At a Glance

Catalyst for Improving the Environment

EPA Should Delay Deploying Its New Acquisition System until Testing Is Completed

What We Found

OAM did not comply with EPA's System Life Cycle Management policy and procedure while developing the new EPA Acquisition System (EAS). OAM did not fully develop the system's requirements documents during the requirements phase and requirements were incomplete. Test scripts were not developed to prove that the system fulfilled all requirements and ensure that the system would function as required. Although the EAS Project Manager developed a Draft Master Test Plan that contained testing procedures, OAM management never approved, implemented, and enforced this plan.

OAM management did not provide the oversight, authority, and support necessary to ensure the EAS development project complied with EPA's System Life Cycle Management policy and procedure. Because OAM had not completed the steps needed to reasonably ensure that EAS would meet EPA's business needs if implemented by June 29, 2009, as planned, OAM does not have a sound basis for deploying EAS as scheduled. More management emphasis is needed to ensure the system development control environment achieves the desired results and the end product meets EPA's needs.

What We Recommend

We recommend that the Assistant Administrator for Administration and Resources Management:

- Identify and document all system requirements, including functional, technical, security, and EPA-specific requirements, in the EAS Requirements Document(s).
- Update, review, and implement formal testing policies and procedures.
- Delay implementing EAS until OAM has successfully tested all system requirements.
- Update the EAS Project Schedule to communicate the current status of and future plans for EAS project activities.
- Develop and implement oversight procedures to ensure that further EAS system development activities and future projects adhere to all requirements.

During a meeting on May 27, 2009, OAM management agreed with our findings and informed the audit team that OAM has delayed EAS deployment until after the fiscal year end.