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United States General Accounting Office
Office of Information Management
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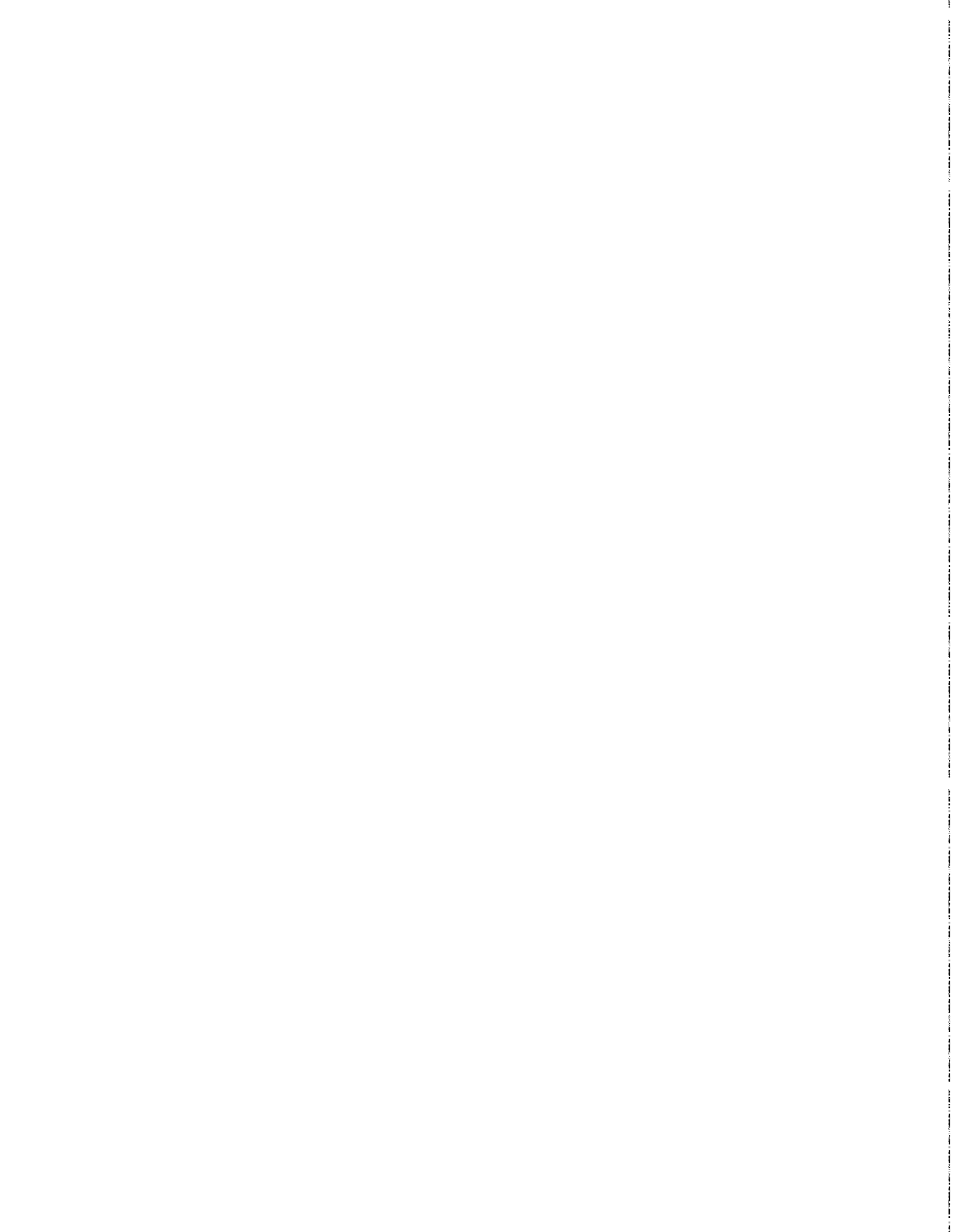
July 1992

147/91

MISSION SUPPORT
PROJECT

Analyzing User
Requirements For
Assignment
Management Tasks

GAO/IMC-92-8



**Office of Information Management
and Communications**

July 17, 1992

Heads of Divisions and Offices

This report updates the Mission Support Project (MSP) progress towards defining user requirements to streamline assignment tasks and to more easily provide information access. Much of our work focused on assessing ways that staff complete data collection and analysis tasks and identifying application features and technology to streamline these activities. Our approach responds to the MSP objective of developing applications and identifying technology in conjunction with the user community to make work groups more self-sufficient in meeting the information requirements of their job. These results provide a comprehensive baseline of user needs.¹ Subsequent efforts will continue to elicit users' input to build on this foundation and ensure that requirements are accurately defined.

To obtain this information on user needs, we interviewed evaluators, analyzed proposals in the Operations Improvement Project (OIP) data base, and surveyed staff on computer use and network operations. We have briefed GAO management and MSP participating units on these activities.

Results in Brief

Overall, we found that users require immediate access to information technology to carry out their work more efficiently and effectively. A large portion of users' information needs occurred in the data collection and analysis phase. Many of these needs can be addressed in a workpaper application and network environment. Furthermore, meeting users'

¹For additional details on the MSP, see the "Test and Evaluation Plan for GAO's LAN Project" (April 8, 1991) and the "Mission Support Project Management Plan" (February 1992).

technology requirements would enhance communication and access to information.

Specifically, users need (1) a workpaper application to streamline data collection and analysis tasks and (2) a network environment to access information and technology resources. For example, evaluators often said that indexing workpapers was time consuming and lacked a standard approach. Incorporating an automated indexing feature into an application would streamline this task and provide consistency. Evaluators also cited the difficulties in locating supporting data because workpapers were so voluminous and were manually maintained. They suggested that workpapers be automated and that search and retrieval software be used to locate pertinent information. Including these requirements in a workpaper application would provide easy and timely information access.

In terms of access to information, staff said that communicating and sharing information was time consuming, difficult, and costly, given the time and effort spent mailing, faxing, or using modems (i.e., CrossTalk) to transmit workpapers and documents. The most consistent requirement cited was quick and easy on-line access to assignment workpapers from any place at any time. Evaluators also cited a need to improve the limited hardware and software capabilities of a stand-alone environment so that less time would be spent searching for the technology tools to support their work. For example, staff often needed to seek out graphics or statistical software and specialized printers to complete their assignment tasks. A network environment would expand access to the needed technology, saving time and improving product quality.

