IT Program Assessment
NPPD – Information Systems Security (ISS) Line of Business (LoB)

The Department of Homeland Security (DHS) Office of the Chief Information Officer (OCIO) conducted a program review of the National Protection and Programs Directorate (NPPD) – Information Systems Security (ISS) Line of Business (LoB) program. This assessment represents the program's status through March 2012.

Description and Background:

ISS LoB is a shared service across DHS and supports four activity areas: security training, Federal Information Security Management Act of 2002 (FISMA) reporting, situational awareness and incident response, and certification and accreditation of security products and services. ISS LoB improves the level of cyber security across all Government agencies and reduces costs by consolidating certain security products and services into centralized Shared Service Centers (SSCs). In addition, ISS LoB improves security decision making through an agency-neutral governance structure.

Risks and Issues:

The following high risks have been identified:
- If key stakeholders do not participate in the decision-making process, then ISS LoB could face issues with customer buy-in.
- The program consists of several small projects that have not effectively been managed. This may cause the schedule to slip essentially impacting contract award dates.
- ISS LoB currently does not have any development, modernization, or enhancement (DME) funding available. There will be continued high-level risk to the program in meeting its requirements.

Mitigation Strategy:

ISS LoB has the following mitigation strategies in place:
- The ISS LoB utilizes a collaborative approach that supports participation and considers stakeholder requirements across the Federal government. Implementing a tiered approach to acquisitions allows the program to deliver as many solution options as possible to provide the greatest level of flexibility to its customer base.
- In order to address potential schedule delays, the Program Management Office (PMO) maintains use of effective project management practices and Project Management Institute (PMI) principles for its project management execution. In addition, the program plans to work closely with OMB and SSC customer agencies in the implementation phases of all LoB projects.
- Through a Continuous Monitoring Working Group, ISS LoB will allow stakeholders the opportunity to be more involved in process and requirements management reviews.

Assessment:

While the ISS LoB program has had issues with implementing effective project management practices that support planning and execution, it has begun consulting industry best practices to more successfully move forward. In addition, the program is effectively collaborating with other Government agencies to ensure sound information security decisions are being made. Key stakeholders are also providing input to the requirements to ensure customer buy-in. The CIO assesses the NPPD – ISS LoB program as **Medium Risk**.

Score: <u>3</u>