

## **IT Program Assessment DHS – Human Resources (HR IT)**

### **Review**

The DHS CIO conducted a comprehensive program review of the DHS Human Resources IT (HR IT) program during September 2011. Program observations include the following:

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 Lifecycle (SEL) 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. The implementation of the HRIT Executive Steering Committee (ESC) is an important step forward to establishing needed governance and improved communications, collaboration and integration with HQs DHS and Component stakeholders. Implementation and management of a consolidated suite of modernized HRIT business solutions reduces redundancies and increases the functionality of HR systems across the Enterprise

Of the three risks identified by the program, two could have adverse affects to the cost and schedule of the program. They are as follows:

- If HRIT is unable to meet its established program baseline schedule, then there is a high probability of program breach and potential loss of funding due to lack of prioritization
- If a thorough understanding of existing legacy applications and processes across the DHS components is not achieved, the OneDHS enterprise solutions will not adequately replace existing functionality nor provide the stable operational functionality needed from HRIT.
- If executive direction and support is missing or not provided to achieve required stakeholder buy-in, the program vision of consolidation and modernization will not be realized

### **Mitigation Strategy**

The program is building mitigation strategies to improve its health, by:

- The completion of the Human Capital Segment Architecture (HCSA) study:
  - Developed Transition Plans to capture 15 Strategic Investment Opportunities, encompassing recommendations for over 50 projects
  - Developed an updated HRIT Strategic Plan to provide a “blueprint” for improved operational efficiency through a more comprehensive, focused

approach to the acquisition and deployment of consolidated Enterprise HRIT solutions

- Re-baselining the APB to capture the revised goals of the strategic plan stemming from the HCSA study
- Developing processes to effectively use the HRIT ESC as the governing body and approval authority
- Gaining executive level visibility through the ESC to help improve component support for this “One DHS” initiative
- The completion of a Business Case Analysis (BCA) for LMS and a transition plan for the implementation of an Enterprise LMS system

## **Assessment**

The HRIT program has made many gains since the last program review, most importantly; establishing an ESC for oversight and executive visibility. Completion of the HCSA study that led to the development of an updated HRIT Strategic Plan is of note. It has also laid out a beneficial path to follow for its future development as a healthy program. Once the APB is approved, the program will be able to reflect the required scope to benefit the enterprise. 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 Level 3 – Medium Risk.

**Score: 3**