



U.S. GOVERNMENT PRINTING OFFICE
OFFICE OF INSPECTOR GENERAL

**ASSESSMENT REPORT
REPORT NUMBER 12-04**

**FEDERAL DIGITAL SYSTEM
INDEPENDENT VERIFICATION AND VALIDATION
SIXTEENTH QUARTER REPORT**

February 24, 2012

**Date**

February 24, 2012

To

Chief Technology Officer

From

Inspector General

Subject

Federal Digital System (FDsys) Sixteenth Quarter Independent Verification & Validation (IV&V) Report
Report Number 12-04

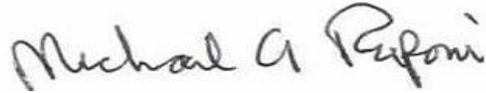
Attached is the sixteenth quarter Independent IV&V Report on the U.S. Government Printing Office's (GPO) development and implementation of FDsys. The Office of Inspector General (OIG) contracted with American Systems to conduct an IV&V in accordance with methodology established by the Institute of Electrical and Electronic Engineers (IEEE) Standard 1012-2004, the IEEE Standard for Software Verification and Validation.

American Systems provides quarterly observations and recommendations on technical, schedule, and cost risks. Additionally, at the end of each FDsys release phase, American Systems provides a summary program management report.

The enclosed report is American Systems' quarterly report for the period July 7, 2011 to September 30, 2011. American Systems is responsible for the attached IV&V report and the conclusions expressed in the report. However, in connection with the contract, we reviewed American Systems' report and related documentation and inquired of its representatives. Our review disclosed no instances where American Systems did not comply, in all material respects, with contract requirements.

Chief Technology Officer
Report 12-04
February 24, 2012
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If you have any questions or comments about this report, please do not hesitate to contact me at (202) 512-0039.



Michael A. Raponi
Inspector General

Attachment

cc:

Acting Public Printer
Assistant Public Printer, Superintendent of Documents
Assistant Public Printer, Operations
General Counsel
Chief Financial Officer
Chief Information Officer
Acquisitions Director

IV&V RISK MANAGEMENT, ISSUES, AND TRACEABILITY REPORT

TO:	Michael A. Raponi
FROM:	David Harold
IV&V OF:	Quarterly Report (Draft – Document Number 02-036)
SUBJECT:	July 7, 2011 – September 30, 2011 Quarterly Report
DATE:	January 19, 2012
CC:	Dan Rose, Margaret Brown

Background:

This report presents the critical technical, schedule, and cost risks identified for the Government Printing Office (GPO) Federal Digital System (FDsys) Program. Specifically, it provides a high-level overview of the key risks and issues that Independent Verification & Validation (IV&V) has identified during the quarter ending September 30, 2011.

This is the sixteenth (16th) IV&V Quarterly Report and covers the period from July 7, 2011 to September 30, 2011.

During this reporting period, the FDsys PMO completed the deployment of two (2) Release 2 production builds, and prepared/updated FDsys technical documentation. The production releases are summarized below along with the other events that occurred during the third quarter of Fiscal Year (FY) 2011.

References:

- a. *FDsys Release 2 (R2) Master Schedule*, July 6, 2011 (in SharePoint)
- b. *Master Schedule 2*, October 27, 2011 (in SharePoint)
- c. *IV&V Quarterly Risk Report*, Final, March 14, 2011
- d. *Transition Master Plan*, January 21, 2011 (in SharePoint)
- e. *Integrated Library System (ILS) Requirements Document*, version 1.0, May 5, 2011
- f. *Submission Requirements Document* (no date or version)
- g. *Submission Capabilities Concepts of Operations Document*, version 1.0, April 7, 2011
- h. *FDsys Master Requirements List* (for Release 1), Version #22, March 22, 2011 (in SharePoint)
- i. *FDsys Requirements Management Plan*, version 1.2, January 11, 2010 (in SharePoint)
- j. *FDsys Risk Management Plan*, version 3.6, January 25, 2011 (in SharePoint)
- k. *FDsys Risk Database*, January 25, 2011 (in SharePoint)
- l. *FDsys RRB Meeting Minutes* (various), (in SharePoint)
- m. *FDsys FY2012 Development Activities list* (provided by PMO October 26, 2011)

FDsys Program Management Office (PMO) Summary

PMO Completion Plan Summary:

The tasks and activities that are required for the design and development of FDsys Release 2 have been incorporated into a ***Release 2 (R2) Master Schedule*** that is maintained by the FDsys Program Director. Release 2 has been split into six (6) Groups (i.e., Groups A-F), each Group having been allocated desired features and capabilities. The ***Release 2 Master Schedule*** currently contains the tasks and activities through Group D which is slated to be complete in the November 2011 timeframe.

