



# Auditor General Report For FY 2006

*Presented to the Board of Directors:*

**Audit and Performance Committee**

September 14, 2006





# Auditor General Report for FY 2006

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Completed:

- 266 Contract audit reports and memoranda.
- 14 Internal and investigative reports
- 1 Control Self Assessment report

Recommended savings on the contract audit reports and memoranda  
\$12.9 million

# Auditor General Report for FY 2006

- Total Audit Recommendations 186, Implemented 85
- Outstanding Recommendations 101
  - Reserved Parking-10-CFO transferring program to Parking January 1.
  - Bus Security Review-31-Funding issue for increased Special Police and lighting.
  - Overtime-23-Task Force completed report and made recommendations.
  - Parking Meter Collection Process-5-New parking program proposal.
  - Preferential Treatment, Hiring Process-9-Procedures being developed.
  - Landover Garage-8-Lighting and management issues being addressed by Superintendent.

## **Appendix 1**

# **Auditor General Report for FY 2006**

# Auditor General Report for FY 2006

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# Auditor General Report for FY 2006

## Executive Summary

During FY 2006, the Office of Auditor General issued the following types of reports:

- 266 Contract Audit and Memoranda reports
- 14 Internal and Investigative reports
- 1 Control Self Assessment report

The results of audit contained in the contract audit reports and memoranda are used by WMATA's negotiators in negotiations with contractors along with technical evaluations to arrive at fair and reasonable settlements with the contractors on sole source contracts, delay claims, modifications and task orders.

We recommended savings of \$12.9 million on the contract audit reports and memoranda.

We made 186 recommendations for improvements that were included in the internal audits, investigative reports and control self assessment report.

As of August 31<sup>st</sup>, 85 of these recommendations have been implemented and others are in the process of being implemented.

We have summarized the results of the internal audits, investigations and control self assessment report in this report to the Board of Directors.

## **Auditor General Report for FY 2006**

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## **Reserved Parking Administration AUD 06-017 dated November 21, 2005**

- We reviewed the processes and procedures for collecting revenues from issuing reserved parking permits and the overall administration of the program.
  - WMATA has designated 8,107 parking spaces as reserved parking for customers willing to pay the \$45 per month permit fee. Currently there are about 5,000 permits issued monthly resulting in revenue of approximately \$235,000 per month.
  - The application and renewal processes are confusing for customers and inefficient and time-consuming for WMATA staff particularly with customers who choose to pay by check.
  - The program lacks a clearly and concisely worded policy that directly addresses the reserved parking procedures.
  - Presently, some responsibility for the program resides in the Office of Treasury and some in Parking. Improved coordination and communication is necessary to improve the effectiveness of the program.
  - Also, WMATA needs a marketing and communications plan to maximize revenues from the reserved parking permit program.
- As a result, we made 10 recommendations for improvement including having responsibilities and appropriate level of resources for reserve parking transferred to Parking, excluding responsibility for collecting of monies received. We also recommended that the Office of Treasury should accept credit card payment only and stop accepting checks.
- Current Status: The Chief Financial Officer, AGM, Operation Support and Manager of Parking have agreed to have the responsibilities (except collecting fees) and appropriate level of resources for reserved parking transferred to Parking effective January 1, 2007. When the transfer is complete, Parking will prepare policy and procedures for the reserve parking program to include an improved marketing program. The Chief Financial Officer agrees that effective January 1<sup>st</sup>, the Office of Treasury will accept credit cards only.



