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July 21, 2020

The Honorable Ronald D. Kouchi, President, and Members of The Senate Thirtieth State Legislature Hawaii State Capitol, Room 409 Honolulu, Hawaii 96813 The Honorable Scott K. Saiki, Speaker, and Members of The House of Representatives Thirtieth State Legislature Hawaii State Capitol, Room 431 Honolulu, Hawaii 96813

Dear President Kouchi, Speaker Saiki, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation reports to the Legislature within ten days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawaii Department of Human Services' Systems Modernization Project.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see "Reports").

Sincerely,

Douglas Murdock Chief Information Officer State of Hawaiʻi

Attachment (2)



### Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: June 1 - 30, 2020

Submitted: July 15, 2020



**Solutions that Matter** 

### **Overview**

- <u>Executive Summary</u>
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# **Executive Summary**



### **Executive Summary**



In June, the project team continued to refine the project delivery framework (requirements, architecture, schedule, approach). Twenty artifacts (e.g., deliverables, DEDs, and work products) were updated/finalized by the project team to primarily address the Solution Optimization approach. While the project is starting to move forward, relatively few changes have been made to IV&V findings since the ASI's contract amendment was fully executed in April.

During this reporting period, challenges arose during the first BES release (R.01). Several deliverables (e.g., Functional Design, System Test Results, etc.) that support the UAT process were not provided and/or approved prior to UAT, which impacted DHS' ability to proceed with testing. The ASI plans to address this challenge, as well as other opportunities for improvement evidenced during R.01 as 'lessons learned' during future releases.

*Finally, three staff members within DHS' PMO announced that their retirement from state service will be effective on or before September 2020, representing a high criticality risk to the project.* 

Apr	Мау	Jun	Category	IV&V Observations
М	М	М	Project Management	The Project Management category comprises most IV&V findings, which consists of risks specific to the project schedule, solution architecture, quality of project artifacts, communications, the impact of COVID-19 on the project team, and now also Release 0.1 UAT readiness. With the 'restart' of the project continuing, the project team needs to concentrate on planning, quality, collaboration, and execution.
М	М	М	Configuration and Development	The project team started to gain an understanding of the ASI's development approach and how the BES application will be built, as the ASI conducted walkthroughs of the draft System Architecture Overview and the draft DD&I Approach. A deeper understanding is expected to be gained in July, when the ASI further defines the architecture, completes and delivers the remainder of the of R0.1 design and test deliverables, and DHS gets its first opportunity for planning and executing R0.1 User Acceptance Testing.
М	М	М	System Design	Workflow (the sequence through which work passes from initiation to completion) was inconsistently addressed during the BES design sessions. As part of the BES Optimization re-planning effort, the ASI is adjusting the project schedule to ensure the design of workflow is consistently addressed in all functional areas.

### **Executive Summary**



Apr	Мау	Jun	Category	IV&V Observations
	(M)		Deployment	The ASI's planning and approach to Release Management were identified as opportunities for improvement during early M&O releases. The ASI is planning to apply lessons learned from R.01 for the EBT Card Inventory module to future releases.
(M)		M	Requirements Analysis & Management	During June, DHS and the ASI continued to 'break down' the project's functional requirements to eliminate the instance of 'partially met' requirements. DHS and the ASI also continued to work towards agreement of revised Contract T-6, T-8, and T-19 requirements. While neither of these efforts completed as planned in June, IV&V acknowledges that DHS and the ASI continue to work towards completing the final list of agreed upon requirements to minimize the risk this poses to meeting DHS' business needs and the potential of project rework.
Ð	M	H	OCM & Knowledge Transfer	All ASI key personnel positions are filled, and the ASI announced that they are adding a technical resource to work with eWorld. In June, three staff in DHS' PMO announced their upcoming retirements, bringing the total to four staff. IV&V has not yet been made aware of documented transition plans for these key DHS staff.

As of the June 2020 reporting period, PCG is tracking 16 open findings (11 risks and 5 issues) and has retired a total of 31 findings. Of the 16 open findings, 9 are related to Project Management, 2 each in Configuration and Development and Requirements Analysis and Management, and 1 each in System Design, Deployment and OCM and Knowledge Transfer. IV&V opened one new finding and closed one finding during the reporting period. The following figures provide a breakdown of our <u>open</u> risks and issues by priority and category.



The following figure provides a breakdown of <u>all</u> IV&V findings (risks, issues, concerns) by status (open, retired).





### Findings Opened During the Reporting Period

#	Finding	Category
54	Poorly planned and executed User Acceptance Testing (UAT) could lead to implementation delays and delivery of a solution that does not meet business needs.	Project Management



### Findings Retired During the Reporting Period

#	Finding	Category
45	The association of test artifacts to use cases rather than requirements may create rework and impact the development of FNS-required project artifacts to support the Pilot of the BES application. The ASI displayed requirements traceability to use cases, as well as use case traceability to the balance of the SDLC.	Requirements Analysis and Management



# Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
46	Unplanned rework may result from prototyping based on systems that will be retired. Requirements should drive design so that the BES application supports new/updated business processes.	Configuration and Development
50	The ASI's staffing model is not being adjusted to accommodate the BES Optimization approach. A project team skilled and experienced with the software and tools is essential to streamline the project work, take full advantage of the tools and meet the project delivery dates.	Project Management
52	The ASI's management of subcontractors has not been documented in a formal management plan. This could lead to confusion within the project team regarding roles, responsibilities, project communications, escalation paths, issue and risk identification/mitigation and scope of work.	Project Management
53	The System Architecture documentation is scheduled for completion after multiple releases are in development, and some releases are already completed. This is further complicated by the current lack of finalization of both SSP and BES UI standards and coding standards.	Systems Design



#	Key Findings	Criticality Rating
2	<b>Issue – Late Delivery of project deliverables may result in schedule delays</b> . The ASI is behind schedule on Solution Optimization tasks and activities but maintains that critical path has not been affected. IV&V notes that several R0.1 deliverables being updated for the BES Optimization have not been delivered by the ASI and/or approved by DHS, which delayed R0.1 UAT start-up efforts. As such, IV&V has increased the rating of this finding to High criticality in June. IV&V will monitor all tasks, activities and deliverables comprising R0.1 during the next reporting period and will provide an update in the next report.	

Recommendations	Progress
<ul> <li>Prior to acceptance of the new baseline, finalize the needed updates to the project schedule to address the outstanding items/issues identified by DHS, the ASI, and IV&amp;V.</li> </ul>	In process
<ul> <li>Establish the process for DHS and the ASI to mutually agree to the revised project schedule baseline.</li> </ul>	In process
<ul> <li>Establish the process for on-going schedule management and weekly updates, utilizing the Schedule Management sub-plan of the Project Management Plan (BI-04).</li> </ul>	

#	Key Findings	Criticality Rating
26	<b>Risk – Schedule delays may occur due to the lack of detail in project schedule.</b> The ASI plans to provide the Epic view of the contents of each release in other tools (Aha!, Jira) as opposed to the project schedule. IV&V notes that many details have been added to the Project Schedule over the past month and continue to be added on a weekly basis. As such, the project schedule has not yet been accepted by DHS.	М
Rec	ommendations	Progress
	OHS/ASI update the schedule to reflect the level of detail described in the contract and the work that needs to e performed.	In process

#	Key Findings	Criticality Rating
27	<b>Risk - Schedule delays may occur if the baseline schedule does not have proper resource loading.</b> The ASI stated that it would add resources and hours to tasks by the end of June, however this was not completed as scheduled. IV&V notes that ASI also stated that it will not maintain resource allocations and resource leveling within MS Project. DHS plans to add its resources in when all known tasks and activities are identified and added to the schedule by the ASI.	М
Rec	commendations	Progress
• 0	DHS/ASI update the schedule with the task-based resources as described in the contract.	In process



#	Key Findings	Criticality Rating	
	Issue - Uncertainty and/or a lack of communication around long term architecture decisions could lead to unexpected impacts to the project budget, schedule, system design, and planning decisions. The ASI drafted updates to the BI-12 System Architecture Deliverable and performed a walkthrough of the Overview Chapter of the deliverable in late June.		
29	As an example, DHS reported that contract award to migrate the KOLEA portal to Adobe is imminent. Although the BES Portal will be implemented on the Liferay platform, the ASI states that this will be transparent to end-users, presenting a 'combined application' for which the design has yet to be finalized. IV&V will continue to monitor this discussion to gain clarity on DHS' portal integration strategy.	4	
Rec	commendations	Progress	
	The ASI should continue to document the architectural details in the BI-12 System Architecture Deliverable and possible, review draft content with DHS and IV&V.	In process	

#	Key Findings	Criticality Rating
42	Risk – Project delays and disruption in DHS operations may occur if ASI communications with DHS regarding key (urgent/time sensitive) project information does not improve. During June, IV&V noted a lack of communication regarding deliverable submission. Although the ASI is required to notify DHS when deliverables are submitted, this did not always occur (e.g., BES Optimization updates). When brought to the ASI's attention, this was corrected. IV&V also notes that the ASI has updated their Communications Plan to reflect the BES Optimization. IV&V will continue to monitor this finding to ensure that the process is consistently followed.	М
Re	commendations	Progress
	Request ASI enhance processes and planning for project communications and include key project communications to DHS in the project schedule.	In process
	ASI establish a single communications channel to manage all ASI to DHS communications and ensure regular communication to DHS.	In process
•	Update project communications plan with enhanced communication processes.	In process