During the past quarter the FDsys Program worked on the design, development, and deployment of Release 2 Group C. The main tasking for this effort was the:

- Development and completion of a Pilot/refresh for the internal search engine for Documentum;
- Addition of new Collection named ECON1;
- Addition of a new rendition (Government Manual);
- Some Program Tracking Reports (PTR)/bug fixes; and
- Work on the Integrated Library System (ILS) (requirements gathering and design).

The FDsys PMO has been working on the requirements elicitation and derivation process for the Integrated Library System (ILS) effort and has produced an initial version of an ***ILS Requirements Document***. This process is still ongoing. There have been several working group meetings with the stakeholders, and the program plans to continue requirements meetings until all requirements have been completed and approved. Currently a completion date has not been agreed upon as this activity is dependent upon the availability and agreement of designated working group representatives.

The FDsys PMO has also developed an initial ***Submission Requirements Document*** and ***Submission Concepts of Operations (ConOps) document***. These documents, while developed initially in April 2011, were not available in SharePoint and just recently provided to IV&V from the PMO.

IV&V previously reported that the ***Release 2 Master Schedule*** was being updated and maintained on a timelier basis (when compared to the Release 1 Master Schedule); however, during the past quarter, maintenance of the Schedule has appeared to cease. Start and Finish dates for many tasks have come and gone, yet the Schedule has not been updated to reflect new completion/finish dates. IV&V just recently received the ***Master Schedule 2*** which is tracking all of the development efforts that run September through November 2011. This *new* schedule highlights activities that are late in completing; however, it is unclear if these missed due dates have had any effect on the overall schedule, i.e., it does not appear the schedule has moved out due to the missed completion dates.

Transition Plan Summary:

As reported in the *IV&V Quarterly Report (March 2011)*, remaining tasks and activities to be accomplished in order to sunset GPO Access were being maintained in a *Transition Master Plan* that was being monitored/maintained by a GPO Transition Team. The *Transition Master Plan* is available on SharePoint; however, the document has not been maintained, i.e., initial due dates that were once scheduled and missed have not been updated and the document still has a January 2011 date. Note that because the *Transition Master Plan* is not being maintained and has not changed in nearly six (6) months IV&V cannot determine the status of the activities and tasks contained therein. Though the *Transition Master Plan* has not been maintained it does appear that transition activities have been occurring. IV&V attended a meeting to discuss the archiving of GPO Access on October 31, 2011. The archiving of GPO Access is scheduled to occur on November 4, 2011. This means that there will be no new content for GPO Access. It is also planned that redirects will not be turned on until the beginning of the new calendar year 2012. The concern is that FDsys would be overwhelmed with more hits and emails from users attempting to get access to content. Many users have links and crawlers inside GPO Access. When these no longer work they will have to update them so they will be able to access the content in FDsys similarly to how they accessed content in GPO Access. As previously reported in the *IV&V December 2010 Quarterly Risk Report*, it redirects “redirect” data coming into GPO Access to FDsys.

Current Release Summary:

During the past quarter the FDsys Program has worked on the design, development, and deployment of Release 2 Group C. As reported in the *GPO’s Federal Digital System Program Review*, “Release 2 is going to be implemented over four (4) major releases” with functionality mapped to Groups A through D. Since the initial planning, two (2) additional Groups have been added, i.e., Groups E and F. In addition to working on the new Collections, the FDsys PMO has been fixing Program Tracking Reports (PTRs) that were assigned to each Group.

