

American Recovery and Reinvestment Act (ARRA)

Transparency & Accountability

NJ Inspector General Mary Jane Cooper
October 29, 2009

Summary of ARRA

- Authorizes expenditure of approximately \$787 Billion dollars in the form of:
 - tax cuts,
 - direct spending and
 - appropriations.

NJ to receive nearly \$17 Billion.

Purposes of ARRA

- Preserve/create jobs and promote economic recovery
- Assist those most impacted by the recession
- Increase economic efficiency by spurring technological advances in science and health
- Invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits
- Stabilize State and local government budgets in order to minimize and avoid reductions in essential services and state and local tax increases.

Governor Corzine's New Jersey Recovery Accountability Task Force

- The New Jersey Recovery Accountability Task Force was created in March 2009 by Governor Corzine to review every step of the process and ensure that recovery funds are awarded based on clear and appropriate criteria and then distributed in a prompt, fair and reasonable manner.
- The Task Force is comprised of professionals with extensive backgrounds in government and government oversight. Its efforts are directed at creating a framework under which ARRA funds in New Jersey are spent transparently and effectively.
- The Task Force is Co-Chaired by the Governor's Chief of Staff Ed McBride and the State Comptroller Matt Boxer and includes:

NJ Medicaid Inspector General Mark Anderson

NJ Inspector General Mary Jane Cooper

NJ Chief Technology Officer Adel Ebeid

Former NJ State Auditor Richard Fair

NJ Director of Office of Management & Budget Charlene Holzbauer

Former NJ OMB Director Richard Keevey

Governor's Deputy Chief of Staff Diane Legreide

Former U.S. OMB Official David Sandahl

Task Force Mission Statement

- ▶ **Will not** be involved in selecting or recommending particular projects for funding as project selection is the responsibility of the government agency implementing the particular program.
- ▶ **Will** provide guidance and review concerning agency use of merit-based project selection criteria to ensure clarity and compliance with applicable standards;
- ▶ **Will** provide transparency and accountability in the use of American Recovery and Reinvestment Act (ARRA) resources in our State through its website (www.recovery.nj.gov);
- ▶ **Will** monitor the distribution of ARRA funds in New Jersey and promote the effective and efficient use of those funds.

Task Force Mission Statement

More specifically, the Task Force will work in partnership with federal and state agencies to:

- **Ensure public access to information** concerning use of ARRA funds, including programmatic, financial, project, and vendor-related information, as well as criteria for project selection;
- **Provide guidance to agencies** receiving ARRA funds on merit-based project selection, internal controls, accounting practices, and best practices in contract management and grant administration;
- **Review project-selection criteria** and processes used by New Jersey government agencies receiving ARRA funds to ensure clarity and compliance with applicable standards;
- **Perform a coordination role** concerning ARRA-related efforts being carried out by state and local government agencies as well as relevant oversight bodies;
- **Provide a means to receive and address concerns** from New Jersey residents about uses of Recovery Act funds; and
- **Ensure ongoing assessments of results**, through agency self-analysis or reviews by State oversight entities.

ARRA:

Transparency and Accountability

The President and the heads of Federal departments and agencies shall manage and expend the funds made available in this Act so as to achieve the purposes, including commencing expenditures and activities as **quickly as possible** consistent with **prudent management**.

- ▶ These sometimes conflicting requirements make it critical to establish and operate an effective system of internal controls.
- ▶ It is important to understand that increased Accountability and Transparency translates into increased oversight and new rules and regulations.
- ▶ You must ensure that your existing internal control systems will prepare you for scrutiny and to ensure compliance with all rules and regulations.

ARRA Accountability and Transparency :

Extraordinary amount of money brings extraordinary responsibility

Federal government has enacted several measures to ensure that ARRA funds are spent effectively and for the purpose intended through:

- > Federal web site (recovery.gov) to ensure transparency for the entire program and to promote information sharing;
- > The creation of an Accountability and Transparency Board, chaired by the Chief Performance Officer, comprised of Inspectors General from various federal agencies, and charged with oversight and enforcement of many of the accountability provisions in ARRA; and
- > Adequate funding to support the expanded responsibilities of the Inspectors General and to hire an Executive Director and staff to support the work of the Board.

