

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

P.O. BOX 119, HONOLULU, HAWAI'I 96810-0119 Ph: (808) 586-6000 | Fax: (808) 586-1922 ETS HAWAII GOV

March 30, 2021

The Honorable Ronald D. Kouchi, President, and Members of The Senate Thirty-First State Legislature Hawaii State Capitol, Room 409 Honolulu, Hawaii 96813 The Honorable Scott K. Saiki, Speaker, and Members of The House of Representatives Thirty-First 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 Hawai'i

Attachment (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: February 1 - 28, 2021

Submitted: March 11, 2021



Overview

- Executive Summary
- IV&V Findings and Recommendations
- IV&V Engagement Status
- Appendices
 - A IV&V Criticality Ratings
 - B Risk Identification Report
 - C Acronyms and Glossary
 - D Background Information



Executive Summary

Executive Summary



In this reporting period, the project team made significant progress in project communications. The DHS BESSD staff added in January are making a positive impact on the BES design. To facilitate improved communications, the project team is using the Confluence tool to collaboratively develop design documents, deliverables and other artifacts. Many of the improvements are a direct result of implementing the Release 0.2 Lessons Learned. As a result of these improvements, the criticality ratings of several IV&V findings were lowered.

Release 0.3 is on schedule to begin UAT in early March. Planning, requirement validation, and design activities are in progress for Release 0.4 and 0.5. The project team is currently addressing challenges reported with the CMM Interview, Single Sign-on, and KOLEA integration activities, the impact is unknown at this time.

Dec	Jan	Feb	Category	IV&V Observations
H	H	Н	Project Management	Although the criticality ratings of several findings in this category were reduced, IV&V retains a high criticality rating for this category due to schedule concerns and inability to measure the velocity of the development team
M	M	L	System Design	One finding in this category was retired this month, the remaining open finding is related to the timing of Workflow JADs occurring late in the release cycles. IV&V and DHS noted improvement in the JAD session results and reduced the criticality rating from medium to low.
L	L	L	Deployment	There were no material changes to this category in this reporting period. The majority of the Lessons Learned action items for Release 0.2 were implemented in February with the remainder planned to complete in March.

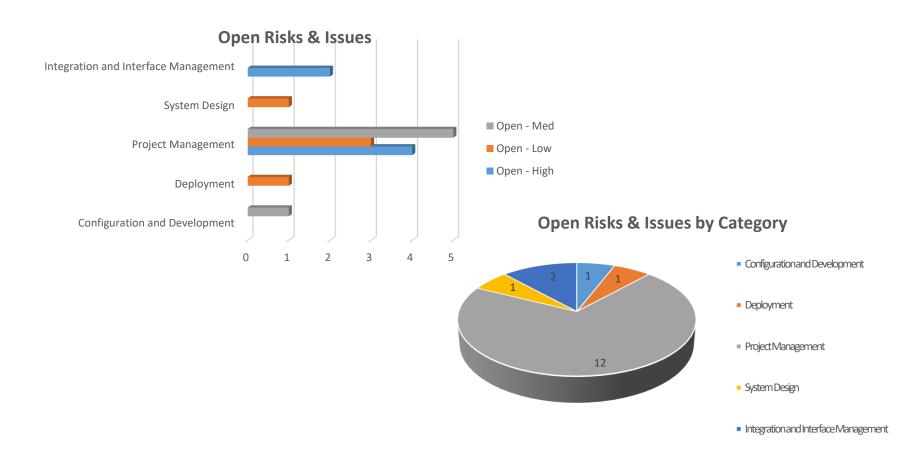
Executive Summary



Dec	Jan	Feb	Category	IV&V Observations
M	M	M	Configuration and Development	This month the project team expanded the use of the Confluence tool to manage deliverables and other project documentation. This may enable the existing and new team members to learn/onboard more quickly while gaining exposure to the overall development processes.
Н	Н	Н	Integration and Interface Management	There are two high criticality findings in this category. One is related to the planning, coordination and communication with Interface Partners and the other is related to the timing of the actual integration between the BES Modules (FMM, CMM, SSP) and interface partners.

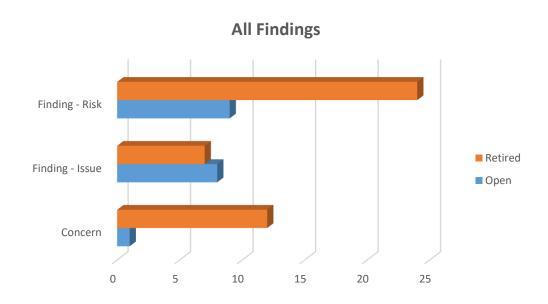


As of the February 2021 reporting period, PCG is tracking 17 open findings (8 risks and 9 issues) and has retired a total of 43 findings. Of the 17 open findings, 12 are related to Project Management, 2 in Integration and Interface Management, and there is 1 finding each in Configuration and Development, System Design and Deployment.





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





Findings Opened During the Reporting Period

#	Finding	Category
	No new findings were opened in this reporting period.	



Findings Retired During the Reporting Period

#	Finding	Category
53	Issue - The System Architecture documentation is scheduled for completion after multiple releases are in development, and some releases are already completed which may cause rework. All architecture documents are now complete and approved. The ASI's weekly meetings to discuss architectural decisions continued with input from DHS leadership. Demos are provided on new technologies to ensure the right tool is selected for any given solution. IV&V is retiring this finding and will continue to monitor the communication of architectural decisions to validate the process for introducing new technologies is followed.	System Design
55	Risk - Test Case creation without functionality acceptance from JAD/JAR sessions may lead to inadequate testing. Initially, some JAD session results were not updated in the design documents, causing confusion and subsequent rework. As reported previously, the ASI took several actions to remedy and IV&V has not observed any further instances, therefore this finding is being retired.	Project Management
57	Risk - Roles and responsibilities of the BES "Product Owner" and communication of this role's activities with DHS and the project team is not clear. The DHS Product owners (POs) are engaged and performing to the established roles and responsibilities. They are leveraging their business knowledge to influence the design of the BES solution to include collaboration on the project deliverables with the ASI PO's. IV&V is retiring this finding.	Project Management



Preliminary Concerns Investigated During the Reporting Period

	#	Finding	Category
(61	Poorly planned/executed JAD sessions may lead to rework and schedule delays. DHS and IV&V observed continued improvement in the February JAD sessions. Specific improvements were JAD preparedness, facilitation, and execution to ensure all participants understand and agree on the design of the BES solution. IV&V will continue to monitor.	System Design



#	Key Findings	Criticality Rating
	Issue - Late Delivery of project deliverables may cause schedule delays.	
2	In the February 17, 2021 status meeting, the project team reported challenges regarding the Release 0.4 CMM Interview, KOLEA MDM and Single Sign-on development activities. The project team is researching options and assessing the schedule impact. As a result, some deliverables were late. Consequently, IV&V retains this as a high criticality issue.	Н
	Additionally, the ASI reported that they completed an internal root cause analysis and conduct a weekly internal meeting to review the schedule details to identify possible delays and take mitigation actions.	

