Reviews of the Audit Organizations of Federal Offices of Inspector General, based on requirements in the Government Auditing Standards (Yellow Book). Federal audit organizations can receive a rating of pass, pass with deficiencies, or fail.

Section 989C of the Dodd-Frank Wall Street and Consumer Protection Act of 2010 contains additional semiannual reporting requirements pertaining to peer review reports. Federal Inspectors General are required to engage in peer review processes related to audit operations. In keeping with Section 989C, our office is reporting the following information related to its peer review activities. These activities cover our role as both the reviewed, and the reviewing OIG.

#### Peer Review Planned on FLRA OIG Audit Operations

The FLRA OIG's next peer review is projected in FY 2017.

#### Peer Review to be Conducted by FLRA OIG on Other Audit Operations

The FLRA OIG is scheduled to perform a peer review of the Federal Maritime Commission OIG in FY 2016.

#### Memorandum of Understanding

In accordance with Section 6 of the Inspector General Reform Act of 2008, each Inspector General shall have his or her own (not reporting to agency management) legal counsel, or obtain the services of a counsel appointed by and directly reporting to another Inspector General or CIGIE on a reimbursable basis. The OIG did not sign a Memorandum of Understanding (MOU) during this reporting period.

#### Congressional/Senate Requests

In February 2015, we responded to a congressional request from the Committee on Oversight and Government Reform United States House of Representatives request for information on open and unimplemented recommendations.

On March 4, 2015, we responded to a Senate request from the Committee on Homeland Security and Governmental Affairs and the Committee on the Judiciary requesting information on all closed investigations, evaluations and audits conducted by my office that were not disclosed to the public. They also requested we provide this information on a semi-annual basis.

#### Regulatory Review

Section 4(a) (2) of the Inspector General Act of 1978, as amended, requires the OIG to review existing and proposed legislation and regulations relating to FLRA programs and operations of

FLRA. During this reporting period the OIG did not review any legislation and regulations relating to FLRA.

#### **Liaison Activities**

The IG is a member of the CIGIE, which was established on October 14, 2008, pursuant to the Inspector General Reform Act of 2008. Additionally, the FLRA IG is a member of the Inspection and Evaluation Committee and the Professional Development Committee.

## Reporting Requirements of the Inspector General Act of 1978, as Amended

Following table along with the location of the required information. The word “None” appears where there is no data to report under a particular requirement.

Reference	Reporting Requirements	Page
<b>Section 4(a)(2)</b>	Review of legislation and regulations	p.12
<b>Section 5(a)(1)</b>	Significant problems, abuses, and deficiencies relating to the administration of programs and operations	None
<b>Section 5(a)(2)</b>	Recommendations with respect to significant problems, abuses or deficiencies	None
<b>Section 5(a)(3)</b>	Recommendations included in previous semiannual reports on which corrective action has not been completed (Table 1)	p.16
<b>Section 5(a)(4)</b>	Matters referred to prosecutive authorities	None
<b>Section 5(a)(5)</b>	Summary of reports	None
<b>Section 5(a)(6)</b>	Listing by subject of audit reports issued (Table 2)	p.17
<b>Section 5(a)(7)</b>	Summary of significant reports	None
<b>Section 5(a)(8)</b>	Statistical table – Reports with questioned costs (Table 3)	p.18
<b>Section 5(a)(9)</b>	Statistical table – Recommendations that funds be put to better use (Table 4)	p.19
<b>Section 5(a)(10)</b>	Summary of each audit report, inspection report, and evaluation report without management decisions	None
<b>Section 5(a)(11)</b>	Description and explanation of revised management decision	None
<b>Section 5(a)(12)</b>	Management decision with which the IG is in disagreement	None
<b>Section 5(a)(13)</b>	Information under section 05(b) of the Federal Financial Management Improvement Act (FFMIA) of 1996	None
<b>Section 5(a)(14)</b>	Peer Review Activity	p.12