Protect the Funds

Task Force Goal: Our goal is your goal, to protect the funds while meeting the goals and objectives of ARRA

- ▶ Internal Control Training Initiative
- ▶ Task Force issued initial guidance memorandums:
 - April 21, 2009 Memorandum to State Department and Agencies
 - August 10, 2009 Memorandum to NJ Local Governmental Units

ARRA Fund Recipients: Accountability

Fund Recipients:

Are responsible for ensuring that ARRA funds are used prudently and in accordance with the law

Must maintain records that will permit appropriate oversight

ARRA Fund Recipients: Transparency

- Essential Record Keeping Requirements:
 - Current, Accurate, Complete (up to date)
 - Adequate supporting documentation
 - Organized
- Quarterly Reporting of program goals and financial performance

Federal ARRA Oversight: Unprecedented Oversight

- The Recovery Act requires Government Accountability Office (GAO) to do bimonthly reviews of the use of funds by selected states and localities.
- Describe states' and localities:
 - Use of funds
 - Up-front safeguards and ongoing monitoring, audits, and evaluations
 - Plans to evaluate the impact of funds
- New Jersey is 1 of 16 states subject to GAO review
- Federal IG's receive \$120M for additional oversight activities related to ARRA
 - Increased staff means more audits

GAO Reviews

- GAO will be auditing New Jersey for at least the next two years.
- GAO will be reviewing, among other things:
 - New Jersey's use of and planning for ARRA funds, and
 - New Jersey's efforts to ensure accountability for ARRA funds.

GAO Reports

- Bi-monthly reports
 - Three reports issued to date
 - Third report issued September 23, 2009
 - Next report expected December 10, 2009
 - NJ Appendix (and every other of the 16 states and DC)
 - Review of Recipient Reporting
 - Review of Initial October 10 reporting expected late November 2009

Scope of reports:

Project based, use of funds at state, local and municipal level

Website: www.gao.gov

GAO Emphasis on Internal Controls

Effective internal controls over the use of ARRA funds are **critical** to help allow effective and efficient use of resources, compliance with laws and regulations, and in achieving accountability over ARRA programs

September 23, 2009 GAO report, page 116

Single Audit

Federal:

- OMB Circular A- 133: Single Audit Act
 - All units of local government that expend \$500,000 or more in Federal funds during the fiscal year are required to have a Single Audit
 - Additional Federal funds could cause need for Single Audit
 - Single Audit is organization-wide and includes the entity's financial statements as well as Federal awards
- OMB Circular A-133 Compliance Supplement Addendum #1: indicates that the requirement for commencing expenditures and activities as quickly as possible consistent with prudent management makes **the establishment and operation of effective internal controls critical.** (June 30, 2009)

Single Audit

State:

- OMB Circular Letter 04-04-OMB
- All State agencies that disburse federal grant, State grant or State aid funds to recipients that expend \$500,000 or more in federal financial assistance or State financial assistance within their fiscal year must require these recipients to have annual single audits or program-specific audits performed in accordance with the Act, Amendments, OMB Circular No. A-133 Revised and State policy. It should be noted that the federal government will not pay for a single audit for any recipient that expends less than \$500,000 of federal funds.

NJ Single Audit

- All State agencies that disburse federal grant, State grant or State aid funds to recipients that expend less than \$500,000 in federal or State financial assistance within their fiscal year, but expend \$100,000 or more in State and/or federal financial assistance within their fiscal year, must require these recipients to have either a financial statement audit performed in accordance with Government Auditing Standards (Yellow Book) or a program-specific audit performed in accordance with the Act, Amendments, OMB Circular No. A-133 Revised and State policy.

Federal Agencies Emphasis on Internal Controls

GAO's July 2009 Report made recommendations concerning the Single Audit

To leverage the importance of the Single Audit, GAO recommended that the Director of OMB should, among other things:

- develop requirements for reporting on **internal controls** during 2009, before significant ARRA expenditures occur, as well as ongoing reporting
- provide more direct focus on ARRA programs through Single Audit to help ensure that smaller programs with high risk have audit coverage in the area of **internal controls** and compliance. (GAO Report to Congress *Recovery Act States' and Localities Current and Planned Uses of Funds While Facing Financial Stresses* July 2009)

GAO Concerns with Single Audit and Reporting of Internal Controls

- Current system does not provide for timely reporting of internal control deficiencies and weaknesses
- Single Audit reports may be due earlier (6 months compared to current 9 months)
- Extensions may not be granted

GAO Recommendations

- Early written communication of internal control deficiencies to achieve the objective of more timely accountability over ARRA funds
- Pilot Project for Single Audits

GAO – Areas of Future Reviews

- Section 1512 recipient reporting requirements
 - Data Integrity – Is it reliable and accurate?
 - Data Quality – Is it useful?
 - Are sufficient personnel available to report the required information?

