CASE STUDY

EASY DYNAMICS℠

Supporting modernization efforts with critical insights

How our research helped map the journey for a federal ICAM system

Introduction

In 2024, a cabinet-level agency (CLA) embarked on a critical initiative to modernize its enterprise-level identity management system, which was established in accordance with Homeland Security Presidential Directive 12 (HSPD-12) and enables the use of Personal Identity Verification (PIV). Easy Dynamics was selected to lead CLA's Analysis of Alternatives (AoA), a foundational effort to assess the current state architecture, determine modernization pathways, and explore best practices for the future of the agency's identity, credential, and access management (ICAM) system.

Our AoA was conducted with the following scope:

- *Elicited system requirements, studied existing documentation, and met with stakeholders to obtain a deep understanding of the current state architecture*
- *Created comprehensive, as-is documentation for all system diagrams, process flows, architecture details, and dependency maps*
- *Worked with CLA leadership to define a technology-agnostic future state for its ICAM ecosystem*
- *Performed a gap analysis and identified concrete considerations for achieving the future state*
- *Supported market research into FedRAMP'ed identity providers to compare best-fit solutions and highlight potential benefits/challenges with each product, including a plug-and-play cost model*

The Challenges

CLA faced several critical challenges with its aging identity systems, which no longer met the current Zero Trust requirements or provided users with the full functionality needed for secure and efficient access management. Relying on outdated, form-based privileged access methods, the system was increasingly vulnerable and difficult to maintain. Further complicating matters, much of the legacy technology operated as a "black box" due to incomplete, inaccurate, and inaccessible documentation left by prior developers, making it difficult for the agency to fully understand how its system was functioning. At the same time, the market offered multiple options for new identity solutions, providing a wealth of information that needed to be cross-referenced to actually meet the client's needs.

Our team was brought in to distill the information and pinpoint where the existing system required modernization, identify viable production options, and conduct a comprehensive side-by-side evaluation of vendors and products that CLA could utilize to move forward with a secure, compliant, and modern solution.

Our Approach

Easy Dynamics adopted a highly-collaborative, agile, and transparent approach that included:

- **Comprehensive As-Is Documentation:** The team conducted a thorough review of existing documentation and systems to establish a clear baseline and current state.
- **Stakeholder Engagement:** Regular, well-structured meetings built trust and ensured alignment across technical and non-technical audiences.
- **Reusable Artifacts:** Deliverables were designed for long-term value, with consistent formatting and messaging to support reuse by CLA as it executes a multi-year modernization plan.
- **Cross-Functional Teamwork:** Roles were clearly defined, allowing technical SMEs and communications experts to contribute effectively without duplication.
- **Iterative Delivery:** Deliverables were reviewed with CLA team members in stages, allowing for feedback and refinement in real-time.

To deliver the AoA objectives, our team developed a structured **three-phase approach** that not only ensured thorough analysis and stakeholder alignment, but also provided a clear path towards a sustainable, forward-looking transformation.

Phase 1: As-Is Information Collection & Documentation

We began with a strong foundation, documenting and understanding the current state of the systems. This included analyzing the existing ICAM architecture, capturing requirements, and validating scope and objectives. We continued to work on discovering and organizing existing documentation, including workflows, policies, systems, and user journeys, leveraging tools like secure document repositories and Easy Dynamics' Federal ICAM implementation playbook. We also leveraged collaborative meetings to elicit missing requirements and better understand stakeholder needs.

Phase 2: To-Be Gap Analysis & AoA

In this phase, our team conducted a detailed gap analysis. We examined areas for improvement by comparing the current state with best practices and desired outcomes. We analyzed documentation, identified stakeholder pain points, and assessed potential areas for change through market research and policy reviews. We also examined cost, risk, and usability through business process analysis and tools such as the Requirements Traceability Matrix, cost model, SWOT analysis, and tailored market research comparison.

Phase 3: OCM Foundations & Phase 2 Preparation

The final phase laid the groundwork for Organizational Change Management and executing CLA's modernization initiative. Our efforts focused on engaging with stakeholders, building a communications plan, developing a tailored change management strategy, and presenting a comprehensive findings document.

The Results

Easy Dynamics' AoA advanced CLA's modernization journey by helping the agency solidify its Zero Trust and EO 14271 (COTS mandate) ICAM strategies and refine its technology roadmap. Our team methodically mapped the client's system integrations and dependencies to pinpoint the roadblocks that may prevent it from moving forward with more modern ICAM efficiencies – then we distilled that data into understandable, approachable, actionable information.

Our stakeholder engagement team brought added value to the project, using detailed analysis and clear communication

to enhance organizational understanding of current systems and provide decision-makers with the *who, what, when, where, and how* of successfully implementing a future ICAM state.

CONTACT US

Greg Gordon
Chief Delivery Officer
ggordon@easydynamics.com

JJ Harkema
VP Solutions & Partnerships
jharkema@easydynamics.com