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April 7, 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 (IV&V) 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's Employer-Union Health Benefits Trust Fund Benefits Administration System project.

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

Sincerely,


Douglas Murdock (Apr 13, 2021 08:05 PST)

DOUGLAS MURDOCK
Chief Information Officer
State of Hawai'i

Attachment (1)



STATE OF HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

Hawaii Employer-Union Health Benefits Trust Fund Benefits Administration System (BAS)

MONTHLY IV&V STATUS REPORT

February 23, 2021 | Version 1.0

REPORT FINALIZED

March 25, 2021



An independent member of
bakertilly
INTERNATIONAL



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Document History

DATE	DESCRIPTION	AUTHOR	VERSION
03/05/21	Monthly IV&V Status Report Draft created	Julia Okinaka	0.0
03/25/21	Monthly IV&V Status Report updated based on comment submitted in Appendix F.	Julia Okinaka	1.0

EXECUTIVE SUMMARY

BACKGROUND

The State of Hawaii (State), Employer-Union Health Benefits Trust Fund (EUTF) contracted Morneau Shepell Limited (Morneau Shepell) with their Ariel EAS technology solution for the Health Benefits Administration System Modernization Project (BAS Project) on June 1, 2020. EUTF also contracted Segal to provide project management, business process reengineering (BPR), organizational change management (OCM), and quality management. Segal's subcontractor, ICON Consulting (ICON), is responsible for data consulting and conversion.

The Office of Enterprise Technology Services (ETS) contracted Accuity LLP (Accuity) to provide Independent Verification and Validation (IV&V) services for the EUTF BAS Project. The goal of IV&V is to increase the probability of project success. The benefits of IV&V include identification of high-risk areas early and actionable recommendations.

Following IV&V's Initial Assessment Report, Monthly IV&V Status Reports are issued to update and evaluate continual project progress and performance. Pre and Post Go-Live Implementation Milestone Reports will be issued prior to and after the deployment/completion of major project milestones.

The project completed build and configuration for Interval 3 and commenced planning and execution for Interval 4. The focus of our IV&V activities for this report included the beginning of a two-month in-depth assessment of testing and review of organizational change management (OCM) and communications management.

The IV&V Dashboard on the following two pages provides a quick visual and narrative snapshot of both the project status and project assessment as of February 23, 2021. Refer to Appendix A: IV&V Criticality and Severity Ratings for an explanation of the ratings and Appendix E: Prior Findings Log for prior report findings.

TIME MANAGEMENT

*"Managing
your time without
setting priorities is
like shooting randomly
and calling whatever you
hit the Target."*

- Peter Turla

PROJECT ASSESSMENT

AS OF FEBRUARY 23, 2021

SUMMARY RATINGS

OVERALL RATING



Minimal deficiencies were observed. Oversight may be needed to ensure risks stay low and project remains on track.