Challenges for federal, state and local officials

- Expectations for an “unprecedented level of transparency and accountability”
- Qualified personnel need to implement proper controls and accountability at all levels of government
- Close and ongoing coordination needed among federal, state, and local governments
- Accountability community: special responsibility to ensure collective efforts are well-coordinated

> Source: GAO August 17, 2009 NASACT 2009 Annual Conference

State & Federal Oversight and Monitoring

- You can count on enhanced oversight, monitoring and scrutiny from the following:
 - **NJ Attorney General – Division of Criminal Justice**
 - **State Auditor**
 - **State Comptroller**
 - **State Office of the Inspector General**
 - **State Commission of Investigation**
 - **State Ethics Commission**
 - **Federal OMB – Circular A-133: Single Audit**
 - **GAO**
 - **Federal Agencies**
 - **Federal Inspectors General**
 - **Public (Recovery.gov & NJRecovery.gov Websites)**
 - **Media**
 - **Local Independent Public Accountants**

What does the enhanced monitoring and oversight mean?

- You will be audited
- Each oversight agency has its recourses for lapses in compliance with the requirements under their cognizance
 - Reported audit findings (negative public perception)
 - Continued monitoring and oversight
 - Fines, penalties, return of funds
 - Criminal investigations

What is scope of the enhanced oversight?

- Internal Controls
- Appropriate use of ARRA funds
- Effective use of ARRA funds
- Performance and Financial goals
- Purpose of ARRA
- Jobs created or preserved

Being Prepared for the Audit

- Be ready:
 - Maintain robust, effective internal controls
 - Understand program goals
 - Understand funding requirements
 - Know applicable rules and regulations
 - Ensure timely, accurate reporting
 - Attend and provide ongoing training
 - Continually monitor internal controls
 - Maintain adequate supporting documentation
 - Have your ARRA documents segregated and ready

If they find a problem – they will be back

Prior Audits – Management Considerations

- Current entity single audit report findings will be examined by GAO (and other oversight agencies)
- Management response including corrective action will be under scrutiny

How to ensure appropriate use of ARRA funds

1. Internal Controls
2. Internal Controls
3. Internal Controls

Either address the issue now or later in a public forum

What is Internal Control?

Definition:

Internal control is a process, effected by an entity's management and other personnel, designed to provide reasonable assurance that the entity's objectives are being met without wasting resources.

Why is Internal Control Important?

- Promote efficiency, reduce risks of asset loss, help ensure reliability of financial statements, and compliance with laws and regulations
- Put in place to keep the organization on course toward achievement of its mission
- Protect the entity by catching small mistakes before they become big problems
- Protect the entity by mitigating opportunities for innocent mistakes or intentional fraud to cause harm
- Impact every aspect of an organization – all of its people, processes, and physical structures

Internal Controls - Basics

- Internal Control is Management 's Responsibility
- Incorporate the qualities of good management
- All staff have a role and controls will be effective when all of the people and the surrounding environment work together
- Are dependent upon the people and will succeed or fail depending on the attention people give to it
- Provide a level of comfort to an organization – controls do not guarantee success
- Help an organization achieve its mission
- Minimize fraud

Common sense should prevail– cost should not exceed benefit

Who has Responsibility for Internal Controls?

- Everyone in the organization has responsibility for ensuring the internal control system is effective
- The greatest amount of responsibility rests with the managers
- Top executive has the ultimate responsibility

Internal Control: Management Objectives

- Effectiveness and efficiency of operations (good use of tax dollars; meet program goals or legislative intent)
- Reliability of financial reporting
- Compliance with applicable laws and regulations.*

Internal Control: Fundamental Concepts

- A continuous built-in component of operations
- Effected by people
- Provides reasonable assurance, not absolute assurance*
- Geared to achievement of objectives

Internal Control Framework

- Internal control is composed of a number of interrelated components that work together to achieve an entity's goals
- Derived from the way management runs an organization and are integrated with the management process
- Components apply to all entities but smaller organizations may implement them differently than larger ones (i.e. less formal and less structured)

Considerations for the Design of Internal Controls

- Entity size
- Entity's organization
- Nature of the business
- Diversity and complexity of operations
- Entity's method of transmitting, processing, maintaining and accessing information
- Applicable legal and regulatory requirements