#	Key Findings	Criticality Rating
47	<b>Risk – The COVID-19 pandemic and the related "stay at home" order could hinder project activities and</b> <b>negatively impact the project schedule and budget.</b> The State has recently opened inter-island travel, and transpacific travel is currently slated for August 2020 with COVID testing constraints. The ASI's local office is slated to reopen in September or October, pending all needed State, Unisys, and Topa Tower approvals. DHS has stated that while they don't have a documented risk mitigation plan, they have made efforts to develop an informal plan and risk mitigation steps and will leverage their existing COOP (continuity of operations plan) to address some mitigation steps. DHS has also stated that while they are concerned about the execution of remote UAT and training, they have a greater concern that the increase in workload due to citizens loss of some COVID benefits will increase their volume of applications and support. DHS has additional concerns that possible furloughs and budget cuts could limit their ability to expand their capacity to handle the additional workload and support the project. The ASI has gained insights into remote UAT from their M&O team experience in performing remote UAT for MQD/KOLEA.	H

Recommendations		
•	Ramp up efforts to setup, train, and assist stakeholders on remote work devices and tools and make every effort to help them to become highly functional with remote access technology (e.g. MS Teams/Skype).	In process
•	Suggest the project and DHS create a detailed, documented risk mitigation strategy and plan that is reviewed regularly and revised to address the current state of the COVID-19 threat and related impacts over the next 6 to 12 months. The plan should include the possible economic impacts to the state budget directly related to project resources.	In process
•	Update the OCM Plan to include any new activities or updates to planned activities to aid the organization through this COVID-19 pandemic in the short and long term.	In process

#	# Key Findings	Criticality Rating
48	<ul> <li>Risk – The CMS Outcomes-Based Certification Requirements have not been published by CI which may impact the project schedule and funding. No update during this reporting period, IV follow-up with DHS and provide an update in the next report.</li> </ul>	
Re	ecommendations	Progress
-	DHS to continue dialogue with CMS regarding the project's approach to OBC and MITA alignment to e	ensure



### **Project Management**

submission of subsequent deliverables

### Criticality **Key Findings** Rating Issue – Poor quality project deliverables may lead to rework and negatively impact the system design, testing artifacts and project schedule. The ASI announced the use of the Confluence tool for development of deliverables, as it integrates with Jira and Aha!. The ASI re-submitted multiple DEDs and deliverables after being revised for BES Optimization, most of which have already been reviewed, and some 49 of which are currently under review. New BI-10 and BI-20 deliverables were submitted by the ASI in June. The BI-10 needed rework for quality issues identified by DHS. DHS requested an additional re-layout of the format for BI-10. **Recommendations** Progress IV&V recommends that a facilitated root cause analysis be performed by the ASI with DHS and IV&V in attendance. Quality issues are rarely generated by a single entity in a project, so there could potentially be multiple causes or root causes of this current condition. Once the root cause(s) are identified, IV&V In process

recommends immediate action be employed to resolve quality concerns on in-process deliverables prior to

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### **Project Management**

### Key Findings

54

**New Issue – Poorly planned and executed UAT could lead to implementation delays and delivery of a solution that may not meet all business needs.** During this reporting period, UAT was initiated. However, several deliverables that support the UAT process were not provided and/or approved prior to UAT, which impacted DHS' ability to proceed with testing. Outstanding predecessor deliverables include:

- Approval of system test scripts (BI-20)
- Delivery and approval of system test results (BI-22)
- Delivery and approval of other R0.1 deliverables (BI-10, BI-14, BI-15, BI-21).

The ASI plans to address this challenge, as well as other opportunities for improvement evidenced during R.01 as 'lessons learned' during future releases.

IV&V notes that DHS staff will be required to enter UAT test scripts into pre-defined spreadsheets, which will be imported into Jira by the ASI. DHS staff will enter defects directly into Jira, which may necessitate a deeper level of training for use of the toolset, in addition to the demonstration previously provided by the ASI.

Recommendations	Progress
<ul> <li>IV&amp;V recommends that DHS works with the ASI to validate all pre-requisites are met prior to UAT start, in order to facilitate comprehensive testing.</li> </ul>	In process
<ul> <li>IV&amp;V recommends that if DHS staff need to log defects in the ASI's new tools, that a deeper level of training will need to be provided on the toolset.</li> </ul>	Not started
<ul> <li>IV&amp;V recommends that a comprehensive set of user roles is made available for testing. There is currently only one user role available, which blocks the ability to perform negative testing for user roles.</li> </ul>	Not started

Criticality

Rating



### **Configuration and Development**

#	Key Findings	Criticality Rating
12	Issue – Changes in direction regarding the preferred platform for portal development may impact project schedule and cost. DHS is no longer be planning to create a unified portal due to a required reduction in scope as part of the BES Optimization. DHS is close to awarding a contract to migrate the KOLEA portal from Liferay to Adobe, while the BES Portal will be implemented separately by the ASI in Liferay. The ASI still plans to develop the 'combined application' and has stated that the integration effort will be no more complex under BES Optimization than it was in the original scope of work.	М
Rec	ommendations	Progress
	continue discussions with the ASI and DHS to understand how the project will pursue alternative methods to atternative methods to atternative methods to atternative method to atternate the 2 portals in order to simplify and enhance the Ohana Nui customer portal experience.	In process

### **Configuration and Development**

and monitor DHS's understanding and project productivity.

#	Key Findings	Criticality Rating
16	<b>Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of JARs and JADs.</b> The ASI continues to provide further details of their hybrid-Agile implementation approach including describing how they intend to utilize new Application Lifecycle Management and development tools. IV&V will continue to monitor as more details of the revised approach are made available.	М
Rec	ommendations	Progress
	once all details of the ASI's Agile approach become available and are communicated to DHS, IV&V will assess	In process

### System Design

#	# Key Findings		
38	Risk – Due to the sequencing of JADs addressing Workflow at the end instead of during current JAD sessions, the project could be faced with significant design rework, which may result in schedule delays, and impact the quality of solution design. IV&V has no material update for this finding in June, a the schedule has not yet been finalized.		
Re	commendations	Progress	

### Deployment

#	Key Findings				
40	<b>Risk - The planning and approach of the ASI Release Management practices were identified as an area to improve during early releases.</b> No BES releases were accomplished in June. The scope of R0.1 was reduced in mid-June, as some of the originally planned SSP component stubs were delayed to R0.2. R0.1 is currently scheduled for completion on 7/14/2020 with the EBT Card Inventory Module (less card issuance functions, which are currently planned for R0.5). However, IV&V notes that several R0.1 pre-requisite deliverables requiring updates based on SOAP have not yet been delivered and/or are not yet approved by DHS, and R0.1 UAT efforts have been delayed. The new tools being implemented by the ASI could potentially help to improve the release management functions. IV&V will continue to monitor the ASI and DHS activities related to this important first release for BES.	L			
Rec	ommendations	Progress			
• A	ssign a Release Manager to manage all details of planned releases.	Complete			
a: al	evelop a Release Plan document for each release, that provides details of the planned release and all ssociated configuration items, clear assignments for all staff involved in all tasks, a schedule for completion of I tasks and activities, planned release status communications, and back out procedures should they be ecessary.	In process			



### Requirements Analysis & Management

#	Key Findings	Criticality Rating
41	<b>Risk - Due to a lack of clarity regarding "Partially Met" requirements in design artifacts, full traceability of requirements may be hampered, and all requirements may not be fully met.</b> The ASI and DHS continued the effort to break down the requirements into singular, traceable, and testable requirements by eliminating all partially met requirements, and to request and obtain approval from DHS via Controlled Correspondence (CC). DHS reports that this effort is still not completed with the ASI, and that they continue to work towards agreement. IV&V will continue to monitor the project's progress towards finalization of requirements.	М
Rec	commendations	Progress
С	Determine a requirements management and design artifact that provides full accountability of where every component of a requirement that is listed as 'Partially Met' is satisfied, ensuring that each requirement is Fully I et and can be validated as such.	In process



Criticality

Rating

Progress

### **Requirements Analysis & Management**

### # Key Findings

Risk - Insufficient requirements elaboration prior to executing the contract amendment may result in a solution that does not meet DHS business needs. During June, the ASI and DHS continued requirements sessions to review requirements changes from the BES Optimization. Although this effort was scheduled to be completed by 5/22, the work is still in progress. Remaining work efforts for the BES Optimization requirements (T-6, T-8, T-10) is expected to be finalized in the first week of July, and the work efforts for the splitting of requirements is expected to be finalized by mid-July. IV&V notes that per the ASI, the remaining volume of requirement changes is minimal. IV&V will continue to monitor in July.

