

TOP MANAGEMENT CHALLENGES MOST FREQUENTLY IDENTIFIED

December 2000

Agency	Information Technology Management & Security	GPRA Compliance, Implementation & Accountability	Financial Management & CFO Statements	Procurement & Grant Management	Human Capital & Staffing	Service to the Public	Public Health & Safety	Physical Infrastructure
1. USAID	X	X	X		X			
2. Agriculture	X		X	X		X	X	
3. Commerce	X	X	X	X		X		
4. Defense	X		X	X	X		X	X
5. Education	X	X	X	X		X		
6. Energy	X			X	X		X	X
7. HHS	X	X	X	X		X	X	
8. HUD	X	X	X	X	X	X		
9. Interior	X	X	X	X		X	X	
10. Justice	X		X	X	X		X	X
11. Labor	X	X	X	X		X		
12. State	X	X	X	X	X		X	X
13. Transportation	X	X	X	X	X	X	X	X
14. Treasury	X	X	X			X		
15. Veterans Affairs	X	X	X			X	X	
16. EPA	X	X	X	X	X		X	
17. FEMA	X	X	X	X		X	X	
18. FDIC	X	X		X	X			
19. GSA	X	X		X	X	X	X	X
20. IRS	X	X	X		X	X		
21. NASA	X	X	X	X	X		X	
22. NSF	X	X		X	X			X
23. NRC	X	X	X	X	X	X	X	
24. OPM	X	X	X		X	X		
25. SBA	X	X	X	X	X			
26. SSA	X	X			X	X		
27. USPS	X	X			X	X	X	
TOTAL	27	23	21	20	18	17	15	7

INSPECTORS GENERAL TOP MANAGEMENT ISSUES **Identified in December 2000 Response to Congressional Request**

Agency for International Development (AID)

1. Implementing an Integrated Financial Management System
2. Reconciling Financial Data
3. Reporting Accounts Receivable
4. Implementing New Procedures for the Direct Loan Program
5. New Management System Reporting and Resource Management Capabilities
6. Information Resource Management Processes
7. Computer Security
8. Implementation of the Results Act
9. USAID's Internal System for Reporting Results
10. Human Capital Management
11. USAID's Broad and Changing Mandate
12. Accountability in the International Environment

Department of Agriculture

1. Federal Crop Insurance
2. Farm Credit
3. Food Stamp Program
4. Child and Adult Care Food Program
5. Food Safety Issues
6. Forest Service Management and Program Delivery Issues
7. Forest Service Land Exchange Program
8. Grant and Agreement Administration
9. Research Funding Accountability
10. Competitive Grants Program Compliance
11. Rural Rental Housing
12. Rural Business-Cooperative Service
13. Civil Rights Complaints
14. Financial Management
15. Information Resources Management

Department of Commerce

1. Increase the Accuracy and Control the Cost of the 2000 Decennial Census
2. Successfully Implement a Department-Wide Financial Management System
3. Strengthen Department-wide Information Security
4. Successfully Implement the Patent and Trademark Office's Transition to a Performance-Based Organization
5. Address NTIS' Mission and Financial Viability
6. Enhance Export Controls for Dual-Use Commodities
7. Increase the Effectiveness of Fishery Management
8. Continue to Improve the Department's Planning and Performance Measurement in Accordance with the Results Act

9. Strengthen Financial Management Controls to Maintain “Clean” Opinion on the Department's Consolidated Financial Statements
10. Successfully Implement Acquisition Reform Initiatives

Department of Defense

1. Information Technology Management
2. Information Technology Security
3. Other Security Concerns
4. Financial Management
5. Acquisition
6. Health Care
7. Supply Inventory Management
8. Other Infrastructure Issues
9. Readiness
10. Human Capital

Department of Education

1. Correct Longstanding Financial Management Problems
2. Fully Implement the Clinger-Cohen Act
3. Improve Systems Security
4. Improve Departmental Internal Controls
5. Define the Role of the Performance-Based Organization
6. Obtain Appropriate Performance Measurement and Quality Data for Results Act Reporting
7. Implementation of the Student Financial Assistance (SFA) Modernization Blueprint and Performance Plan
8. Move to a Paperless Environment
9. Balance Compliance Monitoring and Technical Assistance in the Oversight of Education Programs
10. Obtain Income Verification from the Internal Revenue Service

