



Memorandum from the Office of the Inspector General

September 29, 2026

Melanie E. Farrell
Morgan W. Hopkins

**REQUEST FOR FINAL ACTION – AUDIT 2026-17601 – NUCLEAR STAFF
AUGMENTATION CONTRACTOR QUALIFICATIONS**

Attached is the subject final report for your review and final action. Your written comments, which addressed your management decision and actions planned or taken, have been included in the report. Please notify us when final action is complete. In accordance with the Inspector General Act of 1978, as amended, the Office of the Inspector General is required to report to Congress semiannually regarding audits that remain unresolved after 6 months from the date of report issuance.

If you have any questions or wish to discuss our findings, please contact Rick C. Underwood, Director, Financial and Operational Audits, at (423) 785-4824. We appreciate the courtesy and cooperation received from your staff during the audit.

Greg Stinson
Assistant Inspector General
(Audits and Evaluations)

MAV:KDS
Attachment

cc (Attachment):

TVA Board of Directors
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OIG File No. 2026-17601



Office of the Inspector General

Audit Report

To the Vice President and
Chief Procurement Officer,
Supply Chain, and to the Vice
President, Human Resources

NUCLEAR STAFF AUGMENTATION CONTRACTOR QUALIFICATIONS

Audit Team
Morgan A. Venturella
Jennifer R. Bogus

Audit 2026-17601
September 29, 2026

ABBREVIATIONS

CTP	Contractor Talent Portal
HR	Human Resources
SPP	Standard Programs and Processes
TVA	Tennessee Valley Authority
VP	Vice President

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MEMORANDUM DATED SEPTEMBER 15, 2026, FROM MORGAN HOPKINS
AND MELANIE FARRELL TO GREG STINSON



Audit 2026-17601 – Nuclear Staff Augmentation Contractor Qualifications

EXECUTIVE SUMMARY

Why the OIG Did This Audit

The Tennessee Valley Authority (TVA) utilizes staff augmentation contractors to supplement its workforce. Staff augmentation contractors are provided to TVA through staff augmentation vendors and are under the supervision of a TVA manager or supervisor. Staff augmentation vendors are required to provide contractors that meet qualification requirements.

When a staff augmentation contractor is needed, a TVA hiring manager creates the position in the Contractor Talent Portal (CTP).¹ Vendors can then submit resumes of qualified personnel. Once submitted, a designated Human Resources reviewer compares the minimum qualifications listed in the job description to the provided resume before the resume is sent to the hiring manager for review.

As of January 7, 2026, TVA had 333 active Nuclear noncraft² staff augmentation personnel. Due to the importance of having qualified contractors, we performed an audit of TVA's Nuclear organization contractor qualifications. Our audit objective was to determine if contractors (vendors) are providing personnel that meet qualification requirements.

What the OIG Found

We reviewed resumes, job descriptions, and vendor-provided documentation and determined vendors did not always provide personnel that met qualification requirements. Specifically, we compared resumes and job descriptions for 113 of 333 active Nuclear noncraft staff augmentation personnel and determined (1) 43 met qualification requirements and (2) 6 did not meet qualification requirements. In addition, we could not make a determination on 64 personnel because documentation was insufficient. After being notified of the six individuals that did not meet qualification requirements, TVA performed an evaluation of the qualifications for each of the six.

We also determined some vendors did not comply with contractual requirements related to verifying educational credentials and contacting two references prior to providing the personnel to TVA.

¹ CTP is TVA's vendor management system used to onboard and manage work assignments for staff augmentation contractors.

² Generally, noncraft is a professional or clerical position.



Audit 2026-17601 – Nuclear Staff Augmentation Contractor Qualifications

EXECUTIVE SUMMARY

What the OIG Recommends

We made four recommendations to TVA management to (1) review the personnel that we could not verify were qualified and make a determination on each individual's qualification and (2) take steps to ensure qualified personnel are provided by vendors.

TVA Management's Comments

In response to our draft audit report, TVA management provided actions planned or taken to address each of our recommendations. See the Appendix for TVA management's complete response.

Auditor's Response

We agree with TVA management's planned actions and actions taken.

