

HSPD-12 PMO

Aquilent provided crucial program management services to oversee the development and deployment of the Department of Labor's electronic credentialing and authentication systems.

the objective_

The Department of Labor (DOL) needed to implement the government-wide uniformity and technical interoperability requirements of HSPD-12 to meet a variety of high-level program objectives, including:

- > Issue reliable and interoperable forms of identification that authenticate personal identity.
- > Establish infrastructure for eventual physical and logical access control system component.
- > Identify program stakeholders and develop targeted communications for each group.
- > Monitor and control project resources to implement a solution within schedule and budget constraints.

the solution_

DOL awarded Aquilent a task order in April 2006 to take over DOL's HSPD-12 Program Management Office (PMO). In June 2006, Aquilent assisted in the development of an RFP based on DOL's requirements for an end-to-end HSPD-12 solution, resulting in an August 2006 implementation contract award to XTec/Accenture.

The Aquilent PMO provided technical and management leadership in HSPD-12 governance, EA, security, architecture, investment planning, and performance-reporting activities for the project. To ensure compliance with security requirements, Aquilent worked closely with DOL security teams, including OSDI and OASAM IT, to support the development of Authority to Operate (ATO) documentation required for the PIV-II system and for annual security activities like contingency plan testing and PII reports.

As part of the initiation phase, the Aquilent PMO technical and business personnel conducted market and industry research to better understand FIPS-201-compliant solutions that could be used to support project objectives.

During the project initiation, planning, and execution phases, the Aquilent PMO served as a liaison between the various ITC and stakeholder teams and the HSPD-12 PIV-II federal project manager. The team conducted an analysis to determine

the most efficient organization (MEO) model, engaging stakeholders to ascertain requirements, providing advisory assistance to senior DOL management, and facilitating updates to HR and security policies and procedures.

The Aquilent PMO facilitated source selection efforts through the development of the acquisition strategy and plan; the Aquilent PMO also contributed to the creation of procurement documents and acquisition documentation and materials, including draft task orders, SOWs, and cost estimates. In preparation for selection of an implementation vendor, the Aquilent PMO team drafted SDLCM documentation (CONOPS, FRD, detailed design, target EA, transition strategy plan, CBA, acquisition plan, and risk management plan, among other documents) to ensure a smooth start and continued progress.

Additional services performed by Aquilent to support the success of the program included:

- > Working closely with source selection efforts:
 - Evaluating commercial products, standards, policies, and the government environment to make recommendations for selection and deployment of HSPD-12 solutions
 - Developing HSPD-12 source selection and acquisition strategy/plans
 - Assisting with RFP development, vendor question responses, and BAFO clarification items
 - Facilitating cost proposal and oral evaluation teams
- > Facilitating the DOL HSPD-12 Working Group and Sub Groups (IT, HR, security, and acquisition).
- > Managing day-to-day PMO activities and ensuring the quality of the implementation contractor's deliverables.
- > Managing organizational change, including:
 - Conducting organizational analyses
 - Engaging stakeholders to develop solution requirements
 - Facilitating updates to HR and security policies/procedures

Advising the DOL assistant secretary, HR deputy assistant secretary, security deputy assistant secretary, and deputy CIO on all matters relative to HSPD-12

- > Developing strategies and plans for solution rollout and additional functionality, including access control.

the payoff_

DOL was also one of the first agencies to use, as part of its HSPD-12 solution, secure Internet transmission of fingerprint data to the FBI. Thus, the process of applying for and obtaining approval for the new badge has resulted in a significant reduction in paperwork and cost.

Aquilent implemented a project management approach that met or exceeded all requirements of the DOL SDLCM, investment, enterprise architecture, and security management processes to allow the continuous and effective management of the PIV-II system implementation. This led to Aquilent's successful management of the HSPD-12 investment activities and project execution.

Aquilent's expertise allowed DOL to consistently and easily meet its internal objectives and government-wide HSPD-12 goals.

HIGHLIGHTS

- > DOL is now among the agencies with the highest compliance for PIV ID badging.
- > The Aquilent PMO team aligned system functionalities with business requirements.
- > Aquilent's PMO conducted quality reviews of the system documentation.
- > Aquilent's PMO participated in testing and deployment activities.
- > Program has processed over 85% of the DOL personnel population.