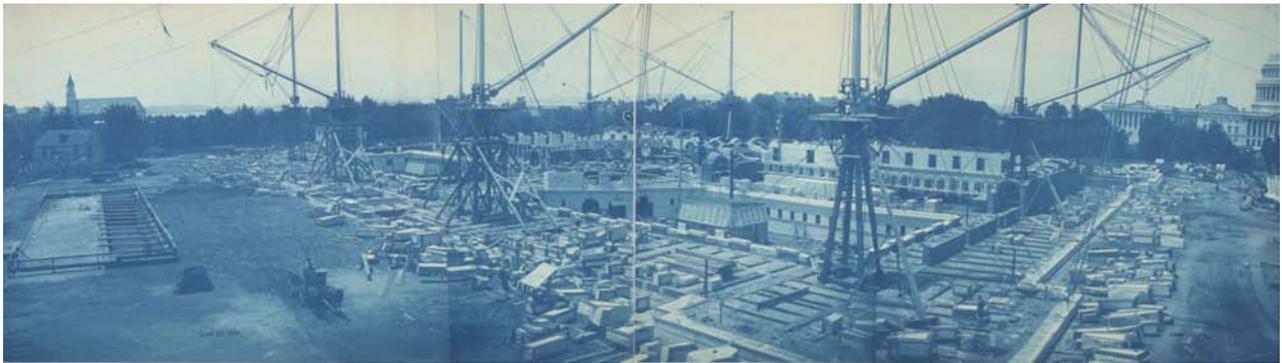


SEMIANNUAL REPORT TO THE CONGRESS

**Office of the Inspector General**

September 30, 2010

JUNE 21 1890



The above images are overlaid on the cover to show the building site prior to construction of the Library's Thomas Jefferson Building and the building's proximity to the U.S. Capitol. The top image, taken from a damaged gelatin silver photograph shows the excavation site while the bottom image, from a cyanotype photographic print, depicts cranes setting in place structural stone.

Images in this report document the creation of the Library of Congress in 1800 through its first century when it moved in 1897 from the U.S. Capitol Building to what is known today as the Thomas Jefferson Building. The images in this report also depict creation of some of the architectural detail and vintage collections material.

ALL PHOTOGRAPHS IN THIS PUBLICATION ARE OF THE THOMAS JEFFERSON BUILDING, RARE BOOK COLLECTIONS, AND EARLY DEPICTIONS OF THE U.S. CAPITOL GROUNDS. MOST OF THESE IMAGES ARE FROM THE PRINTS AND PHOTOGRAPHS AND GEOGRAPHY AND MAPS DIVISIONS.

ABOVE UPPER: PANORAMIC PHOTOGRAPH OF THE EXCAVATION SITE FOR THE LIBRARY OF CONGRESS, JULY 8, 1888 BY LEVIN C. HANDY.  
ABOVE LOWER: PANORAMIC PHOTOGRAPH OF THE CONSTRUCTION OF THE LIBRARY OF CONGRESS, JUNE 23, 1890 BY LEVIN C. HANDY.

COVER DESIGN: JENNIFER R. BOSCH, OFFICE OF THE INSPECTOR GENERAL



# LIBRARY OF CONGRESS

September 30, 2010

## A MESSAGE FROM THE INSPECTOR GENERAL

In the last six months we prepared reports on the utilization of multi-function devices, the book conveyor renovation project, and employment incentives and flexibilities. We also issued reports on contract award and termination actions. In continuing our focus on security of the Library's collections, we also completed an inventory baseline sampling of rare books and are continuing the next period with a baseline inventory and collections security review in the Music Division and a collections security review in the Law Library. Investigations during the period focused on conflicts of interest, pornography, misuse of Library property and time, and fraud in the surplus books program.

This period, our reviews identified more than \$8 million in funds to be put to better use and more than \$300,000 in unallowable costs. We are pleased to report that the Library implemented 31 of our recommendations; however, we disagree with the Library's decision not to implement recommendations that would bring efficiency to the hiring process.

We are also pleased to report awards for meritorious service and the highest standards of professional law enforcement bestowed on two of our investigators by the Justice Department, and a 'clean' opinion on a peer review of our audit operations.

We appreciate the cooperative spirit Library staff have shown during our reviews.

Our reports are available online at [www.loc.gov/about/oig](http://www.loc.gov/about/oig).

A handwritten signature in black ink, appearing to read "Karl Schornagel".

Karl W. Schornagel  
Inspector General

SIXTH CONGRESS OF THE UNITED STATES:

AT THE FIRST SESSION,

Begun and held at the city of *Philadelphia*, in the state of PENNSYLVANIA, on  
Monday, the second of *December*, one thousand seven hundred  
and ninety-nine.

An ACT to make further provision for the removal and accommodation of the Government of the United States.

Be it enacted by the Senate and House of Representatives of the UNITED STATES of America, in Congress assembled, That the President

of the United States shall be, and hereby is authorized and empowered, to direct the various offices belonging to the several executive departments of the United States to be removed to the city of Washington, at any time and place he shall judge proper, after the adjournment of the present session of Congress, and before the time hereafter appointed by law for such removal.

Sec. 2. And be it further enacted, That for the purpose of providing furniture for the House erected in the city of Washington, for the accommodation of the President of the United States, a sum not exceeding fifteen thousand dollars, be expended under the direction of the heads of the several departments of State, of the Treasury, of War, and of the Navy

Sec. 3. And be it further enacted, That for the suitable accommodation of Congress at the city of Washington, the Secretaries of the four Executive departments or any three of them shall be, and hereby are authorized and directed to cause suitable furniture to be forthwith provided for the apartments which are to be occupied, in the Capitol at the said city, by the two Houses respectively, and the offices and committee rooms of each; and to cause the said apartments, offices and committee rooms to be furnished in a suitable manner, so as to be ready for the reception of Congress on the day fixed by law for the removal of the government to the said city; and that for defraying the expenses incident to the furnishing of the said apartments, offices and committee rooms and to the removal of the books, papers and records belonging to the said offices respectively, there shall be and hereby is appropriated a sum not exceeding nine thousand dollars.

Sec. 4. and be it further enacted, That for the greater convenience of the Members of both Houses of Congress in attending their duty in the said city of Washington, and for the greater facility of communication between the various departments and offices of the government, there shall be made foot ways in the said city, in suitable places and directions; and that the said foot ways shall be made by the Commissioners of the said city, under the direction of the Secretaries of the four Executive departments of the United States, who or any three of them, shall forthwith take order therefor, under such regulations, at such places, and in such directions as they or any three of them shall judge most proper for the purposes aforesaid, and shall appoint; and that if the said Secretaries, or any three of them, shall find on examination that there is not in the hands of the said Commissioners a sum sufficient for making the said foot ways, over and above what may have been destined by the said Commissioners or may, in the opinion of the said Secretaries, or any three of them, be necessary for the accomplishment of other objects necessary for the accommodation of the government or its removal as aforesaid, then the said Secretaries, or any three of them, shall be and hereby are authorized and required to draw out of the Treasury of the United States and apply to the purpose of making the said foot ways, any sum which may be necessary therefor, not exceeding ten thousand dollars, which sum is hereby appropriated for the said purpose. And all the lots in the city of Washington now vested in the said Commissioners or in trustees in any manner for the use of the United States, and now remaining unsold, excepting those set apart for public purposes, shall be and are hereby declared and made chargeable with the repayment of the said sum of ten thousand dollars which shall be advanced in pursuance of this act, and the interest accruing thereon.

Sec. 5. And be it further enacted, That for the purchase of such books as may be necessary for the use of Congress at the said city of Washington and for filling up the blank spaces in the several volumes of the laws of the United States, and for placing them in the said city of Washington, the sum of five thousand dollars shall be and hereby is appropriated; and that the said purchase shall be made by the Secretary of the Senate, or the clerk of the House of Representatives, pursuant to such directions as shall be given, and such catalogue as shall be furnished by a joint committee of both Houses of Congress to be appointed for that purpose; and that the said books shall be placed in one suitable apartment in the Capitol in the said city, for the use of both Houses of Congress and the Members thereof according to such regulations as the committee aforesaid shall deem and establish.

Sec. 6. And be it further enacted, That the several appropriations aforesaid shall be paid out of any moneys in the Treasury of the United States not otherwise appropriated.

Thos. Dorr *Speaker of the House of Representatives.*

Wm. Jefferson *Vice President of the United States, and President of the Senate.*

Approved April 24<sup>th</sup> A.D. 1800

John Adams

President of the United States.

Scrify that this act did originate  
in the House of Representatives.

Jonathan M. Carey *Clerk*

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## IN SUMMARY . . .

### AUDITS, SURVEYS, AND REVIEWS

We conducted a review of the Library's acquisition and utilization of multi-function devices (copy/print/scan/fax) to determine the financial impact of leasing networkable machines that were not networked, but used instead as basic copiers. We determined that the Library spent at least \$563,000 more than needed on a five-year contract. Some of the cost was attributable to not meeting minimum usage requirements.

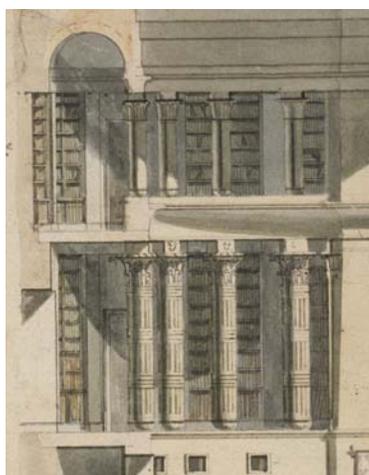
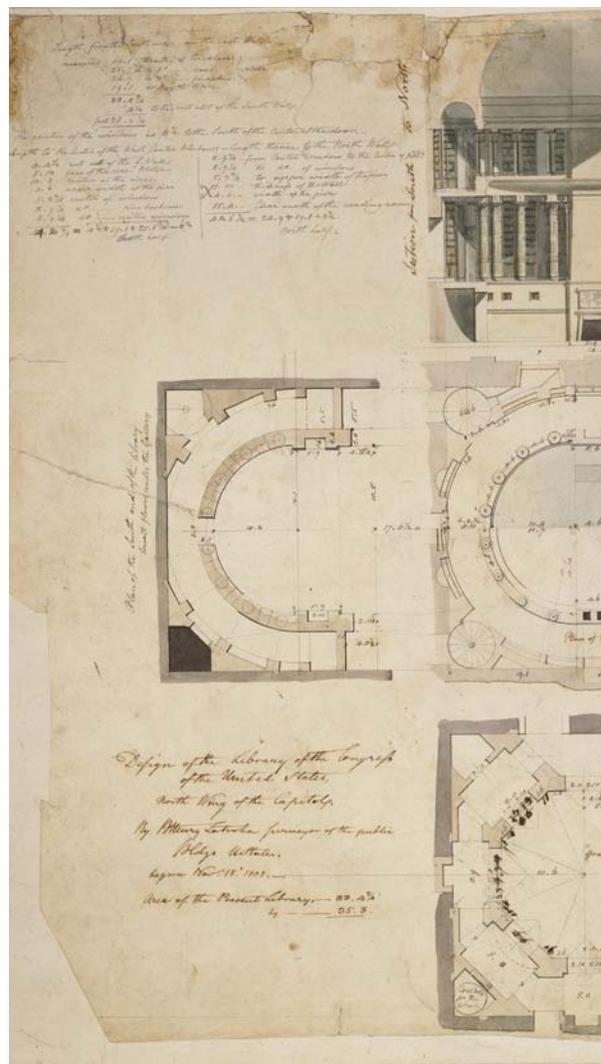
A review of the book conveyor renovation project determined that the plan to spend approximately \$16 million to upgrade the nearly 50-year-old system in the Library's three Capitol Hill buildings was not justified. The government would save between \$7.8 and \$10.1 million by abandoning the system and manually transporting books and other materials between Library buildings.

We looked at the use of Employment Incentives and Flexibilities and found that many Library managers were unaware of the tools available to attract and retain the best people. We also found a need to better understand the financial implications of staff turnover.

For the first time, we conducted a limited rare book inventory to determine the existence and condition of a random sample of the Library's 800,000 rare book holdings. All items were located. This baseline review will serve as a benchmark for future statistical sampling.

Finally, we evaluated a claim for contract termination damages and determined that about \$305,000 of the claimant's \$315,000 damages were not allowable.

These and other audits, surveys, and reviews are discussed further beginning on page 9.