### Recommendations

•	DHS should continue to work with the ASI to confirm all project requirements are loaded into the new requirements toolset to ensure requirement traceability through the DDI and into M&O. DHS and the ASI should take into consideration, the original contract requirements that were amended via the controlled correspondence process, the modifications agreed upon in the BES Optimization Contract Amendment 3, the split of the requirements to remove any 'partially met' requirements, and the new requirements necessary for the shift from a COTS product to development and location and utilization of a RTM.	In process
•	DHS should continue to monitor the requirements gathering process, validating that all key business needs are captured in requirements going forward. Determine a requirements management and design artifact that provides full accountability of where every component of a requirement is satisfied, ensuring that each	In process

requirement is 'Fully Met' and can be validated as such.

### **OCM & Knowledge Transfer**

### # Key Findings Criticality Rating 43 Risk - Due to key DHS, BES and ASI Project Team members departing and/or transitioning from the project, succession planning and knowledge transfer is needed to ensure there are no gaps in knowledge and leadership on the project. The ASI announced the addition of a technical resource to work with eWorld, who will be integrated with the team when travel restrictions are lifted. Image: Criticality DHS PMO staff announced the near-term retirements of three more PMO staff, which is essentially the balance of the PMO Team. DHS is currently exploring options to acquire project management resources to support the project.

I	Recommendations	Progress
	<ul> <li>The state should develop a transition plan for the project and PMO resources as identified in the RFP, which includes DHS PMO and DHS DDI resources (reference RFP section 3.4.3 'DHS Staffing'). It should also include possible project resource impacts considering the COVID-19 economic impacts to the State.</li> </ul>	In process
	<ul> <li>The ASI should develop a transition plan for each key resource as required by the RFP (reference RFP section 3.5.1.2 'Benefits Eligibility Solution Project Staffing'.)</li> </ul>	Closed



# IV&V Status



## **IV&V Engagement Status**

IV&V Engagement Area	Apr	Мау	June	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final May IV&V Monthly Status Report.
Centers for Medicare and Medicaid Services (CMS) IV&V Progress Reports				The first quarterly CMS Eligibility and Enrollment (E&E) IV&V Progress Report is on hold until IV&V and DHS determine the appropriate time to submit the report.
CMS Milestone Reviews				The first CMS Milestone Review date has not yet been determined.
IV&V Staffing				
IV&V Scope		•		IV&V initiated two ad hoc assessments at DHS' request: ASI staffing (Preliminary Concern #50), and ASI Subcontractor Management (Preliminary Concern #52).
		1	Engage	ment Rating Legend
within acceptable () so			gagement area is hat outside acceptable eters.	

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### **IV&V** Activities



- IV&V activities in the June reporting period:
  - Completed May Monthly Status Report
  - Ongoing Review Deliverables for BES project
  - Ongoing Attend ASI project meetings, (see Additional Inputs pages for details)
  - Reviewed available BES Optimization contract amendment documentation
- Planned IV&V activities for the July reporting period:
  - Ongoing Observe BES JAD and Workgroup sessions as scheduled
  - Ongoing Observe Weekly Project Status meetings
  - Ongoing Observe bi-weekly BES Project Risk and Issue meetings
  - Ongoing Monthly IV&V findings meetings with the ASI
  - Ongoing Participate in weekly DHS and IV&V Touch Base meetings
  - Ongoing Review BES artifacts and deliverables

### **Deliverables Reviewed**



Deliverable Name	Deliverable Date	Version
BI-02 Project Status Report Deliverable	Weekly as delivered	N/A
BI-04 Deliverable Updates for SOAP (3X)	5/21/2020	1.6
BI-05 Schedule Re-Baseline	Weekly as delivered	N/A
BI-06 Deliverable Updates for SOAP (partial draft)	6/15/2020	2.1
BI-08 DED Updates for SOAP	5/22/2020	2.0
BI-10 DED Updates for SOAP	6/25/2020	1.6
BI-10 R0.1 Deliverable	6/12/2020	1.0
BI-12 DED Updates for SOAP	5/20/2020	5.0
BI-12 Overview Updates for SOAP (partial draft)	N/A	
BI-14 DED Updates for SOAP	6/11/2020	2.0
BI-15 DED Updates for SOAP	6/11/2020	1.3
BI-16 DED Updates for SOAP	5/27/2020	2.3

### **Deliverables Reviewed - Continued**



Deliverable Name	Deliverable Date	Version
BI-16 Deliverable	6/16/2020	1.11
BI-17 DED Updates for SOAP	5/19/2020	1.6
BI-18 Deliverable Updates for SOAP	5/21/2020	1.11
BI-19 Deliverable Updates for SOAP	5/21/2020	1.12
BI-20 R0.1 Deliverable	6/12/2020	1.0
BI-21 DED Updates for SOAP	N/A	
R0.1 Release Test Plan	6/12/2020	1.0
R0.1 UAT Plan	6/18/2020	1.0

### Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Unisys Contract Amendment 3	4/17/2020	
BES Solution Optimization Approved Deliverable and DED Review Process	05/20/2020	
Unisys Schedule Change Tracker - Weekly	N/A	

### **Additional Inputs**



### Meetings and/or Sessions Attended/Observed:

- PCG Internal BES Project Meetings x13 (06/01/2020, 06/01/2020, 06/03/2020, 06/04/2020, 06/08/2020, 06/09/2020, 06/11/2020, 06/15/2020, 06/18/2020, 06/22/2020, 06/25/20920, 06/25/2020, 06/25/2020, 06/29/2020)
- BESSD PMO, IV&V Weekly Meeting x4 (06/03/2020, 06/10/2020, 06/17/2020, 06/24/2020)
- BES Status Meetings x4 (06/03/2020, 06/10/2020, 06/17/2020, 06/24/2020)
- BES Schedule Review Meetings x4 (06/02/2020, 06/09/2020, 06/16/2020, 06/23/2020)
- BES Change Control Board Meeting (06/03/2020)
- ASI Touchpoint Pre-Draft Review x2 (06/02/2020, 06/30/2020)
- May Draft Report Review (06/09/2020)
- BI-04 Deliverable meetings for SOAP Updates X3 (06/02/2020, 06/09/2020, 06/16/2020)
- BI-16 DED meetings for SOAP updates walkthrough X2 (6/03/2020, 06/04/2020)
- Aha! Requirements Demonstration (6/04/2020)
- BES Optimization Kickoff Event (06/08/2020)
- BI-10 DED walkthrough for SOAP Updates (06/11/2020)
- BI-20 DED walkthrough for SOAP Updates (06/11/2020)
- R0.1 RBT Card Inventory Design Walkthrough (06/12/2020)
- BI-14 DED walkthrough for SOAP Updates (06/12/2020)
- BI-15 DED walkthrough for SOAP Updates (06/12/2020)
- Confluence Tool Demonstration (06/12/2020)
- BI-21 DED walkthrough for SOAP Updates (06/19/2020)
- Staffing Assessment Draft Findings Finalization with DHS (06/18/2020)
- Jira Tool Demonstration (06/18/2020)

### **Additional Inputs - Continued**



### Meetings and/or Sessions Attended/Observed:

- BI-12 Deliverable Overview walkthrough for SOAP Updates (06/23/2020)
- BES R0.1 UAT Status Meeting (06/24/2020)
- BES Security Meeting (06/24/2020)
- BI-06 Deliverable walkthrough of draft completed sections (06/26/2020)
- BI-25 DED walkthrough for SOAP Updates (06/29/2020)
- BI-27 DED walkthrough for SOAP Updates (06/29/2020)
# Appendices



### Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
A	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
М	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
Ŀ	A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely, and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

### Appendix B – Findings Log



• The complete Findings Log for the BES Project is provided in a separate file.

#### Appendix C – Acronyms and Glossary



A	Definition
Acronym	Definition
APD	Advance Planning Document
ASI	Application System Integrator
BES	Benefits Eligibility Solution
CCWIS	Comprehensive Child Welfare Information System
СМ	Configuration Management
СММІ	Capability Maturity Model Integration
CMS	Center for Medicare and Medicaid Services
CR	Change Request
DDI	Design, Development and Implementation
DED	Deliverable Expectation Document
DHS	Hawaii Department of Human Services
DLV	Deliverable
E&E	Eligibility and Enrollment
EA	Enterprise Architecture
ECM	Enterprise Content Management (FileNet and DataCap)
ESI	Enterprise System Integrator (Platform Vendor)
ETS	State of Hawaii Office of Enterprise Technology Services
FIPS	Federal Information Processing Standard
HIPAA	Health Information Portability and Accountability Act of 1996
IDM	Identity and Access Management (from KOLEA to State Hub)
IEEE	Institute of Electrical and Electronics Engineers
IES	Integrated Eligibility Solution
ITIL	Information Technology Infrastructure Library

### Appendix C – Acronyms and Glossary

Acronym	Definition
IV&V	Independent Verification and Validation
KOLEA	Kauhale On-Line Eligibility Assistance
M&O	Maintenance & Operations
MEELC	Medicaid Eligibility and Enrollment Life Cycle
MEET	Medicaid Eligibility and Enrollment Toolkit
MOU	Memorandum of Understanding
MQD	Hawaii Department of Human Services MedQuest Division
NIST	National Institute of Standards and Technology
OE	Operating Environment
OIT	Department of Human Services Office of Information Technology
PIP	Performance/Process Improvement Plan
PMBOK <sup>®</sup>	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project/Program Management Office
PMP	Project Management Plan
QA	Quality Assurance
QM	Quality Management
RFP	Request for Proposal
ROM	Rough Order of Magnitude
RMP	Requirements Management Plan
RTM	Requirements Traceability Matrix
SEI	Software Engineering Institute
SLA	Service-Level Agreement
SME	Subject Matter Expert



### Appendix C – Acronyms and Glossary

Acronym	Definition
SOA	Service Oriented Architecture
SOW	Statement of Work, Scope of Work
VVP	Software Verification and Validation Plan
XLC	Expedited Life Cycle

## Appendix D – Background Information



#### **Systems Modernization Project**

The DHS Enterprise Program Roadmap includes contracting with three separate vendors with the following high-level scope:

- ESI or Platform Vendor responsible for the shared technology and services required for multiple Application vendors to implement and support functionality that leverages the DHS Enterprise Platform.
- ASI or ASI Vendor responsible for the DDI of the Benefits Eligibility Solution (BES Project) enhancing the currently implemented Medicaid E&E Solution (KOLEA) and providing support for the combined Solutions.
- CCWIS Vendor responsible for the DDI of the CCWIS Solution to meet the needs of child welfare services and adult protective services (CCWIS Project) and providing support for the Solution.