Project Background

The MSP focuses on establishing the network capability that will enhance communication and improve information access to support GAO's mission of providing accurate information, unbiased analyses, and objective recommendations. An additional emphasis is to best use information technology to complement and support current and future quality management initiatives in GAO. In addition to the overall project objectives, a key objective is to forge a partnership between systems developers and users to ensure that the workpaper application and network environment meet user requirements. These requirements include the types, quantity, quality, location, and format of information as well as timely and easy access to information.

A project team of evaluators from divisions and regional offices, technical specialists from OIMC, consultants, and contractor staff has been established to carry out the MSP objectives. The MSP team consists of the Network Planning Group, the Hardware and Software Test and Evaluation Group, and the User Application Group. (See app. I for MSP Organization Structure.) The Network Planning Group is responsible for designing GAO's pilot network and completing plans to implement a GAO-wide network. The Test and Evaluation Group will identify the technology that supports user requirements for the workpaper application and a network environment. The User Application Group is the focal point for defining user requirements for a workpaper application that streamlines the data collection and analysis tasks of the assignment process. The MSP staff will work with users who carry out GAO assignments to identify the user community's needs for technology and information access. These MSP team members have extensive experience in conducting and completing GAO assignments and will use this expertise to refine the information provided by the user community to

ensure that requirements are accurately and appropriately defined.

After the MSP team identifies user needs, it will develop an application to meet these needs. Then, staff from the MSP pilot sites—San Francisco Regional Office (SFRO); Human Resources Division (HRD); and Resources, Community, and Economic Development Division (RCED)—will test the application in a network environment. During the pilot test, the MSP team will assess whether user needs are met and evaluate the benefits of using this information technology to carry out GAO's work.

Scope and Methodology

To determine the baseline user needs, the MSP team interviewed more than 150 evaluators to delineate the activities, tasks, and steps they complete as part of the assignment process, identify problems in the process, and obtain their input on application features needed to streamline their work. We interviewed Band I, II, and III evaluators from GAO divisions and regional offices to ensure that we captured the different roles and responsibilities inherent in each level. The evaluators also reviewed documentation on the detailed steps of the assignment process that was developed using GAO's Policy, Project, and Communications manuals. The documentation identified the assignment phases and the related processes that occur within each phase by using charts and a numeric coding scheme.² For example, the data collection and analysis phase illustrates the activities of obtaining and analyzing data, conducting one-third point assessments, indexing and cross-indexing workpapers, and supervisory workpaper review. The evaluators reviewed the documentation and made comments and revisions, as

²The charts were developed using a Work Breakdown Structure (WBS) and High-level Input, Process, and Output (HIPO) coding process.

appropriate, to reflect the tasks and activities they complete as part of the assignment process.

The MSP team analyzed the OIP data base to identify (1) potential requirements for the workpaper application and (2) focal points in the user community to interview about ongoing OIP projects relevant to the MSP efforts.³ We reviewed all the data base information, which included suggestions ranging from those that pertained to the assignment process to others that related to such topics as promotions and recruiting. We then created a subsidiary data base of the suggestions directed at improving the assignment process, regardless of whether they proposed the use of technology or not, because many could be implemented in a computer and network environment and provide the improvements GAO-wide. To catalog the suggestions, we used the same coding scheme described above (for documenting the assignment phases and processes) to provide consistent and comparable information for our analysis. In addition, we included a second set of codes to provide a link to the OIP data base information for GAO's ongoing quality management initiatives.

To assess computer use and compare network and stand-alone environments, we surveyed the pilot participants. We sent a questionnaire to 890 HRD, RCED, and SFRO staff in January 1992 to obtain this information for fiscal years 1991 and so far in 1992. The questionnaire contained many variables that addressed the impact of computer hardware and software and network technology on the timeliness and quality of completing assignments. The survey also asked for user perceptions on whether computer usage has had a positive, negative, or no impact on

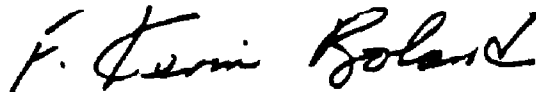
³We did not contact the focal points at this time to determine the current status of the OIP suggestions, but will do so as we continue our assessment of user needs.

other variables, such as personal productivity and morale. In addition, the questionnaire asked for comments. Respondents provided more than 400 comments about productivity gains, network benefits, hard-wired access benefits, dial-in access problems, printer needs, hardware and software needs, and training needs.

The briefing material is divided into three sections. Section 1 provides more information on the results of interviews with evaluators on the assignment process, Section 2 deals with our analysis of the Operations Improvement Program data base, and Section 3 presents the results of our user questionnaire administered to staff at the MSP pilot test sites.

We appreciate the time and effort that staff took to participate in the interviews and complete the questionnaire. Their responses will assist the MSP to design a system to meet GAO user requirements and provide a more efficient and effective means of conducting our work.

Please contact me at (202) 512-6623 if you or your staff have any questions. Major contributors to this report are listed in appendix II.



F. Kevin Boland
Director, Office of Information Management and
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Abbreviations

GAO	General Accounting Office
HIPO	High-level input, process, and output
HRD	Human Resources Division
IRM	Information Resources Management
LAN	local area network
MSP	Mission Support Project
OIP	Operations Improvement Project
RCED	Resources, Community, and Economic Development Division
SFRO	San Francisco Regional Office
WBS	work breakdown structure

Evaluator Interviews

The Mission Support Project (MSP) team interviewed more than 150 evaluators to delineate the activities, tasks, and steps they complete as part of the assignment process; identify impediments to the process; and obtain their input on application features needed to streamline their work. We interviewed Band I, II, and III evaluators from headquarters divisions and regional offices to capture the different roles and responsibilities inherent in each level. (See tab. 1.1.)

Table 1.1: Evaluators Interviewed by Band and Unit

Band	Evaluators From		Total
	Headquarters Divisions	Regional and Overseas Offices	
I	12	39	51
II	21	44	65
III	14	22	36
Total	47	105	152

We used a structured questionnaire in a focus group setting to discuss the evaluators' roles and responsibilities during the assignment process. The evaluators described the activities they completed and the problems encountered during assignment planning, data collection and analysis, product preparation and review, and product distribution. In addition, they provided details on how they collect, analyze, and communicate information using different techniques such as interviews, questionnaires, focus groups, and databases. The evaluators also reviewed and commented on the documentation that outlines our assignment process, phases, and activities by using work breakdown structure (WBS) and high-level input, process, and output (HIPO) coding and charts. This documentation was developed using the guidance contained in GAO's policy, project, and communications manuals and a numeric coding

Section 1
Evaluator Interviews

scheme was used to identify each assignment phase, activity, task, and subtask. The evaluators made comments to clarify and revise the documentation to ensure that the charts accurately represented the assignment process.