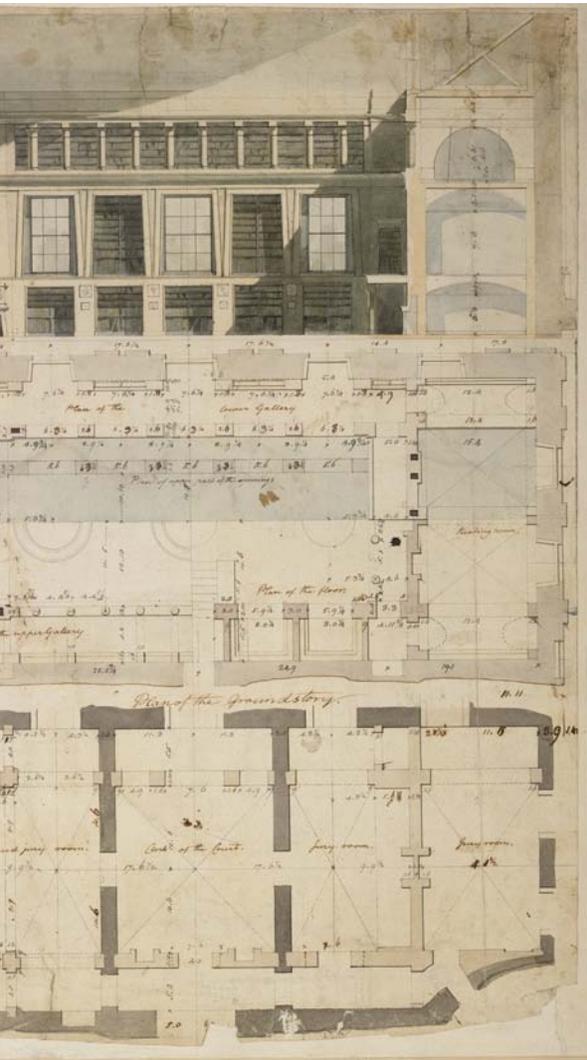


CENTER: DESIGN OF THE LIBRARY OF CONGRESS IN THE NORTH WING OF THE U.S. CAPITOL BUILDING, BY BENJAMIN HENRY LATROBE, 1808.

ABOVE: DETAIL OF BOOK STACKS IN NORTH WING OF THE U.S. CAPITOL BUILDING.

## INVESTIGATIONS

We investigated three conflict of interest and misuse of Library property and time cases. Two of those cases are currently in the Library's administrative action process. Library management is also taking administrative action on a case we investigated involving misuse of a Library computer.



We determined that a Library employee was using a reading room computer to access pornography. In another case, we determined that a Library patron used a reading room computer to communicate threats.

In an investigation involving Surplus Books Program fraud, we determined that a selector attempted to profit from books he had obtained on behalf of two universities. Our investigators recovered more than 500 Library books.

We observed inconsistent exit inspections by U.S. Capitol Police (Capitol Police) personnel posted at Library exits, and we referred the matter to the Capitol Police Inspector General.

These and other cases are discussed further beginning on page 20.

## OTHER ACTIVITIES

Two Office of the Inspector General (OIG) special agents were recognized with Investigations Awards by the U.S. Attorney for the District of Columbia for meritorious service and the highest standards of professional law enforcement in the pursuit of justice. Quality OIG work was also demonstrated in receiving an unqualified (clean) opinion resulting from a peer review of our audit operations from the Peace Corps Inspector General.

The OIG responded to a request from Representative Darrell Issa about information on unimplemented recommendations and ideas to improve legislation concerning federal Inspectors General. In addition to the status of our recommendations, we provided comments on improving the Library of Congress Inspector General Act of 2005 and legislation of other statutory legislative branch Inspectors General. We also responded to a request from Senators Charles Grassley and Tom Coburn about interference with OIG activities.

The Assistant Inspector General for Audits participated as a conference panelist at the Joint Annual Meeting of the Council of State Archivists, the National Association of Government Archives and Records Administrators, and the Society of American Archivists on the topic of Security Challenges of the 21st Century.

These and other activities are described further beginning on page 24.

## **AUDITS, SURVEYS, AND REVIEWS IN PROGRESS**

Our current projects include a review of the telework program at the Library. Given the increased emphasis on “greening” the government, we undertook a review of the Library’s telework program to determine if there are opportunities to improve.

We are also following the executive branch’s recent focus on two topics of interest: improper payments and managing a multi-sector workforce. The former will be an ongoing, automated, and statistically-based review of Library payments to discover duplicate payments, fraudulent claims, or other improper payments. The latter is a review of the Library’s employment picture to determine the optimal mix of government employees and contractors.

Following on the heels of fraud investigations related to the Surplus Books Program, we have launched an audit of the program’s internal controls to help prevent fraud in that program.

Finally, we are beginning a quantitative assessment of the Music Division’s collections. This continues our thematic review of collections around the Library. Most recently, we reviewed the Rare Book and Special Collections Division and intend to continue reviewing new collections.





# PROFILES

## LIBRARY OF CONGRESS

The Library of Congress is the research and information arm of the United States's national legislature and the world's largest storehouse of knowledge. The Library seeks to spark imagination and creativity and to further human understanding and wisdom through its collections, programs, and exhibitions. The mission of the Library is to make its resources available and useful to the Congress and the American people and to sustain and preserve a universal collection of knowledge for future generations. The mission is accomplished through more than 4,000 employees and contractors, and \$800 million in annual appropriated funds and other revenues.

Founded in 1800, the Library of Congress is also the nation's oldest federal cultural institution, holding more than 145 million items on 750 miles of shelves. These items include books, manuscripts, maps, prints and photographs, printed music, sound recordings and films, and microforms. Half of the Library's collections are from outside the United States, representing 470 languages. In addition to its three Capitol Hill buildings in Washington, DC, the Library operates six overseas offices and stores collections material in purpose-built facilities in Maryland and at the National Audio Visual Conservation Center in Culpeper, Virginia. The Library also holds an exponentially expanding collection of digital-born content. Nearly 20 million original source items have been digitized and are accessible at [www.loc.gov](http://www.loc.gov).

In addition to the office of the Librarian of Congress, the Library's core organizational components are:

- Library Services,
- The U.S. Copyright Office,
- The Congressional Research Service,
- The Law Library,
- The Office of Strategic Initiatives, and
- The Office of Support Operations.

**Library Services** performs the traditional functions of a national library: acquisitions, cataloging, preservation, and reference services for both digital and conventional collections. It operates the National Library Service for the Blind and Physically Handicapped and the American Folklife Center, among others.

ABOVE: CONGRESSIONAL LIBRARY BUILDING, CELLAR, GENERAL PLAN NO. II, BY ARCHITECT JOHN L. SMITHMEYER, MARCH 5, 1888.

**The Copyright Office** administers the copyright laws of the nation and registers copyrightable material; its deposits of intellectual material (books, music, and movies) substantially contribute to the Library's collections. The Copyright Royalty Board collects and distributes \$250 million in cable television, satellite carrier, and Audio Home Recording Act compulsory license funds to copyright holders.

**The Congressional Research Service** supports the legislative process by providing exclusively to Congress objective, nonpartisan assessments of public-policy issues and legislative options for addressing those issues.

**The Law Library** assists Congress and the legislative process by supporting comprehensive research on foreign, comparative, international, and U.S. law and other legal reference services.

**The Office of Strategic Initiatives** directs the national program for long-term preservation of digital cultural assets, leads a collaborative institution-wide effort to develop consolidated digital future plans, and integrates the delivery of information technology services.

Last year, services provided by the Library included:

- Fulfilling 590,000 reference requests,
- Circulating 24 million disc, cassette, and Braille items to more than 500,000 blind and physically handicapped patrons,
- Registering 382,000 copyright claims,
- Receiving 22,000 items daily and adding more than 10,000 items daily to its collections,
- Preparing 1,500 legal research reports for Congress and other agencies, and
- Maintaining more than 7,000 reports on legislative issues and preparing more than 2,500 tailored analyses.

The Library of Congress also recorded 81 million visits and 630 million page-views of its primary source files on its website, and received 1.75 million on-site visitors.

## OFFICE OF THE INSPECTOR GENERAL

The establishment of statutory federal Inspectors General began in 1978 to empower independent audit and investigative organizations to focus on fraud, waste, and abuse within federal agencies. Initially, Inspectors General were established in only a few departments. Additional Inspectors General were created over the years.

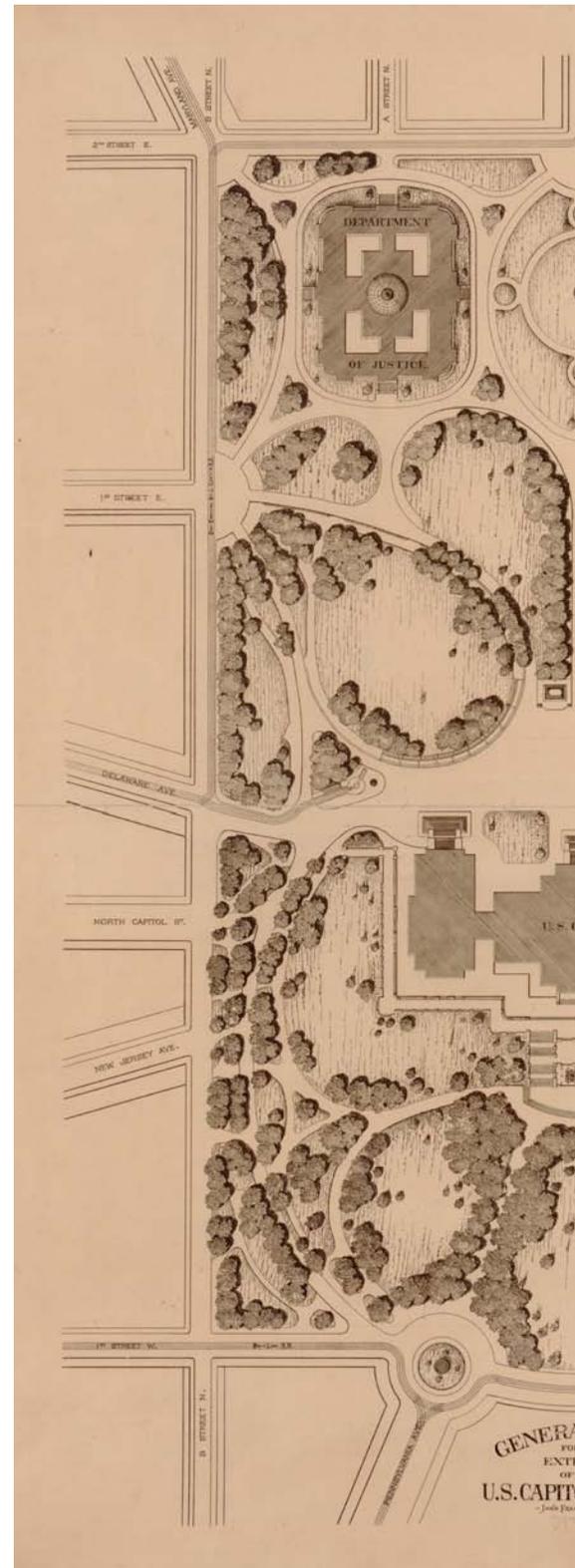
The Library of Congress Office of the Inspector General (OIG) was established in 1988 as a non-statutory office deriving its authority from the Librarian of Congress. The OIG became statutory with the passage of the Library of Congress Inspector General Act of 2005, with a mandate to:

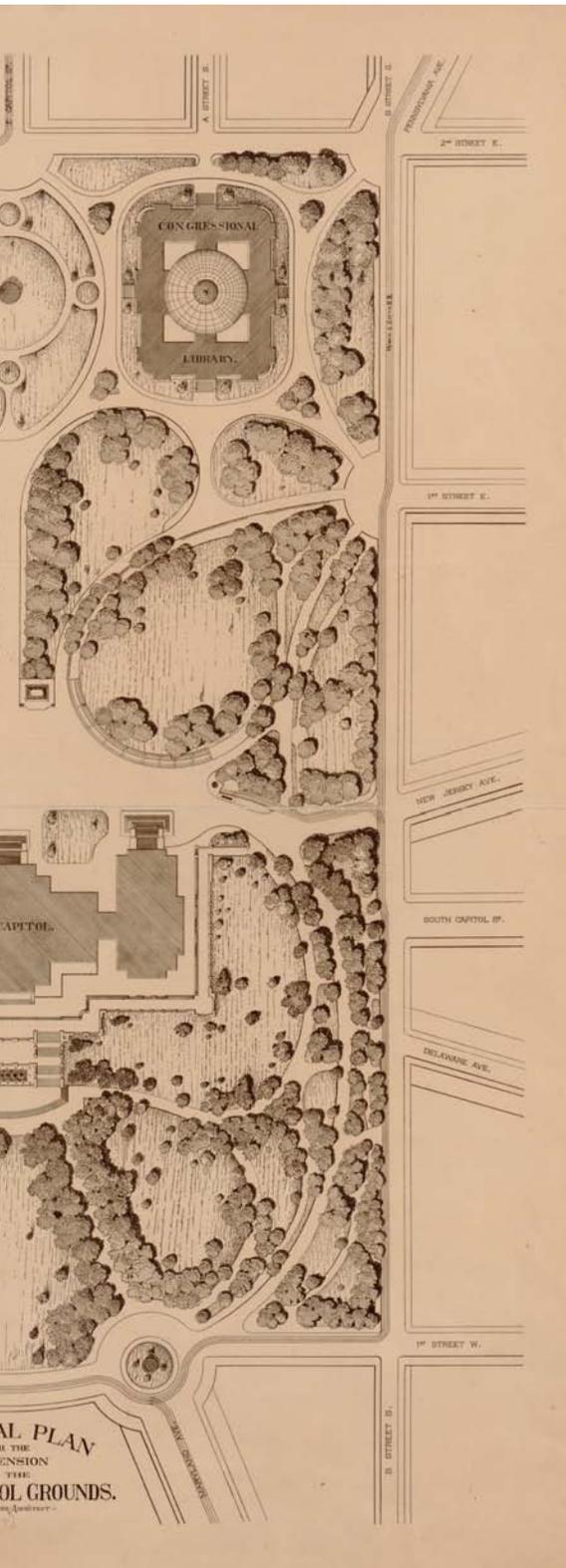
- Conduct and supervise audits and investigations relating to the Library of Congress,
- Lead, coordinate, and recommend policies to promote economy, efficiency, and effectiveness, and
- Keep the Librarian of Congress and the Congress fully and currently informed about problems and deficiencies relating to the administration and operations of the Library of Congress.