Recommendations		
 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&V. 	In process	
• IV&V recommends the project team evaluate the estimating process to determine if changes should be made to reduce the number of late tasks and/or conduct a root cause analysis to determine and address the root cause(s).	Complete	



	#	Key Findings	Criticality Rating
		Issue - Uncertainty and/or a lack of communication around long term architecture decisions could impact the project budget, schedule, system design, and planning decisions.	
2	29	The project continues to clarify the DHS portal strategy. The project appears poised to select a container security tool. Weekly ASI/DHS/ESI architecture and other architecture and security-related meetings have served to communicate architecture decisions. Therefore, IV&V reduced the criticality rating of this finding from medium to low. IV&V remains concerned with the complexity and number of tools that are being utilized and if the governance structure is effective to manage the architecture.	L

Recommendations		
 The ASI should continue to document the architectural details in the BI-12 System Architecture Deliverable and if possible, review draft content with DHS and IV&V. 	Complete	
DHS should finalize the Portal strategy and communicate the strategy with the stakeholders and project teams.	In process	
 The project should vet possible architectural change impacts to the platform, M&O, MQD, and BES systems before finalizing architectural decisions. 	In process	
 Communication should be improved to create an awareness of possible architecture changes so that they can prepare for the possibility of a change. For example, if there is a possibility that the platform could change then analysis/design could focus on platform agnostic design and avoid extensive efforts in refining a platform specific design. 	Complete	
Establish processes to ensure regular communication between the architecture team and the rest of the project team to assess impacts of architecture decisions to the project.	Complete	



;	#	Key Findings	Criticality Rating
		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.	
4	12	Communications continued to improve this month. Better use of the Confluence tool improved the efficiency of the weekly schedule review meetings, and the format/content of the Weekly Project Status Report/meeting improved. Many of these improvements resulted from the Release 0.2 Lessons Learned activities. DHS and the ASI also noted improvement. IV&V reduced the criticality rating of this finding from high to medium; monitoring in future reporting periods will continue.	M

Recommendations		
 Request ASI enhance processes and planning for project communications and include key project communications to DHS in the project schedule. For example, notifications in preparation for release activities. 	Complete	
 DHS work with the ASI to remove barriers of communication between the DHS stakeholders and the development team. 	In process	
 ASI increase dialog with the DHS project team individuals instead of relying on formal meetings to inform and discuss project topics. Update the project communications plan with enhanced communication processes. 	Complete	
 DHS increase communication with the DHS project team members and ASI prior to key project meetings to ensure all participants are prepared. 	Complete	



#	Key Findings	Criticality Rating
43	Issue - DHS PMO project team members have transitioned off the project, which may cause gaps in knowledge transfer and leadership on the project. No material update to this finding in this reporting period. Note: This finding previously addressed staffing concerns in DHS' PMO and BESSD. In this reporting period, IV&V created separate findings specific to each area (see #65 for BESSD finding) to accommodate different status updates and criticality ratings.	Н

Recommendations	
 The state should develop a transition plan for the project PMO resources as identified in the RFP, (referen RFP section 3.4.3 'DHS Staffing'). It should also include possible project resource impacts considering the COVID-19 economic impacts to the State. 	



#	Key Findings	Criticality Rating
	Risk – The COVID-19 pandemic and the related "stay at home" order could hinder project activities and negatively impact the project schedule and budget.	
47	Despite significant operational needs due to the pandemic, BESSD SMEs continue to support project efforts. COVID-related furloughs could be implemented as early as July 2021 which may reduce SME capacity and hinder project activities. However, the ASI has begun leveraging features of their new collaboration tools (e.g., Confluence) that appear to be increasing the productivity of remote meetings. The ASI is currently evaluating pre and post go-live remote user support. Further, the project is concerned that SNAP target population and/or eligibility rules could change and require unplanned system changes that could negatively impact the project schedule.	M

Recommendations	Progress
 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). 	Complete
 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. 	Complete
 Send broad communications to stakeholders to assure clear understanding of changes to the project with this regard to impacts of COVID as well as clarifying communications as to what will remain the same. 	In process
Explore options for freeing up key BESSD SME's work on the project.	Complete



#	Key Findings	Criticality Rating
48	Risk – The CMS Outcomes-Based Certification Requirements have not been published by CMS, which may impact the project schedule and funding. No material update this month, IV&V will continue to monitor.	M

Recommendations	Progress
 DHS to continue dialogue with CMS regarding the project's approach to OBC and MITA alignment to ensure all CMS requirements are met by the BES Project. 	In process



#	Key Findings	Criticality Rating
	Issue – Poor quality project deliverables may impact system design, testing artifacts and the project schedule.	
49	The Project continued to implement Release 0.2 Lessons Learned initiatives to improve project quality during February. Confluence is enabling the team collaboration to increase the quality of deliverables and work products. IV&V has reduced the criticality of this finding to low and will continue to monitor the implementation and the effectiveness of these quality improvement initiatives.	L

Recommendations	
 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 recommends immediate action be employed to resolve quality concerns on in-process deliverables prior to submission of subsequent deliverables. 	In process
 IV&V recommends that the ASI review the Quality Management Plan to ensure that the project is working within the Quality guidelines. In particular, the ASI should evaluate and consider if it is in alignment with Section 3.1.2 Measure Project Quality, which states "ASI measures process and product quality by 1) selecting BES implementation process and product attributes to measure; 2) selecting component activities to measure; 3) defining value scales for each component activity; 4) recording observed activity values; and 5) combining the recorded attribute values into a single number called a process quality index." IV&V has not seen evidence indicating the ASI is utilizing metrics to measure its process and product quality. 	In process



#	Key Findings	Criticality Rating
54	Risk – User Acceptance Testing (UAT) processes could lead to implementation delays and delivery of a solution that does not meet business needs or requirements. In February, the ASI developed a process to manage updates to the BES Design Documents based on the	L
34	outcome of UAT that are not categorized as defects but should be included in the BES design. Additionally, the majority of Release 0.2 Lessons Learned were implemented in February. IV&V reduced the criticality rating of this finding from medium to low and will monitor the execution of these new processes in March.	