BACKGROUND

The Tennessee Valley Authority (TVA) utilizes staff augmentation contractors to supplement its workforce. Staff augmentation contractors are provided to TVA through staff augmentation vendors and are under the supervision of a TVA manager/supervisor. According to TVA Standard Programs and Processes (SPP) 04.002, *Procurement of Products and Services*, TVA hiring managers are responsible for ensuring contractor records in the Contractor Talent Portal (CTP)¹ remain accurate and up to date, while vendors are responsible for:

- Ensuring initial contract employee information entered into the CTP is complete and accurate.
- Providing qualified contractors to perform work as requested in accordance with the terms and conditions of the TVA contract.
- Ensuring the contractor suitability requirements are met for citizenship, background investigations, fitness for duty, training, and contractor qualifications comply with all other TVA policies and procedures.
- Informing the TVA Supply Chain contracting officer of any problems or issues and their resolution.
- Providing contractor data as requested by TVA.

When a hiring manager wants to fill a position using staff augmentation personnel, the SPP requires them to identify personnel qualification or certification needs and any technical or quality requirements when defining the scope of services. According to TVA Human Resources (HR) personnel the hiring manager then submits the position to the CTP for staff augmentation vendors to review. TVA's contracts with vendors require them to screen and propose assignment of potential candidates.

The screening process requires vendors to verify the candidate's qualifications and experience meet TVA's requirements. The contracts also require vendors to verify educational credentials, contact two references to discuss the TVA job description, and document their discussion with the references. If the vendor determines the candidate has the required qualifications and experience, the vendor submits the candidate's resume to TVA for review.² A designated HR reviewer then compares the minimum qualifications listed in the job description to the resumes of all personnel provided for the posting. The reviewer determines if the candidate is qualified and rejects the candidate or sends the candidate to the hiring manager for review.

¹ CTP is TVA's vendor management system used to onboard and manage work assignments for staff augmentation contractors.

² Based on the five vendor contracts that were included in our audit testing.

Due to the importance of having qualified contractors, we performed an audit of TVA Nuclear organization's contractor qualifications. As of January 7, 2026, TVA had 333 active nuclear noncraft³ staff augmentation personnel.

OBJECTIVE, SCOPE, AND METHODOLOGY

Our audit objective was to determine if vendors are providing personnel that meet qualification requirements. Our audit scope included TVA Nuclear noncraft staff augmentation personnel active as of January 7, 2026. To achieve our objective, we:

- Identified and reviewed relevant TVA SPPs to gain an understanding of staff augmentation hiring processes, including:
 - TVA-SPP-04.002, *Procurement of Products and Services*
 - TVA-SPP-11.106, *Contingent Labor Onboarding and Offboarding*
- Obtained information from Supply Chain, HR, Access Services, and vendor personnel to gain an understanding of the staff augmentation hiring process.
- Determined the significance of internal control to our audit objective and documented our understanding of the internal control environment associated with the staff augmentation hiring process including identification of the controls we determined were significant to the audit objective. Our assessment included consideration of information system controls.

We identified one internal control significant to the audit objective. A designated HR person reviews and compares the job description qualifications to the candidate's resume in the CTP to ensure minimum qualifications are met before passing along the candidate to the hiring manager.

We assessed the design, implementation, and operating effectiveness of the key internal control. Our methods for testing this control included reviewing the audit trail in the CTP for evidence the resume was viewed by the designated HR reviewer and comparing job qualifications included in the CTP job descriptions to available resumes for each posting. Results of our assessment are discussed in the findings below.

- Obtained a listing of staff augmentation personnel active as of January 7, 2026, from TVA's HR system and assessed the reliability of data obtained.

³ Generally, noncraft is a professional or clerical position.