The OIG is a member of the Council of the Inspectors General on Integrity and Efficiency (CIGIE), a unified council of all federal statutory Inspectors General, and serves on the council's investigations committee.

This Semiannual Report to the Congress is a part of the OIG's statutory reporting requirement and is organized to address the major functions of the office including:

- Significant audits, investigations, and other reviews and activities of the OIG,
- Review of legislation and regulations affecting the Library,
- Library decisions on OIG recommendations and the status of implementation, along with any resulting monetary benefits.





**Audits** are in-depth reviews that are normally planned annually. Most OIG audits address the efficiency, effectiveness, and economy of the Library's programs, activities, and functions; provide information to responsible parties to improve public accountability; facilitate oversight and decision making; and initiate corrective action as needed.

Some audits address whether financial statements fairly present financial positions, results of operations, and cash flows in conformity with generally accepted accounting principles. They also assess whether an entity has adequate internal control systems and complies with applicable laws and regulations. The OIG also performs related types of reviews such as inspections and attestations. Occasionally, the OIG provides nonaudit services, which are equivalent to consulting services in the private sector.

**Investigations** are typically based on alleged or suspected wrongdoing by agency employees, contractors, recipients of financial assistance, and others responsible for handling federal resources. Violations of Library regulations or fraud committed against the Library can result in administrative sanctions and criminal or civil prosecution. Contact information for the OIG Hotline is located on the inside rear cover of this report.

Our staff is educated and certified in various disciplines. We are, collectively, four certified public accountants (CPA), three attorneys, two certified internal auditors (CIA), two certified information systems auditors (CISA), three special agents, two investigators, a Master of Library Science, and other highly qualified staff.

OIG reports are available at [www.loc.gov/about/oig](http://www.loc.gov/about/oig).

# AUDITS, SURVEYS, AND REVIEWS

## RARE BOOK AND SPECIAL COLLECTIONS DIVISION

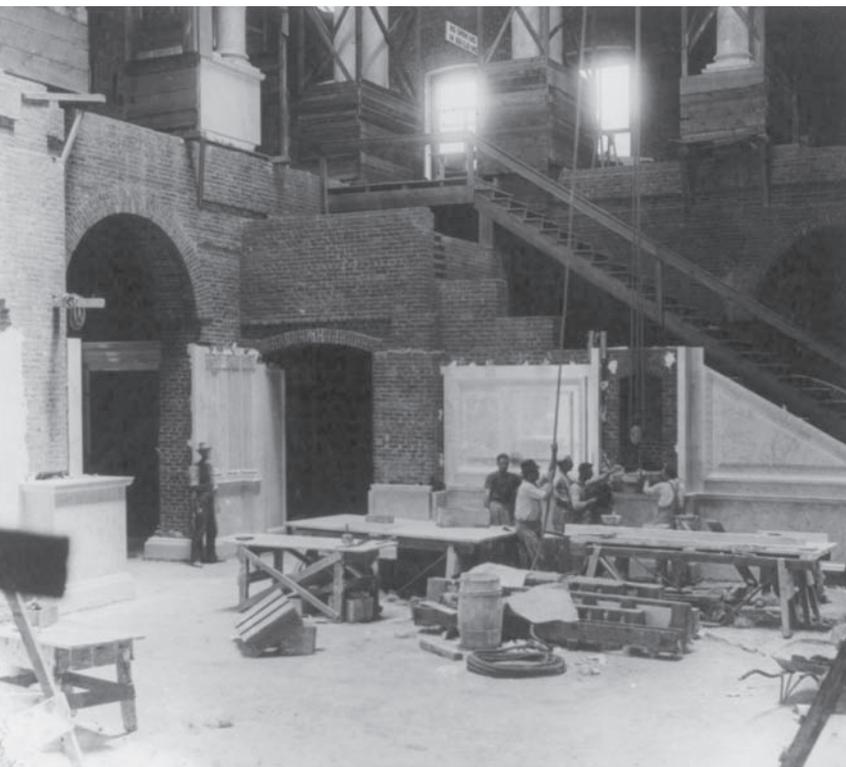
STATISTICAL MEASURE OF THE CONDITION  
AND ACCOUNTABILITY OF THE RBSC HOLDINGS

ATTESTATION REPORT NO. 2010-AT-101  
AUGUST 2010

The Rare Book and Special Collections Division (RBSC) of Library Services has custodial responsibility for more than 800,000 items ranging from the medieval world, to Thomas Jefferson's 1815 library, to modern-day acquisitions. To measure the Library's progress in maintaining and improving its collection

controls in RBSC and all of the Library's other special collections, we contracted in 1998 with the consulting firm KPMG to develop a methodology for statistically measuring changes in both the condition and accountability (i.e. ability to locate items) of a collection over time. Since then, we have applied this methodology in several of the Library's collections.

This first assessment performed in RBSC established the baseline for materials known to be held as of the date of our report. We plan to continue testing in RBSC periodically to reconfirm the existence of the baseline items and to assess any changes in their condition. While evaluating their condition, we also expanded our testing protocol by noting whether the test items had identification markings, and attempted to locate a random sample of items we chose from the RBSC shelflist (a sequential list of holdings).



Based on our testing, we projected that nearly 80 percent of RBSC's collection is in "good" condition or better. In addition, we confirmed that RBSC was complying with the Library's policy for marking rare materials. Markings are important because it may be difficult to prove ownership in their absence. To further improve control, we recommended that RBSC explore the costs and benefits of using high-resolution photography to assist in proving Library ownership of rare materials. Finally, we were able to physically locate 100 percent of randomly selected items chosen from the RBSC shelflist.

Management concurred with our recommendation.

ABOVE: CONSTRUCTION IN THE LIBRARY OF CONGRESS  
SHOWING MEN APPLYING MARBLE TO BRICK WALLS,  
JULY 27, 1894.

## **LIBRARY-WIDE**

### **BOOK CONVEYOR SYSTEM**

AUDIT REPORT NO. 2010-PA-101  
AUGUST 2010

In 1964, the Library of Congress installed a book conveyor system in the Jefferson Building. In the ensuing years, two more book conveyors were installed in the Adams and Madison Buildings, to provide the efficient and timely transfer of books and other materials from the Library's repositories to staff and the public. However, over the years the system began to break down and eventually proved unreliable.

In April 2006, the book conveyor began experiencing significant malfunctions. The system became so unreliable that Library Services discontinued its use and adopted a manual delivery system. The system was completely shut down in February 2008. Over the next four years, the Architect of the Capitol, responsible for the care and maintenance of the system, planned to award two major contracts to design and renovate the existing book conveyor, based on the Book Conveyor Integration and Upgrade Study completed in 2006. The Library had not revisited its requirements since the 2006 study.

We conducted an audit survey of the book conveyor system upgrade project to determine if a book conveyor system for the Library was still needed. We concluded that plans to renovate the Library's book conveyor system were no longer justifiable. Specifically, we determined that constructing and maintaining a new book conveyor system would be significantly more costly than continuing to manually transport books and materials between the Library's buildings. Further, growing Internet access to many collection materials and a reduced number of book and material requests have substantially diminished the need for a book conveyor system.

We recommended that the Library reassess its plans to renovate the book conveyor system and determine the most economical way to decommission it.

Management concurred with our recommendations.

## LIBRARY-WIDE

### REVIEW OF UNDERUTILIZED MULTIFUNCTION DEVICES

AUDIT REPORT NO. 2010-SP-101  
APRIL 2010

We conducted a review of the utilization of the Library's multifunction devices (MFDs). MFDs are office machines that combine two or more document management functions, such as copying, scanning, printing, or faxing. Because MFDs have enhanced features and services, they are generally more expensive than standard copiers.

In October 2005, the Library entered into a five-year, \$5.8 million contract with a vendor for 234 MFDs and standard copiers for administrative, print shop, and public use. The Library's Information Technology Services (ITS) and Integrated Support Services (ISS) developed plans to network the MFDs to allow Library staff to use the enhanced features and services. However, those plans were never implemented.

Because ITS and ISS did not successfully network the MFDs, the Library paid for equipment and software that it did not fully use and for pages printed (volume) allowances that exceeded actual usage. We estimated that the Library paid at least \$563,000 over the life of the contract for features and services it did not use. We found several factors that contributed to the Library's unsuccessful efforts to network the MFDs including: (1) noncompliance with the Library's policies for IT security and system certification and accreditation (C&A), (2) confusion over vendor requirements for C&A, and (3) attention to other priorities at the expense of the MFD networking effort.

We recommended that ISS ensure that the cost structure for the next contract provide more transparency. We also recommended that ITS and ISS properly communicate security requirements to all stakeholders, and follow the Library's policies and best practices for system C&A. The current contract term ended in September 2010 and ISS is in the selection process for a new contract.

ITS and ISS management agreed with our recommendations. However, ITS disagreed with several points in our report.



ABOVE: RARE BOOK PLATE.

OPPOSITE: EXTERIOR FRIEZE DEPICTING THE COMPLETION DATE OF THE THOMAS JEFFERSON BUILDING. PHOTOGRAPH BY TARA LOGAN.

## OFFICE OF CONTRACTS AND GRANTS MANAGEMENT

REVIEW OF THE TERMINATION SETTLEMENT  
PROPOSAL OF MACFADDEN AND ASSOCIATES, INC.

AUDIT REPORT No. 2010-CA-101  
JUNE 2010

In March 2009, the Library awarded a contract to Macfadden and Associates, Inc. (contractor). The purpose of the contract was to digitally scan card catalog files of the Library's Collections and Services Directorate and transfer the scanned images to the Library's server. In August 2009, the Office of Contracts and Grants Management (OCGM) terminated the contract after receiving a protest to the contract award. In September 2009, the contractor submitted to OCGM a contract termination settlement proposal for \$315,404.

At the request of OCGM, we performed a review of the contractor's settlement proposal. The purpose of our review was to provide information to assist the Library's contracting officer in negotiating a contract settlement with the contractor. Our objectives were to determine whether the proposal reflected reliably computed totals for material, labor, and overhead; allowable and reasonable incurred contractor costs; and charges supported by acceptable accounting evidence.



Based on applicable Federal Acquisition Regulations criteria, we determined that \$304,706 of the contractor's total proposed settlement cost should be disallowed. We discussed the results of our review with the contractor during an exit conference in May 2010 and advised OCGM of our findings for use in final settlement negotiations with the contractor.

Since the report, the contractor submitted to the Library a significantly reduced termination proposal. The Library has not yet issued a final decision on the claim.

## HUMAN RESOURCES SERVICES

### EMPLOYMENT INCENTIVES AND FLEXIBILITIES: MORE EDUCATION AND COMMUNICATION NEEDED

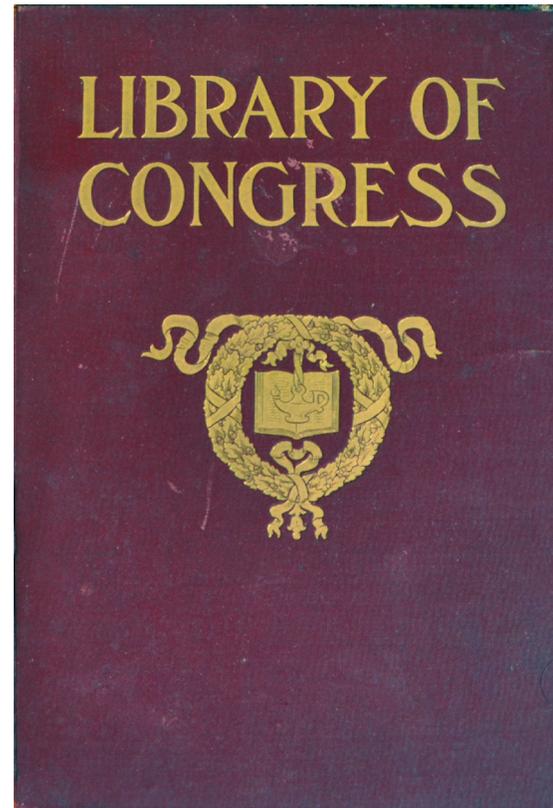
AUDIT REPORT NO. 2010-PA-103  
JULY 2010

The Library's two most significant assets are its collections and its human capital. Without the work of almost 4,000 dedicated employees, the Library could not fulfill its mission; our staff provides the nexus between more than 145 million collection items and 309 million customers: the Congress and the American people. As with all employers, the Library compensates and motivates its staff in a variety of ways. Salary is clearly one—but not the only—cornerstone of compensation. There are a wide range of other incentives and flexibilities available to the Library as it competes with other employers to recruit, hire, and retain individuals with strong, modern-day skills, knowledge, and abilities.

We performed this audit to assess the Library's use and control of incentives and flexibilities in two areas: recruitment and retention of staff. We found that Library officials were not fully aware of available hiring incentives despite Human Resources Services (HRS) efforts. One of the key factors for effectively using employment flexibilities is to educate managers and employees on the availability and use of flexibilities.

