

Information Technology: Critical Factors Underlying Successful Major Acquisitions



Planned federal information technology (IT) spending has now risen to at least \$81 billion for fiscal year 2012. As GAO has previously reported, although a variety of best practices exists to guide their successful acquisition, federal IT projects too frequently incur cost overruns and schedule slippages while contributing little to mission-related outcomes. Recognizing these problems, the Office of Management and Budget (OMB) has launched several initiatives to improve the oversight and management of IT investments. GAO was asked to identify (1) federal IT investments that were or are being successfully acquired and (2) the critical factors that led to the successful acquisition of these investments. To do this, GAO interviewed agency officials from selected federal departments responsible for each investment. In commenting on a draft of GAO's report, three departments generally agreed with the report. OMB and the other departments either provided minor technical comments, or stated that they had no comments at all. According to federal department officials, the following seven investments were successfully acquired in that they best achieved their respective cost, schedule, scope, and performance goals: (1) Department of Commerce's Decennial Response Integration System; (2) Department of Defense's Global Combat Support System-Joint, Increment 7; (3) Department of Energy's Manufacturing Operations Management (MOMentum) Project; (4) Department of Homeland Security's Western Hemisphere Travel Initiative; (5) Department of Transportation's Integrated Terminal Weather System; (6) Department of the Treasury's Customer Account Data Engine 2 (CADE 2); and (7) Department of Veterans Affairs Occupational Health Record-keeping System. Department officials identified nine common factors that were critical to the success of three or

more of the seven investments: (1) Program officials were actively engaged with stakeholders; (2) Program staff had the necessary knowledge and skills; (3) Senior department and agency executives supported the programs; (4) End users and stakeholders were involved in the development of requirements; (5) End users participated in testing of system functionality prior to formal end user acceptance testing; (6) Government and contractor staff were stable and consistent; (7) Program staff prioritized requirements; (8) Program officials maintained regular communication with the prime contractor; and (9) Programs received sufficient funding. Officials from all seven investments cited active engagement with program stakeholders as a critical factor to the success of those investments. Agency officials stated that stakeholders regularly attended program management office sponsored meetings; were working members of integrated project teams; and were notified of problems and concerns as soon as possible. Implementation of these critical factors will not necessarily ensure that federal agencies will successfully acquire IT systems because many different factors contribute to successful acquisitions. Nonetheless, these critical factors support OMBs objective of improving the management of large-scale IT acquisitions across the federal government, and wide dissemination of these factors could complement OMBs efforts.

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Critical Factors Underlying Successful Major Acquisitions For example, GAO recently reported on nine critical factors underlying successful major IT acquisitions. Factors cited included (1) program **U.S. GAO - High Risk: Improving the Management of IT Acquisitions** Citation Edit Government Accountability Office, Information Technology: Critical Factors Underlying Successful Major Acquisitions (GAO-12-7) (Oct. 21, 2011) **U.S. GAO - Information Technology: Leveraging Best Practices to** GAO recently reported on nine critical factors underlying successful major information technology (IT) acquisitions. Factors cited included (1) **GAO-15-277T, Federal Retirement Processing: Applying Information** Information technology (IT) acquisition best practices have been developed by . in 2011 we reported on the critical factors underlying successful federal success factors of major IT acquisitions.⁵ Accordingly, my testimony. **Document - Oversight and Government Reform** Nine common factors critical to the success of IT acquisitions are ²GAO, Information Technology: Critical Factors Underlying Successful Major factors of major IT acquisitions.³ We performed our work in support of this. **GAO-13-796T, INFORMATION TECHNOLOGY: OMB and Agencies** What We Found. The SECs Office of Information Technology (OIT) has overall .. ¹ U.S. Government Accountability Office, Information Technology Critical Factors Underlying Successful Major Acquisitions (GAO-12-7, October 2011). **GAO-17-171, HOMELAND SECURITY ACQUISITIONS: Joint** Defense acquisitions: Strong leadership is key to planning and executing Information technology: Critical factors underlying successful major acquisitions. **Information Technology: Critical Factors Underlying Successful** The Federal Information Technology Acquisition Reform Act .. ¹⁴GAO, Information Technology: Critical Factors Underlying Successful Major. **Acquisition Success - KMI Media Group** GAO (2011e) GAO-12- 7 Information Technology: Critical Factors Underlying Successful Major Acquisitions <http://www.gao.gov/new.items/d127.pdf> US **GAO PDF, 19 pages - GAO** of the nation, it is important that OMB and federal agencies provide Information Technology: Critical Factors Underlying Successful Major .. acquisitions and nine common factors critical to their success in 2011.²³ **Critical Factors Underlying Successful Major Acquisitions - GAO** The Federal Information Technology Acquisition Reform Act .. ¹⁴GAO, Information Technology: Critical Factors Underlying Successful Major. **GAO-17-494T, Accessible Version, INFORMATION TECHNOLOGY** Nine common factors critical to the success of IT acquisitions are: * Active .. [2] GAO, Information Technology: Critical Factors Underlying Successful Major **Information Technology: Effective Federal Acquisition and** He identified nine critical factors found in successful federal IT initiatives and: Information Technology: Critical Factors Underlying Successful Major KMI Media Group - military technologies magazines. Information Technology: Critical Factors Underlying Successful Major Acquisitions **HTML text file - GAO** Planned federal information technology (IT) spending has now risen to at least \$81 billion for

fiscal year 2012. As GAO has previously reported, **Implementation of IT Reform Law and Related Initiatives Can Help** 24 of DHS's 36 major acquisitions are information technology identified critical factors underlying successful major acquisitions that. **Information Technology: Critical Factors Underlying Successful** This is the accessible text file for GAO report number GAO-12-7 entitled Information Technology: Critical Factors Underlying Successful Major Acquisitions **Agile Project Management for Government - Google Books Result** Information technology (IT) acquisition best practices have been GAO also recently reported on the critical factors underlying successful IT acquisitions. the nation, it is important that federal agencies successfully acquire **Audit of the SECs Information Technology Requirements** - [1] GAO, Information Technology: OMB and Agencies Need to More Effectively [2] GAO, Information Technology: Critical Factors Underlying Successful Major **Information Technology: Critical Factors Underlying Successful** This book examines the critical factors underlying successful major acquisitions in information technology the effective practices and federal challenges in **U.S. GAO - Information Technology: Implementing Best Practices** The Federal Information Technology Acquisition Reform Act .. 14GAO, Information Technology: Critical Factors Underlying Successful Major. **Document - Oversight and Government Reform** Information technology (IT) acquisition best practices have been developed by . in 2011 we reported on the critical factors underlying successful federal major IT acquisitions.⁴ In that report, we identified seven successful. **Critical Success Factors for IT Projects. Whats on Your Top 10 List** Critical Factors Underlying Successful Major. Acquisitions. Why GAO Did This Study. Planned federal information technology. (IT) spending has **The Federal Management Playbook: Leading and Succeeding in the - Google Books Result** KMI Media Group - military technologies magazines. Information Technology: Critical Factors Underlying Successful Major Acquisitions **report - Oversight and Government Reform [PDF]** Information Technology: Critical Factors Underlying Successful Major Acquisitions PDF, please follow the hyperlink beneath and save the ebook or gain **Critical Factors Underlying Successful Major Acquisitions - GAO** : Information Technology: Critical Factors Underlying Successful Major Acquisitions: U. s. Government Accountability Office: ??.

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