Recommendations	Progress
 Further develop the Lessons Learned action plan to include target complete dates. Report progress in the weekly status meeting. 	Complete
 All agreed upon actions to resolve issues called out in Lessons Learned should be added to project schedule so adequate timing is provided to support UAT preparation and execution. 	Complete
 The ASI could conduct a debrief meeting with DHS after SIT and UAT have completed, summarizing work completed and follow-up actions required from ASI and DHS. 	In process
 Develop a clear and collaborative approach and plan to review and categorize anomalies after testing if the current defined process is not being followed. This should include defining the severity for defects and determining the next steps for anomalies not identified to be defects. 	In process



#	Key Findings	Criticality Rating
58	Risk – The data conversion effort lacks leadership, consistency in data governance, and effective communications which may impact the schedule. Release 0.4 Data Conversion continued during February and is scheduled for completion in mid-April. However, the ASI reported that functionality and release timing changes being considered for the CMM Interview processes may impact data conversion. The project team has discussed changing the frequency of the Project's Data Conversion meeting from every-other-week to weekly for more frequent and consistent communication updates of detailed tasks and activities. IV&V supports this as being beneficial to the project.	M
	Based on the importance of data conversion to the overall project, IV&V is raising the criticality rating of this finding to medium and will continue to monitor.	

Recommendations	
 Assign a dedicated project leader to actively manage all aspects of the Data Conversion effort. Consider a full- time position until the Data Conversion effort is completed. 	Complete
Investigate and resolve communication issues that are suspected to be delaying the data conversion effort.	Complete
 Prioritize the conversion activities to validate the key tasks are addressed early to avoid further delays considering the complexity of the later releases. 	In process
Update the timing of the project Data Conversion meeting from every-other-week to weekly.	In process
The ASI should develop reports with metrics that accurately measure the Data Conversion progress.	Not started



#	Key Findings	Criticality Rating
	Issue – The approach used to identify release and functional dependencies may limit the projects' ability to identify and mitigate schedule slippage early.	
59	In February, the ASI added known epic-level functional dependencies within the Aha tool for Releases 0.4 and 0.5. Release 0.6 and 0.7 dependencies have not been added to Aha. The ASI maintained that further changes to the dependencies or the critical path will not be applied to the BI-05 Project Schedule. Based on the ASI's approach, schedule slippage may not be recognized until R0.6, which may delay the project timeline. Dependencies between releases are unclear in MS Project and Aha. IV&V continues to maintain this finding as a high criticality issue and will continue to monitor.	Н

Recommendations	Progress
 The ASI, DHS PMO, and BESSD collaboratively review the next layer of detail showing the 'Big Picture', including key milestone dates for each release, the concurrent overlap of releases, and resource allocations across all releases to identify potential additional risks to the project. 	Complete
The functional dependencies are considered and visible in the critical path.	In process
 The ASI provides clarity as to how and why the critical path does not have tasks and activities on it until Release 0.6. 	Complete
 The Project Team consider establishing a critical path for each Release in addition to the critical path for the overall project schedule. 	Not started



#	Key Findings	Criticality Rating
	Issue - Inability to measure development team velocity.	
62	Velocity is an important metric in Agile development to provide project leadership the ability to forecast the number of iterations needed to complete any remaining work. During this reporting period the subcontractor started to move their Jira cards into Unisys' instance of Jira. This will support the project's ability to track their velocity in upcoming sprints. IV&V retains a high criticality rating for this finding due to the impact on the ASI's ability to forecast the delivery date of the CMM/FMM modules. We will continue to monitor progress on the use of the tool and documenting story point estimation to track and report velocity.	Н

Recommendations	
The ASI work with the subcontractor Scrum Masters to calculate the average velocity from past iterations to be used as a historical reference.	In process
 Moving forward, the development teams should provide the ASI with Sprint and Product Burndown charts at the end of every iteration. 	In process
• To calculate velocity, user stories need assigned values (IV&V recommends relative story points). If the developers are not currently assigning values to user stories, IV&V recommends this become common practice.	In process



#	Key Findings	Criticality Rating
	Issue - DHS BESSD knowledgeable staff are needed on the project to ensure the BES solution is designed to meet the business needs and requirements.	
65	In January, DHS added many BESSD staff and is having a positive impact on the project. With the retirement of DHS' BES Project Manager (effective 2/26/2021) and Business Analyst (effective March 31, 2021) a transition plan was developed to support the onboarding of a new BES PM. DHS is taking the following actions:	M
03	DHS developed a DHS BES Resource Pool to support future resource needs on the project.	
	 DHS is using a report from the BI-05 Project Schedule focused on the DHS activities and tasks planned to be performed in the next 4 months to provide early visibility to peak DHS resource needs. 	
	Additionally, the DHS BESSD Administrator spends 2-3 days per week at the ASI onsite facility to review plans, address issues and conduct follow-up as necessary.	

Recommendations	Progress
DHS continue to identify BESSD SME's to support the project as the project progresses.	In process
 DHS develop a project team list that identifies the participants along with their roles and areas of expertise to be used as short-term needs are identified. 	Complete
 DHS utilize the BI-4 Project Schedule report developed by the ASI to identify those tasks owned by DHS in the short team in addition to the 4-month look-ahead to identify time frames and activities where there is a high- demand on DHS resources. 	Complete
Identify and on-board a replacement BES Project Manager.	In process



Integration and Interface Management

#	Key Findings	Criticality Rating
60	Risk – System Integration of the BES Modules (CMM, FMM, SSP) will be developed in the later releases vs. a continuous integration model within each release which may cause schedule delays. No major updates in this reporting period. Recommendations stand as written.	Н

Recommendations	
 Prioritize the build of integration points within each module and the creation of scripts (API calls) required for integration. 	In process
 Each release demo should be a collaborative effort across all modules (end-to-end solution) and verified against system-level requirements. 	Not started
• If the ASI needs all the remaining releases to demonstrate an end-to-end solution of the identified business processes across all modules, IV&V recommends planning and communicating the mitigation strategy for handling risks associated with a 'big bang' release.	Not started



Integration and Interface Management

#	Key Findings	Criticality Rating
63	Risk – The Project's approach to planning, coordination and developing system interfaces may impact effective data sharing. The ASI continued interface planning, coordination and system development efforts in February. The ASI plans to continue to update the interface documentation including the communication plan and add detail to the schedule in March. IV&V will continue to monitor.	Н