Our survey revealed that:

- Nearly 50 percent of the Library's managers are unfamiliar with most recruitment incentives,
- 63 percent are unsure if funding for incentives is included in their organization's budget, and
- 85 percent do not make use of incentives when recruiting staff.



CENTER: COVER AND TITLE PAGE TO 1897 GUIDEBOOK SHOWING THE PRINTER TRADEMARK OF FUST AND SCHOEFFER. THE MARK IS LOCATED ON THE CEILING OF THE ENTRANCE PAVILION OF THE THOMAS JEFFERSON BUILDING, AND IS THE OLDEST (DATING FROM 1457) OF FIFTY-SIX PRINTER MARKS COMMEMORATED IN LIBRARY OF CONGRESS DECORUM.

We attributed these results to: (1) ineffective communication by HRS, (2) a lack of commitment by some managers to learn about human capital management, and (3) the failure of senior officials to hold managers accountable for effective human capital management.

Although HRS has taken several actions in recent years to improve understanding about human capital flexibilities, among Library managers and its own staffing specialists, more work is needed. We recommended that all Library managers be required to attend HRS' quarterly forums and complete refresher training annually on material in the Supervisors Handbook. We also

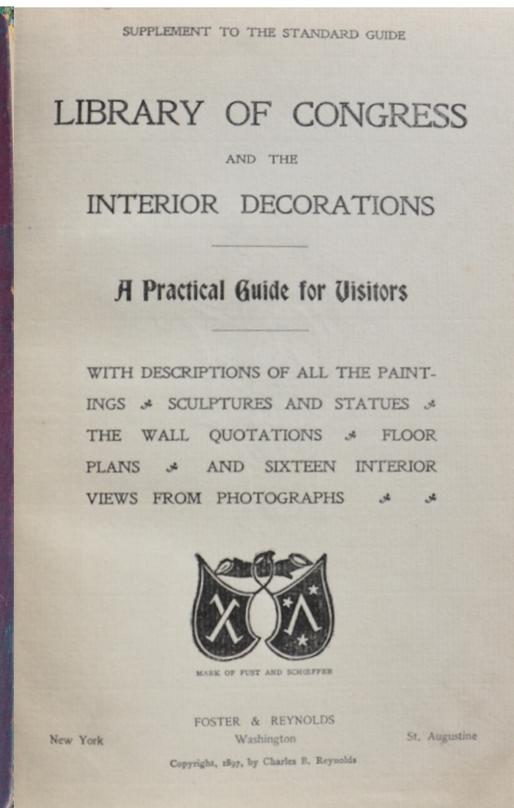
recommended that HRS assign a point person to be responsible for ensuring that members of the Flexibilities Working Group pass the group's information on to managers.

In addition, we found that recruitment and retention incentives are used slightly less by the Library as compared to other federal agencies. Library officials we interviewed indicated that, for the most part, they do not have a compelling need to offer employment incentives because their organizations are not facing significant recruitment and retention challenges. Nonetheless, HRS should focus its attention on hard-to-fill positions that might benefit from the use of hiring incentives.

We found that controls for recruitment incentives were, on the whole, adequate. However, HRS needs to provide stronger oversight for retention incentives. HRS can enhance its controls for recruitment incentives

by providing managers with checklists and examples of well-written incentive justifications. Moreover, the Library selection officials should assess in each case whether the use of an employment incentive would be cost-effective. To accomplish this, HRS should provide relevant financial information, such as the cost of turnover and filling vacancies, to assist managers in performing a cost-benefit analysis. This will provide managers with the tools needed to make well-informed decisions.

HRS management agreed with our findings and recommendations but deferred two recommendations until it performs further research.



## OFFICE OF CONTRACTS AND GRANTS MANAGEMENT

REVIEW OF THE SOLE SOURCE  
AWARD TO POWER TECH, INC.

AUDIT REPORT NO. 2010-CA-102  
SEPTEMBER 2010

In May 2010, the Office of Contracts and Grants Management (OCGM) awarded a sole-source contract to Power Tech Inc. (Power Tech). The purpose of the contract was to provide maintenance for the Library telephone system's back-up batteries. In July 2010, the OIG received a complaint concerning the contract award to Power Tech. The complainant alleged that a Library contracting officer inappropriately sole-sourced the contract to Power Tech for no valid business reason other than to streamline the procurement process.

Our objective was to determine the validity of this allegation.

We concluded that the allegation was valid to the extent that the sole-source acquisition was not satisfactorily justified. However, we did not find that the contracting officer used sole-source authority to streamline the procurement process. Instead, we found other issues; namely:

- The sole-source justification for the acquisition was not competently evaluated before it was approved to support the contract award,
- The contract award made by the contracting officer was primarily based on a flawed sole-source justification that was approved by the Library's competition advocate, and
- The price proposed for the contract by Power Tech had not been adequately analyzed and determined to be fair and reasonable before the contract was awarded.

We recommended that OCGM establish a quality assurance process that ensures (1) solicitations are accurate and complete, and (2) offered prices are evaluated for reasonableness. Furthermore, we recommended that OCGM replace the existing competition advocate with a qualified person with extensive experience in federal procurement law.

Management concurred with our findings and recommendations.

## OPEN WORLD LEADERSHIP CENTER FISCAL YEAR 2009 FINANCIAL STATEMENTS

AUDIT REPORT No. 2009-FN-102  
MARCH 2010

The mission of the Open World Leadership Center (Open World) is to enhance understanding and capabilities for cooperation between the United States and the countries of Eurasia and the Baltic States. In pursuing its mission Open World has developed a network of leaders in those regions who have gained significant, firsthand exposure to America's democratic, accountable government and free-market system.

Since Open World's founding by the Congress in 1999, it has emerged as a unique resource for members of Congress and their staff by assisting Congress in its foreign policy oversight responsibilities. In this capacity, Open World conducts one of the largest U.S. exchange programs for Eurasia, through which some 6,100 volunteer American families in all 50 states have hosted thousands of emerging leaders from former Soviet countries. As a result of these exchanges, hundreds of projects and partnerships beneficial to all have been initiated and enhanced.





Open World is an independent entity in the legislative branch governed by a board of trustees. Board members consist of members of the Congress and private citizens. Serving the board of trustees is an audit committee comprised of three members with extensive experience in Congress, federal agency operations, finance, and accounting. The audit committee provides oversight by assuring Open World management appropriately carries out its responsibilities for internal control, financial reporting, compliance with laws and regulations, ethics, and economies and efficiencies.

Under contract with the OIG, the accounting firm of Kearney & Company audited Open World's fiscal year 2009 financial statements and issued its Independent Auditor's Report. The audit included the Center's consolidated balance sheets and the related consolidated statements of net costs, changes in net position, and combined statement of budgetary resources for fiscal years 2009 and 2008. The auditors concluded that the financial statements were presented fairly in all material respects, and in conformity with U.S. generally accepted accounting principles. The firm's auditors also performed tests of compliance with laws and regulations, and considered internal controls over financial reporting and compliance. In its audit of Open World, Kearney & Company found no material weaknesses in internal control and no reportable noncompliance with the laws and regulations it tested.

We reviewed the firm's planning and approach to the audit and significant working papers, evaluated the auditors' qualifications and independence, monitored the progress of the audit, coordinated meetings with management, and performed other procedures we deemed necessary. Our review disclosed that in all material respects, the audit complied with U.S. generally accepted auditing standards.

## **NATIONAL DIGITAL INFORMATION INFRASTRUCTURE AND PRESERVATION PROGRAM**

**CLOSE-OUT AUDIT  
SEPTEMBER 2010**

The Library's "Content" strategic goal directs it to expand and preserve in accessible form a unified and universal body of knowledge and creativity. In the digital age, the Library leads the world in collecting and preserving digital information, much of which is created and delivered through the Internet.

At Congress's direction, the Library established the National Digital Information Infrastructure and Preservation Program (NDIIPP) to preserve historically significant content and capture digital content that is at risk of

disappearing. To accomplish this, the Library established a collaborative national network with other federal, research, non-profit, philanthropic, library, and business organizations to select, collect, organize, store, preserve, and authenticate the digital heritage of the American people.

In 2004, as part of the Library's NDIIPP collaborative network, it entered into separate cooperative agreements with the University of Maryland, North Carolina State University, and the University of California at Santa Barbara. Each agreement was a step in NDIIPP's efforts to preserve and authenticate the digital heritage of the American people. The cooperative agreements provided grants in amounts between \$1 and \$3.5 million and included provisions for matching funds from the Library's partners. The agreements were set to expire between December 31, 2009 and September 30, 2010 and OCGM and the Office of Strategic Initiatives requested the assistance of the OIG in setting up close-out audits for each agreement.

The OIG, in consultation with the Director of NDIIPP Program Management and the Supervisory Grants Management Officer developed statements of work for the three close-out audits defining the audit scope, objectives, and requirements. We are also overseeing the work of the contractor CPA firm conducting the audits and providing guidance to NDIIPP and OCGM on audit matters and findings. The Library will use the framework developed by the OIG to review the results of similar NDIIPP agreements and other Library-managed grants.



ABOVE AND OPPOSITE: PRE-ATTACHMENT, ETHNOLOGICAL HEADS FOR THE EXTERIOR OF THE THOMAS JEFFERSON BUILDING.

## INVESTIGATIONS

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During the reporting period we opened 48 investigations and closed 80. We forwarded seven investigation cases to Library management for administrative action. Four cases were forwarded to the Department of Justice for criminal prosecution, three were declined and one is pending. Investigation case and Hotline activities are detailed below.

**TABLE 1: INVESTIGATION CASE ACTIVITY**

	CRIMINAL/CIVIL	ADMINISTRATIVE	TOTAL
From Prior Reporting Period	31	47	78
Opened	14	34	48
Closed	16	64	80
End of Period	29	17	46

**TABLE 2: HOTLINE ACTIVITY**

	COUNT
Allegations received	42
Referred to management for action	15
Opened as investigations	11
Opened as audit	01
Closed with no action	15



## SIGNIFICANT CRIMINAL AND ADMINISTRATIVE INVESTIGATIONS

### PORNOGRAPHY ACCESS IN READING ROOM

While analyzing Internet logs, we noted that the computers in a particular reading room were repeatedly used to access pornography. We reviewed the video from security cameras and discovered a Library employee using the computers in question. We interviewed the employee, who admitted using the computers after work on a regular basis to access pornography. The employee had previously been sanctioned for accessing pornography on an office computer. Based on our investigation, the Library currently has a removal action pending against the employee.

### CONFLICT OF INTEREST AND MISUSE OF GOVERNMENT PROPERTY AND TIME

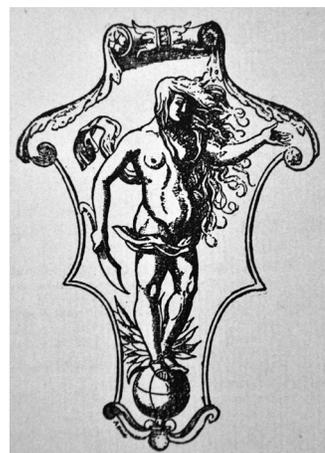
We received allegations that a Library employee operated a business, often using government resources. We determined that the employee worked on this business using a government computer during official work hours. In addition, the employee was personally sued for failing to pay a contractor who is also a Library vendor the employee dealt with in an official capacity at the Library. The vendor believed that his business with the Library had dropped off since filing the lawsuit. The employee lied to investigators and refused to provide a written statement. Following the commencement of an adverse action, the employee resigned from the Library.

### INCONSISTENT EXIT INSPECTIONS

The OIG received a complaint from a Senate staff member stating that his backpack was not searched by the U.S. Capitol Police (Capitol Police) when exiting the Library's Thomas Jefferson Building. Our review of the Library's security video and observations of exit inspections indicated that some visitors were not properly inspected upon exit. We referred our findings to the Capitol Police Inspector General for appropriate action.

### EMPLOYEE ON DUTY AT BAR

The OIG received an allegation that a Library employee went to a local bar regularly during official work hours. We observed the employee patronizing the bar more than ten times over a seven week period and drinking alcohol several times in the mid-morning hours. Furthermore, time and attendance



ABOVE: THE ARTIST MARK OF CRATANDER, REPRESENTED IN THE WEST CORRIDOR OF THE LIBRARY OF CONGRESS AS DEPICTED IN AN 1897 GUIDEBOOK. THE MARK, DATING FROM 1530, IS EMBLEMATIC OF THE GODDESS OF FORTUNE AND HAS BEEN ATTRIBUTED TO HOLBEIN.  
OPPOSITE: EXTERIOR OF THE THOMAS JEFFERSON BUILDING DEPICTING ATTACHED ETHNOLOGICAL HEADS. PHOTOGRAPH BY CAROL HIGHSMITH.

records showed no leave taken for these times. We interviewed the employee who admitted frequently visiting the bar during the morning and occasionally consuming alcohol during those visits. The employee also admitted to regularly consuming alcohol during lunch, which often extended to about two hours. The employee retired shortly after the interview.

#### ASSISTANCE TO A LAW ENFORCEMENT AGENCY

The OIG received a request for assistance from a federal law enforcement agency regarding an alleged threat made from a Library reading room computer. The agency informed us that someone used the Library computer to make threats to various Washington, DC government officials and homeless shelters. Our analysis of the computer information and security camera video identified the person who made the threats. We provided our evidence to the law enforcement agency. Referral to a prosecutor is pending.

