




## Memorandum

Date: August 15, 2023

Subject: INFORMATION: Audit Announcement | DOT's Processes for Identifying Surface Transportation Workforce Needs To Implement IIJA | Project No. 23B3002S000  
Department of Transportation

From: David Pouliott   
Assistant Inspector General for Surface Transportation Audits

To: Assistant Secretary for Administration  
Federal Highway Administrator  
Federal Motor Carrier Safety Administrator  
Federal Railroad Administrator  
Federal Transit Administrator  
Maritime Administrator  
National Highway Traffic Safety Administrator  
Pipeline and Hazardous Materials Safety Administrator

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The Infrastructure Investment and Jobs Act (IIJA) invested about \$660 billion in funding for new and existing U.S. Department of Transportation (DOT) programs for fiscal years 2022 through 2026<sup>1</sup>—more than twice the amount in the previous 5-year authorization law.<sup>2</sup> As we reported last year,<sup>3</sup> successful implementation of IIJA will require DOT, along with States and local counterparts, to acquire and maintain sufficient staff with the necessary skillsets and competencies to achieve new and expanded program goals.

In 2022, DOT established a goal to hire over 1,400 employees in its surface transportation Operating Administrations (OA) to respond to identified IIJA-related needs between fiscal years 2022 and 2026. To plan for and manage workforce needs, the Department must comply with Federal requirements such as

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<sup>1</sup> The Infrastructure Investment and Jobs Act (IIJA) (Pub. L. No. 117-58; November 15, 2021) included about \$383 billion in contract authority—specified amounts that DOT can expend in each of the years covered by the law—and provided over \$184 billion in appropriations. The remaining approximately \$93 billion authorized in IIJA was subject to future appropriations.

<sup>2</sup> The Fixing America's Surface Transportation (FAST) Act of 2015 (Pub. L. No. 114-94; December 2015) authorized over \$305 billion for DOT programs over 5 years.

<sup>3</sup> *Memorandum to the Secretary: Challenges Facing DOT in Implementing the Infrastructure, Investment, and Jobs Act* (OIG Correspondence No. CC2023001), October 5, 2022.

the Office of Personnel Management's Human Capital Framework (HCF). The HCF provides comprehensive guidance to Federal agencies for strategic human capital management and requires the Department to identify vacant and/or potential shortfall positions.

Due to the important role workforce capacity may have on successfully implementing IJA programs, we are initiating this audit to support the Department in its efforts to assess its surface transportation workforce needs. Specifically, our audit objectives are to (1) evaluate surface transportation OAs' processes for identifying positions needed to implement new and expanded IJA programs and (2) report on those OAs' progress toward addressing identified IJA staffing needs.

We plan to begin the audit immediately and will contact your audit liaison to schedule an entrance conference. We plan to conduct our work at DOT Headquarters and OA regional offices as appropriate. If you have any questions, please contact me or Wendy M. Harris, Program Director.

cc: DOT Audit Liaison, M-1  
Federal Highway Administration Audit Liaison, HCFB-32  
Federal Motor Carrier Safety Administration Audit Liaison, MCPRS  
Federal Railroad Administration Audit Liaison, RCFO-50  
Federal Transit Administration Audit Liaison, TBP-1  
Maritime Administration Audit Liaison, MAR-253  
National Highway Safety and Traffic Administration Audit Liaison,  
NPO-310  
Pipelines and Hazardous Materials Safety Administration Audit Liaison,  
PHO-10