## **Security Issues at Bus Divisions Pertaining to Federally Funded Assets and WMATA Employees AUD 06-018 Dated November 21, 2005**

- As a result of concerns raised by the external auditors in Single Audit Reports over physical security of federally funded assets (buses) at bus garages and other concerns raised pertaining to the security of WMATA employees, we examined the security conditions at the bus divisions.
- The objectives of our review were to evaluate the adequacy of physical security of federally funded assets and the safety of employees at the bus divisions, to identify cost effective ways to reduce vulnerabilities to WMATA's assets and identify cost effective ways to improve safety and security of WMATA employees at bus divisions.
- In coordination with the Metro Transit Police Department, we visited each of the 10 bus divisions to assess the adequacy of physical security.
- During the visits, we tested the awareness of the employees and their reaction to strangers on WMATA property.
- Based on our review of the security conditions at the bus divisions, we conclude that there is need for improved security at the bus divisions.
- As a result of our review, we made 47 recommendations for various improvements at the bus divisions.
- We note that in September 2005, WMATA staff presented to the Board Planning and Development Committee a status report on Metrobus Capital Improvement Program for fiscal years 2006-2011. The Plan included certain unfunded items that were recommended in the APTA Bus Peer Review to improve security. These included improved lighting, rehabilitation of facilities, replacement of bay doors and facilities security enhancements such as guard booths, closed circuit TV and alarm systems.
- The recommendations were discussed with the Chief Operating Officer, Bus and the Police Chief, who both agree that security at the Bus Garages can be improved.
- As a result, a team was formed to conduct a bus facility and security assessment which addressed short term and long term actions that will improve the security of property, facilities and employees.
- Current Status: Several of the recommendations have not been implemented at this time due to lack of funding for increased Metro Transit Police Department resources to provide security at the Bus Garages. However, 16 of the recommendations to BUS have been implemented and 5 more are in the process of being implemented soon. In addition, BUS has assigned limited duty employees previously on workers compensation to security stations at the bus garages when they are available. The Police have also deployed special police personnel to patrol Northern Bus Garage on a random basis.

# **Administration of Overtime Hours and Costs in WMATA's Departments of Operations and Metro Transit Police**

**AUD 06-101 Dated February 28, 2006**

- We reviewed the administration of overtime hours and pay in WMATA's Departments of Operations and Metro Transit Police for calendar year 2004. WMATA's policies and procedures pertaining to overtime hours worked in Operations and Transit Police are governed by respective union labor agreements.
- In fiscal year 2004, 1,481,126 overtime hours were worked in Operations representing \$52,292,776 paid in overtime. In FY 2005, 1,738,986 overtime hours were worked in Operations representing \$63,289,801 paid in overtime.
- We determined that the policies and procedures governing the documentation, collection and reporting of data on overtime hours was generally sufficient. However, management at all levels in Operations has not focused sufficient attention on the nature and analysis of overtime hours. Staff vacancies, absenteeism and special events were significant factors in the assignment of overtime hours.
- We identified the following areas where the management of overtime hours can be improved. These are:
  - Possible revision to certain provisions within the labor agreements that might contribute to the assignment of overtime hours.
  - Improved management focus and oversight at all levels within Operations of assigned overtime hours
  - More efficient utilization of budget analysts and attendance personnel in understanding the nature of overtime hours
  - Improved reporting of scheduled overtime hours for "Operators" in Bus and RAIL
  - Insure that the established management policies on overtime hours and regular hours are adhered to.
- We made 23 recommendations for improvement that should be implemented
- Current Status: The Interim General Manager assigned a Team led by the Acting AGM, Work Force Development to review the overtime issues. They have completed their review and have made their recommendations for better management oversight and control of overtime. Bus, Rail and the Metro Police have increased their management oversight of overtime in an effort to better control the assignment of overtime.