#### SURPLUS BOOKS PROGRAM FRAUD

The Library's Office of the General Counsel reported that a book selector participating in the Surplus Books Program was planning to exchange books received from the Library with university libraries for their older versions, and then sell them for profit. The book selector had obtained 611 books from the program. We directed the book selector to return the books to the Library. The selector could not account for 91 books, which he claimed he never received. The U.S. Attorney's Office for the District of Columbia declined to prosecute. In addition, we referred this matter to the OIG's Audits division, which initiated an audit of controls in the Surplus Books Program.

#### INAPPROPRIATE DISSEMINATION OF INFORMATION

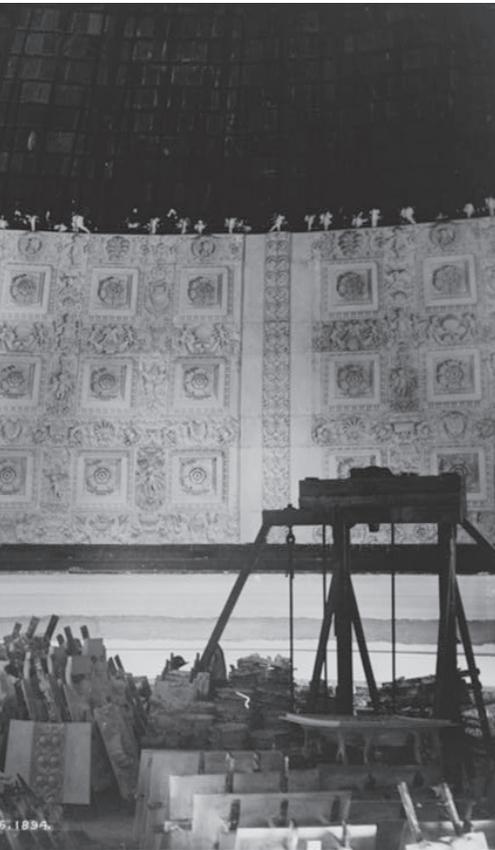
We investigated an allegation that a Library employee inappropriately shared a sensitive Library document with an outside foundation affiliated with the Library. The foundation provided information that helped us identify the employee. When presented with the evidence, the employee resigned.



## FOLLOW-UP ON INVESTIGATIVE ISSUES FROM PRIOR SEMIANNUAL REPORTS

### PORNOGRAPHY INVESTIGATIONS

Five cases of employees using their Library computers to send and receive sexually explicit materials, previously investigated and referred to Library management for action, were disposed of in this period:



- In the first case, the employee received a 20-day suspension.
- In the second, the employee received a 15-day suspension with an additional five days held in abeyance for one year if there is no further misconduct.
- In the third, the employee received a 3-day suspension with an additional two days held in abeyance for one year if there is no further misconduct.
- In the fourth, the employee received a 1-day suspension with an additional three days held in abeyance for one year if there is no further misconduct. The employee is also required to donate eight hours of annual leave to the Library's leave donation program.
- The fifth employee received a 25-day suspension for pornography and other misconduct unrelated to our investigation. After an appeal and grievance were denied, the employee has requested arbitration.

### NETWORK SECURITY VIOLATIONS

The OIG previously reported the case of an employee sharing login information with a contractor who used it for several months to access the Library's network and download pornography. Our investigation determined that there were more than 200 pornographic images stored on the employee's computer. The matter was referred to Library management; the employee was terminated. The contractor who received the login information was the victim of a homicide before action could be taken against him.





## OTHER ACTIVITIES

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### OIG INVESTIGATORS RECEIVE JUSTICE DEPARTMENT LAW ENFORCEMENT AWARDS

MAY 2010

On May 7, Assistant Inspector General for Investigations Kenneth R. Keeler and Special Agent Hugh D. Coughlin of the OIG received awards from the U.S. Attorney for the District of Columbia, Ronald C. Machen Jr. The awards are presented to federal, state, and local law enforcement officers in recognition of their outstanding efforts. The ceremony was held in the Caucus Room of the Cannon House Office Building.

The prestigious awards recognized the investigators for meritorious service and the highest standards of professional law enforcement in the pursuit of justice in the United States of America. The OIG investigators were nominated by two Assistant U.S. Attorneys for their role in investigating three cases which resulted in five recent convictions on criminal charges for identity theft, embezzlement, and theft of government property at the Library.

The most noted case was *United States v. LaBiska Gibbs*. The identity theft case stemmed from the compromise of personally identifiable information of ten Library employees, by a Library employee, and subsequent fraudulent credit purchases totaling nearly \$40,000. Ms. Gibbs, a relative of the Library employee convicted in the case, is currently serving a 30-month prison sentence. The former Library employee, who cooperated with the government, received three years probation. Both were ordered to make restitution.

### INSPECTOR GENERAL RESPONDS TO CONGRESSIONAL INQUIRIES

APRIL-JUNE 2010

The OIG responded to a request from Representative Darrell Issa about information on unimplemented recommendations and ideas to improve legislation affecting federal Inspectors General (IGs). In addition to the status of our recommendations, we provided comments on improving the Library of Congress Inspector General Act of 2005, and legislation of other statutory legislative branch IGs. The legislative comments related primarily to requesting several changes that were made in 2008 for executive branch IGs to improve independence and accountability that were not made applicable to legislative branch IGs. These include requiring prior Congressional notice before removing IGs, standardized pay, prohibition of cash bonuses, requiring separate legal counsels, explicit intent for obtaining law enforcement authority, requiring public OIG websites, and other issues.

We also responded to a request from Senators Charles Grassley and Tom Coburn about interference with OIG activities. The Senators requested information about: (1) objection to oversight and problems accessing information, (2) disclosure of the results of our work on a public website, and (3) threats or impediments in communicating with the Congress. We responded that there were some issues that created impediments to OIG investigative effectiveness and had previously communicated them to the Library's Office of the General Counsel.

#### OIG RESEARCH ASSISTANCE TO OPEN WORLD LEADERSHIP CENTER (OPEN WORLD) ON GIFT POLICY DEVELOPMENT

JUNE 2010

Open World approached our office for assistance in researching best practices and legal considerations in order to develop policies and procedures for the giving and receiving of gifts. Open World sought guidance on limitations placed on foreign delegates from giving or receiving gifts with the use of Open World grant funds as well as any restrictions on agency employees receiving gifts.

In response to Open World's request, we surveyed other agencies involved in managing both foreign and domestic grants regarding their practices and procedures. We also reviewed executive and legislative branch statutes and regulations, including the United States Code, Code of Federal Regulations, Library of Congress Regulations, Office of Management and Budget Circulars, U.S. House of Representatives Committee on Standards of Official Conduct, and U.S. Senate Select Committee on Ethics.

We provided the results of our inquiries and research to Open World management emphasizing that their policies and procedures should comply with cited laws and regulations to assure that gifts are received from allowable sources, involve only nominal value, and are received or granted under ethical circumstances.

#### CHAIRING THE COMMITTEE TO SELECT A SINGLE FINANCIAL STATEMENTS AUDITOR FOR AGENCIES CROSS-SERVICED BY THE LIBRARY'S FINANCIAL SYSTEM

JUNE 2010

In guidance accompanying the 2009 Omnibus Appropriations Act, Congress directed the Library's Inspector General to chair the committee to select a single financial statements auditor for agencies cross-serviced by the Library's



ABOVE: LIBRARY OF CONGRESS  
BOOK PLATE WITH DATE OF 1800.  
CENTER: RARE BOOK COLLECTION.

financial system. In response, we assembled a committee of representatives from the Capitol Police OIG, the Congressional Budget Office, Open World, the James Madison Council, and the Library's Office of the Chief Financial Officer.

During this period the committee worked on developing guidelines for selecting a single auditor, drafting the statement of work to accompany a request for quotation, and projecting a timeline for obtaining and evaluating bids to award the contract.

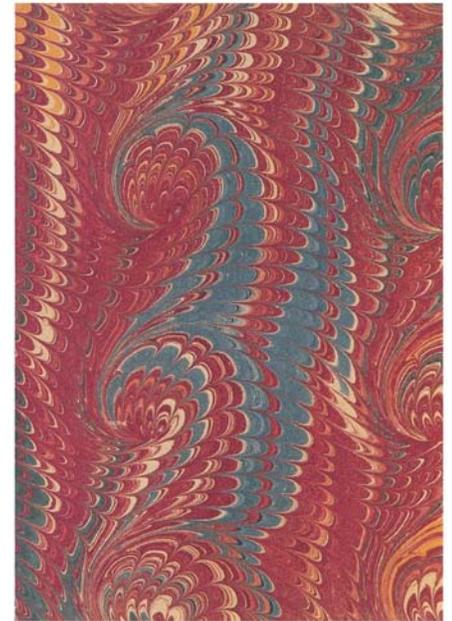
The committee is on course to issue a request for quotation in February 2011 with a targeted contract award date in May 2011. The single auditor selected will start preliminary audit work in May 2011 at participating agencies for fiscal year 2011 financial statements audits.

#### ASSISTANT INSPECTOR GENERAL FOR AUDITS PANELIST IN NATIONAL CONFERENCE

Along with the Inspectors General of the Smithsonian Institution and the National Archives and Records Administration (NARA), the Assistant Inspector General for Audits served at a well-attended session as a panelist at the Joint Annual Meeting of the Council of State Archivists (CoSA), the National Association of Government Archives and Records Administrators (NAGARA), and the Society of American Archivists (SAA) on "Security Challenges of the 21st Century."

The SAA is North America's oldest and largest national archival professional association, whose mission is to serve the educational and informational needs of more than 5,500 individual and institutional members and to provide leadership to ensure the identification, preservation, and use of records of historical value. CoSA is a national organization comprising the individuals who serve as directors of the principal archival agencies in each state and territorial government. The NAGARA is a professional organization dedicated to the effective use and management of government information and publicly recognizes notable efforts and accomplishments.

Working collectively through their membership in CoSA, the State Archivists encourage cooperation among the states on matters of mutual interest, define and communicate archival and records concerns at a national level, and work with the National Historical Publications and Records Commission, NARA, and other national organizations to ensure that the nation's documentary heritage is preserved and accessible.



ABOVE: BOOK END PAPER WITH DUTCH MARBLE PATTERN.

## PEER REVIEWS

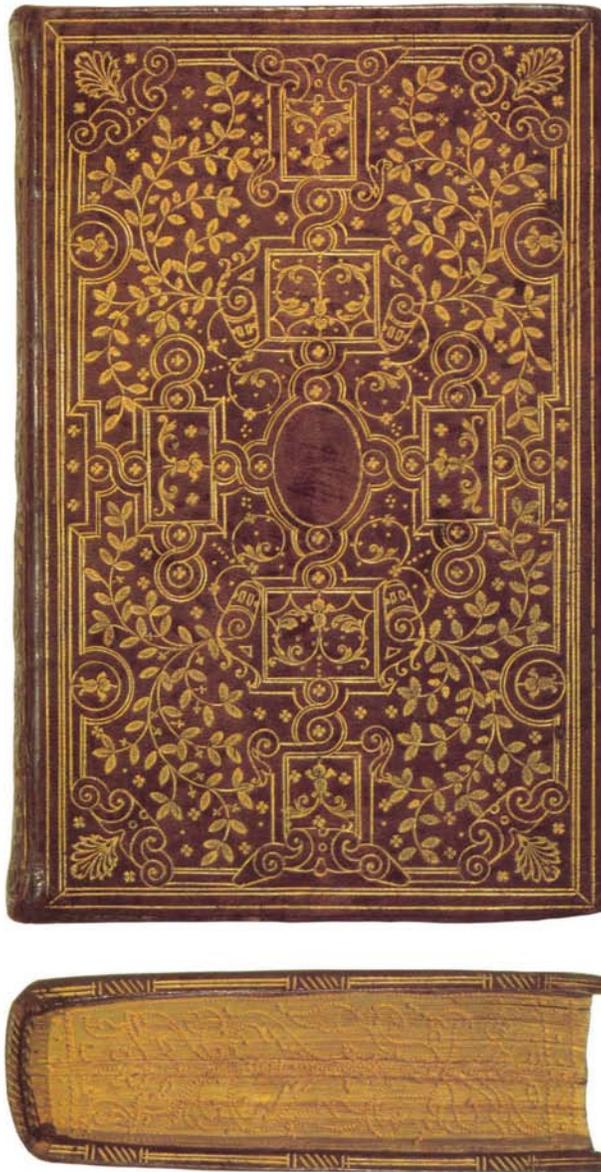
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### PEER REVIEWS OF THE LIBRARY OIG

During this reporting period, the Peace Corps Office of the Inspector General conducted a peer review of the audits division of the Library of Congress OIG. The review resulted in an unqualified (clean) opinion on the Audit Division's system of quality assurance. The report made no recommendations for improvement.

### PEER REVIEWS OF OTHER OIGs

The Library's OIG performed no peer reviews of other OIGs during this reporting period.