Components of Internal Control

5 Interrelated Components:

1. Control Environment
2. Control Activities
3. Risk Assessment
4. Information and Communication
5. Monitoring

Control Environment

- Core of any system of internal control – serves as the foundation
- It sets the tone for the entire organization
- Effective internal controls need positive, strong tone from the top
- Management communicated acceptable business practices, conduct and policies to staff
- Management demonstrates concern for conduct by performing important control procedures such as authorization of transactions, review of reconciliations
- Responsive to prior audit recommendations and makes timely corrective action

Control Environment Includes:

- Ethics and integrity of the administration and employees
- Commitment to competence at all levels (knowledge and skills, defined tasks)
- Entity operating system and attitude towards controls (management philosophy)
- Human Resource policies and practices
- Organization structure (centralized or decentralized)
 - If management thinks controls are important, employees are more likely to follow suit

Integrity and Ethical Values

- Code of Conduct and policies
- Tone set at the top
- Remedial actions for violations
- Management overriding controls
- Unrealistic performance goals

Commitment to Competence

- Knowledge and Skills
- Defined Tasks
 - Do employees know their job responsibilities – what they are supposed to do and why?
 - Are their appropriate supervisory review and oversight of employee performance?

Management Philosophy and Operating Style

- Interaction of management and employees
- Types of risk accepted
- Turnover of key functions
 - New employees could mean a lack of experience which could indicate higher risk of mistakes and errors

Human Resource Policies

- Are there policies for ethical standards?
- Are background checks performed on employees who perform duties that are considered high risk?
- Ongoing training
- Remedial actions

Personnel is the most important aspect because competent, trustworthy people can operate with limited controls

Organizational Structure

- Centralized or decentralized
- Sufficient staff
- Changes to the organizational structure

Risk Assessment

- Management must identify, analyze, and manage risks that affect its objectives
- Evaluation to determine those areas and functions within the entity and each department that have risk of errors, noncompliance, and fraud
- Controls may then be put in place to help mitigate the risks identified during the assessment

Types of Risks

- Internal and External
- Changes in operating style
- New personnel
- New or enhanced information technology systems
- New programs
- New laws and regulations

Control Activities

- Consist of the specific policies and procedures that are put in place to mitigate the risk of error, noncompliance, and fraud
- Policies and procedures help ensure management directives are carried out
- Occur throughout the organization at all levels and in all functions

Types of Control Activities

- Security of assets
- Segregation of duties
- Authorization of activities
- Appropriate approval of transactions
- Verification and Reconciliation
- Adequate documentation
- Information Processing
- Independent performance review

Security of Assets

Designed to minimize the danger of loss or misuse

Includes:

- Controlled Access
- Physical Security
- Backup for computer records
- Disaster Recovery

Physical Control of Assets

Control Assets - Limit or restrict access through the use of management authorizations, locks, passwords, data encryption

- Accounting Records, Blank checks
- Cash
- Entity Owned Vehicles and Equipment
- Supplies
- Building
- Computer Programs

Perform periodic unannounced inventory verification

Segregation of Duties

- Reduces the risk of both erroneous and inappropriate actions
- Designed to prevent any one person from performing incompatible duties:
 - Responsibility for operations should be separate from the related record-keeping
- Three functions are considered mutually incompatible:
 1. authorize a transaction
 2. record the transaction in the accounting records
 3. maintain custody of the assets resulting from the transaction
- Therefore, responsibility for the custody of assets should be kept separate from the authorization and accounting for those assets
 - When resource constraints compromise the ability to segregate duties many small companies use certain compensating controls (i.e. independent verification and reconciliations)

Authorization of Activities

- Authorization is the delegation of authority that management grants to a department or employee
 - General – permission given to department to expend funds from an approved budget
 - Specific – relates to individual transactions and generally requires signature or electronic approval of the transaction by the person designated with approval authority (i.e. purchasing official, timekeeping)

Management should authorize employees to perform certain activities and execute transactions within defined parameters

- Appropriate monetary thresholds, documentation requirements

Approval, Verification and Reconciliation

- Management specifies those activities or transactions that require supervisory approval before they are performed
- Supervisory approval implies that the transaction has been verified and validated and conforms with established policies and procedures. Approval implies that the approver has reviewed the supporting documentation and is satisfied that the transaction is appropriate, accurate, and complies with applicable laws, regulations, policies, and procedures.
- Approvers should review supporting documentation, question unusual items, and ensure that the information is present to justify the transaction before they sign off on the transaction

Documentation

- Transactions should be supported by adequate documentation
- Clearly specify the facts (dates, nature and scope of transaction, authorizations, approvals, verifications)
- Documents should be as simple as possible so they are clearly understood by all users
- Documents should be pre-numbered and properly stored
- Use of documents should be periodically verified to ensure accountability