#### Systems Modernization IV&V Project

IV&V performs objective assessments of the design, development/configuration and implementation (DDI) of DHS' System Modernization Projects. DHS has identified three high-risk areas where IV&V services are required:

- Transition of M&O from DHS' incumbent vendor to the ESI and ASI vendors
- BES DDI
- CCWIS DDI

On the BES DDI Project, IV&V is responsible for:

- Evaluating efforts performed by the Project (processes, methods, activities) for consistency with federal requirements and industry best practices and standards
- Reviewing or validating the work effort performed and deliverables produced by the ASI vendor as well as that of DHS to ensure alignment with project requirements
- Anticipating project risks, monitoring project issues and risks, and recommending potential risk mitigation strategies and issue resolutions throughout the project's life cycle
- Developing and providing independent project oversight reports to DHS, ASI vendors, State of Hawaii Office of Enterprise Technology Services (ETS) and DHS' Federal partners

## Appendix D – Background Information



#### What is Independent Verification and Validation (IV&V)?

- Oversight by an independent third party that assesses the project against industry standards to provide an unbiased view to stakeholders
- The goal of IV&V is to help the State get the solution they want based on requirements and have it built according to best
  practices
- IV&V helps improve design visibility and traceability and identifies (potential) problems early
- IV&V objectively identifies risks and communicates to project leadership for risk management

#### PCG's Eclipse IV&V® Technical Assessment Methodology

- · Consists of a 4-part process made up of the following areas:
  - 1. Discovery Discovery consists of reviewing documentation, work products and deliverables, interviewing project team members, and determining applicable standards, best practices and tools.
  - 2. Research and Analysis Research and analysis is conducted in order to form an objective opinion.
  - 3. Clarification Clarification from project team members is sought to ensure agreement and concurrence of facts between the State, the Vendor, and PCG.
  - 4. Delivery of Findings Findings, observations, and risk assessments are documented in this monthly report and the accompanying Findings and Recommendations log. These documents are then shared with project leadership on both the State and Vendor side for them to consider and take appropriate action on.

#### **IV&V** Assessment Categories for the BES Project

- Project Management
- Requirements Analysis & Management
- System Design
- Configuration and Development
- Integration and Interface Management

- · Security and Privacy
- Testing
- OCM and Knowledge Transfer
- Pilot Test Deployment
- Deployment



**Solutions that Matter** 

Reporter Finding Type Identified Date Event Horizon Impact Probability Analyst Priority Finding Status Date Retired And the set of the set does not want to enter UAT test cases into Jira, will populate sprea mport into Jira. Still under discussion for adding defects into Jira, will PDIS Test Lead will triage defects, and DHS WLL add defects into Jira. execute determalies include: Approval of system test scripts (B-20). Delivery and approval of the test results (B-20) below, and approval of derive 13 defineships (B-2, B-2, B, B-2), B-2), B-2 (B-2), B-2 (B-2 t schedule will be re-aligned to e y be tied to ASI delivery, not DHS has Govern Annotation is chedulad for completion after 5 of 7 releases are already. The Sostem Architecture documentation is a Gourdational technical document, intended to provide.

Recommend completing and approving the IB-32 System Architecture dolournation is a Soundational technical document, intended to provide. 06/30/2020 - The ASI stated that the logical architecture related to the software-development e /30/2020 - FMM and Shared Services Chapters will be completed in July, and CMM in August, In 07/10/2020 - The ASI provided DHS and IV&V feedback on this finding via email. A subsequent (b) The spin Architective downerstation is locational individual downerst, strated up provid the stratective and provides that subscriptions will and subscriptions will be an end to any end to an 60,752/2020. The AS stated that the light all orthiseture related to the subware devolgement of three should be completed by the and all and, means that dates and such as the Spatian Architecture Converses exectors was presented to the first of V's of 62/21/2020. Unstit and taged architecture the powherd to August. The Applical Architecture and constrained exectors are all is checked for Spatian Bayes. We want the Applical Architecture and constrained exectors are all its checked for Spatian Bayes. We will constrain a complexited by the complete at and spatial bayes. Cop 2022/2022 - related at the standard at the scalar of t conference call with the ASI, BES PM and IN&V team on 7/14/2020 was conducted to discuss the conference call with the ASI, BES PM and IN&V team on 7/14/2020 was conducted to discuss the 6/2/2020 - Paul/Rob - Release 3-6 have extended prep times; not starting development until mic s are in development, and some releases are already completed rogress, and 2 releases completed. 62/2020 , 700/(Rm - Massa 3.6 Am and help are times, to this right polytophical start in the fitting development and in the fitting development and in the fitting development and in the fitting development development and the start is the fitting development developstandards and coding standards. 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A subsequen SI's managerr coment nian call with the ASL RFS PM and IV&V team on 7/14/2020 wa • 20% shauld continue to well with the AD to confirm all project regionements are leaded into the new requirements to solve the remute requirement to acadelity through the OD and risk test MAD. Determines the solve requirements to acadelity through the OD and risk test MAD. Determines the test of the OD and risk t The BS Optimization Control amonghout, grand and device in this region of the SS Optimization control transmission. The ASI on OPE is the SS Optimization control amonghout, the project mean the bit is of encloses of the SS Optimization control amonghout the SS flicient requirements elaboration prior to executing the contract amendme cresult in a solution that does not meet DHS business needs. ng - Risk 05/70/2020 - This is accurate, but the volume is low so we don't feel this is high. Getting closer, anticipate completion by nest week SUAP, 3-2 weeks for gripts. 55/70/200 - Pre Vale the fract local of the experiments were argued upon in the 855 Optimization Contract Amendment. The AR/DEM are anxieting to document and agree upon the datalied arguments shall be a high priority item for the project but is a medium risk to the proj amo DHS and DHA are actively unarking this statuly. The contrast of the second sec A report stars abled and expensions with the adheuer and tables assured to streaming the project stars, abled and expensions, abled fails, and for the fainge, development, and distances of the stars adheuer and expensions of the stars adheuer adh /30/2020 - Staffing config has been adjunted significantly (Withold, Plamped up Univy) IEC eff. 07/12/2020 - The XS provided DrtS and V&V (sedback on this finding via email. A subsequent one Years (Jacké 3 architects in India, now about 30 staff), and eWhold added an architect. Double (conference call with the XS), IES PM and V&V team on 7/14/2020 was conducted to discuss the comment. GU202222: The A22 amounced the use of the Conference true for development of derivability, and a mapping with the and A24. The A2 is no administration multiple CED and derivability and a mapping on the A2 is a mapping of the A2 h hap Loo P daugs distribution of an indication to thore the host distribution of the second W recommends that a facilitated root cause analysis be performed by the ASI with DHS and HV attendance. Quality issues are rarely generated by a single entity in a project, so there could potentially be multiple causes or root cause of this current condition. Once the root cause() and dentified, MY recommends immediate action be removed w norshow are intercomment. 30/2020 - New deliverables this month included BI-10 quality issues, and the issues were corrected. DHS is n cluded BI-10 and BI-20. BI-10 was initially called back S/S/2020 - Paul Oliver stated DHS perform their own BCA: Univers or oleted BCA. The ASCs design, besting artifacts and project schedul e action plan should be complete next week as is i Is project staff nor target complete data identifies. Proget deliverable devisioners attactions and indipassing benefits was attached with the staff or the staf Improvement, - Updates are needed to the AGN Peer Roview Chrick to emure that reviewen fully understand the definerabilis intent an Delivenable 81-4 (MMP) needs to be updated with the revised process tools to enforce the process. The ASI has passed submission of any accuracy of DCF comments. The ASI has passed submission of any time as remediation plans are exacted, and quality lissues received in ubmitted in March and AgnI. It is currently unknown what tools we assist in enforcing the processes. The ASI stated on 4/29 that it has dr remediation, and will share this with DHS and TVV in early May. IVV w e CMS Outcomes-Based Certification Requirements have not been published b MS has not published the Outcomes-Based Certification (OBC) requirem x/process, which allows If the OBC process and requirements are not published by CMS prior to the State's approval of the The State continue to follow-up with CMS for the status of the nelase of the OBC Process and 06/30/2020 - No update during this reporting period, IV&V will follow-up with DHS and provi update in the next report. 05/31/2020 - No update during this reporting period. 04/30/2020 -update during this reporting period. 03/31/2020 - This finding replaces finding Number 5 which in relation to the CMS MEET Life Cycle. CMS informed DHS that the BES project will require the airements and discuss this risk with CMS to o mize this risk to the State. be at risk. splitt dering für speicht genet 2017/2022 - The Steller genetics fourty function 5 and 5 a Districtions of the set in the se 5/2/2020 - Paul Offwer stated that DHS requested the ASI Inn't ESSD staff needs during the mon May 2020 due to the focus of states staff to work with clients. Unknown if this will estand to any logical during the state of the states of the states of the states of the states and work on the project in the fature may impact the schedule - ASI will need to look at options if the main is nealable. DVID-19 pandemic and the related "stay at home" order could hinder p ies and negatively impact the project schedule and budget. 3/31/2020 - Per Paul Oliver, The project has also logged a risk for COVID-19, ASI main concern is the impact to BESSD organization and ability to continue to support the project moving forward. ASI ha less concern regarding their staff since Unitys is used to working remotely and it overall has less of a W fully supports proteinging as a later practice within the Aglie SDC. However, IVM concern services the base of the proteinging, which is also and to be the superior protein proteined for victoments proteined in the base of the proteinging which is also and to be the superior proteined for victoments proteined a review encoded for an encoded service that the superior proteined and the superior pro-teined and the superior proteined and the superior proteined for users and the proteined areas areas encoded and the superior proteined and the first proteined and the superior proteined and the superior proteined and the superior the support the SST proteined and the State and the superior proteined and the superior proteined and conclusion of the STATE and COM between, the functional along and the STATE and Common States are conclusioned for York and COM between, the functional along and the STATE and Common States and the Associations and the STATE and COM between, the functional along and the STATE and Common States and the Associations and the Association along and the STATE an eWorld reported in the 3/25/2020 Project Status Meeting that they have commenced efforts to develop prototypes and preliminary data models from the HAWI and HARI systems, as opposed to 6/00/2020 - The ASI scherholed a session for Friday 6/26 to review proposed changes to the 5/2020 - David Oliver, the remiert documents need to be re-blicked and reviewed to address t Unplanned rework may result from prototyping based on systems that will be retired. Requirements should drive design so that the BES application supports BL0202020 The XG shadked a search for Mark 271 to rower proposed drogs to the AG in BL0 Dr of all-blows. The shadked has been added for protricting more states, follow the CD or add shares. The shadked has been added for protricting more states, follow the CD or add shares in the shares of the AG is an added, the CD or blow has a share added by the CD for hon hon any etime defined prot AG is an added, the CD Orable is an added by the constraints and the shares of the AG is an added, the CD orable is the distance of the protocol and added by the AG is an added by any et adding the distance and being both protocol and the CD orable shares have been added by an adding the distance added and added by the AG is an added by an adding the distance added by the AG is added by the AG is added by an adding the distance added by the dista 3/31/2020 - Paul Cliver - this approach is not out of the ordinary - prototyping is often used with all final designs. Looking at existing systems along with the new requirements. Paul will set up is with eWorld, IVV on Thursday to gain a better understanding on the approach. prototypes and child data models based on the systems to be refired, and then subsequentl iterate the prototypes and data models to meet with BS2 requirements. Without the revise Development, and Implementation approach being documented, IVV is rendered as unable if/how this process will actually work. IVV will continue to monitor this concern until such to where is a revised approach documented as to the how the solution will be developed i with the BES Optimization Contract Amendment. with the BS opponsion Cacteria Antendence. B (CA)2010: The SA of SA opponsion Cacteria Antendence of a Achina's manuare to work with click Monecular Info process of not be integrated with the terms and a fact trade interactions are lifted. 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ASI PM also stated they are currently filling the ASI PM and ASI Engagement Manager Roles and is committed to the project in these selfs of the area fit amount.