While we obtained information on user needs for all assignment phases to assess the linkage and corresponding needs between phases, we concentrated on the data collection and analysis phase to identify the specific workpaper application features needed to meet user requirements. For the data collection and analysis phase, our analysis confirmed that evaluators most often conduct interviews and complete research activities to obtain the information needed for each assignment. They then prepare workpapers to store the information, using an index to catalog the data so that it can be subsequently retrieved for analysis and supporting evidence. In addition, the workpapers undergo supervisory review to ensure that they are prepared according to procedures and that the information responds to the assignment issues and objectives. Furthermore, evaluators frequently need to extract and analyze information from the workpapers to write reports or to prepare summaries for the one-third and message agreement decision point meetings.

**Impediments to
Collecting and
Analyzing Data**

We found that evaluators encountered many problems in the data collection and analysis phase. For example, evaluators often cited the time-consuming and difficult process of manually searching through volumes of workpapers to locate support. Other common problems were as follows:

- Indexing is time consuming and not standardized.
- Workpapers are not in electronic format or organized to facilitate analysis or referencing.
- Workpapers are not readily available.

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Evaluator Interviews

- Supervisory review of workpapers is time consuming and not performed in a timely manner.
- Communicating and sharing information was inefficient, time consuming, and costly.
- Software was often insufficient or inaccessible.

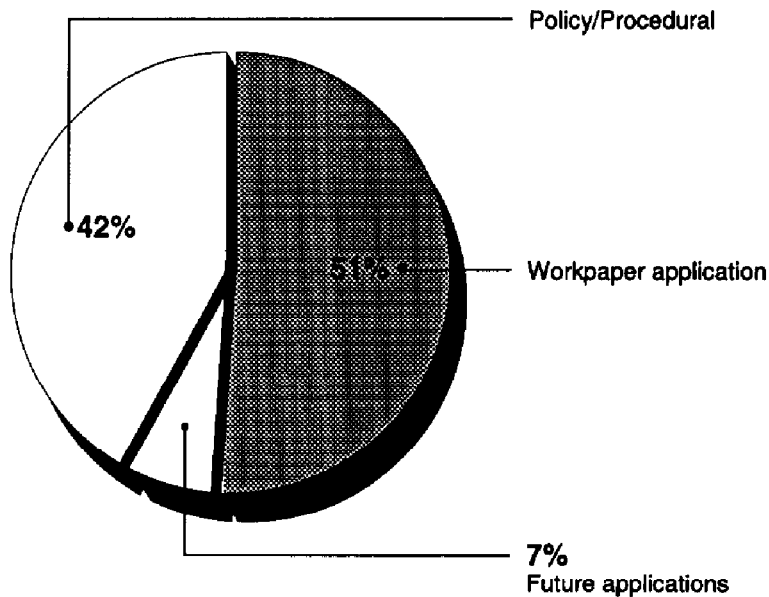
Evaluators said that not all workpapers are indexed because of the time-consuming nature of this task, coupled with the large volume of documents. Others questioned the merits of taking time to index the workpapers back to the audit plan. In addition, the voluminous nature of workpapers made it difficult and time-consuming to locate support given that evaluators had to manually search and review each document. Evaluators also said that workpaper review was often complicated by the fact that workpapers were not centrally located. Workpapers are often located at the regional office, but the supervisor is at headquarters and must either travel to the regional office or request that the workpapers be sent to Washington to complete workpaper review. This inconvenience often resulted in supervisors waiting until the end of a job to review the workpapers or limit the review to selected documents.

Evaluators often noted that the current method for transmitting files—Cross Talk—was inefficient and took too much time. To illustrate, they said they would have to locate a computer equipped for transmitting, make sure that someone was available at the intended destination to set up the computer to receive the files, and then take the time to successfully connect to and transmit the information. Evaluators also cited that they wasted time looking for software needed to complete assignment tasks. Too often, the specialized software was available on a limited number of computer workstations. Staff then had to locate and then wait for the availability of these workstations.

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Evaluator Interviews

We found that about half of these problems could be addressed by a workpaper application in a network environment. (See fig. 1.1.) In addition, other problems, such as gaining access to external (agency or research facility) databases, could be addressed with future applications. The remaining problems relate to policy and procedural issues, such as the need for more staff to work on assignments and whether decision points are an appropriate time to assess assignment progress.

Figure 1.1: Problems Addressable by Workpaper Application and Network Environment



Section 1
Evaluator Interviews

**User Requirements
for Workpaper
Application and
Network Technology**

Evaluators said that a workpaper application must be user friendly, provide standardization, allow for multitasking, and be readily accessible in a network environment. Of particular importance is having the capability to merge information from different applications, such as narrative text created in WordPerfect, numerical data from spreadsheets, and charts and figures created using graphics software. Specific features the evaluators requested included:

- software that creates pro forma workpapers and automatically indexes the information,
- electronic workpapers coupled with text search and retrieval software to locate support and facilitate data analysis,
- on-line access to workpapers,
- electronic mail to ease and improve communication, and
- automated GAO forms needed throughout the assignment process.

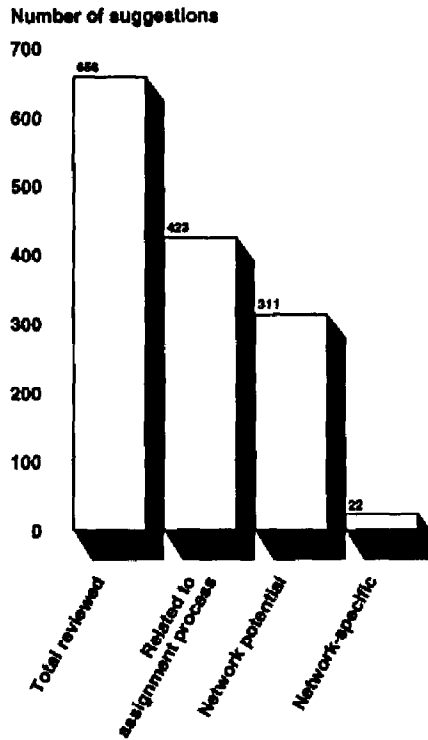
We will assess and determine the feasibility and potential of these requests and then assign priorities for incorporating such features into the workpaper application.