Recommendations	
Establish a communication plan for each interface partner for the duration of the BES DDI activities.	In process
 Define a detailed schedule for each interface to include milestone dates, coordination, and execution and share with the interface partners. 	In process
 Determine which deliverable will include the details associated with the planned connectivity and detailed technical designs of all interfaces. 	In process



Configuration and Development

#	Key Findings	Criticality Rating
	Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of all SDLC Processes.	
16	The ASI has stated their intention to reconcile the differences in approach between their 2 software development teams (Unisys India and subcontractor) and increase DHS' understanding of the SDLC approach. While some key DHS SMEs appear to have a good understanding of the ASI methodology/approach others, including some of the new product owners, may not. Lack of an understanding of the project methodology/approach may reduce SME effectiveness and ability to make informed decisions.	M
Red	commendations	Progress

Recommendations	Progress
 ASI provide an additional DDI approach overview session for new project team members and allow time for Q/A. 	In process
ASI provide DDI approach documentation/materials for stakeholders to review and/or refresh their knowledge on demand; the materials could be made available via the project SharePoint.	In process
Encourage ASI and DHS testers to consistently collaborate during SIT and UAT activities.	In process



System Design

#	Key Findings	Criticality Rating
	Issue – 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.	
38	Recent workflow JAD sessions appear to have improved the project's understanding of how workflows will be integrated into existing designs. Also, the ASI has begun leveraging features of their new collaboration tools (e.g., Confluence) that appear to be increasing the productivity of some work sessions. Therefore, IV&V has lowered this criticality rating to 'Low'. IV&V remains concerned than designs could still be less that optimal given that early JAD sessions had deferred workflow discussions until now.	L

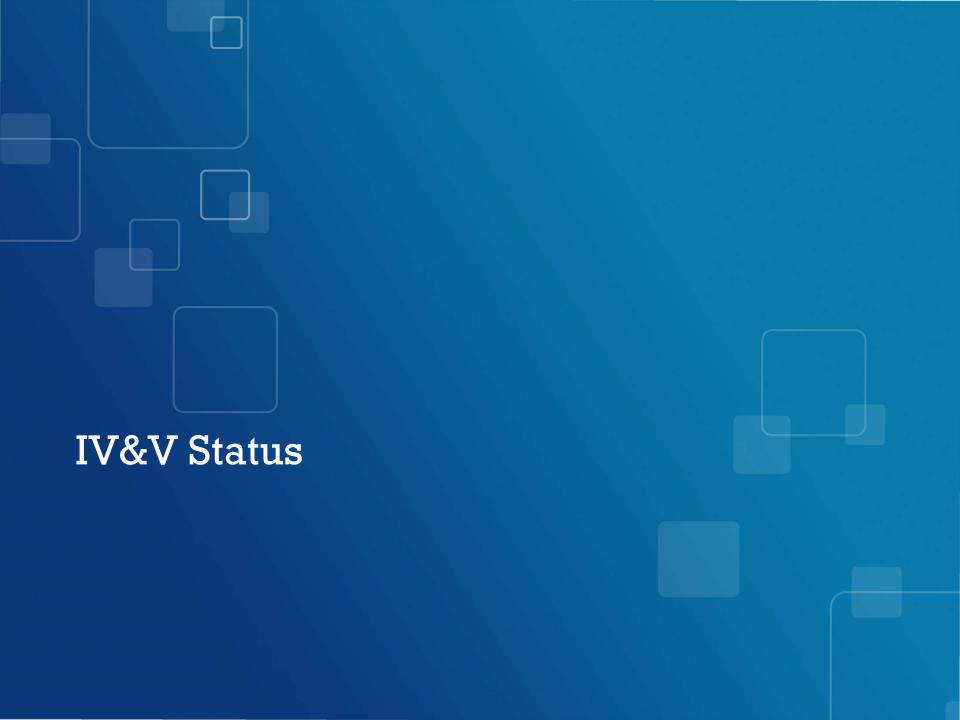
Recommendations	Progress
 ASI to quickly define how the workflow/task functionality will flow and provide training to the facilitators. 	In process
 Introduce Workflow SME's to review workflow/task functionality and integrate into systems designs with input from DHS. 	In process



Deployment

#	Key Findings	Criticality Rating
	Risk - The planning and approach of the ASI Release Management practices were identified as an area to improve during early releases.	
40	IV&V continued to see improvement in the management of releases during February. Release management is a topic in status meetings and monthly release-specific meetings are being conducted. IV&V will continue to monitor through R0.4, which is more complex and includes a larger scope, multiple delivery teams, component integrations, etc.	L

Recommendations	Progress
Assign a Release Manager to manage all details of planned releases.	Complete
 Develop a Release Plan document for each release, that provides details of the planned release and all associated configuration items, clear assignments for all staff involved in all tasks, a schedule for completion of all tasks and activities, planned release status communications, and back out procedures should they be necessary. 	Complete
• Ensure that release planning includes all deliverables within a release, in addition to the software development efforts.	Complete
Update the Release 0.1 and 0.2 Lessons Learned action plans to include milestone and due dates.	Complete



IV&V Engagement Status



IV&V Engagement Area	Dec	Jan	Feb	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final January 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				Presented the PCG proposal to DHS for the CCWIS Project and PCG received approval to move forward to conduct the CCWIS Staffing Assessment.

		Engagement Rating Legend	
	The engagement area is within acceptable parameters.	The engagement area is somewhat outside acceptable parameters.	The engagement area poses a significant risk to the IV&V project quality and requires immediate attention.