se PMO Lead. IVV will follow-up with DHS and the ASI PM in March and provide an update in st report. Due to the progress observed in February, IVV is reducing this risk to a low priority.

<ul> <li>Paget days of August Margan by Segurities analysis project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity project Information data of a segurity segurity the sensitivity segurity the segurity s</li></ul>	No this shares (In Adv. Communication 1: Diff) signification (Lings 1: Bold), and the display bold (Lings 1: Bold),		AP(2022) - Origing Jun, NV visited is laid characteristic specific glandwards ubstantion. AP(2022) - Origing Jun, NV visited is laid characteristic specific glandwards ubstantion. AP(2022) - Original Jun, Jun, Jun, Jun, Jun, Jun, Jun, Jun,	4/2021: The data was due to the adding the communication yain updates into the neural HW was all tables of the provide the intermediate of the provide tables and the second tables and
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b) Eventuring and/or local decomposition encoding general bitchic brougs, et glaceng decomposition to the purper indige, shakely, system brougs, et glaceng decomposition to the purper indige, shakely, system	project. For example, the ASI and DHS have stated that they have reached areasement that the future solution plans as provible. As an example, if XDLFA and RFS are to move to a single is	Name Tee & de deraktive to securent en exclusionar dades in the UL System Autohandon Shandon Model & S S S S S S S S S S S S S S S S S S	EXC20202: The Add definit against the first 2 system Architecture Patientials and partoms provide the additional against the provide additional against additional additional partoms in the 2D system additional additional additional additional additional partoms in the 2D system additional partoms in the 2	In of finding bits (Financian) (BT) (2020): The AD (period of the set of (KV Mutukan of the Note (Adding 4) and II. A subagent ) of Adding to meth to Adding, the MU and

