



IT Program Assessment DHS – Human Resources (HRIT)

The DHS CIO conducted a program health review of the DHS Human Resources IT (HRIT) program in March 2012.

Description and Background:

The HRIT mission aims to increase functionality and reduce redundancies of HR systems across the Department by implementing and managing a consolidated suite of modernized HRIT business solutions. By consolidating and modernizing existing multiple, independent platforms, HR offices and employees across DHS benefit by leveraging common solutions; increasing process automation and system interoperability; and eliminating duplicative systems, applications, and associated independent contract vehicles. HRIT is a robust, dynamic program that has undergone major changes as it addresses enterprise challenges and previous modernization and service enhancement attempts.

The program has historically used a lengthy System Engineering Life Cycle (SELC) and fallen victim to requirements becoming stale and no longer meeting the customers' needs. The program has faced stakeholder resistance that jeopardizes the original program milestones. As a result, delays with migration to EmpowerHR, webTA, and consolidation of Learning Management System (LMS) continue.

Risks and Issues:

- If program funding is reduced, the ability to implement the recommendations of the Human Capital Segment Architecture (HCSA), Strategic Investment Opportunities (SIOs) for improving operational efficiencies through a more comprehensive approach to the acquisition and deployment of a consolidated Enterprise HR IT solution will be limited and/or delayed.
- If HRIT is unable to meet its established program baseline schedule, there is a high probability of program breach and potential loss of funding due to lack of prioritization.

Mitigation Strategy:

The program has mitigation strategies in place to address the risks identified and improve its health.

- Develop a methodology to accomplish the consolidation and modernization mission as outlined by the HCSA study with fiscal funding realities. The Human Capital Business Systems (HCBS) will re-prioritize currently planned projects to ensure the best use of available funds and re-focus the strategy on consolidation and strategic sourcing opportunities.



- Utilize the HCSA study which outlines the projects and new solutions that are needed above and beyond the currently approved content.
- Revise the Acquisition Program Baseline to reflect the HCSA study recommendations.
- Develop a Portfolio Management strategy to provide decision makers with an overview of current systems and solutions, identify performance gaps, and the timeframe to either consolidate or replace current capabilities.

Assessment:

The HRIT program made major progress since the last program review establishing an Executive Steering Committee (ESC) for oversight and executive visibility and completion of the HCSA study that led to the development of an updated HRIT Strategic Plan. However, the new program strategy will leverage strategic sourcing. The program will need to implement an Enterprise Performance Management/Learning Management System, improve data reporting, and implement document management to support the consolidated case management capabilities. Having a clear understanding of the legacy applications and processes will make it easier to phase out those systems and reprioritize those funds for modernized applications. The CIO assesses the DHS HRIT program as a **Moderately Low Risk** investment.

Score: 4