**First Half of FY 2015 Freedom of Information Act  
Request**

Activity	Total
Number of Freedom of Information Act (FOIA) Requests Received	3
Number of FOIA Requests Processed	3
Number Granted	1
Number Partially Granted	1
Number Not Granted	
Reasons for Denial	
No Records Available	1
Referred to Other Agencies	
Requests Denied in Full Exemption 3	
Requests Denied in Full Exemption 5	
Requests Denied in Full Exemption 7(A)	
Requests Denied in Full Exemption 7(C)	
Request Withdrawn	
Not a Proper FOIA Request	
Not an Agency Record	
Duplicate Request	
Other	
Requests for OIG Reports from Congress and Other Government Agencies	
Received	
Processed	
Number of OIG Reports/Documents Released in Response to Requests	



**Table 1. Summary of Audit Reports with  
Corrective Actions Outstanding for more than  
One (1) Year**

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<b>Report Title</b>	<b>Report Number</b>	<b>Issue Date</b>	<b>Total</b>	<b>Closed</b>	<b>Open</b>
<b>Report on Evaluation of FLRA's FISMA Compliance</b>	FY09FISMA	07/09	16	15	1
<b>Evaluation of the FLRA Compliance with the FISMA</b>	ER-12-01	11/11	7	5	2
<b>Management Letter for Fiscal Year 2011 Audit of the FLRA Financial Statements</b>	AR-12-02	12/11	3	1	2
<b>Audit of the Federal Labor Relations Authority FY 2013 Charge Card Program</b>	AR-14-03	2/14	6	4	2

**Table 2. List of Audit Report Issued**

<b>Report Number</b>	<b>Issue Date</b>	<b>Report Title</b>	<b>Questioned Cost</b>	<b>Unsupported Cost</b>	<b>Funds Put to Better Use</b>
<b>AR-15-01</b>	11/14/14	Financial Statement Audit of the Federal Labor Relations Authority for Fiscal Year 2014	\$0	\$0	\$0
<b>AR-15-03</b>	12/10/15	Management Letter for Fiscal year 2014 Audit of the Federal Labor Relations Authority Financial Statements	\$0	\$0	\$0
<b>AR-15-02</b>	1/27/15	Follow-up Audit of the Federal Labor Relations Authority Charge Card Program and Risk Assessment for Fiscal Year 2014	\$0	\$0	\$0
<b>ER-15-01</b>	11/14/14	Evaluation of the Federal Labor Relations Authority Compliance with the Federal Information Security Management Act Fiscal Year 2014	\$0	\$0	\$0
<b>ER-15-02</b>	2/6/15	Federal Labor Relations Authority Compliance with the Improper Payments Elimination and Recovery Act of 2010 in the Fiscal Year 2014 Performance and Accountability Report	\$0	\$0	\$0

**Table 3. Reports with Questioned Cost**

Description	Number of Reports	Questioned Cost	Unsupported Cost
A. For which no management decision has been made by the commencement of the reporting period.	0	\$0	\$0
B. Which were issued during the reporting period.	0	\$0	\$0
Subtotals (A + B)	0	\$0	\$0
C. For which a management decision was made during the reporting period.	0	\$0	\$0
i. Dollar value of disallowed costs; and	0	\$0	\$0
ii. Dollar value of costs not disallowed.	0	\$0	\$0
D. For which no management decision has been made by the end of the reporting period.	0	\$0	\$0
E. Reports for which no management decision was made within 6 months of issuance.	0	\$0	\$0

**Table 4. Recommendations That Funds Be Put to Better Use**

Description	Number of Reports	Unsupported Cost
A. For which no management decision has been made by the commencement of the reporting period.	0	\$0
B. Which were issued during the reporting period.	0	\$0
Subtotals (A + B)	0	\$0
C. For which a management decision was made during the reporting period.	0	\$0
i. Dollar value of recommendations that were agreed to by management; and	0	\$0
ii. Dollar value of recommendations that were not agreed to by management.	0	\$0
D. For which no management decision has been made by the end of the reporting period.	0	\$0
E. Reports for which no management decision was made within 6 months of issuance.	0	\$0