IV&V Activities



- IV&V activities in the February reporting period:
 - Completed January Monthly Status Report
 - Ongoing Review the BES Project Artifacts and Deliverables
 - Ongoing Attend BES project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available ASI Original Contract and BES Optimization contract amendment documentation
- Planned IV&V activities for the March reporting period:
 - Ongoing Observe BES Development, JAD and Workgroup sessions as scheduled
 - Ongoing Observe Weekly Project Status meetings
 - Ongoing Observe Weekly Architecture meetings
 - Ongoing Observe Weekly/Monthly Security meetings
 - Ongoing Observe Agile Development meetings
 - Ongoing Monthly IV&V findings meetings with the ASI
 - Ongoing Monthly IV&V Draft Report Review with DHS, ETS and 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-11 Data Integration and Interface Design Document (BESSD Interfaces	2/19/2021	Draft
RO.3 BI-14 CF Alerts and Notifications and OPA Food, Financial Rules Mgmt Walk-through	02/05/2021	Draft
RO.3 BI-15 Fully Configured and Developed System	01/28/2021	Draft
BI-10 Release 0.3 SSP - Application Management	2/16/2021	1.8
BI-14 Release 0.3 Technology Design Documents SSP	2/8/2021	1.4
BI-10 Release 0.3 SSP - Application Management	2/5/2021	1.5
BI-10 Release 0.3 CF - Alerts and Notifications	1/28/2021	1.8

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Unisys Contract Amendment 3	4/17/2020	N/A
2019-11-22 HI Test Plan - FNS Comments.xlsx	11/22/2019	N/A
FNS Handbook 901	01/2020	V2.4
BES Risks and Issues Log	02/03/2021 02/10/2021 02/17/2021 02/24/2021	BES Risks and Issues Log
BES Weekly Schedule (BI-5)	02/02/2021 02/09/2021 02/16/2021 02/23/2021	N/A
BES Weekly Status Report	02/03/2021 02/10/2021 02/17/2021 02/24/2021	N/A
BI-12 Architectural Overview	11/25/2020	1.6
FTI Secure Enclave TDD	02/22/2021	N/A

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Java Coding Standards	12/30/2020	N/A
Release 0.1 BI-21 RTMs	10/20/2020	0.1
Release 0.1 FMM Test Cases	N/A	0.1
Release 0.1 Requirements, Epics, and Use Cases	02/09/2021	0.1
Release 0.1 SSP Test Cases	N/A	0.1
Release 0.2 BI-21 RTMs	01/13/2021	0.2
Release 0.2 CMM Test Cases	N/A	0.2
Release 0.2 Codebase	01/11/2021	0.2
Release 0.2 FMM Test Cases	N/A	0.2
Release 0.2 Requirements, Epics, and Use Cases	02/23/2021	0.2
Release 0.2 SSP Test Cases	N/A	0.2

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Release 0.3 BI-10 SSP - Application Management	02/16/2021	0.3
Release 0.3 BI-14 CF Alerts and Notifications and OPA Food, Financial Rules Mgmt	02/05/2021	0.3
Release 0.3 BI-14 Technology Design Documents SSP	02/08/2021	0.3
Release 0.3 BI-15 Fully Configured and Developed System	01/28/2021	0.3
Release 0.4 BI-10 SSP - Case Management	02/18/2021	0.4
Release 0.4 BI-11 BESSD Interfaces	02/19/2021	0.4
SonarQube Screenshots	09/22/2020	0.2
October 2020 CCWIS Project Status Report	10/2020	N/A
November 2020 CCWIS Project Status Report	11/2020	N/A
December 2020 CCWIS Project Status Report	12/2020	N/A
January 2021 CCWIS Project Status Report	1/2021	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. PCG Internal BES Project Meetings x8 (02/01/2021, 02/04/2021, 02/04/2021, 02/09/2021, 02/16/2021, 02/17/2021, 02/18/2021, 02/22/2021, 02/25/2021)
- BESSD PM Team, IV&V Weekly Meeting x4 (02/03/2021, 02/10/2021, 02/17/2021, 02/24/2021)
- 3. BES Status Meetings x4 (02/03/2021, 02/10/2021, 02/17/2021, 02/24/2021)
- 4. BES Development Standup Meetings x4 (02/03/2021, 02/10/2021, 02/17/2021, 02/24/2021)
- 5. BES Schedule Review Meetings x4 (02/02/2021, 02/09/2021, 02/16/2021)
- 6. Weekly SIT Status Meetings x4 (02/04/2021, 02/04/2021, 02/11/2021, 02/19/2021)
- 7. ASI/IV&V Touch Base x2 (02/16/2021, 02/18/2021)
- 8. BES Implementation Planning Meetings x3 (02/08/2021,02/16/2021, 02/23/2021)
- 9. BES CCB meeting (02/03/2021)
- 10. BES Functional Meeting (02/02/2021)
- 11. BES SSP Sprint Demos x2 (02/01/2021, 02/16/2021)
- 12. BES SSP Backlog Meetings x2 (02/11/2021, 02/17/2021)
- 13. R0.5 Eligibility JAD x2 (02/01/2021, 02/08/2021)
- 14. R0.5 FMM Working Sessions (02/11/2021, 02/22/2021)
- 15. RO.3 Review and validate release CF Alerts & Notifications meeting 02/02/2021
- 16. R0.3 Review and validate release SSP Application Management meeting 02/02/2021
- 17. R0.4 Prototype Review: CF Scheduling meeting (02/04/2021)
- 18. R0.4 Prototype Review: CMM Case Notes & Standardize Address meeting (02/09/2021)
- 19. R0.4 Prototype Review: CMM Application Registration meeting (02/11/2021)
- 20. Confluence Lunch and Learn meeting (02/19/2021)
- 21. Implementation Successes with Indiana meeting (02/23/2021)
- 22. R0.4 BI-10 Walk-through SSP Case Management Part 2 meeting (02/23/2021)
- 23. R0.4 Checkpoint meeting 02/25/2021)

Additional Inputs - Continued



Meetings and/or Sessions Attended/Observed:

- 24. Bi-weekly Sprint Demo | SSP x2(02/01/2021,02/15/2021)
- 25. Weekly DHS DDI Architecture Review Meeting x4 (02/03/2021, 02/11/2021 (Rescheduled), 02/17/2021, 02/24/2021)
- 26. Monthly BES Sprint Demo 02/12/2021
- 27. HI BES Code Review -02/10/2021
- 28. RTM Discussion with Unisys 2/11/2021
- 29. DHS/IV&V Meeting to review CCWIS Proposal 02/22/2021
- 30. Weekly Platform Security Status Meeting x2(2/4/2021, 2/18/2021)





Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
Н	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.
M	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.
L	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



Acronym	Definition
APD	Advance Planning Document
ASI	Application System Integrator
BES	Benefits Eligibility Solution
CCWIS	Comprehensive Child Welfare Information System
CM	Configuration Management
CMMI	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®	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