## **Customer Access to WMATA Rail Station Restrooms AUD 06-102 Dated March 2, 2006**

- Anonymously visited 66 of 86 rail stations to ascertain whether Station Managers were adhering to Customer Access to Restroom policy
- Results Positive
- Compared Special Order on Restroom Access to Board Directive and determined on our visits that Station Managers were in compliance
- However, the Special Order allows more discretion to the Station Managers than the Board Directive
- We also ascertained that the signs at the kiosks were either hard to see or were not there
- Recommendations
  - Special Order should be revised and updated to be consistent with Board Directive
  - WMATA provide larger and more visible signs at the kiosks
  - Post the revised and updated Special Order at the entrance to the door leading to the restroom
  - Consider a mechanism to allow Station Manager to allow remote access to restrooms to permit the customer access to the restroom without interfering with Station Manager's other responsibilities while still maintaining necessary security
- Responses
  - Metro Transit Police Department -- Concerned about allowing access to restrooms which are considered to be in areas that should not be accessible to public
  - RAIL ---State that they are in compliance with current Special Order and suggest that signs only be posted at 5 stations where restrooms are inaccessible and not available to public
- Current Status: RAIL issued updated Station Operations Special Order on August 14th, on "Use of Restrooms in Metrorail passenger stations" which includes specifying that the Vienna Station has restroom facilities available to the customers.

## **Parking Meter Revenue Collection AUD 06-104 Dated March 8, 2006**

- We reviewed WMATA's parking meter revenue collection program to evaluate the processes and procedures for collecting, counting and reconciling parking meter revenues; to review and analyze parking revenues from FY 2003 through FY 2005; to review enforcement of WMATA's parking metered spaces by Metro Transit Police Department and other local police jurisdictions and to review parking meter signage for adequacy and accuracy.
- As a result of our audit, we determined that:
  - Policies and procedures that govern parking meter collection need to be improved
  - Parking meter revenues have remained consistent from FY 2003, FY 2004 and FY 2005 (Except for the fare increase in FY 2005)
  - Consideration should be made to evaluate short term parking needs at each station and evaluate the needs of short term spaces and the feasibility of standardizing the remaining parking meters up to a maximum limit of 12 hours.
  - Enforcement of WMATA's parking metered spaces needs to be increased by Metro Transit Police.
  - Parking meter signage needs to be more accurate and adequate.
- An evaluation of whether to convert and update mechanical parking meters to electronic meters and/or explore other new and advanced methods of collection needs to be made.
- WMATA should consider whether it would be appropriate to charge more at meters closer to the stations as a premium for the convenience of being closer to the station.
- We made 9 recommendations for improvement that should be considered for implementation.
- Current Status: The Office of Treasury has implemented 3 of the recommendations and Parking has implemented 1. Also, in September, Parking will be requesting Board approval to initiate and award a comprehensive parking services contract which includes several options. One of the options is a multi-space meter program replacing the existing mechanical meters.

## **Issues and Concerns Pertaining to Transition to the New Paratransit Contractor and Early Service Provided by the Contractor AUD 06-117 Dated May 19, 2006**

- On September 22, 2005, WMATA issued Contract CO5108 to MV Transportation to provide Paratransit Service to the disabled in the Washington Metropolitan Area beginning January 15, 2006. The initiation of the new service on January 15, 2006 resulted in several days of apparent poor Paratransit Service at the beginning of the contract, dissatisfied customers and bad publicity.
- The transition period established for implementation of the new service was insufficient resulting in insufficient time spent on analysis of the data provided by the previous contractor to ascertain trip patterns, special needs of customers and specific pick up points at an address and insufficient phone line installation (operation) to handle the call volume.
- Communications between WMATA/MV and the customers were not sufficient during the transition period considering that WMATA was changing Contractors and also changing several of the practices provided by the prior Contractor.
- The use of an automated scheduling system to schedule trips with little human interaction to review the reasonableness of the trip pattern and time resulted in excessively long trips for some of the customers, dead-time for the drivers and overall inefficient trip patterns for some customers.
- The new Contractor arrived to implement their delivery system based on the requested pick-up and did not sufficiently obtain information/advice from the prior contractor and the prior subcontract providers on issues involved with providing the MetroAccess service in the Washington Metropolitan Area.
- The expansion of service (more vehicles) resulted in a large number of new drivers who had to be trained and were not familiar with the driving area of the customers.