Release 2.3.0.12

The deployment of Release 2.3.0.12 occurred on August 29, 2011. This Production release contained the Release 2 Group C development efforts including updates for ECONI and GOVMAN. The build also included enhancements to Documentum and XMELogic and fixes to eighteen (18) PTRs.

Release 2.2.2.10

The deployment of Release 2.2.2.10 occurred on August 2, 2011. This Production release consisted of a new GPO.gov online form for publications for Congressional offices.

Release 2.2.1.08 (went un-reported in previous IV&V Quarterly Task Report):

The deployment of Release 2.2.1.08 occurred on June 16, 2011. This build was an emergency deployment consisting of modifications to the Institute Registration Form on GPO.gov.

Future Work:

The FDsys Program Director recently provided IV&V with a list of development activities for 2012. That FY2012 Development Activities list is provided below.

FY12 FDsys Development Priorities

- 1. GPO Access Archive/Sunset**
 - a. Archive in November 2011
 - b. Sunset targeted for December 2011/January 2012
- 2. Mobile Apps Development**
 - a. Congressional Pictorial Directory in October 2011
 - b. GPO Virtual Exhibit in December 2011
- 3. Administrative Office of the US Courts Pilot**
 - a. Launch with data from 3 courts in October 2011
 - b. Add additional 28 courts through February 2012 (based on availability of content from AOC)
- 4. ILS/FDsys Interoperability and single search**
 - a. Identified as FY12 key activity
- 5. API Development**
 - a. Supports usability and promotes reuse of content
 - b. Identified as FY12 key activity
- 6. Bound Congressional Record Digitized Collection**
 - a. To be completed in FY12. Development work to begin first quarter FY12
- 7. Constitution Annotated (CONAN)**
 - a. Launch in January 2013, development to begin in FY12
- 8. Report of the Secretary of the Senate Collection**
 - a. Launch in November 2011
- 9. Federalregister.gov Development**
 - a. Ongoing through FY12
- 10. Web Content Delivery**
 - a. Architecture change to introduce permanent solution to malicious activity
 - b. Launch in December 2011
- 11. XML Authentication**
 - a. Identified as FY12 key activity
- 12. Congressionally Mandated Reports Collection**
 - a. Identified as FY12 key activity
- 13. Linking Publications**
 - a. Based on stakeholder requests to enable the linking of publications from different collections through search results and Content Detail pages
 - b. Identified as FY12 key activity

IV&V Activity Summary

Key IV&V Efforts:

IV&V continues to meet on a biweekly basis with the FDsys PMO Program Director in an exchange of technical and programmatic information. These meetings provide insight into the FDsys Release activities and tasks that cannot always be found on a Schedule/Plan. The meetings also provide the IV&V group an opportunity to express ideas and request programmatic and technical documentation that may be available, and will enable IV&V to complete its own plan/schedule, activities and tasks coinciding with those in the FDsys IV&V Plan.

IV&V Reports:

For Release 2, IV&V submitted one (1) Task Report and one (1) Quick Look Report to the Office of the Inspector General (OIG) during the timeframe covered by this quarterly report. These tasks reports evaluated the:

- FDsys Requirements Management Process (Task Report); and
- FDsys Risk Management Process (Quick Look Report).

1. Technical Risks Identified

Since July 2011, the PMO has concentrated its efforts on the development and subsequent deployment of Release 2 Group C which includes activities and tasks related to developing new Collections, ECON1 and USCOURTS, fixing PTRs that were mapped to the Release (currently thirty-six (36) PTRs are assigned to Release 2 Group C), and working on the library community features including Integrated Library System (ILS) and integrated search capability.

The USCOURTS collection was not part of the original functionality for Release 2, based on the information provided in the *GPO's Federal Digital System Program Review*. Rather, this development work was the result of requests made by other Government agencies, specifically the United States Courts. If outside agency requests are required to be acted upon by the FDsys PMO, cost overruns and schedule slips, based on documented requirements, will continue to occur. IV&V believes that this is an agency-level issue that needs to be reviewed and resolved.