Finding Number Title	Reporter Finding Type Identified Date Category	Observation	Significance	Faconymendation	forizon Impact Pa	obability Analyst Priority Finding Stat	tatus Date Retired Statu	us Update	Sent Comments	Vendor Comments
65 DRI BESTO invanishing sales self are mediad on the project to ensure the BES solution is disequent to meet that business coeffs and requirements		As the ES system is designed, it appears there is a last of ESSS localizable in EF available in each on the propert to ensure the ES system maps the business could not requirements.	are met a the now system is designed and drawloped.	devolop a project team int that leidenfilm the participants along with their relies and areas of expertise to be used a robot from merce size or identified Scillar the 14-1 Expert Schedule report developed by the AX to sidentify those tasks council by CRI to fine when team in addition to the Amount Schedule Scientified Scient	1	3 Med Open	proje Analy new l suppr Schee to pr spens follow	\$200.1. In June, 100 called vary \$100.00 all and in June; a patient is required in the Will Not in determined 100 of \$100.00 all and in June; a patient is decisional poil deficients Note \$11,2001 a insention pain was developed to support the orientating of a \$100.00 form this poil however, and the property of \$100.00 all and \$100		
43 The Project approach to planning conduction and developing system interfaces may require effective data allowing.	Al Progrison Produc-tisk. \$272/2021. integration and Interfero Managama	documented by the AS. Commentum's primared to soline a promoting soline of consideration of the ASS of Commentum in the Commentum of the Comme	effected yearing all the take and active the sourcefully implement date sharing. A clarify defect communication and antibiotic that sharing the communication and active the sourcefully and antibiotic through the communication and establish solving and missioner dates they consider the take of production and communication and the communication and commu	Establish a ammunuture jinin for each bettelse pertient for the destinate of the 485.000 (2) 25 and sections. Chief a destination from the indicate from the intensity models enterine dates in considerations are also as a section of the consideration of the cons	1 3	4 Hgh Qum	in 14 di common co//L/C cu//2/ C A C II A di techri	\$2021 - The AC arctimated interface placency, contribution and system development efforts, \$\$\times\$ \text{Perf of partial interfaces to applied to helicity disconsistants making that \$\$2021 - \text{Table and its merit affortancy the page in the \$11, 52, \text{Lord by pages in the \$0.50221}\$ \$\$20221 - \text{Table and its merit affortancy the pages in the \$11, 52, \text{Lord by pages in the \$0.50221}\$ \$\$20221 - \text{Table and its merit of \$0.50222}\$ \$\$20221 - \text{Table and its merit of \$0.50222}\$ \$\$20221 - \text{Table and its merit of \$0.50222}\$ \$\$20221 - \text{Table and its merit of \$0.502222}\$ \$\$20221 - \text{Table and its merit of \$0.502222}\$ \$\$40222 - \text{Table and its merit of \$0.502222}\$ \$\$402222 - \text{Table and its merit of \$0.502222}\$ \$\$402222222222222222222222222222222222		022/2/2011. Another stated that the CCAA variefues is shalled for federate 06 as any of the 8000 introllection and stated that showly opinion for proper shaded for smichael CCAA. (2027/2011 registered for the proper shaded for the control of CCAA. (2027/2011 registered for the proper shaded for the control of CCAA. (2027/2011 registered for the proper shaded for the control of CCAA. (2027/2011 registered for the control of the control of CCAA. (2027/2011 registered for the control of CCAA. (2027/2011 registered for the CCAA. (20
62 Isability to messare deningment team whichly	John Fredrig-haus 32/26/2020 Project Macagement			W Yer reasonable the All or self-with the a foundational for four Malatine to calculate the sensing. Yellowiting from part forms that is a send as a histories former, althoring former, althoring former, althoring former, althoring former, althoring former, althoring former and the end development of the analyses of the analyses of the althoring former and part and end of President of analysis and end president for sealing first and President Analysis and end has the belief president of analysis and end President for sealing first and President Analysis and end has been also as a sense of the analysis and a sense and a s	,	4 High Open	the al this o also. To high o date o decur recog track repor	2021: Adoley in an important motion in agile descipanted to provide pagest bashooning your properties of a description of the action consisted for control pagest and provide pagest specified provide the subcontrol and action for most that it is a cost in the long in missease of the provide pagest and action of the provide pagest and action of the pagest and action of controlled paging for the following that the lampset of motion pages so the lampset of motion of this CADA/MAC modules. We sell control to monitor pages so that was self that so of this CADA/MAC modules. We sell control to monitor pages so that was self that the of this CADA/MAC modules. We sell control to monitor pages so that was self that the of the CADA/MAC modules. We sell control to monitor pages so that act of the CADA/MAC modules. We sell control to the control of the pagest of the control of the control of the control of the self-self-self-self-self-self-self-self-		2/20/21 ng - The reports are available for the SD fears. The CHRN/MM fears has migrated to 450 mill of minimum to make progress beared providing these melics. The keep fear these provide the PSD violations of particular than the provided the provided the provided the provided the remediated immediately. This has not greater to be the case over the fear 3 milks and bear of mediate to be remediated immediately. This has not greater to be the case over the fear 3 milks and bear to the provided the provided that the provided the provided that the provided that the This has more in the milks make the provided that the provided that the 12/21/2005. On this set they have that internotates and will serve for considering. The substructure from one but this milk energy we for the a discharged law of the squares and in the way their contracts ask for progress.
Prointy jarrent and menched AD sections may lead to resent and cause wheeled delays.		process and the importance of their participation On many occasions the communition needed to be driven by Sealing operations, an expect, but was installed allow plusions users - Tool much pusse time when participates sid not be soon the answer to a question, several occasions where complete simple control and one real case of the other complete simple shadowing beam than ASI on how workflow could be designed to assay/improve process for client.	Case will be managed through undfaller? [2] What improvements will be made in the new \$15 to apport the ears in dictar? Incomplied order \$100 assists will brailloisted documentation could lead to a poor design, licking the details needed to support business requirements, as well as missing opportunities to improve worlflow and related system design.	-00 content model for leaf by experienced stores DA - 200 contents about during by designing - 100 contents model and the process of model and procession of the parameters. The process of the content of the process of the content of the process of the content o	ž		unde 1/31/ incom facilit plant the to 12/31 The m Facilit	(2021). Of the off of the barred continued improvement in the findeway poly consume, Specific continued and the continue		27X/27 np. The AZ was not also to uniform the YBEV assument of the answer meeting to the AZ was not also to uniform the YBEV assument of the answer meeting to the AZ was not
			untgesten dag visuli für knobe dei bestegese sprint ten preus aus system ten a Gested dei nicidade languarents sehr führ vytten spekillen.	ASSESSED. A Virtual variable promising the build of integration points which each motific and "Not in contained arrange" build integrated for integration. Land interestation and contained arrange with the contained arrange with the contained arrange with the contained arrange of motificial price of lower districtions, demonstrating the understanding and arrange of motificial price of lower districtions, demonstrating the contained arrange of motificial price of lower districtions are most of the edition of the definition of lower personance across and motificial, Virtual motificial price of demonstrating this mitigation is stratge for the account of the definition of lower personance across and motificial, Virtual motificial price of demonstrating this mitigation is stratge for the account of motificial price of demonstrating this mitigation is stratge for the account of the definition of the definition of the demonstration of the definition of the def		4 Hgh Quen	contact that in the pr pario clean decar decar decar ender and in confinition via Al rood, contact slipa between integra to re Relea	2021 - On a group caption is the reporting ground. Returnmendation used as written. 2021 - On any law property of the caption		37(27): are, The St Ned planed integration in SL, SL, and SL, and SL, she had spire that is based by the state of the state integration in some data in the sumplement was considered beyond the state of the SL. The SL All in reason in the de collegement and oringenting plane any published in July 222 and SL. The SL All in reason in the decomposed and the sum of the SL All in the
39 The agreement was the distribution and functional dependences may less the proposed Adalty to thereby and unique whether depage early.	has General Profiler; Name \$75/2000 Proposi Management	The Proposit Control with dies not student on invasit furniturally dependentions, causing an extraction of the control with the student of the control was a long to the control was	A critical pair in determinent by destinifying this largest strictly of degendent strictles and consequence that the control pair is from section 1500. As the project programs will conseque the time of section 1500. As the project programs will be consequent to the control pair is section 1500. As the project programs will be control pair in the project pair is section 1500. As the project pair is project this control pair is section 1500. As the project pair is project this control pair is project pair in the project pair is project this project pair is project pair in the project pair in the project pair is project pair in the project p	Not recommend that the AD, COS PASA, and ADD collaborationly, review the result from of details. ADD collaboration is the control of the ADD collaboration of the collaboration of the collaboration of the collaboration of the ADD collaboration of the Collaborati	s 4	4 Hgh Qum	tool of Adri Adri the But until u	ACCOUNT IN THE WARRANCE AND ACCOUNT AND ACCOUNT ACCOUN		1/20/21 year. The de Two designed on this is accommend town if was carried as a Contrary, the contracts to believe the contract as believe to the contract and
38 The Data Commonton effect lack Landershy, constituting in Data Commonton, a effective communications which may request the checker.	and Comen. Fooling, Role. 3/23/2020. Freque Management	The fact Commission of the opposes to the Association for fact the Commission of the	activities, and decisions can, and already has, led to schedule delays.	Asign a federal project facility is made, managed a question of the Subsequence officer. October and fall the application will be falled commented from tompleted. Amongsteen and enabled commencedates the search of the season	,	2 Med Open	control (2)21 corps being has d wask active corns will o Releas sass Releas Corns control man upda	two is motion. We have been accounted in the property of the southern for the property of the southern for the property of the southern for the property of the property of the property of the southern for the property of t		2/2/27 rays. Old has added one staffing its the connection team which has beinged most the commission with more efficiently, Connections in Alexan a region rate a large OD project. Regarding the reminentiations, 17 that Alban Alban is differed reminent transplant processions, and the second of t