27 S	Schedule delays may occur if the baseline schedule does not have proper resource Darrent loading.	nen Finding - Ris	s 5/28/2019 Project Management	The draft baseline schedule does not include all ensurce assignments, and most of the lead resources that are added to the schedule are largely oversilocated. The MP and the AS prograu both require a fully resource-loaded project schedule ALL lead project staff are all oversilocated through the new 200 days. Coversilocation ranges from 16 in/14 you 10 Jah Valay. The XI has statestered through the new 200 days. Coversilocation ranges from 16 in/14 you 10 Jah Valay. The XI has statestered through the new 200 days. Coversilocation ranges from 16 in/14 you 10 Jah Valay. The XI has statestered through the new 200 days. Coversilocation ranges from 16 in/14 you 10 Jah Valay. The XI has statestered through the new 200 days. Coversilocation ranges from 16 in/14 you 10 Jah Valay.	The project's ability to undentand 'abild' staff are working on 'ahat' project tasks is obscured. Successful externe overallocation of resources can result in unplanned schedule delays, and unobtainable task end datas and mileotones. This condition is the schedule is an indication that one or more of the following may be examine; there may near the enough resources to accomplish the planned tasks in the schedule schedule.	It is recommended that the AD perform, at a minimum, the following - Add all tasks to the interim technolus. Closed D5/12/2020 - The ADI and longer maintaining the interim schedule. Add all project resources to the project checked Ading all project resources in the schedule to as to all comment and plinned insta and activation Longe and project resources in the schedule to an experi- and attachability of the schedule A upon completing the Adom, resource pape seat, the project may wart need to comme the hompion.	July 2019 4	3 Med	Open	06/30/2020 - The ASI stated that it would add recources and hours to tasks by the end of June, however this was not completed as scheduled. Yelly notes that ASI also stated that it will not maintain resource allocations and resource leveling within MS Project. DTB sparse to add its resources in when all hower tasks and activities are identified and added to the schedule by the AS.		3/31/2020 - Paul Oliver - Jocoliny is actively working to develop the new schedult to rebaseline. As using MS-Project to allocate the initial resources. Concern is ongoing resource management via la Project. Going forward the AS plans to use TC sprawbeet with all resources loaded to include new subcontractors, (WorklSystemic with manage their own encources and the bincluded in the included in the second seco
				that they will only track resource assignments for lead staff, which obfuscates transparency. 'Unknown' project staff (identify Adjent Lead, Integration Lead, Silved Dev Lead, DPA Lead, Bi Architect, Data Architect, Tech Write) are ALL overallocated. Overallocation ranges from 24-36	accordance with the schedule; tasks may not have been fully decomposed to the appropriate level; resource assignments may not have been fully planned out and/or assigned.	and attainability of the schedule. If, upon completing the above, resource gaps exist, the project may want need to consider bringing on additional resources as needed to meet the schedule.				05/31/2020 - The BI-5 Project Schedule published by the ASI on 5/15/2020 is duration-based as opposed to task-based, which results in little visibility into resource allocation and is not aligned to		ETC). Paul will review with IVV once the baseline schedule is complete.
										the contract requirements. Additionally, most 'assigned' resources are resource groups as opposed to named individuals. DHS has expressed concerns on this approach and plans to discuss with the		3/3/2020 - The ASI PM indicated the schedule may not be fully resourced in MS-Project since it
				hrs/day - There are over 68,000 hours of work assigned to 'Unisys' There are over 19,000 hours of work assigned to 'DHS' There are over 7,000 hours of work assigned to 'DHS Technical'.						ASI: 04/30/2020 - The initial draft of the 8I-5 Project Schedule was published on 4/17/2020 and continues to be constructed and iterated by the ASI. The ASI anticipates this to be finalised by May		requires a significant amount of time to manage. They will review alternatives (ETC Forecasting too
										In small individual. Drift has expressed conterns on this approach and given to discuss with the ALA 04/2022.022. The initial and of the tas 3-bayes (is taked was applicable of 4-3/12028 and 4-3/12028 and 5-bayes), and the state of the s		
										work on the BES Optimization contract amendment. Once agreed, the ASI is planning to publish an		10/10/19 SB: The ASI did meet with IV and V after the Monthly review call for the September repo and did walk through numerous updates. The ASI requests the IV and V to update this finding base
										and planned to be performed until the overall project schedule is published. 02/29/2020 - The State		and did walk through numerous updates. The ASI requests the IV and V to update this finding base on the latest review.
										decided to move broward with the BES Solution Optimization and is currently working with the ASI to amend the contract. An ASI action item was opened to develop an interim schedule on 2/12/2020 detailing the work currently being performed, with expected completion by 2/26/2020. The ASI		
										detailing the work currently being performed, with expected completion by 2/26/2020. The ASI reported in the 2/19/2020 status meeting they are preparing a project schedule that represents the		06/11/19 S brown: The ASI will continue to update and level resource allocations.
										work planned to be performed up to the time the revised ASI contract is executed. This action item was since pushed out for completion (at a high level) on 3/4/2020. IVV will leave this finding open		
										until such time that a revised schedule is published by the ASI. 01/31/2020 - During the January reporting period, the State informed IVV they are researching alternative solutions for the BES		
										reporting period, the state informed involves are researching attentione solutions for the BCS application. As DHS and the ASI agreed not to maintain the current schedule, the ASI published the list schedule update on December 10. 2019. IVV will leave this finding open until such time that a		
										lists schedule update on December 10, 2019. I/V will leave this finding open until such time that a revised schedule is published by the ASI. As reported last month, updates and ratings are suspended for this finding until additional information is provided to I/V. I/V will continue to monitor the		
										for this finding until additional information is provided to TWV. TWV will continue to monitor the progress of the BES Optimization options and will readdress this finding in February. 12/31/2019 -		
26 5	Schedule delays may occur due to the lack of detail in the project schedule. Darren	ren Finding - Ris	5/28/2019 Project Management	The tasks and activities listed in the project schedule for the next 90 days have not been decomposed	If all tasks and activities are not thoroughly decomposed in a common manner using MS Project, it	is 6/30/2020 - Ensure that all project participants have access to the tools in which the Epic details will	July 2019 3	3 Med	Open	progress of the BES Optimization options and will readdress this finding in February. 12/31/2019 - 06/30/2020 - The ASI plans to provide the Epic view of the contents of each release in other tools		3/31/2020 - Paul Oliver - The interim schedule was not intended to capture every task/activitiy. It
				to a level to where actual progress can accurately be measured. IVV has become aware that some project leads are using Excel, Trello, or other tools to track task and activity details within their	highly likely that sub-plans recorded elsewhere will at times not be in sync with and/or congruent with overall project plans. This type of approach often times results in unplanned activity and/or	be provided. 5/31/2020 - DHS/ASI update the schedule to reflect the level of detail described in the contract and the work that needs to be performed Add all tasks to the interim schedule Cosed 5/55/2020, the ASIs is no longer maintaining the interim schedule IVV continues to recommend				(Aha), Jira) as opposed to the project schedule. IVV notes that many details have been added to the Project Schedule over the past month and continue to be added on a weekly basis. As such, the		was meant to capture the major (higher level) tasks to manage the project short term. The ASI team is focused on the long term schedule aligned to the BES Optimization. The interim schedule is being
				respective areas of responsibility.	project delays, and hinders the project's ability to sufficiently plan for the appropriate resources to be involved in each task.	5/15/2020, the ASI is no longer maintaining the interim schedule IVV continues to recommend that all tasks and activities are thoroughly decomposed by the individual project leads, and that subsequent details are properly added to the schedule for all current tasks, as well as those				project schedule has not yet been accepted by DHS. 05/31/2020 - The ASI's BI-5 Project Schedule was re-published on 5/15/2020. The current BI-5 Project Schedule provides little visibility to the BES		used and reviewed weekly in the Unisys team meeting. The interim schedule will be used for approximately 1 month, targeting the end of April for the BES Optimization Schedule.
						subsequent details are properly added to the schedule for all current tasks, as well as those common intuities the event 00 days, much are a celline more basis.				was re-published on \$123,2020. The current Bio Prograt Schedule provide Bill's wildlifty to the BIS Instructionality that is planned to be developed in each release. Additionally, DES and Vy provided Reddacts to the ASI that may result in facthed or happens to the Additionality, DES and Vy provided Reddacts to the ASI that may result in facthed or happens to the Additionality, DES and Vy provided Reddacts to the ASI that may result in facthed or darges to the Additional, DES and		
										schedule. These items are being addressed and discussed in the weekly BI-5 Project Schedule Review		10/10/19 SB: The ASI did meet with IV and V after the Monthly review call for the September repo and did walk through numerous updates. The ASI requests the IV and V to update this finding base on the latest review.
										meeting. 04/30/2020 - The ASI published an initial draft of the Bi-S Project Schedule on 4/17/20 and facilitated a client review on 4/24/2020, where DHS and I/V provided suggestions for		and did walk through numerous updates. The ASI requests the IV and V to update this finding base on the latest review.
										improvement. The ASI commenced weekly schedule update reviews starting on 4/28. The ASI plans to have the Project Schedule, with the details of all planned tasks activities complete on May 15,		
										2020. IVV will continue to monitor this activity in May. 3/31/2020 - The ASI and DHS continued to work on the BES Optimization contract amendment. Once agreed, the ASI is planning to publish an		09/12/19 58: The ASI and DHS have a weekly meeting to review the schedule in great detail. The A and DHS are evaluating options to simplify the schedule and work item tracking process.
										updated schedule. The ASI developed and is using an interim schedule to manage the work currently and planned to be performed until the overall project schedule is published. 02/29/2020 - The		06/11/19 S frown: The ASI agreed to add additional detail once the schedule is baselined, as discussed with the client.
										State decided to move forward with the BES Solution Optimization and is currently working with the		Concentration where the could'
										ASI to amend the contract. An ASI action item was opened to develop an interim schedule on 2/12/2020 detailing the work currently being performed, with expected completion by 2/26/2020.		
										The ASI reported in the 2/19/2020 status meeting they are preparing a project schedule that represents the work planned to be performed up to the time the revised ASI contract is executed.		