*ABOVE: A "FANFARE STYLE" BINDING WITH GAUFFERED EDGE, PRINTED BY CHRISTOPHER PLANTIN, ANTWERP, 1570. LESSING J. ROSENWALD COLLECTION, LIBRARY OF CONGRESS.*

## REVIEW OF LEGISLATION AND REGULATIONS

**TABLE 3: REVIEW OF LIBRARY OF CONGRESS REGULATIONS (LCRs)**

LCR REVIEWED	COMMENTS BY THE OFFICE OF THE INSPECTOR GENERAL
LCR 414-1 Marking of Library Materials	We offered no comment regarding this LCR.
LCR 1512-2 Delegation of Appropriation Responsibility	We offered no comment regarding this LCR.
LCR 1518-3 Routing of Personnel Action	We offered no comment regarding this LCR.
LCR 1526 Ratification of Unauthorized Commitments	We suggested the addition of language to inform the OIG when the Office of the General Counsel (OGC) believes the Library has a commitment to be deemed an ‘unauthorized commitment’ over \$25,000.
LCR 2024-1 Personnel Security and Suitability Program	We requested the addition of language instructing the Personnel Security Officer to advise the OIG when breaches of security of classified material occur at the Library. We also suggested clarifying language about the responsibility of the Personnel Security Office (PSO) to conduct background investigations.
LCR 2024-2 Position Sensitivity and Risk Designation	We commented that this LCR should contain language to clearly denote that the “Public Trust” designation also include positions with duties involving regular access to or responsibility for safeguarding or controlling collections material of significant historical, cultural, or monetary value that warrant such a designation.
LCR 2024-3 Investigative Requirements	We suggested the addition of language to report certain violations to the OIG. We also recommended language to more clearly state that the PSO is responsible for initiating background investigations.
OGC Directive on Personally Identifiable Information (PII)	We recommended that this directive address the dissemination of PII via the Library’s email system.

# UNIMPLEMENTED RECOMMENDATIONS

TABLE 4A: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION HAS NOT BEEN COMPLETED

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. No.	SUMMARY AND STATUS OF RECOMMENDATION
Office of the Chief Financial Officer (OCFO)				
Travel Card Program	2009-PA-106 January 2010	Travel Office	I.a	Include more specific details in internal OCFO written procedures for performing travel card transaction reviews and delinquency report reviews—OCFO has acquired an automated system to evaluate travel card transactions and plans to develop the recommended written procedures no later than June 1, 2011.
Integrated Support Services (ISS)				
Requirements Analysis for the Proposed Fort Meade Logistics Center	2006-SP-802 March 2008	Integrated Support Services	III	Reevaluate three questionable surge allowances—The Architect of the Capitol's (AOC) expert consultant has nearly concluded field surveys, customer interactions, data gathering, and analysis needed to accurately identify and validate all storage, surge, and growth requirements. Target completion for report presentation is February 1, 2011.
Requirements Analysis for the Proposed Fort Meade Logistics Center	2006-SP-802 March 2008	Integrated Support Services	IV	Recalculate the growth factor and consider leasing storage space on an as-needed basis to accommodate potential growth in storage requirements—The AOC's consultant is evaluating the Library's storage, surge, and growth factors at the proposed logistics building and assessing alternatives including leasing, new construction, and sharing facilities. Target completion for report presentation is February 1, 2011.
Federal Employees' Compensation Act Program	2008-PA-102 September 2008	Health Services Office	IV	Revise Library of Congress Regulation (LCR) 2018-5—The Office of the General Counsel is reviewing union feedback on the draft revision and has been delayed in meeting the original target date of summer 2010.
Retention of Federal Records	2009-PA-104 March 2010	Office Systems Services	I.a	Develop and implement policies and procedures that provide an organized means for Library organizations and employees to conform to federal records management requirements—ISS Records Management Section (RMS) has drafted a: (1) preliminary revision to LCR 1920, Records Management, (2) Directive on records management, and (3) Handbook for Service/Support Units' Records Coordinators and Liaisons. It is also revising internal RMS Standard Operating Procedures and forms to support the policy and directive revisions. Target date for completion is third quarter FY 2011.
Retention of Federal Records	2009-PA-104 March 2010	Office Systems Services	I.b	Initiate a program to provide active oversight of service units' recordkeeping practices. Ensure that the oversight program's design provides adequate assurance that service units' practices comply with the Federal Records Act and National Archives and Records Administration regulations—Oversight positions have been established to assure compliance with regulatory requirements. Training, operating requirements, and job descriptions are under development for these positions with a target completion date of FY 2011.
Retention of Federal Records	2009-PA-104 March 2010	Office Systems Services	I.c	Develop and implement a training program on federal records management for Library staff—ISS/RMS has developed a training module on essential records management responsibilities for all Library employees. Roll out of the training has not yet been scheduled.
Retention of Federal Records	2009-PA-104 March 2010	Office Systems Services	II	Perform a cost/benefit analysis to determine whether the Library should implement an electronic recordkeeping system—The Library will initiate a cost/benefit analysis after new procedures are implemented. Target for conducting the analysis is FY 2012.

TABLE 4A: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION HAS NOT BEEN COMPLETED

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. No.	SUMMARY AND STATUS OF RECOMMENDATION
Library Services (LS)				
Utilization of Reading Rooms	2003-PA-104 March 2004	Library Services	II.2	Use the decision model to make decisions about reading room, office space, and storage requirements—Implementation of the decision model was scheduled for October 1, 2010. The model will be used to make decisions regarding reading rooms.
Top Treasures Security and Preservation Controls	2008-PA-103 January 2009	Library Services	I.a	Establish criteria for specifically defining “Top Treasure” collection items and a clearly defined process to nominate/transfer collection items to the “Top Treasure” category—LS has drafted an LCR that establishes criteria to define “Top Treasure” category collection items and developed a form to nominate additional collection items for this designation. Target date for issuance is the end of FY 2011.
Top Treasures Security and Preservation Controls	2008-PA-103 January 2009	Library Services	I.c	Reevaluate the position designations of staff members with authorized vault access who occupy non-sensitive positions and revise LCRs dealing with sensitivity designations for positions with access to priceless collection items—The Chief of Staff agreed with the recommendation to establish Public Trust designations for staff with access to the Top Treasures. Revision to the LCRs is targeted for March 2011. The Library’s Personnel Security Office will then determine each position’s level of risk.
Rare Book and Special Collections Security	2008-PA-101 March 2009	Library Services	I.a	Develop and implement an automated system to track and account for new acquisitions and establish adequate segregation of duties—LS is still developing a solution to this recommendation.
Rare Book and Special Collections Security	2008-PA-101 March 2009	Library Services	I.c	Develop and document new policies and procedures for authorizing, tracking, and reviewing collection material on loan—LS is developing a database solution to track materials on loan with accompanying policies and procedures and anticipates implementation by December 2010.
Rare Book and Special Collections Security	2008-PA-101 March 2009	Library Services	I.f	Reevaluate background investigation procedures for Rare Book and Special Collection’s management and periodically update background investigations—The affected LCRs are being updated for risk designations and updated investigations for Public Trust positions as recommended. Once the Office of Personnel Management makes a Public Trust reinvestigation product available to agencies sometime in FY 2011, the Library will implement this recommendation and expects implementation by December 2010.
Office of the Librarian				
Office of Contracts	2007-PA-102 September 2007	Office of Contracts	IV	Coordinate with OCFO to identify opportunities for modifying/improving Momentum—Office of Contracts and Grants Management (OCGM) is working with OCFO and Information Technology Services (ITS) to develop Momentum acquisition planning data for tracking procurements from initiation to award. Target implementation is FY 2011.
Raiser’s Edge Software Program	2006-IT-302 December 2007	Development Office	I	The Development Office (DO) should: document its access control policy, and revise password access to comply with IT Security Directive 02—This will be completed with the Certification and Accreditation (C&A) in January 2011.
Raiser’s Edge Software Program	2006-IT-302 December 2007	Development Office	II	The DO should ensure that the Raiser’s Edge system undergoes C&A—C&A is progressing with a target completion date of January 2011.

# UNIMPLEMENTED RECOMMENDATIONS

TABLE 4A: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION HAS NOT BEEN COMPLETED

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. No.	SUMMARY AND STATUS OF RECOMMENDATION
Office of the Librarian Continued				
Raiser's Edge Software Program	2006-IT-302 December 2007	Development Office	III	System managers for Raiser's Edge should regularly review the system's transaction logs for suspect data events—The DO and ITS are researching software to assist them in reviewing system logs. The DO and ITS will conduct a cost/benefit analysis to determine feasibility after pricing is determined.
Dispute Resolution Center	2002-PA-104 September 2003	Office of Opportunity, Inclusiveness and Compliance	III	Revise LCR 2020-7 to allow complainants to use dispute resolution during the formal complaint process—The Director of Opportunity, Inclusiveness and Compliance (OIC) is scheduled to address LCR 2020-7 which will conclude this recommendation by the end of FY 2011.
Equal Employment Opportunity Complaints Office	2001-PA-104 February 2003	Office of Opportunity, Inclusiveness and Compliance	I	Evaluate and revise LCR 2010-3.1—The Director of OIC completed the final draft. The submittal to the Executive Committee (EC) for final approval is tentatively scheduled for the first quarter of FY 2011.
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	II.1	The Library should assess its Diversity Program annually using the Equal Employment Opportunity Commission's (EEOC) MD-715 criteria and develop a plan to achieve elements in the model—OIC has completed a comprehensive assessment documenting diversity trends in the Library's workforce between 1994 and 2009 based on MD-715 related criteria. It has also drafted a 2011-2016 Multi-Year Affirmative Employment Program Plan (MYAEPP) that includes elements of the MD-715 self-assessment. The EC is currently reviewing these documents.
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	II.5	Track promotions and performance evaluations to determine whether there is consistency among groups—OIC has conducted a comprehensive assessment of diversity trends in the Library's workforce between 1994 and 2009 including an analysis of promotion trends. In accordance with the Library's proposed 2011-2016 MYAEPP, OIC will update this data for each subsequent fiscal year. The EC is reviewing the report and the 2011-2016 MYAEPP. Recommendation remains open pending EC approval.
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	II.6	Develop a means to conduct an in-depth analysis of separations to identify trends that will assist management in determining reasons behind the separation rates of minorities and females—OIC has conducted a comprehensive assessment of diversity trends in the Library's workforce between 1994 and 2009. Results are under review by the EC.
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	II.7	Organize a facilitative workshop with program supervisors, Human Resources Services (HRS), and OIC staff to discuss identified barriers—When approved by the EC, OIC will release the Library's MYAEPP for FY 2011-2016. OIC will then (1) conduct separate briefings for Library employee unions and Congressional relations staff, (2) facilitate print copy and electronic distribution to all service unit and support office executive leaders, (3) facilitate an electronic distribution to all Library employees, and (4) implement a communication plan.

TABLE 4A: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION HAS NOT BEEN COMPLETED

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. No.	SUMMARY AND STATUS OF RECOMMENDATION
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	II.8	Convene a Hispanic Employment Work Group to develop strategies to improve Hispanic representation—OIC’s 2011-2016 MYAEPP includes a recommendation to identify and implement recruitment strategies for Hispanics, including convening a Hispanic Employment Work Group. OIC hired a consultant on workforce diversity management to assist in developing and implementing strategies for Hispanic representation in the Library’s workforce. These efforts will occur upon EC approval.
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	II.9	Conduct exit interviews to determine why staff leave and identify employee perceptions about organizational commitment to diversity—Pending EC approval OIC’s 2011-2016 MYAEPP includes a recommendation to conduct a separation study to identify retention strategies for African Americans and starting in FY 2011, OIC will measure the Library’s success in retaining and recruiting a diverse workforce.
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	III	Identify critical senior level and management positions and focus training, career development, and mentoring programs –Pending EC approval, OIC’s 2011-2016 MYAEPP establishes measures for the number and percentage of employees participating in professional training, career development, Library-wide supervisory development, and mentoring relationships. OIC has developed a mandatory “A Respectful Workplace” course to support managers in providing an inclusive, respectful, and productive work environment.
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	IV	The Library should make its “No Fear” data available to staff via the Library’s Staff Intranet Website and benchmark this data against other federal agencies of similar size—Upon completion of the newly designed OIC Intranet, OIC will post the Library’s “No Fear” data.
Office of Strategic Initiatives (OSI)				
Information Technology Strategic Planning	2008-PA-105 March 2009	Information Technology Services	1.D	Produce a transformational guide that contains a plan of execution to ensure that the Library moves forward as a total institution with one voice—This will be accomplished through the Enterprise Architecture effort currently in progress. A transition plan will be finalized, approved, and shared with the Library at large.
Information Technology Strategic Planning	2008-PA-105 March 2009	Information Technology Services	3.A	Separate the IT function from OSI and have the Chief Information Officer (CIO) report directly to the Librarian or Chief Operating Officer (COO)—Library management will evaluate the newly established IT governance processes when they are operational for a sufficient amount of time.
Information Technology Strategic Planning	2008-PA-105 March 2009	Information Technology Services	5.D	Implement a commercial off-the-shelf enterprise help desk system that includes metrics—The CIO has completed the process of itemizing all IT-related procurements and, working closely with ITS, is in the early stages of evaluation. Once the analysis is complete, ITS will consider the next steps, the availability of human and capital resources, and then present a proposal to the IT Steering Committee.