Document Storage and Retention

- Appropriate documentation storage and retention policies should be implemented
 - Secure physical storage
 - Back-up electronic files
- Consider all pertinent laws and regulations:
 - Contract and Grant Requirements
 - Federal and State Requirements
 - IRS, State Tax and Department of Labor

Information Processing

- Appropriate policies and procedures regarding information technology are critical
- Restrict computer access, both hardware and programs, to authorized personnel
- Require passwords for access
- Require periodic password changes

Independent Performance Review

- Designed to ensure that the other controls are properly designed and working as intended
- Changes in operations may make some controls unnecessary and may cause the need for new controls
- Examples of performance reviews:
 - Periodic reconciliations
 - Analytical Procedures

Periodic Reconciliations

- Comparison of different sets of data, identifying and investigating differences and taking corrective action, when necessary
- Helps ensure accuracy and completeness of transactions
- Example:
 - Performing a checking account bank reconciliation
 - Maintain segregation of duties - reconciliations should not be performed by person who authorized or performed the transaction or by the person who maintains custody of the asset

Analytical Review

- Management should review reports, statements, reconciliations and other information to ensure consistency and reasonableness
- Compare information about current performance with budgets, forecasts, prior period, and other benchmarks to measure the extent to which goals and objectives are being achieved and to identify unexpected results or unusual conditions that require follow-up

Information and Communication

- Information systems identify, capture, process, and distribute information supporting the achievement of financial and performance reporting objectives
- Adequate information and communication systems help the entity obtain and process information that is needed to carry on and control the operations
- Quality of system generated information affects management's ability to make appropriate and timely decisions.

Is the information relevant? Bad information results in bad decisions.

Communication

- Involves providing an understanding of individual roles and responsibilities
- Effective internal communications between top management and employees may be facilitated in smaller companies (fewer levels, smaller staff, greater visibility to executive management)
- Internal communications can occur through frequent meetings and day-to-day activities

Effective Communication

- Channels to report improprieties
 - Internal and External
- Receptive to employee suggestions

Monitoring

- Process that assesses the quality of internal control performance over time
- Ongoing process
- As operations of entity change, the related controls must be revised to ensure that the entity's objectives are met
 - Are controls achieving the desired results?
 - Are the controls operating as intended?
 - Have there been changes (process or organizational) that require revisions?

Monitoring

- Information to monitor comes from various sources:
 - Audit reports (internal or external)
 - Feedback to management about operations from personnel, customers, vendors
 - Are timely corrective action taken to audit findings and complaints?

Compliance with Rules and Regulations

Internal Controls should include appropriate measures to ensure compliance with rules and regulations

- Federal and State
- New ARRA specific regulations
- Extensive Section 1512 reporting

Need effective process to know new rules and regulations

Federal Rules and Regulations

- Federal OMB guidance (www.omb.gov)
 - Ongoing, continual need to monitor new guidance
- Davis Bacon, Buy American
- Excluded Parties
 - <https://www.epls.gov/>
- For some these are new and unfamiliar
- ARRA Enhanced Reporting:
 - Extensive and numerous reporting elements
 - Direct recipients responsible for sub-recipients
 - Quarterly reports due 10th day after close of quarter
 - First reports submitted October 10 (data will be live to public)
 - Need for data integrity and accuracy

New Federal Rules

- New wider reaching federal whistleblower protection
- Government and Contractor Whistleblower protection afforded to State and Local employees for disclosing waste or fraud relating to stimulus funds
 - Any employer receiving covered funds shall post notice of whistleblower rights and remedies provided for under ARRA.
 - The following is a poster outlining ARRA whistleblower rights that can be downloaded from www.Recovery.gov website:

Know Your Rights Under the Recovery Act!

Did you know?

The American Recovery and Reinvestment Act of 2009 ¹ provides protections for certain employees of non-federal employers who make specified disclosures relating to possible fraud, waste and/or abuse of Recovery Act funds.

Who is protected?

Employees of non-federal employers receiving recovery funds. This includes State and local governments, contractors, subcontractors, grantees or professional membership organizations acting in the interest of recovery fund recipients.

How are Whistleblowers Protected?

You cannot be discharged, demoted or otherwise discriminated against as a reprisal for making a protected disclosure.

What types of disclosures are protected?