**Issues and Concerns Pertaining to Transition to the  
New Paratransit Contractor and Early Service  
Provided by the Contractor  
AUD 06-117 Dated May 19, 2006  
(Cont'd)**

- The following are some of the improvements that were implemented during the time of our audit:
  - An automatic call notification system was implemented to provide reminder calls the evening prior to their trip and to notify the customers that the vehicle has arrived at the pick up location. This was accomplished ahead of schedule to improve customer communications and service.
  - MV has contacted the customers and worked to update incorrect or incomplete data. Also, additional phone lines have been established for the Call Center.
  - A communications plan has been established by WMATA to provide regular information to the customers.
  - Schedules are now regularly reviewed and input from dispatchers, subcontract providers and drivers is being used to improve the efficiency of the routes.
- As a result of our audit, we identified 7 recommendations for improvements.
- Current Status: WMATA has implemented 3 of the recommendations and is in the process of finalizing the implementation of the remaining 4 recommendations.

## **Visa Debit Card Security**

### **AUD 06-A0002 Dated September 21, 2005**

- Visa USA Inc. has a program that includes on-site reviews to verify that organizations are in compliance with its security requirements. These requirements help safeguard the Visa payment system and help ensure that organizations are adequately protecting PIN data from compromise. In accordance with the Visa PIN Security Requirements, WMATA is required to submit an annual PIN Security Self-Audit Compliance Statement. We performed the audit.
- There were seven specific control objectives:
  - PINS used in transactions are processed using equipment and methodologies that ensure that they are kept secure
  - Cryptographic keys used for PIN encryption/decryption and related key management are created using processes that ensure that it is not possible to predict any key or determine that certain keys are more probable than other keys
  - Keys are conveyed or transmitted in a secure manner
  - Key loading to hosts and to PIN entry devices is handled in a secure manner
  - Keys are used in a manner that prevents or detects their unauthorized usage
  - Keys are administered in a secure manner
  - Equipment used to process PINs and keys is managed in a secure manner
- Findings
  - PINS processed online did not use Triple DES (Data Encryption Standard) and double or triple length keys.
  - All cryptographic keys were not created randomly.
  - Keys should be entered into PIN Entry devices using a secure key transfer system.
  - Information Technology Services should have a dedicated safe to store key components.
  - Also, a log should be maintained to record when key components are accessed and it should include a witness's signature.

**Visa Debit Card Security**  
**AUD 06-A0002 Dated September 21, 2005**  
**(Cont'd)**

- Recommendations:
  - Treasury obtain software compliant with Visa's security requirements that will protect PIN data entered into fare vendors.
  - Treasury inform our office when TRANS 24 and Base 24 ES software is installed.
- Current Status: Treasury has purchased and is installing the new software that complies with Visa's requirements which will implement the recommendations.



## **Auditor General Report for FY 2006**

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## **Inquiry into Health and Welfare Trust Fund AUD 06-002 Dated September 5, 2005**

- Based upon seven letters received via the General Manager's Efficiency Hotline, we conducted an inquiry of the management practices and procedures within the Health and Welfare Trust Fund Office of Local Union 689. Based upon information in the letters, 22 separate allegations were reviewed.
- We substantiated 10 of the allegations as follows:
  - Errors in payments are occurring in the handling of the Weekly Short Term Disability entitlements
  - Excessive money was spent on the 2004 Open Enrollment
  - Lack of established policies and procedures pertaining to managing of various contracts and in the recording of the costs associated with the contracts
  - Need for improvement in personnel management and office administration
  - Lack of written job descriptions and office standing operating procedures
  - Insufficient Internal Controls
  - Computerization of the Weekly Disability Payments has not occurred
  - External auditors are not performing appropriate testing of weekly disability payments
  - External auditors did not appropriately test the Plans' database and the carriers' invoices
  - Violation of the HIPPA confidentiality requirements occurred as medical information was disclosed outside the capacity of employer
- Three allegations were not substantiated but concerns were identified based on information reviewed.
- We offered 30 recommendations for improving the administration of the Plan.
- Current Status: All of the recommendations except 3 have been implemented. The fund administrator is in the process of developing a Policy Manual which will take care of 2 of the remaining recommendations.