<b>Acronym Abbreviation</b>	<b>Definition</b>
<b>ARB</b>	Arbitration (type of FLRA case)
<b>CIGIE</b>	Council of Inspectors General on Integrity and Efficiency
<b>DJHPM</b>	Dembo, Jones, Healy, Pennington & Marshall, P.C.
<b>FFMIA</b>	Federal Financial Management Improvement Act
<b>FISMA</b>	Federal Information Security Management Act of 2002
<b>FLRA</b>	Federal Labor Relations Authority
<b>FOIA</b>	Freedom of Information Act
<b>FY</b>	Fiscal Year
<b>IG</b>	Inspector General
<b>NEG</b>	Negotiability (Type of FLRA case)
<b>OGC</b>	Office of the General Counsel
<b>OIG</b>	Office of Inspector General
<b>OMB</b>	Office of Management and Budget
<b>P.L.</b>	Public Law
<b>REP</b>	Representation (Type of FLRA Case)
<b>STATUTE</b>	Federal Service Labor-Management Relations Statute
<b>ULP</b>	Unfair Labor Practice (Type of FLRA case)

Term	Definition
<b>Disallowed Cost</b>	A questioned cost that management, in a management decision, has sustained or agreed should not be charged to the Government.
<b>Final Action</b>	The completion of all actions that management has concluded, in its management decision, are necessary with respect to the findings and recommendations. If management concluded that no actions were necessary, final action occurs when management decision is issued.
<b>Management Decision</b>	An evaluation by management of the findings and recommendations included in an audit report and the issuance of a final decision by management concerning its response to such findings and recommendations, including actions concluded to be necessary.
<b>Questioned Cost</b>	A cost questioned because of: (a) an alleged violation of a law, regulation, contract, or other agreement or document governing the expenditures of funds; (b) a finding that, at the time of the audit, such cost is not supported by adequate documentation; or (c) a finding that the expenditure of funds for the intended purpose is unnecessary or unreasonable.
<b>Recommendation That Funds Be Put To Better Use</b>	A recommendation that funds could be used more efficiently if management took actions to complete the recommendation, including: (a) reduction in outlays; (b) deobligation of funds; (c) costs not incurred by implementing recommended improvements related to the operations of the establishment, a contractor; (d) avoidance of unnecessary expenditures noted in preaward reviews of contract; or (e) any other savings which are specifically identified.
<b>Unsupported Cost</b>	A cost questioned because, at the time of the audit, such cost is not supported by adequate documentation.



**If you believe an activity is wasteful, fraudulent, or abusive of Federal funds, contact us:**

**Online Hotline:** [FLRA.gov/OIG-HOTLINE](http://FLRA.gov/OIG-HOTLINE)

**Email:** [OIGMAIL@FLRA.gov](mailto:OIGMAIL@FLRA.gov)

The complainant may remain confidential; allow their name to be used; or anonymous. If the complainant chooses to remain anonymous, FLRA OIG cannot obtain additional information on the allegation, and also cannot inform the complainant as to what action FLRA OIG has taken on the complaint. Confidential status allows further communication between FLRA OIG and the complainant after the original complaint is received. The identity of complainant is protected under the provisions of the Whistleblower Protection Act of 1989 and the Inspector General Act of 1978. To learn more about the FLRA OIG, visit our Website at <http://flra.gov/oig>

### OIG Contact Information

**Federal Labor Relations Authority, Office of Inspector General**

1400 K Street, NW  
Washington, DC 20424

**Tel** (800)331-3572

**Fax** (202)208-4535

**Web** [FLRA.gov/OIG](http://FLRA.gov/OIG)