- Selected 113 out of 333 Nuclear noncraft staff augmentation personnel to perform detailed reviews to determine compliance with key requirements and assess the operating effectiveness of identified key internal controls. Since this was a judgmental selection, the results of our testing cannot be projected to the population. Our judgmental selection was as follows:
 - Selected all 81 Nuclear noncraft staff augmentation personnel assigned to one of TVA's three nuclear plants.
 - Randomly selected 32 of the 252 Nuclear noncraft staff augmentation personnel within the (1) Nuclear Engineering and Support Services and (2) Oversight business units.
- Reviewed contracts for the five vendors who provided the 113 selected personnel to determine contractual requirements.
- Obtained resumes from the CTP, vendors, and TVA to use for our review.
- Compared qualification requirements in the CTP job descriptions for all 113 selected personnel to available resumes to determine if requirements were met.
- Obtained documentation from vendors, to determine if they performed key personnel screening requirements of their contracts.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

FINDINGS

We reviewed resumes, job descriptions, and vendor-provided documentation and determined vendors did not always provide personnel that met qualification requirements. Specifically, we compared resumes and job descriptions for 113 of 333 active Nuclear noncraft staff augmentation personnel and determined (1) 43 met qualification requirements and (2) 6 did not meet qualification requirements. In addition, we could not make a determination on 64 personnel because documentation was insufficient. After being notified of the six individuals that did not meet qualification requirements, TVA performed an evaluation of the qualifications for each of the six.

We also determined some vendors did not comply with contractual requirements related to verifying educational credentials and contacting two references prior to providing the personnel to TVA.

SOME PERSONNEL DID NOT MEET QUALIFICATION REQUIREMENTS

We compared available resumes to the education and experience requirements provided in the job descriptions and determined six personnel did not meet the qualification requirements in the job descriptions. In our review, we noted, four of the six personnel did not possess the experience required by the job description, and two individuals did not possess the appropriate education required. In all six instances, the job descriptions did not offer a potential substitution to either the education or experience requirements.

We notified TVA HR and Supply Chain personnel of the discrepancies during our audit. After conducting additional research, TVA HR determined the following for the six personnel:

- One was fully qualified based upon time in the initial role and the fact they now hold a senior role. However, TVA did agree that the vendor needs to update the resume to reflect this.
- One no longer works at TVA.
- One resigned from their contractor position in July 2026 and is now a TVA employee in a different position at a nuclear plant.
- One was assigned to an incorrect job code, and TVA HR is relying on the supervisor to assign the appropriate job code to the individual.
- For the two that did not have the required education, TVA has moved them to a different position under a different job code. The updated job code education requirement states, "Alternate education may be allowed with VP [Vice President] of Nuclear Engineering Approval for candidates that possess a Bachelor's of Science degree from an accredited university in a related discipline." We verified appropriate VP approval was obtained August 14, 2026 for both individuals.

Based on these responses TVA management has taken action to determine the qualifications of the personnel identified by our audit work. Accordingly, we will not make any recommendations regarding these six individuals.

UNABLE TO DETERMINE IF SOME PERSONNEL WERE QUALIFIED

We were unable to determine if 64 of the 113 personnel (57 percent) met job qualification requirements based on a comparison to the resume. As shown in Table 1, we could not determine if the 64 personnel were qualified because several job descriptions in the CTP lacked clear qualification requirements and several resumes either lacked sufficient detail or were not available.

Unable to Determine if Personnel Were Qualified	
Reason	Count of Personnel
Job descriptions lacked qualification requirements	41
Resumes were not available and job descriptions lacked qualification requirements	8
Job descriptions had unclear qualification requirements	5
Resumes did not contain enough detail	5
Resumes were not available	5
Total	64

Table 1

We determined the control for HR personnel review and comparison of the job description qualifications to the candidates' resumes in the CTP, was not implemented or operating effectively. We made this determination because documentation in the CTP was insufficient for us to determine if 64 met qualification requirements and our identification of six staff augmentation contractors that did not meet qualification requirements.

TVA cannot adequately screen personnel if the CTP does not contain resumes and job descriptions with clear education qualifications. Inadequate screenings can lead to the risk that TVA Nuclear could employ noncraft staff augmentation personnel who are not qualified for their positions.

