

# U.S. Department of Justice

Federal Bureau of Prisons

## PROGRAM REVIEW DIVISION

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Washington, DC 20534

February 12, 2015

MEMORANDUM FOR SARA M. REVELL, ASSISTANT DIRECTOR  
PROGRAM REVIEW DIVISION

FROM: */s/* BeLinda P. Watson, Chief, Prisons Division  
National Institute of Corrections

SUBJECT: Operational Review Report  
Program Review Division

This is the report of the Program Review Division Operational Review conducted January 20-23, 2015. There were no deficiencies identified during this review.

We appreciate the thoroughness with which you and your staff have prepared for this program review. Since there were no deficiencies or major concerns expressed or identified elsewhere in this report, an official response is not required. You may consider this review officially closed.

The next regularly scheduled Program Review Division Operational Review will be conducted in accordance with P1210.23.

cc: BOP-PRD/Assistant Director  
BOP-PRD/Exec Assistant  
BOP-PRD/PRB Admin  
BOP-PRD/Quality Assurance  
Jill A. Webber  
Mina Raskin  
Paul Layer  
Shannon Withers

**REVIEWER ASSURANCE STATEMENT**

As reviewer-in-charge, I certify the review was conducted in accordance with generally accepted government auditing standards utilizing guidelines for Program Review Division - Central Office, dated January 31, 2014. Findings of noncompliance with policy or inadequate controls contained in the report are supported by evidence that is sufficient and reliable. The evidence is contained in the operational review working papers filed in the Central Office.

I further certify, within the scope of the operational review, I have reasonable assurance, the Program Review Division operation is operated in accordance with applicable law and policy; and property and resources are efficiently utilized and adequately safeguarded. An adequate system of internal controls is in place to promote continued compliance and ensure resources are protected from fraud, waste, abuse, and mismanagement.

BeLinda P. Watson, Reviewer-in-Charge  
Chief, Prisons Division  
National Institute of Corrections

Members of the review team:

Benjamin Caraballo, Chief, AEP, PRD  
Camilla Jones, Management Analyst, EAB  
Christina A. McKinney, Core Section Chief, PRB  
Crystal Smith, Core Section Chief, PRB  
Eric Sluder, Correctional Services Examiner, PRB  
Javon McGahee, Core Section Chief, PRB  
Mark Simms, Correctional Services Examiner, PRB  
Peter Lawrie, Environmental and Safety Compliance Examiner, PRB  
Scott Keilman, Core Section Chief, PRB  
Vandhna Puri Sharma, Core Section Chief, PRB  
Vicky Dupuis, Correctional Services Examiner, PRB  
William A. Lee, CFM Correctional Services Examiner, PRB

**BACKGROUND INFORMATION**

The Program Review Division (PRD) is located in the Central Office of the Federal Bureau of Prisons, and is comprised of the Program Review Branch (PRB), Equal Employment Opportunity (EEO) Office, Affirmative Employment Program Branch (AEPB), and the External Auditing Branch (EAB), which includes responsibility for the Office

of Management and Budget's A-123 initiatives. Subsequent to the review, PRD experienced a change in leadership with the addition of Paul W. Layer, Deputy Assistant Director, in February 2014, and Shannon D. Withers, PRB Administrator, in November 2014.

### GENERAL COMMENTS

A comprehensive review was conducted of the Program Review Division operation. The results are based upon a thorough review of the operation, performance of vital functions, and strength of internal controls. The division has strong leadership as evidenced by the minimal number of discrepancies identified.

Management oversight and strong internal controls exist, as well as a sense of ownership by all staff interviewed within their respective areas. Furthermore, staff expressed gratefulness of the support they felt from PRD management. Teamwork is quite evident in this division, and staff work well together to ensure needs of the field are met.

As noted throughout the review, data collection and the implementation of new procedures have greatly strengthened the overall program review/audit process. The internal tracking systems, which are the Program Review Automated Information System and the EAB Audit Management System, have been instrumental in ensuring the timeliness and effectiveness of both internal and external auditing processes, strategic planning, and document generation. In addition, the systems effectively provide staff with the necessary tools to track documents and assist them in preparing for audits, monitorings, and program reviews.

The deputy assistant director and administrator provide administrative oversight of program review practices and procedures. They ensure the PRD goals and objectives are met and strong internal controls are in place and properly maintained. Weekly core section chief meetings, as well as regular Examiner/Climate Meetings, continue to facilitate effective communication throughout the division. The core section chiefs provide leadership and technical direction to the program review examiners, to ensure the highest levels of professional standards are achieved.

The management support services were outstanding. Information received from regional executive assistants indicated PRD staff are very responsive to their needs, and they always provide accurate and timely information regarding coordinating services for the Executive

Staff. In addition, the executive assistants considered the communication between them and their designated EAB analyst to be cohesive, open, and informative.

Institution accreditation managers who were surveyed and involved in the intensive reaccreditation process over the past year praised assistance provided by the Central Office accreditation managers. In addition, the institution accreditation managers revealed the EAB staff are very proficient, supportive, and provide quality training.

Affirmative Employment Programs Branch continues to advise Executive Staff on issues regarding members of minority groups, persons with disabilities, disabled veterans, and women. Providing their expertise to the field ensures all working areas are diverse.

Interviews with regional affirmative employment administrators revealed there are open lines of communication with the administrators and the Affirmative Employment Programs Branch staff. In addition, it was reported that the Affirmative Employment Programs staff provided valuable information to the field regarding policy updates, program changes, and new program initiatives.