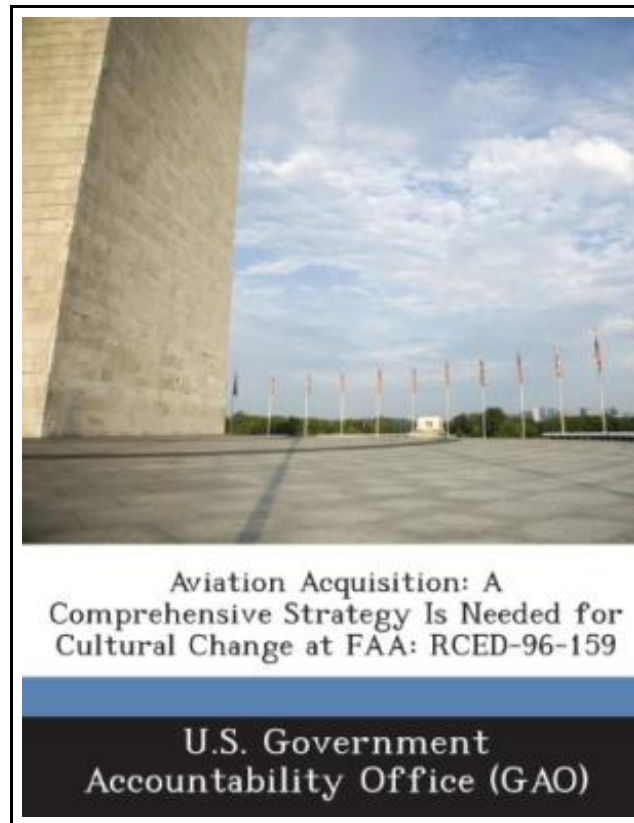


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Bibliogov, United States, 2013. Paperback. Book Condition: New. 246 x 189 mm. Language: English . Brand New Book \*\*\*\*\* Print on Demand \*\*\*\*\*.Pursuant to a congressional request, GAO reviewed the Federal Aviation Administration s (FAA) management of its acquisition process, focusing on: (1) whether the FAA organizational culture has contributed to persistent acquisition problems; and (2) potential management improvements that could result from FAA organizational change. GAO found that: (1) the FAA organizational culture has been an underlying cause of FAA acquisition problems; (2) employees attitudes do not reflect FAA focus on accountability, coordination, or adaptability; (3) FAA acquisition officials make little or no mission needs analyses, set unrealistic cost and schedule estimates, and begin production before systems development and testing is completed; (4) FAA fails to enforce accountability for defining systems requirements or for contract oversight; (5) the hierarchical FAA structure fosters a controlling environment, diminishes employee empowerment, and impedes information sharing; (6) FAA operations and development divisions have separate and distinct lines of authority and communications, which impedes coordination; (7) FAA officials are resistant to making needed changes in their acquisition process because FAA culture rewards conservatism and conformity and discourages innovation; (8) recognizing its need to improve the acquisition process through cultural change, FAA implemented a reform effort based on cross-functional, integrated product teams, and introduced a new acquisition management system; (9) FAA believes the product teams will improve accountability and coordination and infuse a more mission-oriented focus into the acquisition process; and (10) FAA has approved only one product team plan because it is still having difficulty in gaining the strong commitment of all employees who have a stake in the acquisition process and in forging partnerships across organizational divisions.

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