According to FDsys Configuration Management, there are five hundred fifty-one (551) PTRs currently with an Open status in ClearQuest, of which four hundred fifty nine (459) are from defects found during testing and other activities. The breakdown of those open PTRs by Severity Code¹ is:

¹ As defined in the FDsys Master Test Plan: **Severity 1:** Problem causes a complete system outage at an operations level and/or is greatly detrimental to the program execution (such as loss of ingested data or loss of functionality with no work around); **Severity 2:** Problem adversely affects the accomplishment of an operational or mission-essential capability specified by baseline requirements. It degrades system performance and/or causes risk to program execution; **Severity 3:** A workaround is available to

- Severity 1 (Critical): zero (0) PTRs;
- Severity 2 (Adverse): one hundred sixty-six (166);
- Severity 3 (Alternative): two hundred forty-one (241);
- Severity 4 (Low Impact): fifty-two (52); and
- Non-defect: ninety-two (92).

2. Schedule Risks Identified

There is the potential for schedule risks associated with IV&V evaluation findings from the IV&V Task Reports.

The FDsys Program continues to work on outside government agency requests for new Collections resulting in the delay of design and development of FDsys based on documented requirements. The re-prioritization to accomplish this additional tasking continues to push the schedule out, resulting in delayed functionality not only to FDsys but the stakeholder community. In addition to these schedule risks, the Government Printing Office (GPO) risks the alienation of a once-supportive stakeholder community due to the continued delay of anticipated and promised functionality.

Also note that problems continue to be found with the deployed FDsys since the initial Beta deployment in March 2009. The open PTRs (459 defects, 92 non-defect PTRs) referenced in Section 1 above are actively being worked; however, even with reduction of PTRs due to the completion of Release 2 Group C and recent identification and tagging of duplicate and no longer applicable PTRs, over four hundred (400) PTRs will still be open. These problems require the PMO to divert resources away from Release 2 tasks and activities resulting in schedule delays.

3. Cost Risks Identified

There are cost risks inherent with the technical issues identified during the July to September 2011 timeframe. While the FDsys Program continues to make progress with the design and development of Release 2, the Program still suffers from not using proven earned value analysis to track schedule and cost. This is especially critical because significant effort has been diverted away from performing actual FDsys design and development work based on the FDsys requirements. Instead, the FDsys Program often seems required to respond to requests from

allow accomplishment of an operational or mission-essential capability specified by baseline requirements; **Severity 4:** An issue that is an end user inconvenience or annoyance that does not affect a required operational or mission-essential capability. **Non-defect:** Non-operational defect, e.g., documentation update.

other government agencies for new Collections; thus, diverting resources once allocated to the completion of FDsys. These additional requests force the FDsys Program to incur additional costs for completion of the design, development, testing, and implementation of FDsys.

4. Evaluate Requirements Management Process

During this quarter, IV&V performed an evaluation of the requirements management process to determine if the processes and procedures delineated in the *FDsys Requirements Management Plan (RMP)* were being implemented as written.

The results of the evaluation revealed that the Requirements Management processes utilized by the PMO as currently documented in the *FDsys Requirements Management Plan* have been implemented inconsistently across the FDsys releases. For Release 1 the PMO conducted requirements working group meetings where requirements were reviewed and decomposed into Derived Requirements. However, for Release 2 the PMO has not conducted these reviews and has yet to decompose the high-level requirements (i.e., RDs) into low-level requirements (i.e., DRs). While it would appear that the PMO regressed in following the documented processes, Release 1 requirements that were decomposed into Derived Requirements were never integrated into the *FDsys Master Requirements List* (for Release 1). Because the PMO is using MS Excel as the requirements database, the Release 1 Derived Requirements can be found in the same MS Excel Workbook; however, they are maintained as a separate worksheet tab.

5. Evaluate Risk Management Process

IV&V reviewed the FDsys Program Management function this quarter. The goal of the evaluation was to analyze the current GPO program management practices, assess their effectiveness, and provide potential recommendations for improvements moving forward with Release 2 of FDsys.