**Allegations about Mismanagement Issues in the  
Office of General Counsel  
AUD 06-019 Dated November 30, 2005**

- The Office of Auditor General received several calls to the General Manager's Efficiency Hotline and correspondence with a list of allegations about issues within the Office of General Counsel.
- In addition, the Acting General Counsel requested that we conduct an investigation pertaining to whether an Assistant General Counsel was operating a personal business during work hours, provided false information on his WMATA time sheets and his failure to return WMATA issued property.
- The report consists of 29 allegations. Several of the allegations are repetitive in nature and their findings have been previously reported in prior Investigative Reports prepared by our office.
- Based on our review of the 29 allegations, three of the allegations concerning an attorney in the office were substantiated. An investigative report was previously issued recommending that COUN should take appropriate disciplinary and/or administrative action which they have done.
- Based on our investigation and findings, the other 26 allegations were not substantiated.
- This report summarizes each of the 29 allegations, our findings and conclusions.
- Current Status: The recommendations which have been presented in the investigative reports have been implemented by the Office of General Counsel and by other appropriate offices.

## **Inquiry into Travel Reimbursement and Expense Reporting Vouchers by Employee AUD 06-028 Dated January 6, 2006**

- Based upon a concern expressed to this office regarding the amount of travel reimbursements being paid to an employee for FYs 2004 and 2005, we reviewed the employee's travel reimbursements for those years.
- Our review indicated that the:
  - Employee requested reimbursement for use of privately owned vehicle to conduct WMATA business.
  - Employee received \$10,335 in FY 2005 for mileage reimbursement and \$3,033 for FY 2004.
  - Work performed by the employee is far reaching and goes beyond what is contained in the employee's job description.
  - Employee was working with the knowledge and consent of his supervisors. In addition, his work effort saved WMATA money in the performance of his duties.
  - The amount of the travel reimbursement received for traveling back and forth from the employee's home in the evenings and on weekends in the performance of these additional duties was excessive in our opinion.
  - Practice was stopped by the employee's supervisors as it had become excessive.
  - We made 6 recommendations for improvement by following established procedures.
  - Current Status: Employee's supervisors have taken appropriate action to cease the practices identified in our report and have implemented procedures to ensure that this will not occur again. A software solution to minimize losses has been purchased and is being installed at this time.

## **Allegations Pertaining to Health and Welfare Trust Fund**

**AUD 06-112 Dated May 10, 2006**

- Based upon correspondence received, an inquiry has been conducted of the management practices and procedures utilized within the Health and Welfare Trust of Local Union 689.
- Three allegations were reviewed as follows:
  - Retired employees are receiving Long Term Disability payments and full pension checks
  - Lack of a Summary Plan Description
  - Improper and unnecessary approval of overtime
- Our inquiry determined that one allegation was substantiated, one allegation was substantiated but had no merit and one allegation was not substantiated.
- We identified three instances where employees were overpaid long term disability with no reduction for pension benefits in the amount of \$44,585. The Fund Administrator immediately took steps to notify the insurance carriers and both insurance companies have started investigations to ascertain if fraud was involved and to recover the overpayments
- During the audit, we ascertained that there was no Summary Plan Description but the Fund Administrator stated that it was nearing completion and was expected to be issued in May 2006.
- We made 2 recommendations which are being implemented.
- We discussed the results of investigation with the Chair and Secretary of the Trust and they agreed with the findings and recommendations.
- Current Status: The 2 recommendations have been implemented including the finalization of the Summary Plan Description.

