CASE STUDY 11. FICTITIOUS MAINTENANCE AND WHISTLEBLOWER HOTLINE

COMPANY BACKGROUND

A Chilean company provides ambulance emergency services. It has annual revenues of $80 million with over 700 ambulances and 3,000 employees.

FINDINGS

Repairs and spare parts represented one of the principal costs of the operation of the ambulances. The company used a software application to control the maintenance and repairs, by means of which each vehicle is assigned a unique number to which all repairs and costs are charged. Each part taken from the warehouse had to be charged to a specific ambulance. Where this was not the case, the written authorization of the Spare Parts Warehouse Manager was required.

Internal Audit used to perform periodic physical cycle counts with the objective of verifying the inventory balances. The results of these cycle counts were satisfactory in that the physical balances always coincided with the system.

Even though the cycle counts did not present any variations, a group of mechanics decided to repeat the same repair work on the same vehicle a number of times in the same year. This was done by means of collusion between the drivers and the mechanics whereby the drivers would request a fictitious service or mechanical repair work in order to ensure that the corresponding spare part was requested from the warehouse. This was performed successfully as the Company did not have a mechanism in place to check the reasonableness of the work performed. The drivers would subsequently sell the spare parts in the black market and share the proceeds with the mechanics. The situation was discovered as a result of a whistleblower who filed an anonymous report via the Company's hotline.

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