A good risk management program enables a program office to identify and mitigate program risks before they become problems. The risk management program that is described in the *FDsys Risk Management Plan (RMP)* is not being implemented according to the tenets of that plan. According to the *FDsys Risk Management Plan*, “*The Risk Review Board (RRB) meets at least once a month at a minimum for the duration of the FDsys program.*” However, the FDsys Risk Management program has not been implemented for some time. The last risk management activity appears to have been the update to the *FDsys Risk Management Plan* (version 3.6, January 26, 2011); and convening of the Risk Review Board (RRB) in March 2011, nearly six (6) months ago. Additionally, the January 2011 update to the *FDsys RMP* erroneously documented the importance and use of risk triggers.

The Risk Database has not been updated since January 25, 2011. IV&V examined the database and found that it contains six (6) risks. According to entries in the database, four (4) of these risks have not been reviewed since 2010. The remaining two (2) risks were reviewed in November 2010. It does appear from the *RRB Meeting Minutes* that when the RRB is

conducted, risks are reviewed and updated as appropriate. Also, the RRB reviews and evaluates newly proposed risks and status problems (i.e., problems are risks that have been realized).

6. Recommendations

Recommendations from IV&V evaluations (i.e., Task Reports) performed during the third quarter in Fiscal Year 2011 are provided below. Note that a number of those recommendations were previously reported in prior IV&V Task Reports. Management Responses and Evaluations of these responses were added by GPO/OIG personnel. A number of these recommendations were closed based on the PMO response to implement the changes going forward into Release 2; however, as the findings (from the IV&V Reports) indicate, many of the same problems and issues continue to persist in the FDsys Program.

FDsys Requirements Management Process:

1. Update the *FDsys Requirements Management Plan* to reflect use of MS Excel as the requirements management tool. The Plan should also redefine the processes needed to maintain the requirements' records, and the responsibilities associated with the MS Excel requirements database. Further, the requirement property values that were described therein, previously associated with the use of CaliberRM, now need to reflect the column headers that are used in MS Excel to include their description and purpose.

Management's Response. Partially Concur. Management noted that an existing open recommendation exists to address updates to this Plan; it was concurred with, the updated process is currently in use with formal documentation updating underway, and a delivery date of March 1, 2012 has been set. Due to these factors, management requested closure of this recommendation as a duplicate recommendation

Evaluation of Management's Response. Management's planned action is partially responsive to the recommendation. The recommendation is resolved but not yet implemented and will remain open for reporting purposes pending completion and confirmation of the planned action.

2. Conduct a review of the requirement attributes maintained in MS Excel. The attributes mentioned in Section 4.2 should be considered as possible additions. Use Case and Workflow information should be added to the database. The appropriate traceability among Use Cases, Workflows, and RD Requirements should be established and incorporated into MS Excel.

Management's Response. Concur. Management stated that the Requirements Management Plan update process will include reviews of requirements attributes and traceability between requirements and artifacts, with activity to be completed March 1, 2012.

Evaluation of Management's Response. Management's planned action is responsive to the recommendation. The recommendation is resolved but not yet implemented and will remain

open for reporting purposes pending completion, implementation, and confirmation of the planned action.

3. Ensure that the RTVM is consistent, as of its issue date, with the information contained in the *FDsys Master Requirements List*.

Management's Response. Concur. Management stated that the RTVM is maintained by the Systems Test Branch (STB) as formal testing on an incremental release is completed. STB will continue to follow this practice for the FDsys development lifecycle; therefore, since the process is already in place as an ongoing routine task, they request that the recommendation be considered for closure.

Evaluation of Management's Response. Management's action is responsive to the recommendation. The recommendation is resolved and will be closed for reporting purposes.

4. Draft a Program Directive indicating that the requirements derivation process will not be implemented for remaining high-level requirements (in the *FDsys Requirements Document*) unless a new feature is introduced that impacts those existing requirements.

Management's Response. Concur. Management stated that the process for derivation of remaining FDsys requirements from the original RD baseline will be incorporated into the Requirements Management Plan update process, with the activity to be completed March 1, 2012.

Evaluation of Management's Response. Management's planned action is responsive to the recommendation. The recommendation is resolved but not yet implemented and will remain open for reporting purposes pending completion, implementation and confirmation of the planned action.

5. Create a single report that aligns the system requirements (RDs), derived requirements (DRs), software components, and Test Cases.