The disclosure must be made by the employee to the Recovery Accountability and Transparency Board, an Inspector General, the Comptroller General, a member of Congress, a state or federal regulatory or law enforcement agency, a person with supervisory authority over the employee, a court or grand jury, or the head of a federal agency or his/her representatives.

The disclosure must involve information that the employee believes is evidence of:

- gross mismanagement of an agency contract or grant relating to recovery funds;
- a gross waste of recovery funds;
- a substantial and specific danger to public health or safety related to the implementation or use of recovery funds;
- an abuse of authority related to the implementation or use of recovery funds; or
- a violation of law, rule, or regulation related to an agency contract or grant awarded or issued relating to recovery funds.

Take Action!

Log on to Recovery.gov for more information about your rights and details on how to report at www.recovery.gov.

¹ Section 1553 of Division A, Title XV of the American Recovery and Reinvestment Act of 2009, P.L. 111-5

State Rules and Regulations

- Governor Executive Orders
- Department Rules, Regulations and Policies
- Treasury/OMB Circular Letters
 - Purchasing
 - Grant Agreements
 - Suspended and Debarred Vendors
 - Records Retention
 - Travel

New State Rules and Regulations

- Governor Corzine Executive Order 151
 - Signed August 28, 2009
 - Effective Immediately

www.state.nj.us/infobank/circular/eojsc151/htm

E.O. 151

All construction contracts entered into and funded, in whole or in part, by the State shall include mandatory EEO/AA contract language that requires contractors to make good faith effort to recruit and employ minorities and women

For specific language – See Appendix B to EO 151

EO 151

Section 7 – Each Executive Branch agency that is a recipient of federal economic recovery funds pursuant to ARRA shall include in any contract, grant, or agreement funded in whole or in part with ARRA funds a clause requiring subrecipients, contractors, subcontractors, local education agencies, and vendors to post all job openings created pursuant to the contract, grant, or agreement on the State's Job Bank at least 14 days before hiring is to commence.

See EO for specific contract language

State Job Bank internet site: <http://NJ.gov/JobCentralNJ>

Limitations of Internal Control

Provide reasonable assurance – not absolute assurance – there are no guarantees

- Inherent limitations of controls:
 - Human errors can cause mistakes
 - Controls can be circumvented by collusion of two or more people
 - Management can intentionally override controls (justified or fraud)

Limitations of Internal Control

- Effectiveness of any system of internal control depends on the competence of the people who use it
- Internal controls can be weakened by management's failure to enforce full adherence
- Not a simple one size fits all – internal control systems must be customized for the specific entity and consider its operations, staffing, and organizational structure

Recommendations

- Assess Internal controls
- Review current policies and procedures
 - Are they written and do they accurately reflect the current operations?
- Consider prior audit findings
 - Has corrective action been taken?
- Continue dialogue with the Department
- Obtain and follow the guidance of the Department
- If you have questions or concerns

Don't Wait

Ask Someone, Anyone!

What to Expect in the Future

- GAO – continued assessment of state and federal agencies use of reviewing recipient's internal controls (includes local governmental entities)
- Recipient corrective actions taken to reported internal control weaknesses and deficiencies
- Reviews of Section 1512 reporting

Fraud

Intentional or deliberate act to deprive another of property or money by deception or other unfair means

Elements of fraud:

Motive

Opportunity

Rationalization

Examples of Fraud Indicators

- Unsupported or unauthorized transactions
- Missing or altered documents
- Inconsistent, vague, or implausible response from management or employees arising from inquiries or analytical procedures
- Denial of access to records, facilities, employees or others whom audit evidence might be sought
- Unusual delays in providing requested information
- Complaints about management or staff
- Significant related party transactions
- Inadequate or absent internal controls

Reporting Fraud, Waste, and Abuse

- Everyone is responsible
- It's never too late
 - Federal reporting mechanisms
 - www.Recovery.gov
 - www.gao.gov/recovery/reporting-fraud/
 - Federal department and IG websites
 - State reporting mechanisms:
 - www.Recovery.nj.gov
 - www.State.nj.us/oig
 - www.State.nj.us/comptroller

Training

Take advantage of training opportunities and request guidance and assistance from the NJ Task Force and OIG

NJ OIG - www.state.nj.gov/oig

Task Force/OIG Training Library (access from www.recoverynj.gov):

- <http://www.nj.gov/taskforceresources/>

Q & A

There are no dumb questions – ASK!

A copy of the presentation is available on the training website or contact us through www.state.nj.gov/oig or call OIG at 609-292-8183

Copies of Task Force initial guidance memorandums are available upon request