PROGRAM GOVERNANCE



PROJECT MANAGEMENT



TECHNOLOGY



CRITICALITY RATINGS



HIGH



MEDIUM



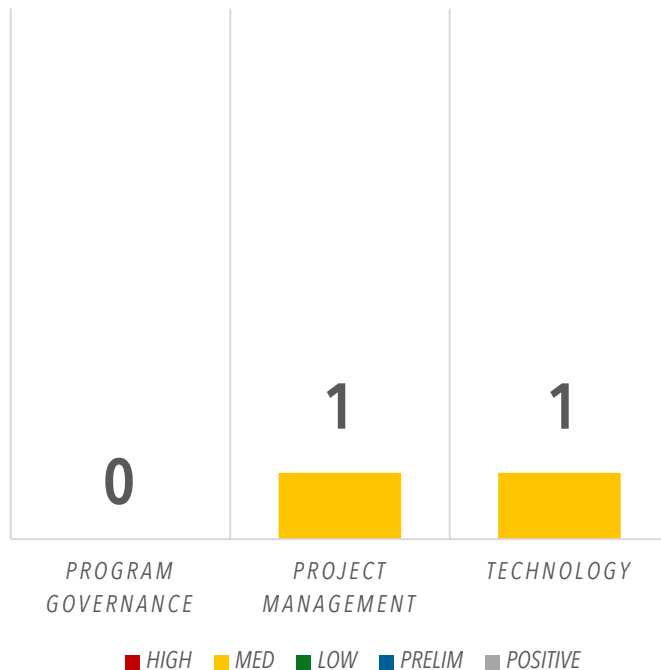
LOW



N/A

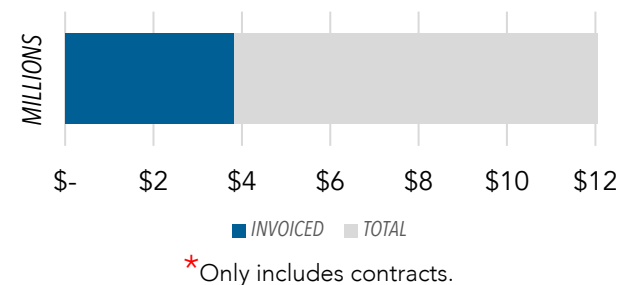
2 OPEN FINDINGS

SEVERITY RATINGS BY ASSESSMENT AREA

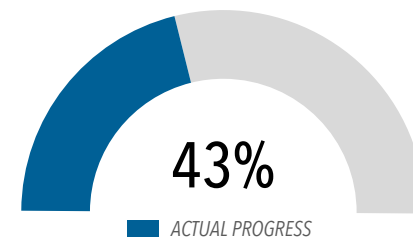


2 OPEN RECOMMENDATIONS

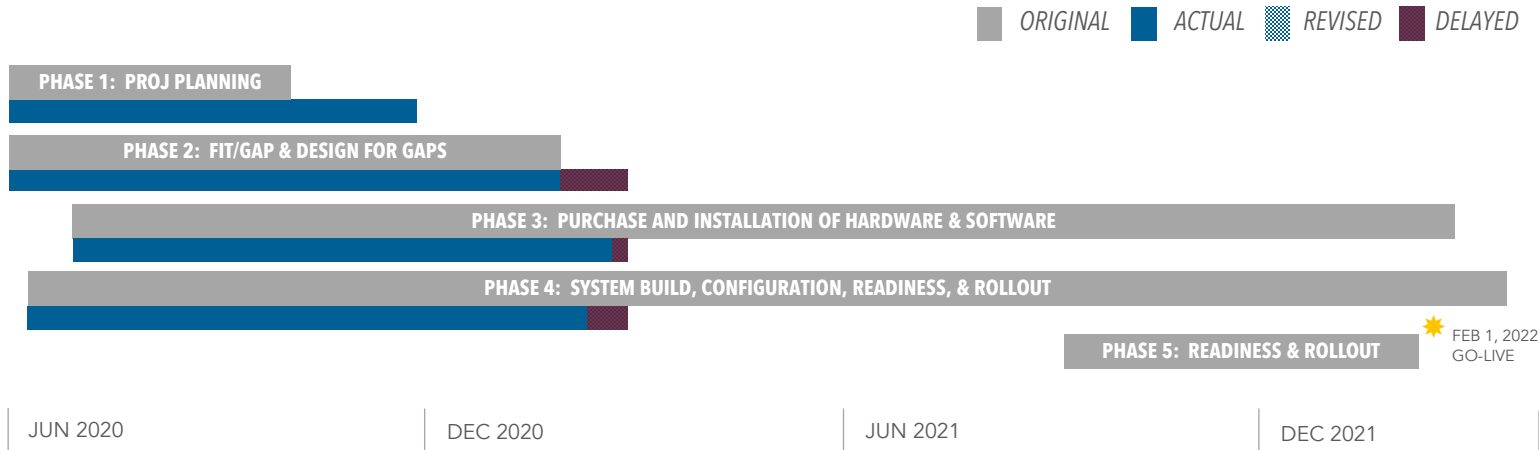
PROJECT BUDGET*



PROJECT PROGRESS















PROJECT TIMELINE**



** Revised project schedule approved by EUTF.

ASSESSMENT AREA & RATINGS SUMMARY

AS OF FEBRUARY 23, 2021

DEC	JAN	FEB	IV&V ASSESSMENT AREA	IV&V OBSERVATIONS
			<i>Overall</i>	<p>The overall project rating is solid green and reflects the project team's continued collaboration, teamwork, and dedication to project success. Two IV&V Assessment Categories declined from the prior report due to concerns with requirements and schedule management.</p> <p>Project Schedule: The project is experiencing some delays detailed below and needs to be analyzed to see if there is an impact to the overall timeline.</p> <p>Project Costs: Project contract costs invoiced to-date approximated \$3,825,000 and are within the budget.</p> <p>Quality: In general, the quality plan and metrics are being collected, reported, and addressed as needed.</p>
			<i>Program Governance</i>	<p>Project governance is working effectively. The Joint Steering Committee (JSC) convened to discuss project status, schedule, risks, and issues.</p>
			<i>Project Management</i>	<p>The EUTF, Segal, and Morneau Shepell Project Managers continue to meet regularly and openly discuss project activities, feedback, and deliverables. The project is experiencing some delays including build and configuration for Interval 4, data conversion, environment set up, and Morneau Shepell Segment 1 testing. In addition, the RTM requirements related to reports, communications, data interfaces, and workflows have not been fully identified and assigned to intervals so the level of effort for the overall schedule cannot be planned at this time. The project delays should be analyzed to determine if current milestones are realistic and if there are impacts to the overall timeline (Refer to finding 2021.02.PM01). Segment 1 UAT training was completed, followed by Train-the-Trainer sessions with in-person support provided by Morneau Shepell and Segal. With strong support by the Segal Project Manager, the project effectively keeps project stakeholders informed and engaged through presentations, town hall meetings, training, and surveys. The EUTF Project Manager conducted a preliminary review of the OCM and BPR Plan and worked with Segal to identify a change champion lead and begin documenting specific activities. The project is scheduling and conducting employer and carrier follow-up meetings.</p>