										All to annual the scatteries. And all actions times an agened ta devolution as instrum schedule on the scattering of the		
										During the January reporting period, the State informed IVV they are researching alternative robotics for the BS and robotics. A DMC and the state informed IVV they are researching alternative robotics.		
										solutions for the bc3 application. As DHS and the ASI agreed not to maintain the current schedule, the ASI published the last schedule update on December 10, 2019. IVV will leave this finding open		
										until such time that a revised schedule is published by the ASL As reported last month, updates and ratings are suspended for this finding until additional information is provided to NVV. NVV will		
L	Jack of clear understanding of the DDI approach may reduce effectiveness of JARs mforr	rs Finding - Iss	e 12/17/2018 Configuration and Development	Several DHS stakeholders have commented that the SI Design, Development, and Implementation	Lack of stakeholder understanding and buy-in to the SI DDI approach and project activity objectives	PCG recommends one or more of the following to mitigate this risk 58; • 51 provide an additional DD	1/31/19 4	3 Med	Open	06/30/2020 - The ASI continues to provide further details of their hybrid-Agile implementation	1/7/19: Note: During the 01-02-18 [sic] status meeting, DHS did not decline the offer and made suggestions. To my understanding, Univys offered to present the orientation during each IAD session it was suggested by DHS that the pre-IAD packet be placed in the SharePoint project site. For new	20/10/19 SB: DHS has agreed to the updated BI 10 template which will be reviewed as part of
ľ	na Jaua.			SI activities, they do not understand how it all fits together and some activity objectives seem	decisions.	PCG recommends one or more of the following to mitigate this risk Stg SI provide an additional DC approach overview section for stabeholders and allow by CQ - SI provide DC approach documentation/metatehols for stabeholders is note and one resches that involved gene damad; the material could be made readable via the project Shaneboarb bar local DC Ran deliverable and maket teally stabehols and project shaneboarb.				66/30/2020 - The ASI continues to provide further details of their hybrid-Agile implementation approach including describing how they intend to utilize new Application Lifecycle Management and development books. WW valid continues to monitors are more details of the revised approach new made available. 65/27/2020 - INV conducted Agile overview sessions for DHS, at their request, to gain a	suggestions. To my understanding, Univys offered to present the orientation during each IAD isosion It was suggested by DHS that the pre-IAD packet be placed in the SharePoint project site. For new participants in the IADs, a separate orientation before the IAD should be held for those new	PMO through it. The whiteboard big picture is being produced for team consumption.
				unclear. The SI conducted a DDI approach overview session during an initial JAR session, however not all stakeholders were present. IVV did not locate any DDI approach documentation or materials		materials could be made available via the project SharePoint • SI submit DDI Plan deliverable and make it easily available to all project stakeholders					participants in the IADs, a separate orientation before the IAD should be held for those new participants.	
				that could be referenced by stakeholders who may have missed to the overview session, by new members of the team, or by other interested parties.						published nor conducted any sessions with the extended project team to explain how they will adopt the Agile methodology for the BES Project. The ASI agile approach is planned to be documented and		09/12/19 58: The BI 6 DDI Plan Deliverable has been accepted by DHS. The ASI is currently addressing comments on the interations of BI 10 Functional Design deliverable provided for review
										shared with DHS in early June 2020. 04/29/2020 - DHS signed the BES Optimization contract		DHS to more clearly align with sections of the approved DED.
										amendment which changes the project DDI approach including moving from Waterfall to an Agile approach. While details of these changes have yet to be made available, this shift could introduce additional risks if DBS soles not come to a good understanding of Agile principles and how the ASI		05/11/19 S Brown: The ASI disagrees with this finding and associated rating. The DDI plan has been
										will implement Agile. 03/29/2020 - The ASI conducted a walk-through of the LucidChart Process		presented to the client in its entirety and the ASI is executing delivery as detailed in the plan. In
										Diagrams for DHS, however, DHS has stated that this and other ASI efforts to explain the big picture have not met their expectations or increased their understanding of the ASIs SDLC methods.		addition, there have been numerous presentations and discussions on the methodology to the client. The ASI is in the process of updating the deliverable based on the DCF comments, with many
										Additionally, the project continues to move forward with the BES Solution Optimization. It is currently unknown if the Solution Optimization, or the inclusion of subcontractor development		of them from IV and that have been very high level and needed clarification on how the comments apply to the specifics of this project. There are two remaining sections along with general commen
										correctly valences if the schedules Optimization, or the inclusion of autocontract development seasones, will be used on impact the AGC Stategowich, VM will contract as evaluate this finding as seasones, will be used on the schedules of the AGC stategowich and the schedules are early provided DNs with a state of LociDChart Process Degreem as a means to provide them will be better understanding of the 'Big priority' on the valid to the AGC stategowich schedules and 'Big tophork', where assisten of those taggeres are planned. Additionally, the project continues to new forward with the ESIS clocked Cognitions. It is convery another mini- tion and the schedules and the ESIS clocked Cognitions. It is convery another mini- tion and the schedules and the ESIS clocked Cognitions. It is convery another mini- tion and the schedules and the ESIS clocked Cognitions. It is convery another mini- tion and the schedules and the ESIS clocked Cognitions. It is convery another minition and the schedules and the sched		still due to the client this week. Walkthroughs will be scheduled as needed.
										recently provided DHS with a series of LucidChart Process Diagrams as a means to provide them with		1/3/19 - Unisys (Bill Thornton) reports that they offered to provide the approach materials in the pr
										a better understanding of the 'big picture' and how all the individual processes and analysis relate to each other and 'fit together'. Review sessions of these diagrams are planned. Additionally, the		1/3/19 - Unsys (Bill Thornton) reports that they offered to provide the approach materials in the pr JAD package and conduct an overview prior to each JAD session, however, DHS has declined this
										project continues to move forward with the BES Solution Optimization. It is currently unknown if the Solution Optimization, or the inclusion of subcontractor development resources, will change or		affer.
										impact the ASI's DDI approach. IVV will continue to evaluate this finding as additional details about the Solution Optimization are made available. 01/31/2020 - In the January reporting period, the IVV		
										Team reviewed the existing BES Optimization proposal documentation and met with the DHS PMO to discuss. It is understood that work continues to further refine the BES Dotimization details. NV		
_										does not have the information needed regarding scope, architecture, requirements, schedule, cost,		
0.10	Charges in direction regarding the preferred platform for portal development may impact project schedule and cost. [LifeRay vs. Adobe]	rs Finding - Iss	e 11/28/2018 Configuration and Development	The project intends to utilize Adobe as the preferred platform for portal development, instead of LifeRay (which is currently used for the existing KOLEA portal platform), as the BES project web porta	If DHS executes a change request to implement Adobe as the BES portal solution, there will be a significant impact to the project budget. The ASh has stated that if the portal platform is not decide soon there will be schedule impacts as they need to staff for the appropriate staffilest. ASh has also stated they may begin developing a solution in Lifetbar until a CR is executed to move to Adobe.	Continue discussions with the ASI and DHS to understand if and how the project will pursue d alternative methods to integrate the 2 portals in order to simplify and enhance the Ohana Nui	Q1 2019 4	3 Med	Open	06/30/2020 - DHS is no longer be planning to create a unified portal due to a required reduction in scope as part of the BES Optimization. DHS is close to awarding a contract to migrate the KDLEA		07/10/2020 - The ASI provided DHS and IV&V feedback on this finding via email. A subsequent conference call with the ASI, BES PM and IV&V team on 7/14/2020 was conducted to discuss the
				solution. Adobe Forms is currently out of scope for the BES portal but is in scope for BES PDF	soon there will be schedule impacts as they need to staff for the appropriate skillset. ASI has also	customer portal experience.				portal from Liferay to Adobe, while the BES Portal will be implemented separately by the ASI in Liferay. The ASI still plans to develop the 'combined application' and has stated that the integration		comments.
					There are not the second of th					effort will be no more complex under BES Optimization than it was in the original scope of work.		10/10/19 SB: The ASI would like the IV and V to update their assessment to include the status that
				and has also provided a more details PIA. As of the date of this report, the Project is tracking this as 'Top Level Issue.' It is unclear if DHS will be able to fund this CIt or if it will involve de-scoping/scope						05/27/2020 - DHS has stated their intention to create a unified (single) portal for both MQD and BES. DHS is still in discussions with the ASI on whether implementing the BES portal in a unified Adobe-		there have been multiple iterations of this CR that have been provided to DHS to address their project needs and budget concerns. The ASI has provided the PMO with an updated approach and
				swaps.						based platform is within their scope of work. Customer benefits (Ohana Nui) of a unified portal could be compromised if the ASI implements a separate BES portal. 04/29/2020 - Proposals for the KOLEA		RDM for the conversion of the KOLEA portal to Adobe that the ASI believes is in line with DHS expectations and it is currently under review by DHS.
										Portal Modernization RFP were due 4/13/20, DHS is currently evaluating the proposals. 03/29/20 - DHS construct the X/0 Ex Partial BH must extend this exactly. BML is not close constraint the areas		
										Is comparised if the XD implements a separate BES practic QU(2)/QUE2. Propulse for the XDEA Parall Moderimation Plane and 4/13/LD. Set is converting valuating the propulse. (2)/QU22 DBS reported the XDEA Paral BP was released this in order. WV is not clear regarding the more beamed plane for the EVF paral regeneration and infolme our plane(). 20/270: The XD is matched DD assission for the BES paral designments and all follow our plane(). The Plane beam released to the set of the VDEA Paral BP and the Set of the VDEA Paral Plane BP and the Moder DD and the VDEA Paral BP and the Set of the VDEA Parallel Plane BP and BP		09/12/19 S8: Active conversation and assessment of options continues between the ASI and DHS.
										restarced JAD sessions for the BES portal design as of 2/11/20. IVV is not aware if the KOLEA Portal BFP has been released. IVV will continue to monitor this and will provide an update in March.		
										01/31/2020 - IVV validated the DHS KOLEA Portal IRFP had not been released as of the end of January. IVV also confirmed that the BES Portal is still planned as a component of the ASI scope of		05/11/19 S Brown: The ASI disagrees with the finding that there is limited communication to the project on this item. It is statused on a weekly basis as part of the status report and meeting, wit