Management's Response. Partially Concur. Management stated that this information is maintained in the Master Requirements List, where it can be reported based on need. The Requirements Management plan update process will include reviews of requirements attributes and traceability between requirements and artifacts, which will also include a review of standard reports. The activity will be completed March 1, 2012.

Evaluation of Management's Response. Management was partially responsive to our recommendation. While maintaining the Master Requirements List is the appropriate first step in developing a single report, management's response does not address whether all cited information, including RDs, DRs, software components, and Test Cases, will be aligned. We request that management provide additional information to clarify whether a single report comprising all these items will be developed and implemented.

FDsys Risk Management Process Implementation:

6. FDsys should reestablish an active risk management program as soon as possible. The FDsys risk management program has been moribund for at least the past several months. IV&V believes the reestablishment of a managed risk program would provide several benefits to the FDsys effort:
 - a. Open communication would be enhanced; and
 - b. Problems could be addressed and possibly avoided at an earlier point in time, minimizing cost and schedule impacts.

Management's Response. Concur. Management stated that the Risk Management process has been re-established and the process defined in the Risk Management Plan is being followed. Since they claimed that the recommendation has been implemented, OCTO requested that this recommendation be considered for closure.

Evaluation of Management's Response. Management's action is responsive to the recommendation. The recommendation is resolved and will be closed for reporting purposes.

7. The FDsys PMO and GPO Chief Information Officer need to develop a strategy for FDsys moving forward; i.e., will the design and development of FDsys to the original requirements set continue, or will further efforts on the Program be restricted to responding to other government agency requests?

Management's Response. Partially Concur. Management stated that GPO is intending to continue to follow the Agile development methodology. Continued FDsys feature enhancements will be identified and assigned to release increments based on agency priority. Management claimed that the FDsys program intends to continue to follow the Agile development methodology. Continued FDsys feature enhancements will be defined and assigned to release increments based on agency priority. Management concluded that since the strategy for FDsys development has been both defined and accepted by GPO management, they requested that this recommendation be considered for closure.

Evaluation of Management's Response. Management's planned action is partially responsive to the recommendation. The recommendation is resolved but not yet implemented and will remain open for reporting purposes pending completion and confirmation of the planned action.

8. If the design and development of FDsys to the original requirements set continues, the Program needs to form a requirements working group, which includes members of the design, development, and testing teams, to decompose those high-level requirements into Derived Requirements (DRs).

Management's Response. Partially Concur. Management stated that all remaining open recommendations from the 2005 FDsys RD baseline have been assigned to features within the FDsys Features Inventory. As features from the Features inventory are added to an incremental release, any existing requirements will be reviewed and derived through a requirements working

group. Management claimed that this process is already being followed for the ILS interoperability feature, where requirements are being reviewed, developed, and derived by a working group that includes PST and LSCM representatives. Management concluded that since the process in this recommendation is already being followed, they requested that this recommendation be considered for closure.

Evaluation of Management's Response. Management's planned action is partially responsive to the recommendation. The recommendation is resolved but not yet implemented and will remain open for reporting purposes pending completion, implementation, and confirmation of the planned action.

9. The FDsys PMO should develop a project management resources plan. The resources plan will help the FDsys Program Director determine the number of resources needed to complete the project as well as the skill sets those resources need to possess to complete the project.

Management's Response. Partially Concur. Management stated that an overall resource plan for the PST organization is being implemented at the direction of the CTO. Management claimed that this resources plan covers all resources within the organization, giving an even broader view into resource availability. Management concluded that since this task is underway independently of the FDSys program, OCTO requested that the recommendation be considered for closure.

Evaluation of Management's Response. Management's action is responsive to the recommendation. The recommendation is resolved and will be closed for reporting purposes.

10. The original schedule for the transition activities that are required for GPO Access retirement needs to be updated on a timely and consistent basis, and risks that threaten that schedule need to be identified and tracked.

Management's Response. Partially Concur. Management stated that all FDsys-specific tasks related to the sunset and retirement of GPO Access have now been completed. Management claimed that the GPO Access retirement process is now being driven by overall GPO business need and resources. Management concluded that given the status of the GPO Access system retirement, OCTO requested that the recommendation be considered for closure.

