

# Information Technology Cost Estimation: Agencies Need to Address Significant Weaknesses in Policies and Practices



Given the size and significance of the governments investment in IT, it is important that projects be managed effectively to ensure that public resources are wisely invested. Effectively managing projects entails, among other things, developing reliable and high-quality cost estimates that project realistic life-cycle costs. A life-cycle cost estimate provides an exhaustive and structured accounting of all resources and associated cost elements required to develop, produce, deploy, and sustain a particular program. In essence, life cycle can be thought of as a cradle to grave approach to managing a program throughout its useful life. Because a life-cycle cost estimate encompasses all past (or sunk), present, and future costs for every aspect of the program, regardless of funding source, it provides a wealth of information about how much programs are expected to cost over time.

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**DEPARTMENTAL REGULATION - Office of the Chief Information** Jul 31, 2008 Agencies Need to Establish

Comprehensive Policies to Address Changes about \$70 billion on information technology (IT) projects during fiscal year 2008. At times, a projects cost, schedule, and performance goals--known as its GAO also compared agencies rebaselining policies to best practices. **U.S. GAO - Information Technology: Agencies Need to Establish and** Sep 15, 2016 Agencies Need to Increase Their Use of Incremental Development they were updating their existing policies to address certification, but had . HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices. **Strong Leadership Need to Address Serious Information Technology** Mar 28, 2017 The Federal Information Technology Acquisition Reform Act (FITARA) was enacted in These weaknesses were due, in part, to agencies lacking to the five agencies to address the practices that were not fully implemented. Historically, these investments have frequently failed, incurred cost overruns **U.S. GAO - Information Technology: HUD Can Take Additional** To assess the extent to which selected departments and agencies have appropriately policies an procedures(four characteristics of a reliable cost estimation: Feb 7, 2017 Information Technology: to Address Significant Weaknesses in Its Cost Estimating Practices The significant weaknesses in the cost estimates for the selected the infrastructure needed to support improved cost estimation practices. interviewed relevant agency officials, and analyzed and compared **Information Technology Cost Estimation Agencies Need to Address** 6 days ago GAO reported in May 2017 that agencies had closed 4,388 of the 9,995 total OMB has emphasized the need for agencies to deliver investments in and reliability of the Dashboard, incremental development policies, and HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices. **U.S. GAO - Information Technology Cost Estimation: Agencies Need U.S. GAO - Information Technology: Agencies Need to Establish** Sep 29, 2016 Agencies Need to Improve Their Application Inventories to Achieve should (1) include business and enterprise information technology (IT) systems Agencies that did not fully address these practices stated, among other .. HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices. **U.S. GAO - Information Technology: Agencies Need to Strengthen** Jun 10, 2014 GAO recommended that OMB issue needed guidance to agencies and to the agencies to improve their policies and practices for managing HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices. **U.S. GAO - Information Technology: FEMA Needs to Address** Mar 31, 2015 Copyright Office Needs To Develop Plans that Address Technical and However, GAO and others have identified challenges with this environment. meet, expected costs, or how they align with the agency's strategic plan, . HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices. **U.S. GAO - Information Technology: Copyright Office Needs To** Agencies Need to Establish Comprehensive Policies to Address Changes to Projects sections describing reliable processes for developing cost estimates were also The five best practices for rebaselining policies that we identified are: (1) to identify additional documentation to address the weaknesses we identified. **DR3130-012 (03/04/2016) (HTM) - Office of the Chief Information** Mar 4, 2016 SUBJECT: Information Technology Cost Estimating All USDA agencies and staff offices shall align their policies with this DR within 12 months Agencies Need to Address Significant Weaknesses in Policies and Practices, **GAO-09-3SP GAO Cost Estimating and Assessment Guide: Best** Jul 11, 2012 Agencies Need to Address Significant Weaknesses in Policies and Practices Until cost-estimating best practices are fully implemented, these **GAO-12-629 Highlights, INFORMATION TECHNOLOGY: Agencies** Sep 22, 2008 These weaknesses exist in part because Treasury's policy is not does not have a process for ensuring effective EVM implementation. . Agencies Need to Complete Plans to Address Inconsistencies in Reported Savings HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices. **U.S. GAO - Information Technology: Federal Agencies Need to** Dec 10, 2014 In addition, HUD has not yet developed all of the policies that it has identified as CIO officials acknowledged that they have not yet fully developed a These weaknesses were attributed by CIO officials to, among other things, the key IT governance practices, including effective cost estimation, and (2) **U.S. GAO - Information Technology: Improved Implementation of** Jul 27, 2012 Information Technology Cost Estimation: Agencies Need to Address Significant Weaknesses in Policies and Practices - GAO report to **GAO-12-629, Information Technology Cost Estimation: Agencies** Mar 4, 2016 Information Technology Cost Estimation Agencies Need to Address Significant. Weaknesses in Policies and Practices, GAO-12-629, the GAO **U.S. GAO - Information Technology: Sustained Management** Dec 6, 2016 GAO recommended that the agencies take actions to meet their cost savings targets and Further, for 7 selected agencies, GAO identified significant differences in and the policies for CIO certification of adequate incremental development. and (3) implementation of incremental development practices. **HUD Needs to Address Significant Weaknesses in Its Cost - GAO** Jul 11, 2012 Agencies Need to Address Significant Weaknesses in Policies cost-estimating policies and procedures addressed best practices, most had. **Agencies Are Managing Investment Risk, but Related Ratings Need** May 8, 2014 The weaknesses in agency policies have enabled inconsistent information

technology (IT) expenditures are more likely to continue .. HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices. **Information Technology Cost Estimation: Agencies Need to Address** Mar 31, 2015 Service management: The Library's Information Technology Leadership: The Library does not have the leadership needed to address these IT management weaknesses. For example, the agency's chief information officer (CIO) position To carry out its work, GAO reviewed Library regulations, policies, **Information Technology Cost Estimation: Agencies Need to Address** Congress in its oversight of the federal government, including agencies' reliable cost information is required and federal standards have been issued for the cost this guide is a compilation of best practices that federal cost estimating . Federal Cost Estimating and EVM Legislation, Regulations, Policies, and Guidance. **U.S. GAO - Information Technology: Reform Initiatives Can Help** May 15, 2017 Until agencies address weaknesses in their policies, it will be difficult for Need to Address Significant Weaknesses in Policies and Practices. **U.S. GAO - Information Technology: Better Management of** May 25, 2016 Federal Agencies Need to Address Aging Legacy Systems Audio interview by GAO staff with Dave Powner, Director, Information Technology However, until this policy is finalized and fully executed, the government runs . HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices. **U.S. GAO - Information Technology: Agencies Need to Improve Their** May 8, 2014 Implementing Best Practices and Reform Initiatives Can Help Improve factors underlying successful major information technology (IT) acquisitions. that selected agencies update and implement their associated policies. HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices.

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