



At a Glance

Catalyst for Improving the Environment

Why We Did This Audit

This audit was conducted to determine whether EPA's Office of Acquisition Management (OAM) had the seven fundamental components of a high-performing organization:

- Leadership
- Strategic Planning
- Customer Focus
- Information and Analysis
- Human Capital
- Process Management
- Performance Results

Background

High performing organizations are those that have the necessary systems and processes in place for achieving their missions. In 2002, the EPA Office of Inspector General published its "Assessing Organizational Systems: A User's Guide." This document is intended in part to assist Agency managers in determining whether EPA has the components necessary for mission accomplishment.

For further information, contact our Office of Congressional and Public Liaison at (202) 566-2391.

To view the full report, click on the following link:

www.epa.gov/oig/reports/2005/20050217-2005-P-00006.pdf

Office of Acquisition Management Can Strengthen Its Organizational Systems

What We Found

OAM's management systems include various components necessary for organizational success. We found that OAM:

- Communicates its vision, values, and strategic goals to employees and customers.
- Focuses on its customers' needs.
- Emphasizes the development of its workforce.

While OAM has taken those positive steps to achieve its vision and goals, opportunities for strengthening systems exist:

- OAM leadership created its vision and goals without taking all the actions necessary to accomplish its vision. OAM should establish measures to determine whether the vision and goals were accomplished.
- OAM needs to complete *workload* and *workforce* analyses to identify full-time equivalent and skill gaps.
- The information in OAM's Integrated Contracts Management System can measure the timeliness, but not the quality and cost, of its services, and improvements in this area should be pursued.
- OAM does not have data to measure its progress toward achieving its vision of being the preferred business partner for all EPA contracts. It cannot determine the percentage of EPA contracts handled by OAM. Further, OAM does not obtain sufficient feedback on the extent contracts contributed to Agency environmental and performance goals.

What We Recommend

We recommend that the Director, OAM, develop an action plan with milestones for establishing measures and means of measuring progress against its goals, complete a workload and workforce analysis, and capture data needed to analyze short- and long-term performance in achieving its vision and goals.

The Agency generally agreed with the recommendations and indicated that certain corrective actions would have to be taken over the long term.