34 Den Anagariere Training (Just) or processes consider fair to implementation delays. Beat Prodrig. Train. 6/24/2002 Project Managaments and delivery of a solution that does not meet business needs or regularization.	11/20/2003 - Applications diverge applies in LMT and to be articulate in update 85-12. Provided and the control of the control			1	Open Open	Document includes inspirers and will be a series of the se	with based on the nections of IAV that are not compared as defects that should be in the nections of IAV that are not compared to the nection of IAV that are not compared to the nection of IAV that are not compared to the nection of IAV that are not present in March 20/2/2021. The was not set with the necessary of the necessary		2/20/11 rgs - The UK for NS 2 was seconded based on region from those stakeholders translated executions as well-privated and self-member (No code 10% editing out Name that works described in such as well-privated and self-member (No code 10% editing out Name that works described in some deposited and self-member (No code 10% editing out Name that works described in some self-member (No code 10% editing out Name that works described in some self-member (No code 10% editing out editing out of the self-member (No code 10% editing out editing
49 Per culting propos defeatables may report system design, testing unificats and . Garner . Preding -Inser. 4(16):2020 Propost Management the project sheekda.	is April, for 8:32 design dehinations and one betrefere Central Decomment delineation were secured to the property of the prop	has We commended that is beliefed on the case analysis by prisoned by the 50 with 100 will 40 M or and 50 m and	mediate 2	2	Low Cyen	delivera aimed a both the 12/31/2 releases solubite solubite timefra- this issue delivera were intured	able quality represents. The Physics Trans Report several Lessons Learned distilluses and contemplates the quality and destined as more fastered as the property of the contemplates of the profit of an influence in the first and the contemplates of the profit of the pr		27/2017 rag. The ASI disposes that the deliverable submitted in survey ware increasive with discussive and uniform the contract of the contrac
48 The CMS Chairmen Sauel Confidence Requirements have not been published by advise Prading. Biol. 3/39/2000 Project Mesagement COS, which tray expect inhealsh and Surfage.		the The SEAS continues to billion on and DOS for the status of the release of the DOC Presson and 79 or Recommend, and the most and DOS to determine of these sed by any options seed did to momentee this risk to the State.			Med Open	this rep finding	With most war with in Relation 22, were warn with submitted for findaments 2, 2, and a warn which submitted for findaments 2, 2, and 2, 3, A for the control of the control		
The COCO-S Syndrom and the related "for an element of an enable todal modes. Producy. Role. 2/28/2000. Project Mesogeneses project activities and regalization project observable and hadige. Product Mesogeneses project activities and regalization project activities and regalization project activities. An experimental project activities and regalization project activities. Project Mesogeneses project activities and hadige. Project Mesogeneses project activities and hadige.		sake every effort is help then to became help if suctioned with more access technology (e.g., 60 Microsoft), and the complete of the Microsoft (e.g., 60 Microsoft), and the complete of the Microsoft (e.g., 60 Microsoft), and the complete of the Microsoft (e.g., 60 Microsoft), and the complete of the Microsoft (e.g., 60 Microsoft), and the complete of the Microsoft (e.g., 60 Microsoft), and the complete of the Microsoft (e.g., 60 Microsoft), and the complete of the Microsoft (e.g., 60 Microsoft), and the Microsoft (e.g.,		1	Med Open	SME up implement planmed to the in recent to the in recent to the in recent to the interest of the planment of	of Child and Art Sign project of request the selection of the Child Child process, the MCTI "Child project register of process and control of the Child process and the Child project of the Child p	20(20)200: Office opening may be delayed with Suprember(October: 150)	22/2012 ray. The ASI agains with the answell red strateg between, was incurrented that the RSV parties have been accluded primarily received for strategy laws; and laws a contempt to the primary primarily received for strategy laws; and laws of the contempt, and the contempt to the con
63 On RND project seam numbers have recollisioned of the project, which may ablence Freding-have \$150,0000 Project Management cause gaps in broanding transfer and leadership on the project.	As regarded in various groupd extending, wear lay of SEA, ME at an edit of groupd is term entering. The lay resources bearing this SEA Proof provide handwide and failure of the project. Which was an plan set of extens interpretable to window and the proof of the project. Which was a plan set of extens interpretable to window and the project. Which was a plan set of extens interpretable to which the project which was a plan set of extens interpretable to which the project than t				Hgh Open	2/RA/20 findings to aucone eds. 0.2 in the or row the validate be chall does no DHI dies 2021. / larger or DHI has role. DI constan- material work on	22. The metal explaint in the finding in this capturing quests. Note: Previously this capturing quiet. Note: The relative plant is desirated plant for question quiet for question questions and production of the production of the production of the production of the production questions. The different forms means in explaint, Allenday from the capture of the production question are part of the production question are part of the production question and part of the production question are part of the production question and part of the production question of the production of the prod	so (DI/E/2023) (ARIC Date) - Make Chair is becoming more included in the project. Included in solid colorisation and Park Chair Chair is become provided and the project. The colorisation and Park Chair Included and Park Solid Chair	
42 Project during and designation ICD dis questions proper security Advancementations. Seed. Producy. Robb. 20(76):2232 Project Management with Office regarding by (upgret)/men sensitive) proper information dates not improve.	To his advanced that ASI communications to 100 king spelling by proper information is at time. Intelligent and quality Asis in the proper information is at time intelligent and properly asis in the communication and properly assistant and proper	Office with with the AGI to remove haven or formerous/statio hatemen the AGI distribution and AGI to development uses and development uses communications the development uses are communications and according to the AGI principle to the AGI principle to the AGI principle AGI principle AGI to the AGI principle AGI prin	3	2	Med Open	docume reviews reflect is comman aware ti the cont the "stu	of the match. The uniform of the Police Schools review and approach primary and of the match is the uniform of the Police Schools review and approach primary and uniform and production to the control of the police schools and the police schools are police and primary and the police schools are police and the police schools and the police schools are police and filled and primary and the police schools are police police schools		27/201 ray. The AS and OS made communication and still desiration is by compound of the experiment of the ST and of the AS and OS made is because the AS and OS made is because the AS and OS made is because the AS and OS made is the AS and OS made of the three as the AS and OS made of t