## **Allegations about Mismanagement Issues in the Medical Services and Compliance Branch in the Office of Human Resources Management Services AUD 06-111 Dated May 10, 2006**

- We received a document that listed allegations about mismanagement issues within the Medical Services and Compliance Branch in the Office of Human Resources Management Services.
- There were 23 allegations concerning mismanagement by a former employee, unprofessional behavior and overall misconduct of certain employees.
- Based on our findings, 19 of the allegations were not substantiated, 3 allegations were substantiated without merit and 1 allegation was substantiated.
- We found no evidence that showed that the work environment/conditions had been managed in such a way as to make it difficult for employees to do their job.
- The allegations that were substantiated without merit were as follows:
  - The duties to handle the flu shot program were reassigned to another employee.
    - The allegation is true but there was no mismanagement or other inappropriate action that resulted in the reassignment.
  - A temporary employee took a WMATA vehicle home.
    - The temporary employee did take a vehicle home but it was in connection with official duties to enable the employee to perform job responsibilities at the various divisions.
  - A secretary received a raise and received overtime pay.
    - The secretary did not receive a raise but did work overtime which was approved in advance and was appropriately handled.
- The allegation that was substantiated is as follows:
  - A former secretary was removed from the manager's supervision and reassigned to another office.
    - The two employees did not get along and the former secretary was reassigned to another office. However, there was no mis-management.
- The manager of the branch resigned during the investigation to accept a job opportunity outside of WMATA.
- As a result of our investigation, we made 4 recommendations for the Office Director to implement that will improve the operation of the Branch on a going forward basis.
- Current Status: Two of the recommendations have been implemented.

# **Allegations of Preferential Treatment and Favoritism in the Hiring Process AUD 06-131 Dated June 23, 2006**

- We received 10 allegations pertaining to a recruitment which included an allegation that a senior level official hired a relative and paid her relocation expenses.
- Based on our investigation, we determined that eight allegations were substantiated, one was not and one was substantiated but was without merit.
- The allegations that were substantiated are as follows:
  - The Fireplug requisition contained misleading and incomplete information
  - Pertinent personnel related documents (applicants' employment applications) were missing from the recruitment package
  - The recruitment and hiring process were not handled in a fair and equitable manner in accordance with WMATA's applicable policies and procedures
  - The applicable departments did not handle the recruitment according to the Local 2 contract
  - The Hiring Manager did not comply with WMATA's Recruitment Guide as it relates to recruitment and hiring
  - The salary compensation was not handled in accordance with WMATA's policies and procedures
  - A WMATA Official's relative was hired at a salary that exceeded \$50,000
  - That HRMS determined that the applicant was eligible for relocation reimbursement expenses as a "scarce skills" employee even though, in our opinion, the applicant should not have been entitled to receive relocation expenses in accordance with WMATA's Relocation Reimbursement Policy
- We did not substantiate that the WMATA Official hired his relative as an employee.
- The last allegation that the applicant earned \$6 an hour as a college student prior to being hired is substantiated but is not relevant.
- We requested the Office of General Counsel to review the issues and advise us on the legality of various actions concerning the employee's hiring.
- The Office of General Counsel concluded that the Human Resources Management Services Director was authorized to grant the relocation benefits to the employee and the benefits should be paid.

**Allegations of Preferential Treatment and Favoritism  
in the Hiring Process  
AUD 06-131 Dated June 23, 2006  
(Cont'd)**

- We made 9 recommendations for implementation to determine appropriate actions to take in this matter and to improve the hiring process.
- Current Status: The Chief of Staff has met with the hiring manager's manager to discuss what action, if any, should be taken against the hiring manager. The acting AGM, Workforce Development is working to see that the other recommendations pertaining to personnel policies and processes are implemented.