			<i>Technology</i>	<p>The project is currently in build and configuration for Interval 4 and continues to defer requirements to later intervals. Some Medicare and billing transaction history data records are still outstanding, and Data Conversion Cycle 1 results are still pending approval by EUTF. ICON's high-level data reconciliation process was approved by EUTF, and more detailed process steps are being determined. Morneau Shepell Segment 1 testing is behind schedule and EUTF UAT testing will commence in early March 2021. Planning and processes for UAT testing has begun including internal testing and defect tracking tools. The UAT environment penetration and vulnerability scan results are still pending delivery and were not provided at the start of UAT testing. In accordance with the Quality Plan, training surveys were administered and communicated timely, resulting in positive feedback related to Ariel's ease of use. Quality issues related to the Interval 3 demonstration still need to be analyzed for root causes and communicated to stakeholders (Refer to finding 2021.01.IT01).</p>

FINDINGS AND RECOMMENDATIONS BY ASSESSMENT AREA



OVERALL RATING

The overall rating is assigned based on the criticality ratings of the IV&V Assessment Categories and the severity ratings of any underlying findings (see Appendix A: IV&V Criticality and Severity Ratings). The tables below summarize the criticality ratings for each IV&V Assessment Category in each of the three major IV&V Assessment Areas. The criticality rating for 11 IV&V Assessment Categories are solid green. Two IV&V Assessment Categories declined from the prior report due to concerns with requirements and schedule management.

AT-A-GLANCE

Project keeps stakeholders **INFORMED** and **ENGAGED**

Review and Communicate **QUALITY PROCESSES** and **METRICS**

Need to increase **SCHEDULE MANAGEMENT CONTROL** activities

DEC	JAN	FEB	PROGRAM GOVERNANCE
			Governance Effectiveness
			Benefits Realization
DEC	JAN	FEB	TECHNOLOGY
			System Software, Hardware, and Integrations
			Data Conversion
			Quality Management and Testing
			Configuration Management
			Security
			Deployment and Operations

DEC	JAN	FEB	PROJECT MANAGEMENT
			Project Organization and Management
			Requirements Management
			Cost, Schedule, and Resource Management
			Risk Management
			Communications Management
			Organizational Change Management (OCM)
			Business Process Reengineering (BPR)
			Training and Knowledge Transfer