	The derrong and agrounds of the Additional Management practices were Con- dentified as an area to imprire during early releases.		Tables defining den en experi to la serie for each of the propt. IV deserved that there was not \$2.00 feet has Manager angles of the series on manager before deserted more part of the series of the	* Assign a Relation Manager for manage all infects of princed primares. Occuping a feliation fine. 202. Assignment of teach send as followed from the contract con	2	2 te	Open Open	Related control larger processing and processing an	AND THE CONTROLLED AND THE CONTR		JZC211 ray - The AD agrees that this rad is low Regarding the recommendations, #12 Complete, and provide agreed the second of the complete agree of the co
•	One to the measuring of this defining freedom at the one instead of doing, mill covered Discourse, the proportion and the neth heightform dispers, and which may result in checked delays, and organi, the quality of solution delays, which may result in checked delays, and organi, the quality of solution delays.		All lied for Jermine are convertly clothed up that foundation deep Parties, id anni for agent gas parties go had foll days and process flow decisions during John convent in an international control parties are longing upon process flowers. The parties are longing to a process flowers are considered from the process of the parties and the parties are longing to the parti	-Abit is quirty affect here the confidence for the confidence of t	2	2 ia	Open Open	2/24/s of he he feature production of the fe	QUIET. Among the working All among any part is have improved the purples collection (QUIET.) Among the working with the respiral of the section of the control of the purples collection (QUIET.) Among the purples of		27/2012 for the feature facility of the control of
	Observations and the above of the anomalous around long term architecture of decisions cound impact the project budget, whether, system design, and planning decisions.	en Freding-Your \$728/2029 Project Monagement	Some judicities and ESE system and billiose decisions have get to be needed and excitored in the project. For creaming Judicia and Judicia	* The JOS continues to discoursed the architectural distals in the SE 12 points Anotherium Andrews (Anotherium and Joseph Continues) and plant price of the architectural and point points and price of the architectural disease in price to price of the architectural disease in price to price of the architectural disease in price to price of the architectural disease in price and the architectural disease in price and price of the architectural disease in architectural disease in the architectural disease in architectural disease in the architectural disease in architectural disease in architectural disease in the arc		2 te	w Open	2/2/4) to set sector compo to m technic compo to m	(2021). The parties continuous to definit the OSE greated continuous to definit the OSE greated continuous to definit the OSE greated continuous continuous to definit the OSE greated continuous deviluous. Therefore, W. W. and the continuous c	promotive, we are building to filter, building for the graphs is still be to determine, the form that the filter of the graphs is still be to determine, the to relate more promotive for the still be to determine the filter of	27/20/1979 - 20-ACM commenced that the local is because the law of the local chain in this because the local chain is the local chain in the local
,	Link of lines understanding of the SDI approach may reduce effectionness of all mit SDI. Processin.	es Proling-hous 12/27/2618 Configuration and Development	Secret DR schedules have recovered that the Stone, Sweleyers, or the primerations. Self greatest varieties, they are such assistant and a self-or statement of the self-or		лэ з	3 66	nd Open	2/24/2 their under und	QUILL 1 The AR Date selected from relations to secure the selected for the AR Date se		2002 To you. No. All make metal could be group on this hall be loan you at Dates you. 2011 To CAMMONT with which have the select of the country of the count
	Late delivery of project deliverables may usees wheeluke delays. In	res Freding - Naser 13/78/2018 Propent Monagement	Based again the project solution of costs of 12 (2012) in form to solution for the prosting in word for solution for project solution of the cost of the cost of the costs of	NO. 2022 Assessmentation. If You consequent the service is the resident the service in the consequence of the content of the test and resident to the content of the test and resident resident to the content of the test and resident resident to the content of th		5 16	gh Open	2/28/ repair the period of the control of the contr	All Child among the process of the p		In Control (1997) and the Control (1997) and