# **Allegations about Employee Misconduct in the Office of General Counsel**

## **AUD 06-A0001 Dated August 4, 2005**

- We received several calls to the General Manager's Efficiency Hotline citing several allegations of employee misconduct in the workplace concerning an Assistant General Counsel in the Office of General Counsel. The complaint included allegations that the employee was operating a personal law business during work hours and provided false information on his WMATA time sheets. Other complaints received have been reported on previously in an earlier Audit Report.
- Also, the Acting General Counsel requested that we conduct an investigation pertaining to whether the employee was operating a personal law business during work hours, provided false information on his WMATA time sheets and his failure to return WMATA issued property.
- Based upon the seriousness of these allegations as well as the request from the Acting General Counsel and written correspondence and calls to the General Manager's Hotline, we conducted an inquiry to determine if the allegations had any merit and could be substantiated.
- Based on the results of our investigation, we substantiated four allegations as follows:
  - That the attorney operated a private legal related business during his WMATA work hours was substantiated based on the review of legal documents found in the attorney's office, information obtained from the courts, and a review of his time sheets.
  - That the attorney failed to return WMATA equipment, a Dell latitude laptop computer was substantiated. It is his responsibility to secure WMATA equipment in his possession and he did not offer any proof that he had returned the laptop computer to the Office of General Counsel.
  - That the attorney submitted falsified time sheets was substantiated. This was based on review of copies of electronic time sheets for the years, 2000 through 2004 compared with the legal documents that showed that non-WMATA business was conducted during his WMATA work hours.
  - That the attorney failed to comply with WMATA Policy/Instruction 7.28/1, Pro Bono Public Legal Services was substantiated as it related to the Authority's guidelines for employees' participation in providing pro bono legal services.

**Allegations about Employee Misconduct in the Office  
of General Counsel  
AUD 06-A0001 Dated August 4, 2005  
(Cont'd)**

- Recommendations:
  - The Office of General Counsel needs to:
    - Consider whether to initiate appropriate administrative/disciplinary action(s) based on the attorney's violations of the Authority's policies and procedures referenced in this report that could be dismissible offenses.
    - Document the issuance of WMATA issued laptops and conduct periodic checks to confirm accountability and take precautions against their loss and theft. This should be done to prevent a repeat of the circumstances concerning the laptop cited in this investigation.
  - Current Status: Both recommendations have been implemented. In addition subsequent to the issuance of the report, the attorney returned the laptop computer to the Office of General Counsel.

## Auditor General Report for FY 2006

• Control Self Assessment Report	Page Number
■ Office of Bus Maintenance, Landover Garage, Mechanics and Supervisors	25

**Office of Bus Maintenance, Landover Garage,  
Mechanics and Supervisors  
CSA 06-001 Dated January 27, 2006**

- The Superintendent of Landover Bus Garage requested us to survey the employees of the Landover Bus Garage on the effectiveness of the administrative process and suggest enhancements for improvements. Sixty-two Participants from the Bus Garage performed an analysis of employees' concerns and evaluations on improving safety and security, partnering, and stewardship.
- Objectives:
  - To evaluate the effectiveness and efficiency of the administrative process, to improve the working environment, and to improve the work process, identify areas of strengths and weaknesses for resolution, and suggest ideas for improvement.
  - We specifically identified the following objectives:
    - To improve the working environment
    - To improve the work process
    - To improve internal customer service
- The workshops consisting of mechanics and supervisors identified the following eight concerns regarding Landover Bus Garage's administrative process and involvement with other offices and departments, which management should review, evaluate, and address.
- **Security Concerns:** WMATA has not taken adequate steps to secure the maintenance garage and employees' parking lot from unauthorized persons and vehicles. The lack of security has been an on-going concern of the employees that work at the Landover Bus Garage.
- **Safety Concerns:** The participants had 10 safety concerns, some of which are summarized as follows:
  - The Landover Bus Garage has inadequate lighting, additional lighting is needed in the garage and the light fixtures need cleaning to enhance lighting. There are times when light bulbs on the bus lot and employees' parking lot are not changed timely. We referred the lighting concerns to Track and Systems Maintenance, Office of Power.
- **Equipment Concerns:** The participants had 4 equipment concerns which are summarized as follows:
  - There are times when equipment is broken and the employees do not report the broken/damaged equipment to their supervisors to enable repairs to be made.