PROGRAM GOVERNANCE

Governance Effectiveness

Benefits Realization



PROGRAM GOVERNANCE

DEC	JAN	FEB	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
					NEW	OPEN	CLOSED
G	G	G	Governance Effectiveness	Project governance is working effectively. The Joint Steering Committee (JSC) convened to discuss project status, schedule, risks, and issues.	0	0	0
G	G	G	Benefits Realization	In general, the project and quality metrics are being collected, reported, and addressed as needed. As testing begins, the project's Quality Plan and applicable metrics should be reviewed and communicated regularly.	0	0	0

PROJECT MANAGEMENT

Project Organization and Management

Requirements Management

Cost, Schedule, and Resource Management

Risk Management

Communications Management

Organizational Change Management

Business Process Reengineering

Training and Knowledge Transfer



PROJECT MANAGEMENT

DEC	JAN	FEB	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
					NEW	OPEN	CLOSED
G	G	G	Project Organization and Management	The EUTF, Segal, and Morneau Shepell Project Managers continue to meet regularly and openly discuss project activities, feedback, and deliverables. The Project Managers promote and exercise positive project management practices.	0	0	3
G	G	G	Requirements Management	The project involves project stakeholders through daily Joint Stand-up meetings to continue to clarify requirements and business rules. A demonstration of Interval 3 requirements is still not complete and Morneau Shepell continues to defer Interval 4 requirements to later intervals. The RTM requirements related to reports, communications, data interfaces, and workflows have not been fully identified and assigned to intervals so the level of effort for the overall schedule cannot be planned at this time. Requirements management will be reviewed more closely in the upcoming months.	0	0	0
G	G	Y	Cost, Schedule, and Resource Management	Project contract costs invoiced to-date approximated \$3,825,000 and are within the budget. The project is experiencing some delays including build and configuration for Interval 4, data conversion, environment set up, and Morneau Shepell Segment 1 testing. The project delays should be analyzed to determine if current milestones are realistic and if there are impacts to the overall timeline (Refer to finding 2021.02.PM01).	1	1	0

PROJECT MANAGEMENT

Project Organization
and Management

Requirements
Management

Cost, Schedule, and
Resource
Management

Risk Management

Communications
Management

Organizational
Change Management

Business Process
Reengineering

Training and
Knowledge Transfer

DEC	JAN	FEB	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
					NEW	OPEN	CLOSED
G	G	G	Risk Management	New and existing risks and issues are tracked and openly discussed in project meetings and appropriately escalated to project management. Risks and issues continue to be evaluated for appropriate impact ratings, likelihood ratings, and risk response activities.	0	0	0
G	G	G	Communications Management	Segal delivered a Town Hall presentation to keep stakeholders abreast of the project, including discussing survey results and upcoming activities. With strong support by the Segal Project Manager, the project effectively keeps project stakeholders informed and engaged through presentations, training, and surveys. The project is scheduling and conducting employer and carrier follow-up meetings.	0	0	0
G	G	G	Organizational Change Management (OCM)	The EUTF Project Manager conducted a preliminary review of the OCM and BPR Plan and worked with Segal to identify a change champion lead and begin documenting specific activities.	0	0	0
G	G	G	Business Process Reengineering (BPR)	The EUTF Project Manager conducted a preliminary review of the OCM and BPR Plan. Business process improvements through system functionality continue to be explored and discussed. More targeted BPR activities will be reviewed in upcoming months.	0	0	0
G	G	G	Training and Knowledge Transfer	Segment 1 UAT training was completed, followed by Train-the-Trainer sessions with in-person support provided by Morneau Shepell and Segal. Training surveys were administered and communicated timely.	0	0	0

PROJECT MANAGEMENT

Project Organization
and Management

Requirements
Management

Cost, Schedule, and
Resource
Management

Risk Management

Communications
Management

Organizational
Change Management

Business Process
Reengineering

Training and
Knowledge Transfer

FINDING #: 2021.02.PM01

STATUS: OPEN

TYPE: RISK

SEVERITY:



TITLE: CURRENT SCHEDULE DELAYS

Finding: Current schedule delays may impact the overall project timeline

Industry Standards and Best Practices: PMI PMBOK Chapter 6 outlines schedule management tools and techniques for controlling the project schedule including data analysis, critical path analysis, and schedule compression.

