OFFICE OF THE SECRETARY

The BAS Program Needs to Increase Attention to Business Process Reengineering and Improve Program Management Practices

OIG-22-025-A

WHAT WE FOUND

We found the following:

I. The Program continues to lack a sound business process reengineering plan.

II. The Program should address weaknesses in its requirements management plans and processes.

III. The Program should enhance its risk management practices.

WHAT WE RECOMMEND

We recommend that the Department's Chief Financial Officer do the following:

1. Ensure that the Program revises its business process reengineering plan to be more consistent with best practices by including assumptions, skills, and needed resources; documents existing financial management processes; and identifies performance improvement goals.

2. Ensure that the Program sufficiently defines target processes to include details of information flows, interconnections, and potential problem areas and assesses expected performance.

3. Ensure the Program updates its requirements management plans and processes to include how it will add, refine, prioritize, and establish bidirectional traceability among its requirements and between requirements and ongoing work.

4. Ensure that the Program manages requirements according to the updated requirements management plans and processes.

5. Update the Program's risk management plan to ensure that it documents, on an ongoing basis, all information and details necessary to manage its risks, including risk trigger dates, risk mitigation plans, and risk descriptions.

6. Ensure that the Program updates its risk register with all information and details necessary to manage its risks, consistent with the updated risk management plan.