Department of Energy

1. Contract Management
2. Energy Technology
3. Environmental Remediation
4. Human Capital
5. Information Technology
6. Infrastructure
7. Property Controls and Asset Inventories
8. Safety and Health
9. Security

Department of Health and Human Services

1. Medicare Payment Error Rate
2. Medicare Contractors

3. Abuses of Medicaid Payment Systems
4. Medicare Equipment and Supplies
5. Medicare Payments for Mental Health Services
6. Home Health
7. Nursing Facilities
8. Medicare Prescription Drugs
9. Medicare Managed Care
10. Oversight of Prospective Payment System Implementations
11. Child Support Enforcement
12. Protection of Critical Infrastructure

Department of Housing and Urban Development

1. HUD 2020 Management Reforms
2. Financial Management Systems
3. Real Estate Assessment Center
4. Departmental Enforcement Center
5. Troubled Agency Recovery Centers
6. Use of Staff Resources
7. Federal Housing Administration Single Family Loan Origination Practices
8. Single Family Section 203(k) Program
9. Single Family Property Disposition Program
10. Section 8 Program Administration

Department of Interior

1. Financial Management
2. Information Technology
3. Health and Safety
4. Maintenance of Facilities
5. Responsibility to Indians and Insular Areas
6. Resource Protection
7. Revenue Collection
8. Implementation of the Results Act
9. Procurement, Contracts and Grants

Department of Justice

1. Information Systems Planning and Implementation
2. Computer Systems Security
3. Financial Statements and Systems
4. Departmental Response to Terrorism
5. Prison Overcrowding
6. Detention Space and Infrastructure
7. Immigration and Naturalization Service's Border Strategy
8. Removal of Illegal Aliens
9. Grant Management
10. Human Capital

Department of Labor

1. Financial Management
2. Implementation of the Workforce Investment Act
3. Effectiveness of the Welfare-to-Work Initiative
4. Quality of Program and Cost Data
5. Security of Pension Assets
6. Protection of Worker Benefit Funds
7. Stewardship over Departmental Information Technology Resources
8. Targeting of the Dislocated Workers Program
9. Integrity of Benefit Programs Must be Ensured in an Electronic Environment
10. Challenges of Rapid Expansion of the Bureau of International Labor Affairs

Department of State

1. Worldwide Security
2. Protecting Classified Information
3. Enhancing Emergency Preparedness
4. Information Security
5. Financial Management
6. Federal Financial Assistance Management
7. Strategic Planning
8. Human Resources
9. Plan Colombia
10. Border Biometrics

Department of Transportation

1. Aviation Safety
2. Surface Transportation Safety
3. Aviation System Capacity and Air Traffic Control Modernization
4. Surface and Airport Infrastructure
5. Coast Guard Capital Acquisition Budget
6. Transportation Security
7. Computer Security
8. Amtrak Financial Viability and Modernization
9. Ship Disposal Program
10. Departmental Business Practices

Department of the Treasury

1. Information Security
2. Treasury's Information Technology Investment Management
3. Money Laundering/Bank Secrecy
4. Trade Enforcement and Narcotics Interdiction
5. Revenue Protection
6. Violent Crime
7. Implementation of the Results Act
8. Financial Management at Treasury/Compliance with FFMIA
9. Safety and Soundness of the Banking Industry

Department of Veterans Affairs

1. Health Care Quality Management
2. Resource Allocation
3. Claims Processing, Appeals Processing, and Timeliness and Quality of Compensation and Pension Medical Examinations
4. Inappropriate Benefit Payments
5. Results Act Data Validity
6. Security of Systems and Data
7. VA Consolidated Financial Statements
8. Debt Management
9. Workers Compensation Costs

Environmental Protection Agency

1. Accountability
2. Results-Based Information Technology Project Management
3. Information Resources Management
4. Managerial Accounting
5. Employee Competencies
6. Quality of Laboratory Data
7. Agency's Automated Information Systems Security
8. Use of Assistance Agreements to Accomplish Its Mission
9. Backlog of National Pollutant Discharge Elimination System Permits
10. Agency's Working Relationship with the States

