

# Spotlight

Department of Homeland Security



## Office of Inspector General

July 2014 OIG-14-117

### Why This Matters

CBP used the Workload Staffing Model (WSM) to request funds for FYs 2014 and 2015 to hire additional CBP Officers (CBPO). Without reliable data and strong internal controls, however, CBP and Congress may not have had accurate information from the WSM to make sound staffing and funding decisions. Thus, CBP risks overstaffing, which could lead to inefficiency and waste or understaffing, which could lead to security breaches and economic losses.

### DHS Response

CBP concurred with all three recommendations. According to CBP, it will address the issues identified by OIG through a contract with RTR Technologies, LLC, to automate, verify, and validate the WSM. OIG agrees that this will help resolve the issues identified in our audit.

## CBP's Workload Staffing Model

### What We Determined

CBP's WSM includes a sound methodology to determine its CBPO staffing needs. However, the results of the WSM may not be accurate because CBP cannot ensure that the data entered into the model is reliable. CBP also does not have adequate internal controls over the WSM.

Specifically, CBP's Office of Field Operations does not (1) catalog, track, and validate all data and systems used in workload calculations; (2) systematically approve changes and additions to the WSM; and (3) have written policies and procedures on developing and using the model. In its December 2013 Strategy and Action Plan (2014–2017), CBP acknowledges concerns about data from other systems used in the WSM. CBP has contracted to automate the WSM, which should address the issues we identified. To ensure that the automated model is accurate, complete, and meets its needs, CBP should consider conducting an independent verification and validation of the updated model, as well as the data entered into it.

Improving data reliability and strengthening internal controls over the WSM would help CBP ensure that its budget requests accurately reflect CBPO staffing needs and that it is allocating staffing resources efficiently. With confidence in the model's reliability and accuracy, Congress will be able to make more informed decisions when considering appropriations for additional CBPOs.

### What We Recommend

We recommend that the Acting Assistant Commissioner of CBP's Office of Field Operations:

1. Establish written procedures to develop and use the WSM.
2. Develop a systematic process to approve changes and additions to the WSM and periodically evaluate the process.
3. Conduct an independent verification and validation of the completed WSM 2.0.

### For Further Information:

Contact our Office of Public Affairs at (202)254-4100, or email us at [DHS-OIG.OfficePublicAffairs@oig.dhs.gov](mailto:DHS-OIG.OfficePublicAffairs@oig.dhs.gov)