

Interview:

**Jonas L. Grundy, Ph.D.
Chair, Workforce Development Group
Beltway Bandits Consulting, LLP.**

Dr. Grundy, were you retained by the Bank Examination and Oversight Commission to review that agency's bank auditing program?

Yes, I was.

And very briefly, could you summarize your findings?

In essence, the career ladder from GS-5 to GS-12 was much too long. Data that the agency provided me with overwhelmingly showed that auditors who could function very well under supervision were not able to function with the degree of independence required at higher levels absent additional training and development.

And what was your recommendation regarding the last rung of the auditor's career ladder?

Do you mean from GS-11 to GS-12?

Yes.

This is where auditors at BEOC are confronted with extremely large and complicated audit trails. Following the money in such circumstances requires an extraordinary level of independent judgment and discretion. After analyzing the requirements of the position and matching those requirements against various assessment criteria, I came to the conclusion that the MBA was the best available indicator of the knowledge, skills, and abilities required to function at the level of independence that characterizes performance as a GS-12 auditor.