Operations Improvement Program Data Base Analysis

The MSP team analyzed both proposed and implemented suggestions within the Operations Improvement Project (OIP) data base to identify (1) potential requirements for the workpaper application and (2) focal points in the user community to interview about ongoing OIP projects relevant to the MSP efforts. We reviewed all the headquarter division and regional office suggestions—656—and created a subsidiary data base of 423 that related to the assignment process. (See fig. 2.1) The suggestions related to the assignment process include improvements to activities within a specific process, such as creating workpapers, as well as tasks that evaluators complete throughout their assignments, such as transferring files electronically. To catalog the suggestions for analysis, we used the work breakdown structure (WBS) and high-level input, process, and output (HIPO) chart coding, which divided the information by assignment phase and activity. For example, the subsidiary data base can be sorted to provide a list of all OIP suggestions about preparing workpapers or collecting data. Our coding scheme also provides a means for GAO's quality management initiatives to link into the OIP data base information.

**Section 2
Operations Improvement Program Data
Base Analysis**

**Figure 2.1: Scope of OIP
Data Base Review**



Note: This chart is based on a review of the OIP suggestions from all divisions and regions.

The OIP data base information illustrated that evaluators often tried to address many of the problems they encounter in the assignment process by proposing the use of stand-alone and network technology. While other suggestions did not propose the use of technology, we found that technology could be used to improve operations, often providing the improvement on a GAO-wide basis. For example, a suggestion proposed and implemented by the

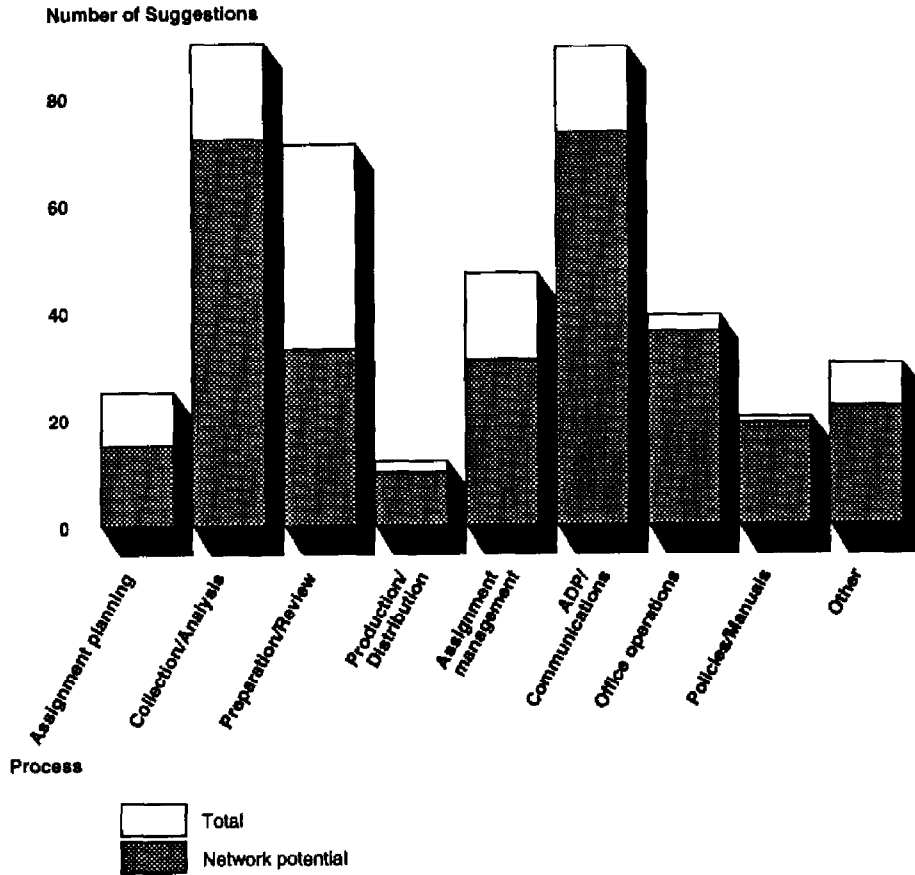
Section 2
Operations Improvement Program Data
Base Analysis

Seattle Regional Office was to maintain a file on available records and directives and staff experiences on accessing this information. However, this information could be expanded GAO-wide by maintaining an electronic data base of such information in a network environment. Thus, the benefits of information access could be realized across GAO, versus only in one unit.

We found that about three-fourths of the 423 suggestions (311) related to the assignment process have the potential to be implemented on the network because they proposed access to information and databases or suggested software improvements that could provide benefits on a GAO-wide basis. As shown in figure 2.2, data collection and analysis tasks and communications activities elicited the most suggestions and offer the greatest potential for networking. As we further analyze user requirements, we will first assess the feasibility of incorporating the OIP suggestions that fall in these primary categories into the workpaper application.

Section 2
Operations Improvement Program Data
Base Analysis

Figure 2.2: Number of OIP Suggestions With Network Potential Arrayed by Process



Note: This chart is based on 423 suggestions relating to the assignment process.

Of these suggestions, we identified several that could be incorporated into a workpaper application to meet

Section 2
Operations Improvement Program Data
Base Analysis

user needs. For example, staff requested software to automate and index workpapers and that search and retrieval applications be obtained to help evaluators locate support within the workpapers. Other suggestions involved the use of standardized formats or macros to reduce repetitive workpaper preparation tasks and the use of ForComment software to facilitate product review. Staff also wanted on-line access to checklists used to prepare for decision point meetings and write summaries and draft products.

The OIP suggestions often proposed network technology to improve operations. Staff often cited problems accessing software needed to complete assignment tasks and suggested that operating in a network environment would solve this problem. To illustrate, a suggestion implemented by the San Francisco regional office addressed the lack of access to Text Frame and Instant Chart programs by placing the software on the network. A network environment would also allow the use of electronic mail to more efficiently transfer files from different locations. Other suggestions cited the need to access information from agency data bases and electronic bulletin boards.