Analysis: Morneau Shepell has schedule management processes in place to report and track schedule variances. Furthermore, the project already proactively identified and actively reports on project risks related to the pace of intervals, insufficient time, and resources available to build and configure all EUTF requirements, and concern that complex functions and features are not being built early enough to allow for sufficient testing and quality reviews. However, even with these schedule management processes in place, the project continues to experience delays which may impact the overall project timeline and rigid Go-Live date of February 1, 2022:

- The project is experiencing some delays including build and configuration for Interval 4, data conversion, environment set up, and Morneau Shepell Segment 1 testing.
- Requirements tagged to specific intervals continue to be deferred to later intervals. Although the deferral of project requirements were expected in earlier intervals as Morneau Shepell gained a clearer understanding of EUTF needs and expectations, requirements tagged to Interval 4 continue to be tagged to later intervals.
- The RTM requirements related to reports, communications, data interfaces, and workflows have not been fully identified and assigned to intervals so the level of effort for the overall schedule cannot be planned at this time.
- Data conversion for certain records continues to be delayed due to the complexity of the billing data and reliance on the current EUTF BAS Vendor to assist with extraction and correction to data extracts; and need for EUTF resources to map and resolve data extraction issues.

Greater attention and rigor to schedule delays is needed to ensure that schedule delays do not impact the overall project timeline and success of the project.

Recommendation: 2021.02.PM01.R1 – *Increase schedule management control activities.*

- Increase the rigor related to task and schedule delays including root cause analysis, discussions of mitigation plans, and reviews of mitigation tasks effectiveness to ensure schedule delays are timely addressed.
- Regularly reassess and readjust the project schedule estimates and assumptions.
- Consider all options for mitigating risk including adding resources, performing work in parallel, redistributing work in future development intervals, and reprioritizing remaining work.

TECHNOLOGY

System Software,
Hardware, and
Integrations

Data Conversion

Quality Management
and Testing

Configuration
Management

Security

Deployment and
Operations



TECHNOLOGY

DEC	JAN	FEB	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
					NEW	OPEN	CLOSED
			System Software, Hardware, and Integrations	The project is currently in build and configuration for Interval 4. Carrier interface questionnaires were distributed, and 834 interface file meetings commenced in February.	0	0	1
			Data Conversion	Some Medicare and billing transaction history data records are still outstanding, and Data Conversion Cycle 1 results are still pending approval by EUTF. ICON's high-level data reconciliation process was approved by EUTF, and more detailed process steps are being determined. EUTF, Morneau Shepell, and ICON continue to meet weekly to perform and clarify activities related to data groups, layouts, extracts, mapping, and data quality scripts/reports.	0	0	0

TECHNOLOGY

System Software,
Hardware, and
Integrations













Data Conversion

Quality Management
and Testing

Configuration
Management

Security

Deployment and
Operations

DEC	JAN	FEB	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
					NEW	OPEN	CLOSED
			Quality Management and Testing	EUTF UAT testing will commence in early March 2021. Planning and processes for UAT testing have begun including internal testing and defect tracking tools. In accordance with the Quality Plan, training surveys were administered and communicated timely, resulting in positive feedback related to Ariel's ease of use. Quality issues related to the Interval 3 demonstration still need to be analyzed for root causes and communicated to stakeholders (Refer to finding 2021.01.IT01).	0	1	0
			Configuration Management	No significant changes for configuration management to report since last month.	0	0	0
			Security	The UAT environment penetration and vulnerability scan results are still pending delivery and were not provided at the start of UAT testing.	0	0	0
			Deployment and Operations	Deployment activities are not occurring at this stage of the project.	0	0	0

Appendix A: IV&V Criticality and Severity Ratings

IV&V CRITICALITY AND SEVERITY RATINGS

Criticality and severity ratings provide insight on where significant deficiencies are observed and immediate remediation or risk mitigation is required. Criticality ratings are assigned to the overall project as well as each IV&V Assessment Area and IV&V Assessment Category. Severity ratings are assigned to each risk or issue identified.