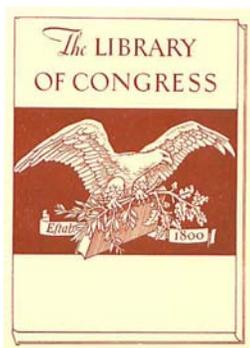
## UNIMPLEMENTED RECOMMENDATIONS

TABLE 4A: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION HAS NOT BEEN COMPLETED

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. No.	SUMMARY AND STATUS OF RECOMMENDATION
OSI Continued				
Information Technology Strategic Planning	2008-PA-105 March 2009	Information Technology Services	5.E	Negotiate a new help desk contract to meet the different service level requirements of all service and support units to eliminate duplicative services—The possibility of duplicative services is currently being reviewed through the Chief Financial Officer’s (CFO’s) study on IT-related procurements. The need for a new help desk contract will be considered once the study has been completed.
Information Technology Strategic Planning	2008-PA-105 March 2009	Information Technology Services	5.F	Develop dynamic, evolving metrics to measure performance—A new metrics program is being built that will be able to function across all IT services, including the help desk. A prototype is undergoing testing.
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	I.a.1	ITS should conduct a comprehensive needs assessment of the hardware, software, and equipment and ensure an adequate infrastructure is in place to mirror and recover the Library’s critical systems—The initial assessment will be completed by November, 2010.
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	I.b.1	Ensure that the availability and functionality of the Library’s critical systems at the Alternate Computing Facility (ACF) are periodically tested, documented, and reviewed—ITS has developed an outline of its requirements for periodically exercising the IT contingency plans developed for the Library’s Tier 1 Applications. Testing schedules, roles, responsibilities, and test plans will be incorporated into the Memorandum of Understanding for the applicable Tier 1 systems.
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	I.c.1	Conduct a comprehensive evaluation of remote access and connectivity to the ACF—ITS conducted the recommended evaluation of remote access and connectivity capabilities. As a result of this evaluation, ITS implemented additional remote access capabilities at the Madison Data Center for up to 4,000 users in the event of a pandemic Continuity of Operations (COOP) event. The last phase of corrective action will be to replicate the increased remote access capabilities at the ACF. Procurement of the necessary hardware and software licenses is in progress.
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	I.c.2	Coordinate with the Library’s service units and divisions to develop and conduct tests to verify that users can directly access and use the systems and data at the ACF from remote locations—Corrective action on this finding is contingent on the completion of actions currently being taken to address unimplemented findings I.b.1 and I.c.1
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	II.1	Identify and classify the Library’s mission essential functions and critical systems—ITS recommendations for identifying and classifying mission essential functions and critical systems were presented to the IT Steering Committee and incorporated into the Investment Charter. The Charter is currently under review by the EC.
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	II.2	Establish procedures to ensure that the list of systems, classified by tier level, is complete and kept up-to-date—Based on the EC response to the presentation in II.1 above, ITS will submit a standard operating procedure for EC approval.

TABLE 4A: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION HAS NOT BEEN COMPLETED

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. NO.	SUMMARY AND STATUS OF RECOMMENDATION
Data Center Power Outage Incident	2009-SP-102 December 2009	Information Technology Services	III.3	Continue to implement the OIG's recommendations to improve the readiness and functionality of the ACF data center discussed in the September 2009 OIG report, <i>Improvements are Needed to Bolster the Readiness of the Alternate Computing Facility</i> , No. 2009-IT-101—Efforts to implement the ACF audit recommendations continue.
Data Center Power Outage Incident	2009-SP-102 December 2009	Information Technology Services	IV.1	ITS should address the single point of failure for wireless cellular phone service equipment in the main data center—ITS will recommend to ISS that the wireless cellular phone service be included as part of the emergency plan.
Human Resources Services (HRS)				
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	I.a.1	Require the staffing specialists and assistants to consistently enter complete hiring data into EmpowHR—Workforce Acquisitions (WFA) has more clearly defined the fields contained in EmpowHR and was scheduled to update all existing cases by the end of FY 2010.
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	I.a.2	Compare actual hiring data with planned results and periodically assess and adjust the time goals for each hiring step—HRS has made some adjustments in the distribution of work assignments. Additional adjustments will be made during the transition from AVUE to the Monster Government Solutions (MGS) system.
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	I.c.2	Develop a Satisfaction Survey modeled after the Office of Personnel Management's Management Satisfaction Survey to determine managers' satisfaction levels with the hiring process and identify strategies for making process improvements—A new electronic survey tool has been developed, is scheduled to be implemented in October 2010, and sent to selecting officials as each vacancy closes.
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	II.1	Prepare performance appraisals which compare employees' actual accomplishments with corresponding performance requirements—Performance plans were not updated as planned. Modified plans will be implemented for the 2011 performance year.
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	II.2	Develop reports which identify the workloads and results of the staffing specialists and assistants—The WFA is reviewing the potential of using the status codes in MGS.
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	III.a	Develop a methodology to track and analyze data regarding the Library's recruiting and hiring activities—OIC has finalized the methodology that it will use to assess data for recruiting and hiring activities and implement it in FY 2011.
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	III.b	Make the contents of the Library's "Jobs/Fellowships" Webpage more inviting and informative to job seekers exploring Library career opportunities and ensure terms used are clearly explained—Redesign of the HRS Jobs Page is currently underway.



LEFT: EARLY BOOK PLATE OF THE LIBRARY OF CONGRESS.

# IMPLEMENTED RECOMMENDATIONS

TABLE 4B: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION WAS COMPLETED DURING THIS PERIOD

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. NO.	SUMMARY OF RECOMMENDATION AND ACTION
Office of the Chief Financial Officer (OCFO)				
Performance-Based Budgeting	2009-PA-105 December 2009	Library-Wide	I.1	The Library should establish a system of internal controls designed to ensure that the data collected for program performance assessment is valid and verified—The Library’s Planning, Budgeting, and Program Performance Assessment policy and directives establish the control framework recommended and the responsibilities for performance data verification and validity.
Performance-Based Budgeting	2009-PA-105 December 2009	Library-Wide	I.2	The Library should require that service and support units’ senior executives certify the validity of their units’ final assessments—As of June 30, 2010 all service units certified the validity of their performance ratings using a signed memo. The process is now being automated.
Performance-Based Budgeting	2009-PA-105 December 2009	Library-Wide	II	Identify connections between program performance assessment activities and budgeting processes by requiring service and support units to document: (1) budget-related decisions in eLCplans performance assessments; (2) shifts in base budgets resulting from performance assessments; and (3) reprogramming requests affected by performance assessments—The Library’s new planning and budgeting framework incorporates more integration of the planning and budgeting processes as recommended.
Performance-Based Budgeting	2009-PA-105 December 2009	Library-Wide	III	Establish a working group to plan a framework for conducting program evaluations at the Library—The Library’s new planning and budgeting framework will serve to identify and direct targeted resources to program evaluation needs. The framework’s filter effect will identify those programs, projects, and activities in greatest need of follow-up evaluations.
Travel Card Program	2009-PA-106 January 2010	Travel Office	I.b	Ensure all cardholders are fully aware of their responsibilities and of proper card use by either (1) requiring all cardholders receive refresher training every three years or (2) sending out a yearly reminder on policies and procedures—OCFO will send out end of year reminders as recommended.
Travel Card Program	2009-PA-106 January 2010	Travel Office	II.a	Ensure that the Travel Office (TO) reviews Library employees’ travel credit card transactions every month—The TO established procedures to review the transactions by the 20th of each month.
Travel Card Program	2009-PA-106 January 2010	Travel Office	II.b	Issue annual reminders to cardholders regarding proper card use and to only carry the card while on official travel—OCFO will send out end of year reminders as recommended.
Travel Card Program	2009-PA-106 January 2010	Travel Office	IV.a	The TO should identify cards without activity in 12 months and coordinate appropriate action with the service and support units—OCFO will send out end of year reminders as recommended and update the list of service and support unit cardholders.
Travel Card Program	2009-PA-106 January 2010	Travel Office	IV.b	Periodically remind supervisors and cardholders of their responsibilities, such as notifying OCFO when an employee’s job no longer involves travel—OCFO will send out end of year reminders as recommended.

TABLE 4B: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION WAS COMPLETED DURING THIS PERIOD

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. NO.	SUMMARY OF RECOMMENDATION AND ACTION
Disbursing Office Controls	2007-PA-103 September 2008	Disbursing Office	II.d	Automate the interface for transmitting electronic payments—OCFO’s research has not found an acceptable automated solution. OIG has closed this recommendation as OCFO will continue to employ independent random verification of disbursing transactions as an alternate control.
Disbursing Office Controls	2007-PA-103 September 2008	Disbursing Office	IV.1	Seek funding to ensure backup power is available at the alternate facility—The Library determined that a backup power source would be cost-prohibitive and continues to explore options for relocating the site to a facility which already has backup power. OIG has closed this recommendation due to funding limitations.
Integrated Support Services (ISS)				
Federal Employees’ Compensation Act Program	2008-PA-102 September 2008	Health Services Office	II	Implement an automated system that includes components for tracking Federal Employees’ Compensation Act claims and alerting ISS of upcoming reporting deadlines—The automated system has been implemented.
Energy Conservation Efforts	2009-PA-103 July 2009	Facility Services	II.c	ISS management should undertake more initiatives to increase awareness among Library staff of the importance of energy conservation and recycling programs—ISS has undertaken and will continue to undertake a variety of initiatives in this area.
Copyright Office (CO)				
Copyright Claims Processing	2001-IT-304 September 2009	Copyright	III	Reevaluate operating conditions and adjust specialists’ performance requirements accordingly—Copyright implemented a system upgrade in August 2010 with immediate improvement in processing speeds and productivity. Management has notified the union to reopen negotiations for registration specialists’ performance requirements.
Library Services (LS)				
Utilization of Reading Rooms	2003-PA-104 March 2004	Library Services	II.1	Develop a decision model for determining reading room space requirements—LS has developed an electronic decision model for determining current and future research center space requirements, with implementation planned for October 2010.
Rare Book and Special Collections Security	2008-PA-101 March 2009	Library Services	I.d	Develop and document procedures for outgoing mail to prevent unauthorized removal of collection items—Management has implemented a new outgoing mail policy that requires independent inspection of all outgoing mail to prevent collection theft.
Office of the Librarian				
Lack of Compliance with Library Contracting Policy is Widespread	2008-SP-101 March 2008	Office of Contracts	Non Compliance Reason IV	Lack of compliance with certain Federal Acquisition Regulation requirements—OCGM has made progress and continues to work with the General Counsel, Chief Financial Officer, and the service and support units to develop sound procurement policies and procedures.
Diversity Management Program	2008-SP-104 July 2008	Office of Opportunity, Inclusiveness and Compliance	II.3	The Library should develop a tracking system that will notify the OIC when an employee is promoted to a supervisor and then disseminate the Equal Employment Office policy statement to newly appointed supervisors on an ongoing basis—Tracking and training was implemented.

## IMPLEMENTED RECOMMENDATIONS

TABLE 4B: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMIANNUAL REPORTS FOR WHICH CORRECTIVE ACTION WAS COMPLETED DURING THIS PERIOD

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. NO.	SUMMARY OF RECOMMENDATION AND ACTION
Office of the Librarian Continued				
Personally Identifiable Information	2008-PA-104 September 2009	Office of the Chief Operating Officer	II.c	Develop and implement a policy that specifically addresses worksite files, supervisory notes, and ghost files for non-bargaining unit employees—HRS has received approval through OGC and has issued a directive addressing this.
Office of Strategic Initiatives (OSI)				
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	I.a.2	ITS should ensure the Library's critical systems are fully mirrored at the ACF—Completed.
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	I.b.2	Develop and implement procedures to periodically test the backup media, such as backup tapes, at the ACF—Completed, procedures have been developed to periodically test the usability of system backups at the ACF.
Alternate Computing Facility	2009-IT-101 September 2009	Information Technology Services	III	Ensure written agreements with service and support units are standardized and current—ITS has developed a Service Level Offering (SLO) document that has been submitted to Library service and support units. The SLO will also be made available to all Library personnel via the OSI Intranet site.
Data Center Power Outage Incident	2009-SP-102 December 2009	Information Technology Services	I	The Library's Facility Services and the AOC should work to ensure that all main data center backup power systems are adequately tested and coordinate results with ITS—Replacement Uninterruptable Power Supply system deployed and operated as intended during power outages in May and July 2010.
Data Center Power Outage Incident	2009-SP-102 December 2009	Information Technology Services	III.1	Identify and evaluate critical IT hardware and equipment and ensure that essential replacements are available on site—ITS has identified critical IT hardware and equipment and has contracted with the necessary vendors to provide essential replacement parts on site.
Data Center Power Outage Incident	2009-SP-102 December 2009	Information Technology Services	III.2	Improve procedures for restoring and testing IT systems and applications—ITS conducted a post mortem process in order to determine why particular IT systems and applications could not be recovered after the August 2009 power outage in the Madison Data Center. Corrective actions taken and lessons learned as a result of that process have resulted in improved procedures for restoring and testing IT systems and applications.
Data Center Power Outage Incident	2009-SP-102 December 2009	Information Technology Services	IV.2	ITS and the Office of Security and Emergency Preparedness (OSEP) should improve procedures for notifying external users and Library staff of any disruptions to normal IT operations—ITS worked in conjunction with OSEP to implement a third party repository of Library staff contact information to facilitate improved communications with staff in the event of a service disruption or other emergency situation.