We also identified some policy and process issues from the OIP suggestions that are outside the scope of the workpaper application. For example, staff requested quicker access to congressional request letters and suggested that changes be made in the current process to provide this information in a more timely manner. They also cited a need for concurrent product reviews by regional office and headquarter officials as a means of streamlining product development. Staff also suggested that the process for developing annual work plans be improved so that it was accomplished in a more efficient manner. We will

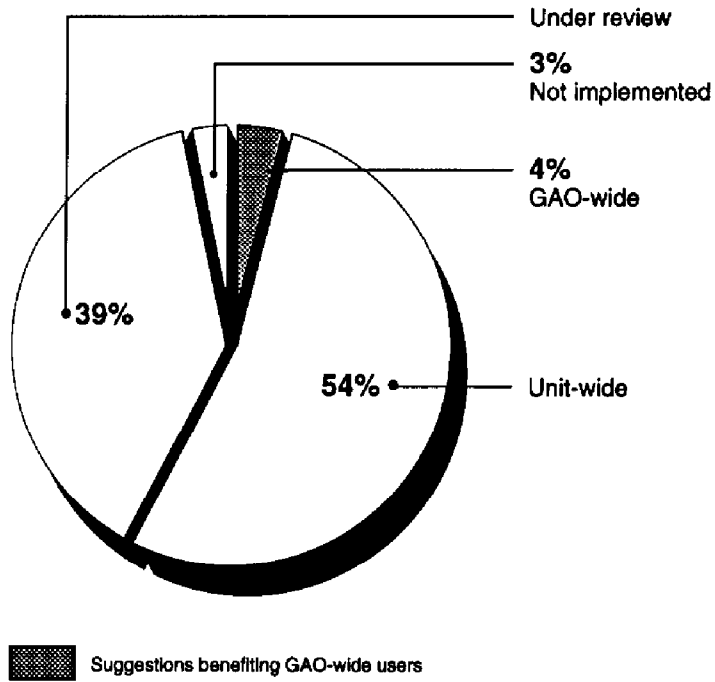
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Base Analysis

discuss these issues with the TQM and GAO Policy staff.

The OIP data base contains suggestions submitted by GAO divisions, offices, and regional and overseas offices that most often propose improvements on a unit-wide basis—54 percent—versus on a GAO-wide basis—4 percent. (See fig. 2.3.) However, we found that at least 47 percent of the suggestions in the data base could be implemented GAO-wide, providing the improvements and their benefits to the entire GAO community. (See fig. 2.4.)

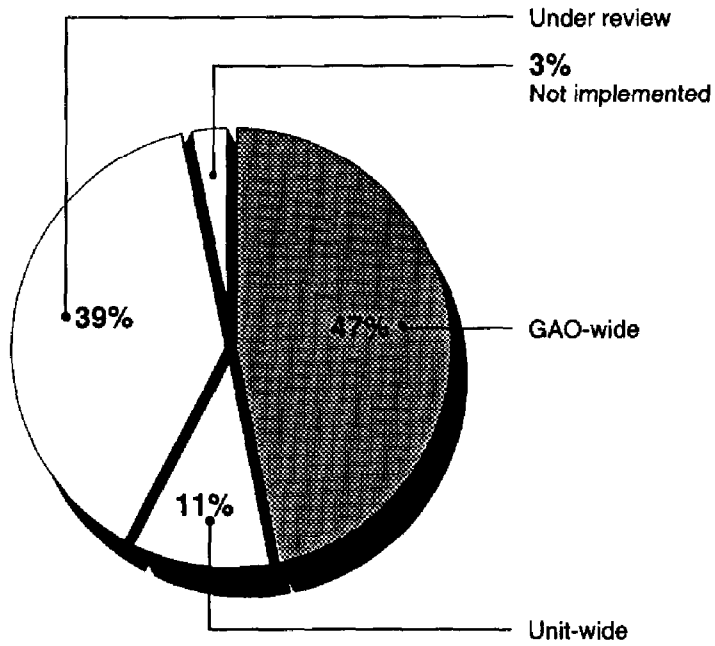
Section 2
Operations Improvement Program Data
Base Analysis

Figure 2.3: Current Status and Effect of Implementing Suggestions as Proposed



Note: This chart is based on 423 suggestions relating to the assignment process.

Figure 2.4: Enhanced Effect of Implementing Suggestions Using a Network



■ Suggestions benefiting GAO-wide users.

Note: This chart is based on implementing unit-wide suggestions on a GAO-wide basis.

Questionnaire Results

We sent questionnaires to the Human Resources Division (HRD), Resources, Community, and Economic Development Division (RCED), and San Francisco Regional Office (SFRO) staffs in January 1992 to obtain information on computer use and compare network and stand-alone environments for fiscal year 1991 and to date for fiscal year 1992.

The questionnaire contained many variables that addressed the impact of computer hardware and software and network technology on the timeliness and quality of completing assignment tasks and activities. The survey also asked for user perceptions of whether computer usage has had a positive, negative, or no impact on other variables, such as personal productivity and morale. In addition, the questionnaire asked for comments, and respondents provided more than 400 comments about productivity gains; network benefits; hard-wired access benefits; dial-in access problems; printer, hardware, and software needs; and training needs. A total of 634 staff answered the questionnaire for a response rate of more than 71 percent.

Use of Local Area Network Workstations

The number of staff now using computers in a local area network (LAN) environment has increased substantially since fiscal year 1989. Only 139 people indicated that they used a LAN workstation in fiscal year 1989, but this increased to 298 in fiscal year 1992. The percent of all pilot participants who used LAN and non-LAN workstations for these periods appears in figures 3.1 and 3.2. The numbers of HRD, RCED, and SFRO staff who operated in each environment in fiscal years 1989 and 1992, respectively, appear in tables 3.2 and 3.3.

**Section 3
Questionnaire Results**

Figure 3.1: Percent of Staff Using LAN and Non-LAN Workstations in Fiscal Year 1989

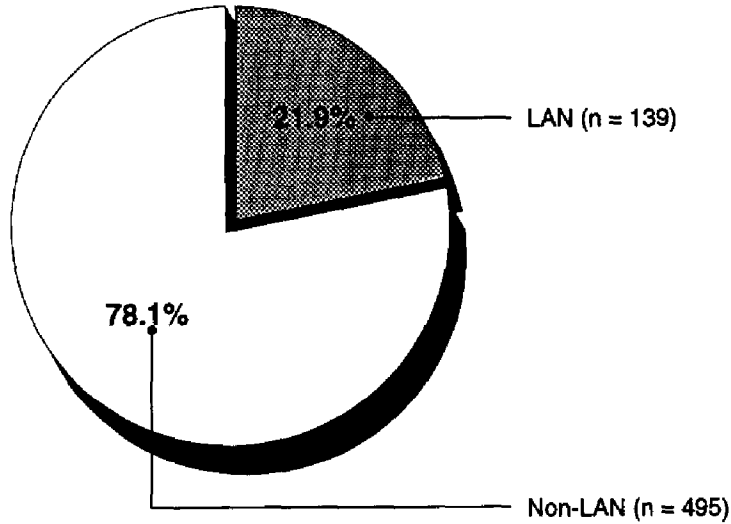


Table 3.2: Number of Staff Using LAN and Non-LAN Workstations in Fiscal Year 1989

Workstation Environment	HRD	RCED	SFRO	Total
LAN	15	49	75	139
Non-LAN	201	259	35	495
Total	216	308	110	634

Note: The total of 670 staff responded to the questionnaire, but only 634 indicated they used LAN or non-LAN workstations. The remainder either did not use a workstation or did not perform work during the entire period—fiscal years 1988 and 1989—covered by the questionnaire.