										no update on the status of the DHS Portal RFP for the December Reporting period, however,		client agreement on status.
										understands that DHS is targeting the first half of January to release the RIP. PV will continue to monitor this activity in January 2020. IVV maintains this is a medium criticality risk to the project as		03/13/2019 Bill Thornton, Unixys
										of the December reporting period. 11/27/2019 - NV has no update on the status of the DHS Portal		13/13/2019 Bill Therenton, Unayi: Clarification has been provided to the composite rate applying to DDI enhancements with the existing technology stack. Adobe is a new technology and the composite rate does not
										BFP for the November Reporting period but will continue to monitor in December. IVV maintains this is a medium criticality risk to the project as of the November reporting period. 10/28/19 - As reported in the 10/30/2019 ASI Weekly Status Meeting, MOC will go out to bid for the Adobe portal		the existing technology stack. Adobe is a new technology and the composite rate does not apply. We will update the PIA with effort and the roles utilized.
										development 807 will continue to monitor in Managehor to confirm the emisst's devicing and impact		
										betwapmice. We make that the same and the sa		
										is still outstanding. Concern continues to grow as the project has been in limbo regarding the		
L	Late delivery of project deliverables may result in schedule delays. Jolene	ne Finding - Iss	e 11/28/2018 Project Management	Based upon the project schedule dated 11/26/18 (refer to schedule for specifics), several due dates for project deliverables have been missed. As of the date of this report, these deliverables include the	Without a PMP that depicts all Project Management processes, the Project can suffer unplanned consequences in scope, schedule, cost, and quality parameters. Without a schedule that provides	6/30/2020 Recommendations; - Prior to acceptance of the new baseline, finalize the needed update to the project schedule to address the outstanding items/issues identified by DHS, the ASI, and W&V	s TBD 4	5 High	Open	06/30/2020 - The ASI is behind schedule on Solution Optimization tasks and activities but maintains that critical path has not been affected. IVV notes that several R0.1 deliverables being updated for		3/31/2020 - Paul Oliver - The interim schedule was not intended to capture every task/activity. It wis meant to capture the major (higher level) tasks to manage the project short term. The ASI tear
				is an opport in project to constant of the star of the date of this report, these deliverables include the Project Management Plan (PMP), which is the formal document that is used to manage the execution of the project. In some instances, this is then yob compounded by a backlog of Deliverable Expectation Documents (DED) requiring approval and acceptance from the State.	the required level of detail to manage the work, the project is at risk to be successful.	Ve adjusted mechanismustanticity, ** relia to inceptional to other mechanism, insteading, the method opublic to the project schedule to address the outstanding learning taxes identified by DHS, the ASI and WAV Establish the process for DHS and the ASI to mutually agree to the revised project schedule baseline. Fatablish the process for DHS and the ASI to mutually agree to the revised project schedule baseline.				The critical path has not been effected. (IV values that usered R2.5 and observations updated B4.5 dependence) and the critical path has all one granulated B4.5 dependence and the critical path has all one granulated B4.5 dependence and B4.5 depe		X1212020 - Nut Clove - The alian's schedule was not interneted to capture every bank/cablety in sciences to capture the major higher level lacks to measure the reject locar time. The X40 was used and revewed weekly in the Unitys team meeting, the internet schedule will be used for approximately - neuronal caption of the origination of April 10 her BSC and the Sam Sam 2020/2020 - Sam
				Expectation Documents (DED) requiring approval and acceptance from the State.		Management sub-plan of the Project Management Plan (81-04). 5/31/2020 - Finalize the updates b	p			High in June. INV will monitor all tasks, activities and deliverables comprising R0.1 during the next		approximately 1 month, targeting the end of April for the BES Optimization Schedule.
						The project schedule to address the outstanding items/issues identified by DHS and IV&V. 5/31/2020 Establish the process for DHS and the ASI to mutually agree to the revised project schedule baseline.				reporting period and will provide an update in the next report. 5/31/2020 - On 5/15/2020, the ASI retired the interim project schedule and published the BI-S Project Schedule, which will be updated		20y 20y 20 Store the Morris working in close collaboration with DMS on the schedule and are assessing options to the project schedule and content and would ask the IV and V to reflect DMS's current.
						Exability the process for OSL and the AN City mutually ages to the revealed project turbules bundles. Tablication the process for OSL and the AN City mutually ages to the revealed project turbules and use of the AN City and AN City				on a weekly basis. Based on IV&V's review of the project schedule, due dates of providing updated planning deliverables (e.g., Communication Plan, 81-6 DDI Plan, 81-10 Functional and System Design		assessment of this issue. 09/12/19 58: The ASI meets weakly with DHS to review the schedule in detail and will continue to so. As noted earlier, the ASI and DHS are assessing options to simplify the schedule and work item
						schedule. NV recommends that the ASI complete the Project Management Plan deliverable, work with DHS and IVV for review and edit as needed, and attain annoval of the DMD. The well have				DED) to DHS have been missed. While the ASI is tracking several outstanding items to update the schedule, there is not an DHS/ASI aereed upon version in "hospital" the schedule, which exact to		
												6/11/19: The ASI and client are holding daily stand up meetings to review progress made that day
						developed and implemented to meet the needs of the project. Review and update the project schedule to capture and discuss the late deliverable and tasks and delivery thereof; needed				continued to provide weekly updates to the interim project schedule. The target dates for several deliverables were postponed this month to address a quality issue logged by DHS. The ASI acted by		any issues identified and the plan for the following day. These meetings specifically review the schedule and review opportunities for pull in. The ASI and client are also holding weekly standup
										completing a root cause analysis and will adopt process changes to improve the quality and potentially reduce or minimize the risk of deliverable delays in the future. The ASI reported in the		meetings with the entire team to review progress, issues, and activities coming up the following
						mitigation actions along with identification and agreement with DHS on DDI to resolve the late activities and tasks. Updated Recommendation 10/10/2019: - Continue to manage and task the			I I	potentially reduce or minimize the risk of deliverable delays in the future. The ASI reported in the		week with the objective of collaboration and joint ownership of the projects avarages and sched-
						activities and tasks. Updated Recommendation 10/10/2019: - Continue to manage and track the schedule to ensure deliverables are provided as planned Review the schedule critical path in the				4/29/2020 status meeting that the impact of these delays will be mitigated or adjusted as the BI-S		week with the objective of collaboration and joint ownership of the projects progress and schedu improvement. 9/19/00 Bit Navadea University
						activities and tasks. Updated Recommendation 10/10/2019: - Continue to manage and track the schedule to ensure deliverables are provided as planned Review the schedule critical path in the weekly schedule review meeting Continue to meet weekly with DMS to convey new schedule changes of https://doi.org/10.1001/000000000000000000000000000000				4/29/2020 status meeting that the impact of these delays will be mitigated or adjusted as the BI-S		improvement. 3/13/19 Bill Thornton, Unitys:
						activities and tasks. Updated Recommendation 10/10/2019: - Continue to manage and track the schedule to ensure deliverables are provided as planned Review the schedule critical path in the weekly schedule review meeting Continue to meet weekly with DMS to convey new schedule changes of https://doi.org/10.1001/000000000000000000000000000000				4/29/2020 status meeting that the impact of these delays will be mitigated or adjusted as the BI-S		improvement. 3/13/19 Bill Thornton, Unixys:
						extinities and tasks. Updated Recommendation 307/2020: - Continue to manage and text, the chirduid to ensure disherables are proved in stores. The source we has chald critical path in the weekly schedule review meeting Continue to meet weekly with DES to corrwy new schedule charges, obstacles, and document the corrective actions that we lib tasks to address schedule delays and obstacle resolution Determine (the bapped work on TODs will impact the schedule and optical according) - Dotermine (Free works to EOS will impact the schedule adjust as according) - Dotermine (Free works to EOS will impact the schedule adjuste and optical according) - Dotermine (Free works to EOS will impact the schedule and update				4/29/2020 status meeting that the impact of these delays will be mitigated or adjusted as the BI-S		improvement. 3/13/19 Bill Thornton, Unixys:
						activities and tasks. Updated Recommendation 10/10/2019: - Continue to manage and track the schedule to ensure deliverables are provided as planned Review the schedule critical path in the weekly schedule review meeting Continue to meet weekly with DMS to convey new schedule changes of https://doi.org/10.1001/000000000000000000000000000000	,			4/27/2020 Databa meeting that the impact of these delays will be mitigated or adjusted at the US impact Solutiak as both address. The Adjustical of a data US anges (Scheduk evolved) with Data AdV and a planning to paramet the BS Project Scheduk evolved with Data AdV and a planning to paramet the BS Project Scheduk evolved and parameters. The advance of the planning to parameters and the planning to planning the planning planning the planning to planning the planning the planning the planning planning and planning the planning the planning the planning the planning planning advanced by the planning the planning the planning the planning planning advanced by the planning the planning the planning planning advanced by the planning the planning planning advanced by the planning planning advanced by the planning plann		Improvement. 31/13/38 III Thomson, Univer: Specific to the MMX, the CED was approved by DrS on 1/15/2028 and the deliverable submitted on 37/2029. Specific to the advantated on 37/2029 and the deliverable a planes for submission the wesk of 2/12/2028 32/27/28. BIT Thomson, Univer: The Submission and the the Submission and the Submission baselined but methy. The bern beastimed based on the approval dates of the DETS, Deliverable baselined but methy. The Submission and on the approval dates of the DETS, Deliverable baselined but methy.
						extinities and tasks. Updated Recommendation 307/2020: - Continue to manage and text, the chirduid to ensure disherables are proved in stores. The source we has chald critical path in the weekly schedule review meeting Continue to meet weekly with DES to corrwy new schedule charges, obstacles, and document the corrective actions that we lib tasks to address schedule delays and obstacle resolution Determine (the bapped work on TODs will impact the schedule and optical according) - Dotermine (Free works to EOS will impact the schedule adjust as according) - Dotermine (Free works to EOS will impact the schedule adjuste and optical according) - Dotermine (Free works to EOS will impact the schedule and update				4/29/2020 status meeting that the impact of these delays will be mitigated or adjusted as the BI-S		improvement. 3/13/19 Bill Thornton, Univers: