

GAO Highlights

Highlights of [GAO-16-253](#), a report to the Subcommittee on Oversight and Management Efficiency, Committee on Homeland Security, House of Representatives

Why GAO Did This Study

DHS's human resources administrative environment includes fragmented systems, duplicative and paper-based processes, and little uniformity of data management practices, which according to DHS, are compromising the department's ability to effectively carry out its mission. DHS initiated HRIT in 2003 to consolidate, integrate, and modernize DHS's human resources information technology infrastructure. In 2011, DHS redefined HRIT's scope and implementation time frames.

GAO was asked to review DHS's efforts to implement the HRIT investment. GAO's objectives included, among others, evaluating the progress DHS has made in implementing the HRIT investment. GAO compared HRIT's goals and scope to the investment's actual accomplishments, and compared DHS's planned schedule for implementing strategic improvement opportunities (key areas identified by DHS as needing improvement) against its current schedule.

What GAO Recommends

GAO is making 14 recommendations to DHS to, among other things, address HRIT's poor progress and ineffective management. For example, GAO recommends that the HRIT executive steering committee is consistently involved in overseeing and advising the investment. In addition, GAO recommends DHS evaluate the HRIT investment to determine whether its goals are still valid and reflect the department's priorities. DHS concurred with all 14 recommendations and provided estimated completion dates for implementing each of them.

View [GAO-16-253](#). For more information, contact Carol R. Cha at (202) 512-4456 or ChaC@gao.gov, or Rebecca S. Gambler at (202) 512-6912 or GamblerR@gao.gov.

February 2016

HOMELAND SECURITY

Oversight of Neglected Human Resources Information Technology Investment Is Needed

What GAO Found

The Department of Homeland Security (DHS) has made very little progress in implementing its Human Resources Information Technology (HRIT) investment in the last several years. This investment includes 15 improvement opportunities; as of November 2015, DHS had fully implemented only 1, see table below.

Status and Planned Completion Dates for Implementing the 15 Strategic Improvement Opportunities, as of November 2015

Strategic improvement opportunity name	Status	Original planned completion ^a	Current expected completion date
1. Data management and sharing	◐	September 2014	Unknown
2. Performance measures tracking and reporting	○	December 2012	Unknown
3. Personnel action processing	◐	September 2013	Unknown
4. Human resources document management	◐	September 2014	Unknown
5. End-to-end hiring	○	December 2016	Unknown
6. Performance management	◐	December 2012	Unknown
7. Off-boarding process	○	December 2012	Unknown
8. Policy issuances and clarification	○	June 2015	Unknown
9. Payroll action processing	◐	June 2014	Unknown
10. HRIT deployment process	○	September 2012	Unknown
11. Knowledge management	○	December 2014	Unknown
12. Training	○	June 2015	Unknown
13. Communication and collaboration among Components	○	December 2012	Unknown
14. On-boarding process	○	December 2012	Unknown
15. HRIT intake process	●	December 2011	Implemented October 2011

Key: ●Fully implemented ◐Partially implemented ○Not yet started

Source: GAO analysis of data provided by DHS officials.

^aDates reflect the last month of the quarter in which the opportunities were planned to be complete.

HRIT's limited progress was due in part to the lack of involvement of its executive steering committee—the investment's core oversight and advisory body—which was minimally involved with HRIT, such as meeting only one time during a nearly 2-year period when major problems, including schedule delays, were occurring. As a result, key governance activities, such as approval of HRIT's operational plan, were not completed. Officials acknowledged that HRIT should be re-evaluated and took early steps to do so (i.e., meeting to discuss the need to re-evaluate); however, specific actions and time frames have not been determined. Until DHS takes key actions to re-evaluate and manage this neglected investment, it is unknown when its human capital weaknesses will be addressed.