Federal Emergency Management Agency

1. Financial Management
2. Information Technology Management
3. Results Act Implementation
4. Grants Management
5. Disaster Response and Recovery Program
6. National Security Support
7. State and Local Preparedness Program
8. Flood Insurance Program
9. Mitigation Program

Federal Deposit Insurance Corporation

1. Organizational Leadership
2. Supervising Insured Institutions
3. Protecting Consumer Interests
4. Addressing Risks to the Insurance Funds
5. Merging the Insurance Funds
6. Managing Information Technology
7. Ensuring Sound Controls and Oversight of Contracting Activities
8. Establishing Goals and Measuring Results
9. Addressing Human Capital Issues
10. Cost Containment and Business Process Assessment

General Services Administration

1. Management Controls
2. Information Technology Solutions
3. Procurement Activities
4. Human Capital
5. Aging Federal Buildings
6. Protection of Federal Facilities and Personnel

Internal Revenue Service

1. Modernization of the IRS—Organizational Restructuring and Technology Modernization
2. Financial Management
3. Security of the IRS' Information Systems
4. Processing Returns and Implementing Tax Law Changes During the Tax Filing Season
5. Customer Service and Tax Compliance Initiatives
6. Providing Quality Customer Service Operations
7. Revenue Protection—Minimizing Tax Filing Fraud
8. Taxpayer Protection and Rights
9. Implementation of the Results Act
10. Impact of the Global Economy on Tax Administration

National Aeronautics and Space Administration

1. Safety and Mission Assurance
2. International Space Station
3. Information Technology
4. Procurement
5. Fiscal Management
6. Program and Project Management
7. Launch Vehicles
8. Technology Development
9. International Agreements
10. Environmental Management

National Science Foundation

1. FastLane System
2. Results Act Data Quality
3. Merit Review
4. Cost Sharing
5. Award Administration
6. Management of Large Infrastructure Projects
7. Management of U.S. Antarctic Program
8. Workforce Planning and Training
9. Fostering a Diverse Scientific Workforce
10. Data Security

Nuclear Regulatory Commission

1. Developing and Implementing an Appropriate Risk-Informed, Performance-Based Regulatory Oversight Approach
2. Identification, Acquisition, and Implementation of Information Technologies
3. Administration of All Aspects of Financial Management
4. Clear and Balanced Communication with External Stakeholders
5. Intra-Agency Communication
6. Regulatory Processes That are Integrated and Continue to Meet NRC's Safety Mission in a Changing External Environment
7. Maintenance of a Highly Competent Staff to Carry Out NRC's Public Health and Safety Mission

Office of Personnel Management

1. Revolving Fund and Salaries and Expenses Accounts
2. Financial Management Oversight of the Federal Employees Health Benefits Program
3. Retirement Systems Modernization
4. Implementation of the Results Act
5. Human Resources Accountability
6. Health Care Fraud in the Federal Employees Health Benefits Program

Small Business Administration

1. Improve Its Management for Results Process and Produce Reliable Performance Data
2. Modernize It Information Systems for Loan Monitoring and Financial Management
3. Information Systems Security
4. Fully Implement Its Human Capital Management Strategies
5. Better Controls Over Business Loan Purchase Process
6. Continue Improving Lender Oversight
7. More Participating Companies Need Access to Business Development and Contracts in the Section 8(a) Business Development Program
8. Clearer Standards to Determine Economic Disadvantage
9. Clarify Rules to Deter Section 8(a) Business Development Participants from Passing Through Procurement Activity to Non-Section 8(a) Business Development Firms
10. Preventing Loan Fraud

Social Security Administration

1. Critical Information Infrastructure
2. Disability Redesign
3. Earnings Suspense File
4. Enumeration
5. Fraud Risk
6. Results Act
7. Identity Theft

8. Representative Payee
9. Service to the Public
10. Systems Security and Controls

United States Postal Service

1. Reform the Regulatory Environment
2. Manage Affordability by Controlling Costs
3. Grow and Protect Revenues
4. Improve Workplace Climate and Labor Relations
5. Maintain a Safe and Healthy Workplace
6. Develop Measures and Assess Performance
7. Ensure Data Integrity and Reliability
8. Leverage Technology
9. Maintain Computer Security
10. Increase Customer Service and Satisfaction