



## IT Program Assessment DHS – Resource Management Transformation (2010)

### Review Assessment

The Office of the Chief Financial Officer (OCFO) is leading the Transformation and System Consolidation (TASC) initiative to move DHS from multiple systems to an integrated, enterprise-level financial, acquisition, and asset management solution. The DHS Chief Information Officer conducted a review of the DHS – Resource Management Transformation program on October 23, 2009. Key findings resulting from the review included:

- TASC represents a Department-wide enterprise solution for financial, acquisition and asset management, thereby, making it a highly visible program prone to thorough scrutiny. Proper planning and execution is essential to success.
- It is understood that TASC's acquisition strategy was significantly restrained by legal stipulations resulting from a Court of Federal Claims ruling; however, the cost estimates used for the Alternatives Analysis were incomplete. They did not include Operations and Maintenance costs of legacy systems during transition. This does not automatically question the validity of a chosen solution, but it does make the assumptions used for further cost estimating throughout the project lifecycle more suspect.
- The implementation schedule was aggressive up front, which poses substantial risk should the program experience complications and delays early on. TASC needs a more realistic schedule that allows for learning and process improvement during initial implementation that will improve deployment in future phases.
- The Key Performance Parameters require closer examination to ensure they completely address financial, acquisition and asset management system requirements.
- The Program governance structure lacked sufficient engagement with Component leadership. Their buy-in and support are crucial to successful implementation and operation of the TASC solution.
- The Project Management Office implementation strategy did not place enough responsibility and ownership with the Component. Component involvement is important to ensure a proper level of acceptance and facilitation during deployment.

### Mitigation Strategy

Since the IT Program Review, the Office of the Chief Financial Officer (OCFO) Resource Management and Transformation Office (RMTO) has coordinated planning efforts in conjunction with the Office of the Chief Procurement Officer (OCPO) Acquisition Program Management Division (APMD), and the Office of the Chief Information Officer (OCIO) Enterprise Business Management Officer (EBMO) through a series of meetings addressing various aspects of TASC. Discussion topics include requirements generation, the transition concept of operations, the work breakdown structure, the systems engineering life cycle, enterprise architecture and the integrated master schedule. The meetings identify TASC's existing approaches, compares them to industry best practices, and determines acceptable courses of actions to close the gaps.

### Assessment

The Program has yet to yield tangible results and the initial planning was insufficient to implement with confidence; therefore, the Department has dedicated senior leadership to devise a course of action forward.

**Score: 2**