SOME VENDORS WERE NOT COMPLYING WITH CONTRACT REQUIREMENTS

We reviewed the contracts for the five vendors who provided the 113 personnel in our testing. Each contract states, prior to providing personnel to TVA, the vendor is required to (1) verify educational credentials and (2) contact two references for each individual. We determined three of the five vendors did not verify educational credentials or contact two references prior to providing the personnel to TVA. Those three vendors provided 109 of the 113 personnel tested. The remaining four personnel were provided by two vendors, who provided documentation indicating they verified educational credentials and contacted two references prior to providing the personnel to TVA.

If vendors do not verify references and educational credentials of applicants, there is a risk that TVA Nuclear could employ noncraft staff augmentation personnel who are not qualified for their positions.

RECOMMENDATIONS

We recommend the VP, HR:

1. Review the personnel that we could not verify were qualified and make a determination on each individual's qualification to perform the job.

TVA Management's Comments – TVA management committed to review and verify qualifications of identified personnel and respond to OIG. See the Appendix for TVA management's complete response.

Auditor's Response – We agree with TVA management's planned actions.

2. Take steps to ensure (1) the CTP contains resumes before candidates are sent to hiring managers for review and (2) job descriptions contain clear qualifications.

TVA Management's Comments – TVA management indicated that (1) a process was developed to ensure the CTP contains resumes before sending personnel to hiring managers for review and (2) updated job descriptions were manually added into CTP on July 9, 2026. See the Appendix for TVA management's complete response.

Auditor's Response – We concur with TVA management's completed actions and have reviewed supporting documentation to verify the implementation of this recommendation.

3. Take steps to ensure resumes are properly reviewed and compared to job description qualifications before personnel are made available for hiring manager review.

TVA Management's Comments – TVA indicated a process was developed to ensure resumes are properly reviewed and compared to job description qualifications before personnel are made available for hiring manager review. See the Appendix for TVA management's complete response.

Auditor's Response – We concur with TVA management's completed actions and have reviewed supporting documentation to verify the implementation of this recommendation.

We recommend the VP and Chief Procurement Officer, Supply Chain:

4. Take steps to verify TVA Nuclear staff augmentation noncraft vendors comply with the performance requirements in their contracts.

TVA Management's Comments – Supply Chain agreed with this finding and committed to reinforce contract requirements with the TVA Nuclear staff

augmentation noncraft vendors, specifically (1) verification of educational credentials and (2) contacting two references for each individual. In addition, Supply Chain management stated they will periodically audit job candidates to ensure compliance. See the Appendix for TVA management's complete response.

Auditor's Response – We agree with TVA management's planned actions.

September 15, 2026

Greg Stinson, WT 2C-K

RESPONSE TO REQUEST FOR COMMENTS - Audit 2026-17601 – Nuclear Staff
Augmentation Contractor Qualifications

TVA Human Resources and Supply Chain appreciate Morgan Venturella, Rick Underwood and the Office of Inspector General's for their evaluation of Nuclear Staff Augmentation Contractor Qualifications.

Recommendations:

We recommend the VP, HR:

1. Review the personnel that we could not verify were qualified and make a determination on each individual's qualification to perform the job.

Response

Once HR receives the list of 64 personnel, we will review, verify qualifications, and respond to OIG.

2. Take steps to ensure (1) the CTP contains resumes before candidates are sent to hiring managers for review and (2) job descriptions contain clear qualifications.

Response

(1) See attachment as part of our documentation that CTP contains resumes before sending to hiring managers to review.

(2) Updated job descriptions manually added into CTP on July 9, 2026.

3. Take steps to ensure resumes are properly reviewed and compared to job description qualifications before personnel are made available for hiring manager review.

Response

See attachment as part of our documentation that resumes are properly reviewed and compared to job description qualifications before personnel are made available for hiring manager review.

We recommend the VP and Chief Procurement Officer, Supply Chain:

4. Take steps to verify TVA Nuclear staff augmentation noncraft vendors comply with the performance requirements in their contracts.

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Response

Supply Chain agrees with this finding and commits to reinforcing contract requirements with the TVA Nuclear staff augmentation non-craft vendors, specifically 1) verification of educational credentials and 2) contact two references for each individual; and will periodically audit job candidates to ensure compliance.



Morgan Hopkins
Vice President
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LP3



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Vice President & Chief Procurement Officer
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