**Section 3
Questionnaire Results**

Figure 3.2: Percent of Staff Using LAN and Non-LAN Workstations in Fiscal Year 1992

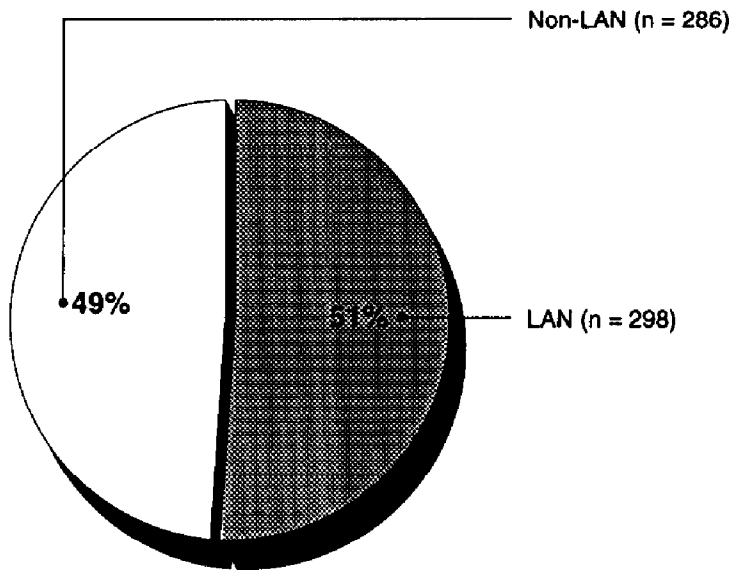


Table 3.3: Number of Staff Using LAN and Non-LAN Workstations in Fiscal Year 1992

Workstation Environment	HRD	RCED	SFRO	Total
LAN	129	89	80	298
Non-LAN	84	180	22	286
Total	213	269	102	584

Note: The total of 634 staff responded to the questionnaire, but only 584 indicated they used LAN or non-LAN workstations. The remainder either did not use a workstation or did not perform work during the entire period—fiscal year 1991 and to date in fiscal year 1992—covered by the questionnaire.

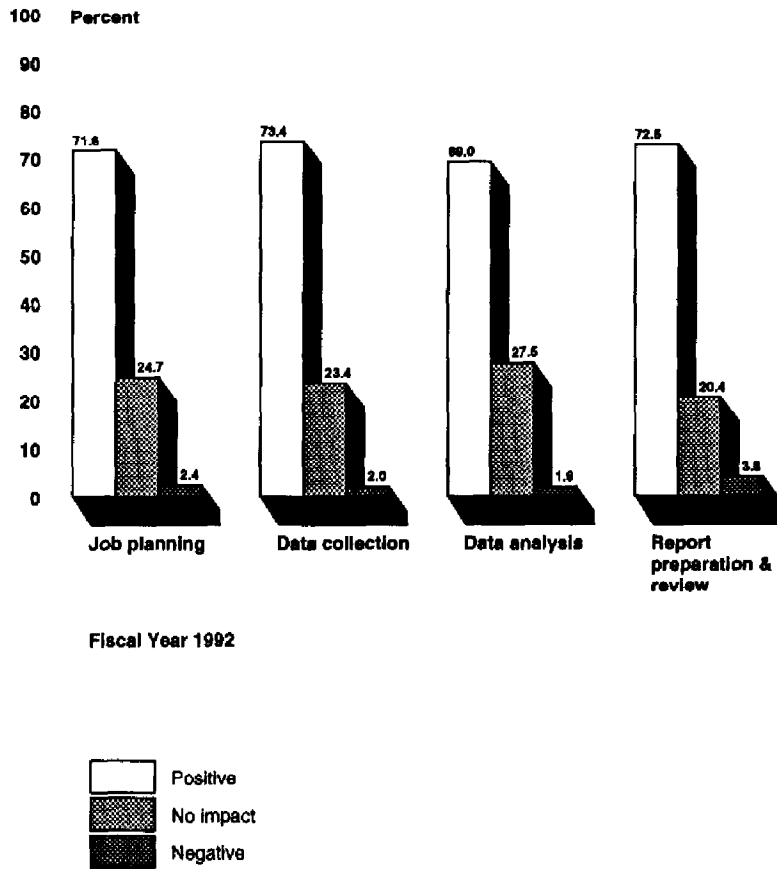
Section 3
Questionnaire Results

**Impact on
Timeliness and
Quality**

On average, 70 percent of staff who used computers in a network environment said that a LAN positively affected the timeliness of job planning, data collection and analysis, and report preparation and review. Similarly, more than 65 percent said that the network also positively affected the quality of the assignment tasks. (See figs. 3.3 and 3.4.)

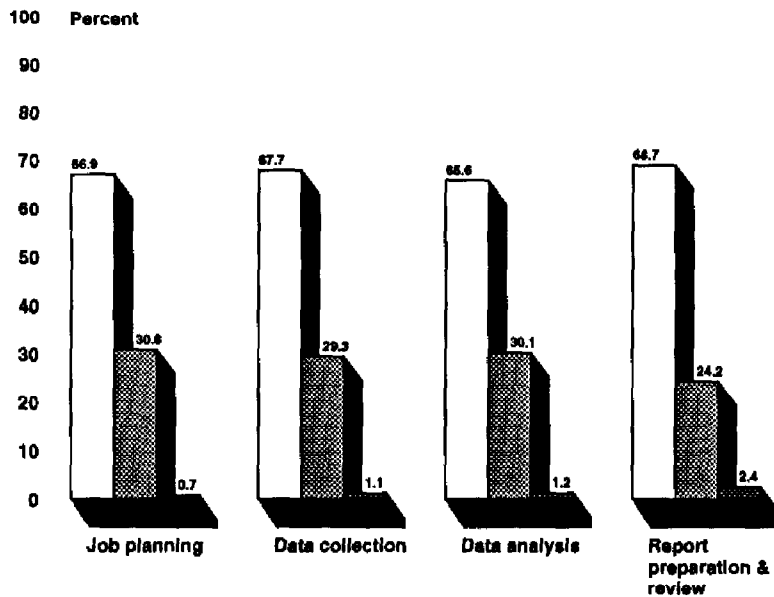
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Figure 3.3: Impact of LAN on Assignment Task Timeliness