Evaluation of Management's Response. Management's action is responsive to the recommendation. The recommendation is resolved and will be closed for reporting purposes.

Appendix A. Management's Response



UNITED STATES
GOVERNMENT MEMORANDUM
FEB 13 11 32
OFFICE OF THE
INSPECTOR GENERAL

DATE: February 13, 2012

REPLY TO
ATTN OF: Richard G. Davis, Chief Technology Officer

SUBJECT: Federal Digital System (FDsys) Independent Verification and Validation (IV&V) – Sixteenth Quarterly Report

TO: Inspector General

Thank you for the opportunity to respond to the draft Sixteenth Quarterly Report regarding GPO's Federal Digital System (FDsys). Below are the responses to the recommendations put forth in the report.

Recommendations

1. Update the FDsys Requirements Management Plan to reflect use of MS Excel as the requirements management tool. The Plan should also redefine the processes needed to maintain the requirements' records, and the responsibilities associated with the MS Excel requirements database. Further, the requirement property values that were described therein, previously associated with the use of CaliberRM, now need to reflect the column headers that are used in MS Excel to include their description and purpose.

Response: An existing open recommendation (09-12-25) exists to address updates to the Requirements Management Plan. This previous recommendation was agreed to, and the updated process is currently in use. The formal documentation update is underway, with a delivery date for the updated Requirements Management Plan of March 1, 2012. As a previous recommendation was accepted and being acted upon, OCTO requests this recommendation be considered for closure as a duplicate recommendation.

2. Conduct a review of the requirement attributes maintained in MS Excel. The attributes mentioned in Section 4.2 should be considered as possible additions. Use Case and Workflow information should be added to the database. The appropriate traceability among Use Cases, Workflows, and RD Requirements should be established and incorporated into MS Excel.

Response: Concur. The Requirements Management Plan update process will include reviews of requirements attributes and traceability between requirements and artifacts. This activity will be completed March 1, 2012.

3. Ensure that the RTVM is consistent, as of its issue date, with the information contained in the FDsys Master Requirements List.

design, development, and testing teams, to decompose those high-level requirements into Derived Requirements (DRs).

Response: All remaining open requirements from the 2005 FDsys RD baseline have been assigned to features within the FDsys Features Inventory. As features from the Features Inventory are added to an incremental release, any existing requirements will be reviewed and derived through a requirements working group. This process is already being followed for the ILS Interoperability feature, where requirements are being reviewed, developed, and derived by a working group that includes PST and LSCM representatives. As the process in this recommendation is already being followed, OCTO requests this recommendation be considered for closure.

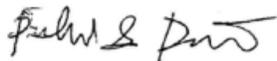
9. The FDsys PMO should develop a project management resources plan. The resources plan will help the FDsys Program Director determine the number of resources needed to complete the project as well as the skill sets those resources need to possess to complete the project.

Response: An overall resource plan for the PST organization is being implemented at the direction of the CTO. This resources plan covers all resources within the organization, giving an even broader view into resource availability. As this task is underway independently of the FDsys program, OCTO requests this recommendation be considered for closure.

10. The original schedule for the transition activities that are required for GPO Access retirement needs to be updated on a timely and consistent basis, and risks that threaten that schedule need to be identified and tracked.

Response: All FDsys-specific tasks related to the sunset and retirement of GPO Access have been completed. The GPO Access retirement process is now being driven by overall GPO business need and resources. Given the status of the GPO Access system retirement, OCTO requests this recommendation be considered for closure.

Please contact me if I can answer any questions or provide additional comments.



Richard G. Davis
Chief Technology Officer

Appendix B. Status of Recommendations

Recommendation No.	Resolved	Unresolved	Open/ECD*	Closed
1	**		3/1/2012	
2	X			
3	X			X
4	X		3/1/2012	
5	**		3/1/2012	
6	X			X
7	**			
8	**			
9	**			X
10	X			X

*Estimated Completion Date

** Partially Resolved

Appendix C. Distribution List

Assistant Public Printer, Operations
Assistant Public Printer, Superintendent of Documents
Chief of Staff
Chief Information Officer
Chief Technology Officer
General Counsel
Acquisitions Director