TABLE 4B: SIGNIFICANT RECOMMENDATIONS FROM PREVIOUS SEMI-ANNUAL REPORTS FOR WHICH CORRECTIVE ACTION WAS COMPLETED DURING THIS PERIOD

SUBJECT	REPORT NO. AND ISSUE DATE	OFFICE	REC. NO.	SUMMARY OF RECOMMENDATION AND ACTION
Human Resources Services (HRS)				
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	I.b	Reevaluate the process needed for each hiring step, with specific emphasis on eliminating non-value added steps--The Chief of Staff concurred with HRS Management in disagreeing with this recommendation, no further action will be taken. See p. 40 for our discussion of this disagreement with management.
Human Resources Services	2009-PA-101 November 2009	Workforce Acquisitions	I.c.1	Ensure that staffing specialists are properly trained and knowledgeable about recruitment issues and the hiring process including hiring flexibilities--The WFA Director has issued a guide to the staffing specialists and a newly issued Supervisors Handbook highlights the information. A checklist was developed to aid in the identification of appropriate flexibilities at the onset of each recruitment effort. Use of the checklist will be reinforced with the Monster Government Solutions rollout.
Worklife Services Center	2009-PA-101 June 2009	Worklife Services Center	I.a.1	Establish procedures for the point of contacts (POC) to make leave bank adjustments in WebTA--HRS has established procedures for the POCs and timekeepers on when and how to make leave adjustments in WebTA.
Worklife Services Center	2009-PA-101 June 2009	Worklife Services Center	I.c.1	Provide training and written procedures for timekeepers on leave discrepancies--HRS has established a training program and procedures for timekeepers and POCs on how to resolve leave discrepancies.

No.	FOLIO's.	No. of Vols.	Value, as near as can be estimated.	
			WHOLE SET.	EACH BOOK.
			Dollars.	Dollars.
1	FATHERS PAUL's Council of Trent,	1	4	
2	Blair's Chronology, (not to issue,)	1	35	
3	Helvicus's Chronological Tables, -	1	3	
4	Booth's Diodorus Siculus, - - -	1	10	
5	Appian's History of the Civil Wars of the Romans, - - - - -	1	4	
6	Machiavel's Florentine History, -	1	3	
7	Duncan's Caesar, - - - - -	1	32	
8	Du Haled's History of China, - -	2	24	12
10	De Soli's Conquest of Mexico, - -	1	4	
11	Rapin's History of England, - - -	5	50	10
16	Lord Herbert's Life of Henry VIII.	1	2	
17	Rushworth's Historical Collections,	8	24	3
25	Lord Clarendon's History of the Rebellion,	4	24	6
29	Guthrie's Geography, - - - - -	1	13	
30	Bayle's Dictionary, - - - - -	5	30	6
36	Postlewayte's Dictionary of Commerce,	2	24	12
37	Beawes' Lex Mercatoria, - - - -	1	12	
38	Domat's Civil Law, - - - - -	2	12	6
40	Grotius, by Barbeyrac, - - - - -	1	14	
41	Puffendorf, by ditto, - - - - -	1	24	
42	Sidney on Government, - - - - -	1	10	
43	Bacon's Works, - - - - -	5	55	11

Folio	Page	Vol.	No.	Value	Ch.	Folio	No.	Value	Remarks
22	60	3	11	3	1	33	32	107	Plinius's Geography
23	61	3	12	3	1	34	33	108	Plinius's Geography
24	62	3	13	3	1	35	34	109	Plinius's Geography
25	63	3	14	3	1	36	35	110	Plinius's Geography
26	64	3	15	3	1	37	36	111	Plinius's Geography
27	65	3	16	3	1	38	37	112	Plinius's Geography
28	66	3	17	3	1	39	38	113	Plinius's Geography
29	67	3	18	3	1	40	39	114	Plinius's Geography
30	68	3	19	3	1	41	40	115	Plinius's Geography
31	69	3	20	3	1	42	41	116	Plinius's Geography
32	70	3	21	3	1	43	42	117	Plinius's Geography
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37	75	3	26	3	1	48	47	122	Plinius's Geography
38	76	3	27	3	1	49	48	123	Plinius's Geography
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77	115	3	66	3	1	88	87	162	Plinius's Geography
78	116	3	67	3	1	89	88	163	Plinius's Geography
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116	154	3	105	3	1	127	126	201	Plinius's Geography
117	155	3	106	3	1	128	127	202	Plinius's Geography
118	156	3	107	3	1	129	128	203	Plinius's Geography
119	157	3	108	3	1	130	129	204	Plinius's Geography
120	158	3	109	3	1	131	130	205	Plinius's Geography
121	159	3	110	3	1	132	131	206	Plinius's Geography
122	160	3	111	3	1	133	132	207	Plinius's Geography
123	161	3	112	3	1	134	133	208	Plinius's Geography
124	162	3	113	3	1	135	134	209	Plinius's Geography
125	163	3	114	3	1	136	135	210	Plinius's Geography
126	164	3	115	3	1	137	136	211	Plinius's Geography
127	165	3	116	3	1	138	137	212	Plinius's Geography
128	166	3	117	3	1	139	138	213	Plinius's Geography
129	167	3	118	3	1	140	139	214	Plinius's Geography
130	168	3	119	3	1	141	140	215	Plinius's Geography
131	169	3	120	3	1	142	141	216	Plinius's Geography
132	170	3	121	3	1	143	142	217	Plinius's Geography
133	171	3	122	3	1	144	143	218	Plinius's Geography
134	172	3	123	3	1	145	144	219	Plinius's Geography
135	173	3	124	3	1	146	145	220	Plinius's Geography
136	174	3	125	3	1	147</			

## FUNDS QUESTIONED OR PUT TO BETTER USE

**TABLE 5: AUDITS WITH RECOMMENDATIONS FOR BETTER USE OF FUNDS**

REPORTS...	NUMBER	VALUE
...for which no management decision was made by the start of the period:	-	-
...issued during the period:	-	-
Subtotal	-	-
...for which a management decision was made during the reporting period:		
value of recommendations agreed to by management	1 <sup>1,2</sup>	\$8.4-10.7 million
value of recommendations not agreed to by management	-	-
...for which no management decision was made by the end of the reporting period:	-	-
...for which no management decision was made within six months of issuance:	-	-

**TABLE 6: AUDITS WITH QUESTIONED COSTS**

REPORTS...	NUMBER	VALUE
...for which no management decision was made by the start of the period:	-	-
...issued during the period:	-	-
Subtotal	-	-
...for which a management decision was made during the reporting period:		
value of recommendations agreed to by management	-	-
value of recommendations not agreed to by management	-	-
...for which no management decision was made by the end of the reporting period:	1 <sup>3</sup>	\$305,000
...for which no management decision was made within six months of issuance:	-	-

<sup>1</sup> *The Library Should Reassess the Need for a Book Conveyor System*, Report No. 2010-PA-101 (July 2010). See page 10.

<sup>2</sup> *Review of Underutilized Multifunction Devices*, Report No. 2010-SP-101 (April 2010). See page 11.

<sup>3</sup> *Review of the Termination Settlement Proposal of Macfadden and Associates, Inc.*, Report No. 2010-CA-101 (June 2010). See page 12.

## **INSTANCES WHERE INFORMATION OR ASSISTANCE REQUESTS WERE REFUSED**

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No information or assistance requests were refused during this period.

## **STATUS OF RECOMMENDATIONS WITHOUT MANAGEMENT DECISIONS**

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During the reporting period there were no recommendations more than six months old without management decisions.

## **SIGNIFICANT REVISED MANAGEMENT DECISIONS**

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During the reporting period there were no significant revised management decisions.

## **SIGNIFICANT MANAGEMENT DECISIONS WITH WHICH OIG DISAGREES**

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In our report titled *HRS has Made Strides in Improving Recruiting and Hiring, but Opportunities for Improvement Still Exist* (2009-PA-101, November 2009), we reached an impasse with management concerning whether a HRS staffing specialist needed to be involved in the selection panel's rating process after each of several applicant screening steps. Management contended that the participation of a staffing specialist in the process helps encourage healthy group discussion, increase the likelihood that dissenting opinions are considered, prevent panel determinations that are overly influenced by a supervisor's or selecting official's opinions, and protect the Library from litigation predicated on hiring bias.

In our view, allowing selection panels to resolve their own rating differences and move directly to the next screening step without staffing specialist involvement would greatly streamline the process. Panels should obtain assistance from a staffing specialist on an as-needed basis, similar to the practices followed by the Merit Systems Protection Board, the Office of Personnel Management, and the Equal Employment Opportunity Commission (agencies we believe represent models in the HR management field). Reducing HRS staffing specialists' involvement would not endanger the "content validity" and objective nature of the selection process. The Library's process involves the application of standardized questions and ratings for all candidates, making it "content valid," nondiscriminatory, and objective.

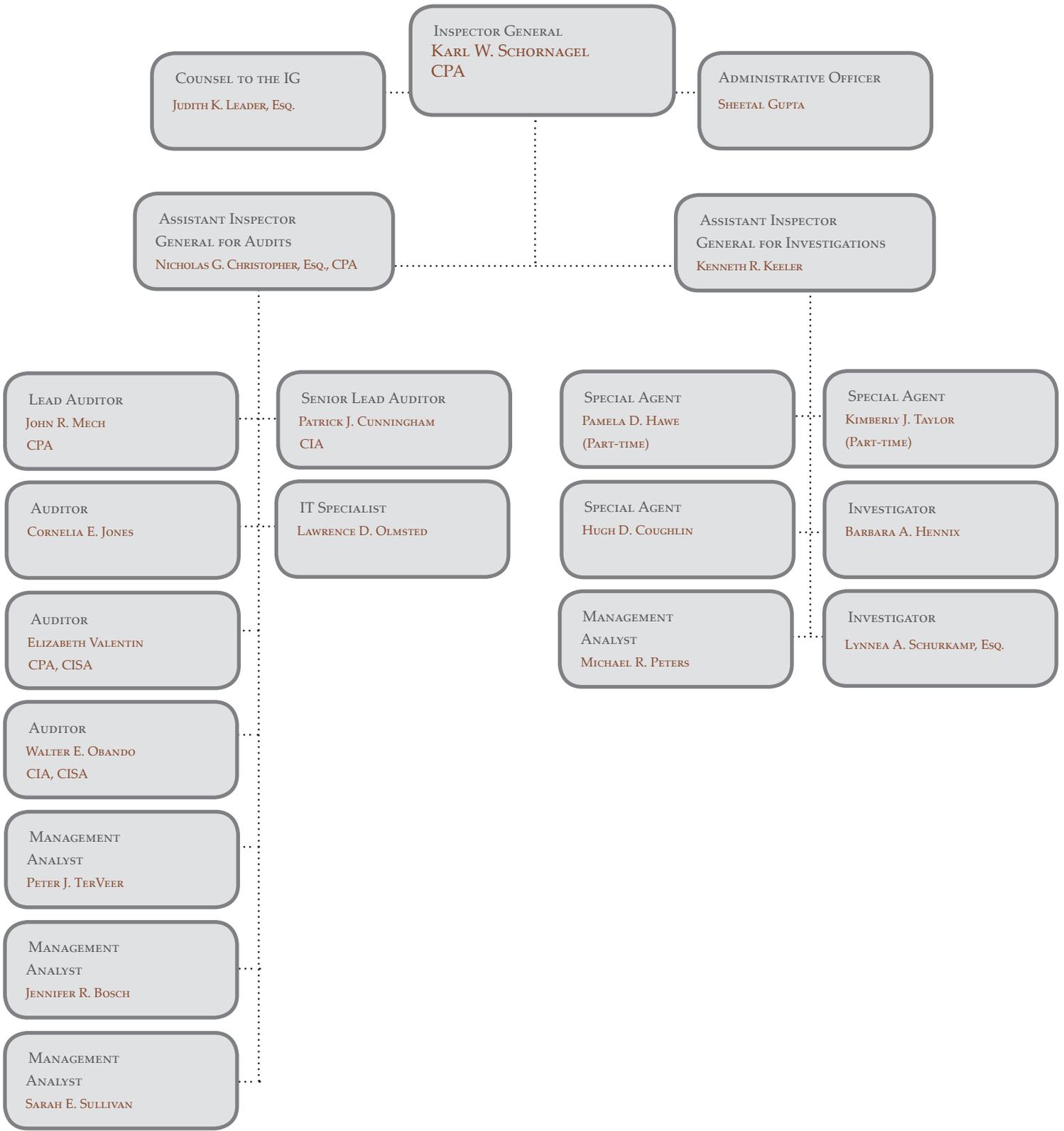
Given this impasse, we invoked the formal audit resolution process. The Audit Resolution Official (the Library's Chief of Staff) decided in favor of management, thereby closing this audit recommendation. Nonetheless, we think it is critical for Library management to be aware of the costs involved with this decision. We estimate that it is costing the Library an additional \$77,070 to \$332,980 over a five-year period for a three-member selection panel to meet with a Human Resources Specialist to record, discuss, and reconcile the applicants' scores. Therefore, we reiterate our recommendation and urge the Library to reconsider its decision.

## **FOLLOW-UP ON PRIOR PERIOD RECOMMENDATIONS**

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In this semiannual period, we followed up on all open recommendations from our prior semiannual period. Management's comments on the status of individual recommendations appear in table 4A. Recommendations management asserts it has implemented during the period appear in table 4B. In order to confirm that recommendations have been implemented as reported, we perform periodic follow-ups of selected projects.

# ORGANIZATIONAL CHART



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HOWEVER, PROVIDING YOUR NAME AND A MEANS OF COMMUNICATING  
WITH YOU MAY ENHANCE OUR ABILITY TO INVESTIGATE.



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