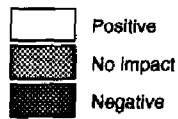


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Questionnaire Results

Figure 3.4: Impact of LAN on Assignment Task Quality



Fiscal Year 1992



Overall, staff said that a network environment greatly improved their ability to do their job. They said that the LAN was a much more efficient method of sharing information, such as sending and receiving drafts for review and comment, compared to distributing or

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Questionnaire Results

mailing hard copies. Also, they saved time by using the LAN to send messages to immediately convey information and avoid playing "telephone tag." Users also cited the benefits of access to more software and better printers and noted that an agency-wide network could provide on-line help options to improve productivity.

Others mentioned the benefits of reduced bureaucracy, overhead, and endless rework that are realized by using a common language, interface, and network. In addition, staff frequently expressed the need to link all of GAO to the network and noted the benefits of using it for scheduling courses, requesting job status reports, and updating administrative paperwork. They would also like on-line access to computerized library material so they could conduct searches and access information critical to their work.

**Hard-Wired Versus
Dial-in Access to
LAN**

The network benefits staff described were almost always in conjunction with access to those computers that were hard-wired—physically connected—to a LAN. Staff using computers that were not hard-wired to a LAN frequently expressed their frustration in trying to gain access through dial-up efforts. Some examples of the comments received regarding the two access methods were:

"My ability to do my job improved GREATLY since being hard-wired to the LAN—much more efficient to communicate, send documents, and access software."

"The modems are very slow, so it's too difficult to use the LAN—dial-in access is rarely successful."

Many other staff cited how slow and cumbersome it was to access the LAN through a dial-up connection and stated that it seemed more trouble than it was

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Questionnaire Results

worth. Time was also wasted if staff tried to locate a computer that was directly connected, and users said both their quality and timeliness would improve if they had a network computer on their desk. Overall, staff said that direct connections must replace dial-in access if they are to use and appreciate the full potential and benefits of a network environment.

**Impact on
Productivity and
Morale**

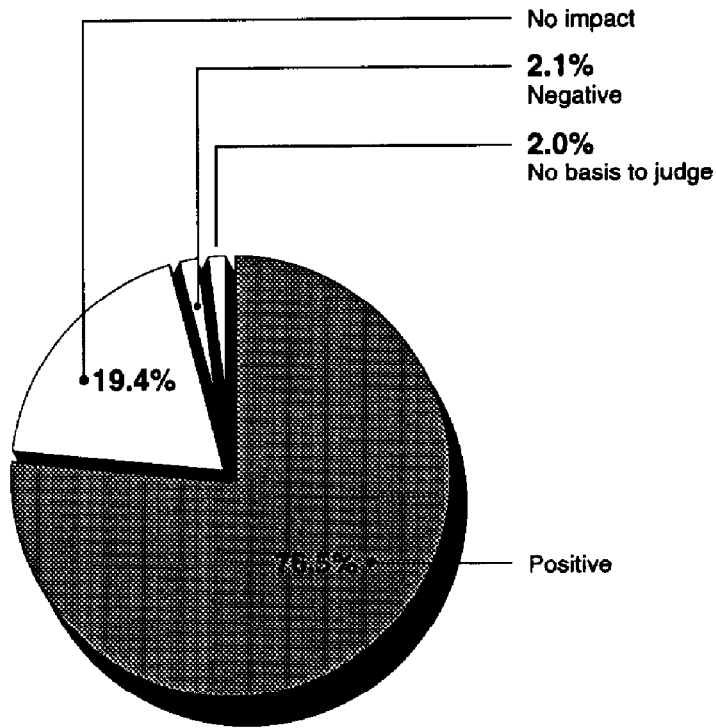
Staff stated that computers are the single biggest factor in increasing productivity and that they have improved overall product quality because of the ease with which data can be analyzed, restructured, and edited. A representative comment concerning these productivity gains stated that:

"To increase quality and timeliness in GAO products, everyone should have their own computer."

Almost 77 percent of the staff said that computers had positively affected their personal productivity, and nearly 66 percent of the staff said that computers have positively affected morale. (See figures 3.5 and 3.6.)

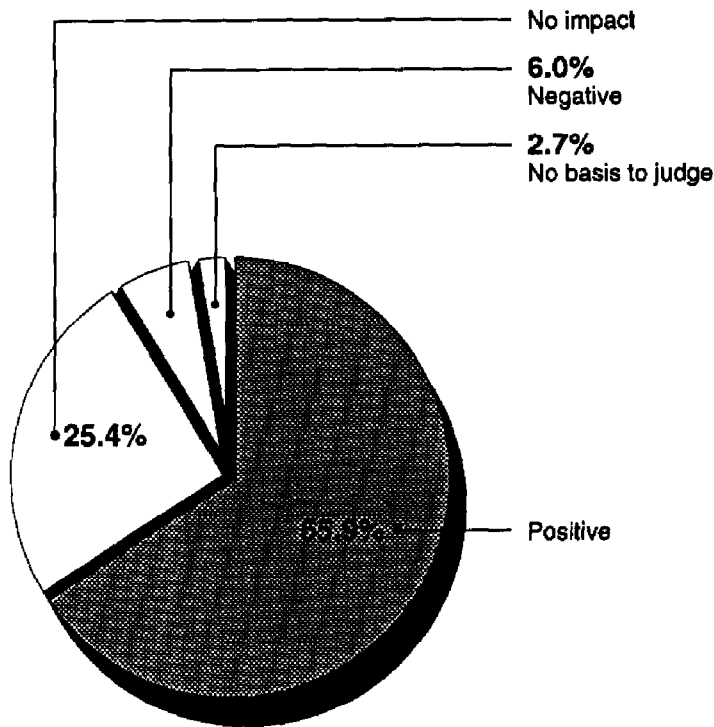
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Figure 3.5: Impact of Computer Use on Personal Productivity



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Figure 3.6: Impact of Computer Use on Morale



These positive impacts on productivity and morale, however, were most often associated with users' having a computer in their personal work space. Overall, the staff stressed the importance of having computers in their offices to more efficiently and effectively perform their work. Once they obtained computers, they experienced significant increases in

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Questionnaire Results

productivity and morale, commenting that their contributions were more timely since they spent less time locating an available computer. They said that having their own computer makes a big difference in productivity and decreases the frustration of waiting for a computer or working in a common room with all the distractions accompanying shared use. They also saved time by not having to return to their office for relevant workpapers and not missing telephone calls while at the computer.