**Office of Bus Maintenance, Landover Garage,  
Mechanics and Supervisors  
CSA 06-001 Dated January 27, 2006  
(Cont'd)**

- Landover Bus Garage has insufficient lifts to meet the work demand and that too many of the post lifts were removed from the garage.
- The operating procedure for the Sefac lift is in conflict with the manufacturer's operating procedures.
- Landover Bus Garage continues to have problems with leaking hoses although Bus Maintenance installed a new exhaust extraction system at Landover Bus Garage in November 2005. The hoses will not withstand the heat from the buses which results in the hoses burning.
- **Communication Needs Improvement:** Improvements are needed to ensure the sharing of information between shifts and to ensure that all mechanics participate in a daily safety meeting. According to the participants, Landover Bus Garage should consider changing the time of the tool box meeting to improve communication between the shifts.
- **Team Building Needs Strengthening:** Some of the participants expressed concerns regarding the approach to Preventative Maintenance Inspections. There are times when the Preventative Maintenance Inspections are completed but the defects are not addressed which results in buses being placed in the cripple pile. Too many people are assigned to inspections and not enough mechanics are assigned to repairs and floor work. According to the participants, the approach to Preventative Maintenance Inspections has divided the mechanics into two separate groups working independently rather than one group with the same goals.
- **Parts and Inventory Management Needs Improvement:** Inventory planning needs improvement to ensure the availability of stock items and parts. In addition, the participants stated that Office of Procurement and Materials needs to enhance Landover Bus Garage's operations by improving internal customer service. The participants stated that mechanics waste too much time trying to locate the parts' names and numbers.

**Office of Bus Maintenance, Landover Garage,  
Mechanics and Supervisors  
CSA 06-001 Dated January 27, 2006  
(Cont'd)**

- **Employee Development Needs Improvement:** The participants had 3 employee development concerns, one of which is as follows:
  - Office of Operations Planning and Administrative Support needs to improve technical training for the mechanics and that technical training should be offered on site and provided on all shifts with qualified instructors. The participants stated that some employees do not know how to properly use some of the equipment. According to the participants, the Office of Operations Planning and Administrative Support should provide a systematic training program to ensure that all employees have an opportunity to attend training.
- **Managerial Concerns:** Overtime rules are not always followed. In some cases, overtime is posted but not observed. In other cases, mechanics performing Preventative Maintenance Inspections are given preferential treatment for overtime. This matter was discussed with Landover Bus Garage's superintendent who took steps to ensure that mechanics sign up for overtime as one group, rather than separate groups, and that overtime is assigned on the basis of seniority from rotating lists.
- The participants made 26 recommendations that should be considered for implementation:
- Status at the time of the Report:
  - Bus Maintenance has coordinated the recommendations with other Departments/Offices and has taken steps and/or is in the process to implement the recommendations. At the time of the Audit, 8 of the recommendations had been implemented as follows:
    - Landover Bus Garage's supervisors have emphasized safe procedures when using lifts and various accessories including jack stands. Bus Maintenance provided Landover Bus Garage with additional jack stands.
    - Bus Maintenance issued a Service Bulletin to reinforce the road call policy. In addition, Landover Bus Garage has taken steps to improve the safety of towing the bus by having two mechanics responding to a road call.
    - Landover Bus Garage has received new ladders and the carpenter ladders have been removed from the garage.

**Office of Bus Maintenance, Landover Garage,  
Mechanics and Supervisors  
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(Cont'd)**

- Landover Bus Garage has taken steps to ensure that all shifts clean the garage weekly.
- Landover Bus Garage's supervisors perform a monthly check of all equipment to ensure that equipment is in good repair and in safe operating condition.
- Office of Infrastructure Renewal Programs took corrective action and addressed Landover Bus Garage's concerns regarding the hoses not withstanding heat when using the exhaust extraction system by extending the hose and increasing the air flow.
- New computers and kiosks have been installed at Landover Bus Garage.
- Landover Bus Garage supervisors and lead persons have attended training on inventory planning and forecasting.
- Current Status: Since the audit, an additional 10 recommendations have been implemented so that 18 of the recommendations have been implemented at this time.