



Homeland Security

IT Program Assessment DHS – Analysis and Operations (A&O) Homeland Security Information Network (HSIN)

The DHS CIO conducted a program health review of the A&O Homeland Security Information Network (HSIN) program in March 2012.

Description and Background:

The HSIN program has made significant progress since the program review in FY2011, including:

- Developed a draft combined Mission Needs Statement (MNS), Operational Requirements Document (ORD), and Concept of Operations (CONOPS)
- Made substantial progress on its Pilot Execution schedule including completion of Sprint 4
- Successfully progressed on the Office of Management and Budget (OMB) TechStat issues
- Successfully completed the HSIN Acquisition Decision Memorandum (ADM)
- Increased the quality of its governance structure by standing up an Executive Steering Committee (ESC)
- Finalized the HSIN Business Case
- Finalizing the HSIN 3 Communication Strategy to align with mission needs

Risks and Issues:

Current risks identified by the HSIN program management office includes:

- If HSIN has to leverage a third party tool to meet the requirement of enabling security controls and permissions down to the item level for Enterprise solutions; therefore, additional technical and schedule risks will be imposed on the program.
- If the HSIN program aggressively accelerates all migration activities to avoid a costly extension of the O&M contract, the schedule consolidation will increase risks around resources, schedule, and potentially funding.
- If the program attempts to deploy SharePoint 2010, Oracle Identity and Access Management suite, and Oracle Entitlement Server capability package simultaneously, then additional risks will be imposed on the program.
- If portal consolidation users continue to pull back due to onboarding delays associated with security concerns over international stakeholder access, this will increase risks to the HSIN program and end user mission areas.



Mitigation Strategy:

The HSIN program has devised mitigation strategies to address the identified risks, including:

- HSIN has dedicated subject matter experts on both the PMO and development team, initiated a tool selection and analysis effort since the start of Release 3, and chartered a tiger team to meet and resolve issues on a weekly basis.
- The migration team has selected tools (DocAve) that will help expedite the migration activities and is actively working with SMEs across HSIN to uncover other opportunities for efficiencies.
- To mitigate the risks surrounding this complicated deployment, HSIN has created a tiger team for each major technical area. Additionally, it reviews all progress, risks, and issues on a weekly basis and escalates any major issues to a decision board.

Assessment:

The main areas of concern raised in the FY2011 review were: (1) the programs current cost reduction efforts surrounding Adobe Connect, Legacy System Decommissioning, HSIN R3 training costs, and Inspection, Verification & Validation (IV&V) testing; (2) portal consolidation efforts; (3) finalizing program documentation; and (4) meeting IOC milestones. The HSIN program has addressed all of these concerns and made great progress in their efforts to improve the health of the program. It continued strengthening its DHS governance path, which included bolstering its mechanisms for both oversight and for developing their future plans.

This program still faces risks surrounding the activities for reaching IOC. It has viable strategies in place, but still bears continued monitoring to ensure it stays on the right path. The CIO supports the program being assessed as **Medium Risk** until it reaches IOC in July.

Score: 3