Technology Needs

Users said they were pleased that more computers have been provided, but often said that they need more powerful and up-to-date technology. Many commented that they are using old computers with inadequate memory, keyboards, and screens. In addition, these older computers operate at a slower processing speed (than current technology) and often cannot run various software applications. For example, many staff commented that:

"I only have luggable (portable) computer which cannot run WordPerfect 5.1."

"I'm pleased that GAO is finally nearing an adequate ratio of machines to people, but we still need to obtain 'state of the art' equipment."

"The computer I have does not have a hard drive, runs software very slowly, and is not connected to a LAN or a printer. All of these are impediments to getting my work done."

The staff also requested access to more and better printers and software applications and often noted that this need could be easily met in a network environment. Specifically, they asked for software applications to streamline the cumbersome and time-consuming indexing and referencing tasks and automate administrative and assignment forms. Users also wanted project management, statistical, and

Section 3
Questionnaire Results

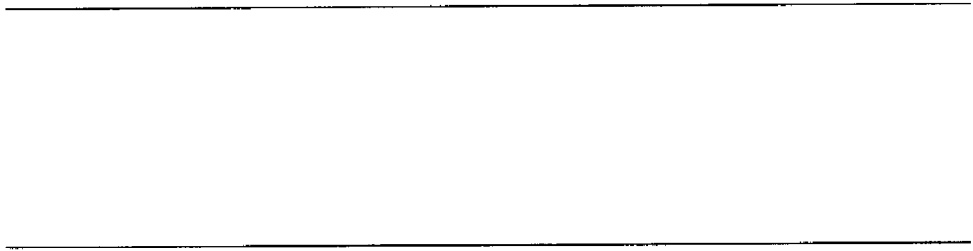
editing applications, as well as software to maintain calendars, schedules, and telephone directories.

In addition, they requested more versatile and innovative graphics packages to enhance and supplement GAO's product messages. Examples of their comments were:

"Graphics are sorely in need of improvement."

"Instant Chart is so limiting—cannot view on screen and can only print on special printers."

Staff were also frustrated by the limitations of Text Frame and the fact that it too required special printers of which GAO has a limited number that are located only at headquarters.



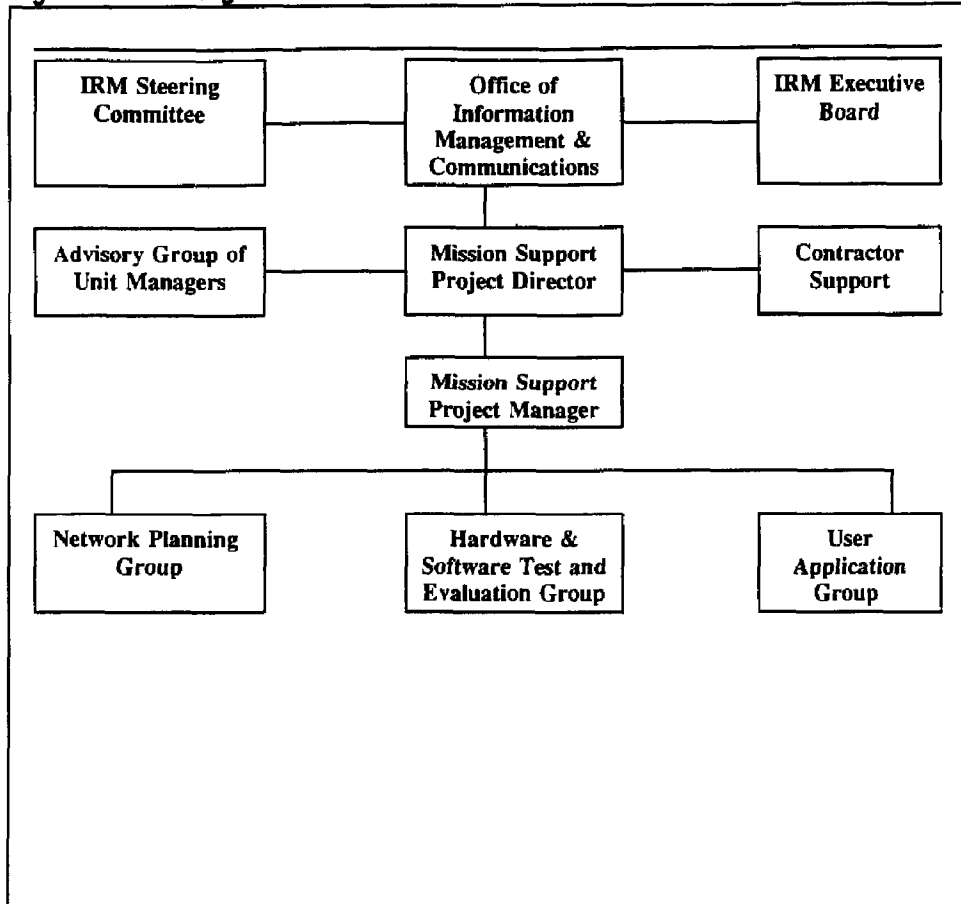
MSP Organization Structure

The MSP is under the overall management of the Office of Information Management and Communication (OIMC). OIMC is responsible for the project and is accountable to the highest level in GAO, the Office of the Comptroller General. OIMC receives policy guidance from the Information Resources Management (IRM) Executive Board and program and project guidance from the divisions and offices through the IRM Steering Committee and Project Advisory Group. As shown in figure I-1, OIMC has organized a project team to execute the project test and evaluation activities and to design and implement the network.

A Project Director heads the project team and plays a strategic role, addressing overall project direction and user community interaction. The Project Manager is responsible for day-to-day management of the project. His staff consists of the Network Requirements and Implementation Group, the Hardware and Software Test and Evaluation Group, and the User Application Group. Communication and coordination between each group, the user community, and other GAO organizational units is critical and is a primary responsibility of each group with general oversight from the Project Director and the Project Manager.

Appendix I
MSP Organization Structure

Figure I-1: MSP Organization Structure



Major Contributors to This Report

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