Criticality Rating

The criticality ratings are assessed based on consideration of the severity ratings of each related risk and issue within the respective IV&V Assessment Area and IV&V Assessment Category, the overall impact of the related findings to the success of the project, and the urgency of and length of time to implement remediation or risk mitigation strategies. Arrows indicate trends in the project assessment from the prior report and take into consideration areas of increasing risk and approaching timeline. Up arrows indicate adequate improvements or progress made. Down arrows indicate a decline, inadequate progress, or incomplete resolution of previously identified findings. No arrow indicates there was neither improving nor declining progress from the prior report.

TERMS

RISK

An event that has not happened yet.

ISSUE

An event that is already occurring or has already happened.



A **RED**, high criticality rating is assigned when significant severe deficiencies were observed and immediate remediation or risk mitigation is required.



A **YELLOW**, medium criticality rating is assigned when deficiencies were observed that merit attention. Remediation or risk mitigation should be performed in a timely manner.



A **GREEN**, low criticality rating is assigned when the activity is on track and minimal deficiencies were observed. Some oversight may be needed to ensure the risk stays low and the activity remains on track.



A **GRAY** rating is assigned when the category being assessed has incomplete information available for a conclusive observation and recommendation or is not applicable at the time of the IV&V review.

TERMS

POSITIVE

Celebrates high performance or project successes.

PRELIMINARY CONCERN

Potential risk requiring further analysis.

Severity Rating

Once risks are identified and characterized, Accuity will examine project conditions to determine the probability of the risk being identified and the impact to the project, if the risk is realized. We know that a risk is in the future, so we must provide the probability and impact to determine if the risk has a Risk Severity, such as Severity 1 (High), Severity 2 (Moderate), or Severity 3 (Low).

While a risk is an event that has not happened yet, an issue is something that is already occurring or has already happened. Accuity will examine project conditions and business impact to determine if the issue has an Issue Severity, such as Severity 1 (High/Critical Impact/System Down), Severity 2 (Moderate/Significant Impact), or Severity 3 (Low/Normal/Minor Impact/Informational).

Findings that are positive or preliminary concerns are not assigned a severity rating.



SEVERITY 1: High/Critical level



SEVERITY 2: Moderate level



SEVERITY 3: Low level

Appendix B: Industry Standards and Best Practices

STANDARD	DESCRIPTION
ADA	Americans with Disabilities Act
ADKAR®	Prosci ADKAR: Awareness, Desire, Knowledge, Ability, and Reinforcement
BABOK® v3	Business Analyst Body of Knowledge
DAMA-DMBOK® v2	DAMA International's Guide to the Data Management Body of Knowledge
HIPAA	Health Insurance Portability and Accountability Act of 1996
MARS-E v2.0	CMS Minimum Acceptable Risk Standards for Exchanges – Exchange Reference Architecture Supplement
MITA v3.0	Medicaid Information Technology Architecture
PMBOK® v6	Project Management Institute (PMI) Project Management Body of Knowledge
SWEBOK v3	Guide to the Software Engineering Body of Knowledge
TOGAF® v9.2	The Open Group Architecture Framework Standard
COBIT® 2019 Framework	Control Objectives for Information and Related Technologies Framework
IEEE 828-2012	Institute of Electrical and Electronics Engineers (IEEE) Standard for Configuration Management in Systems and Software Engineering
IEEE 1062-2015	IEEE Recommended Practice for Software Acquisition
IEEE 1012-2016	IEEE Standard for System, Software, and Hardware Verification and Validation
IEEE 730-2014	IEEE Standard for Software Quality Assurance Processes
ISO 9001:2015	International Organization for Standardization (ISO) Quality Management Systems – Requirements
ISO/IEC 25010:2011	ISO/International Electrotechnical Commission (IEC) Systems and Software Engineering – Systems and Software Quality Requirements and Evaluation (SQuaRE) – System and Software Quality Models
ISO/IEC 16085:2006	ISO/IEC Systems and Software Engineering – Life Cycle Processes – Risk Management

STANDARD	DESCRIPTION
IEEE 16326-2019	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Processes – Project Management
IEEE 29148-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Processes – Requirements Engineering
IEEE 15288-2015	ISO/IEC/IEEE International Standard – Systems and Software Engineering – System Life Cycle Processes
IEEE 12207-2017	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Software Life Cycle Processes
IEEE 24748-1-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Management – Part 1: Guidelines for Life Cycle Management
IEEE 24748-2-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Management – Part 2: Guidelines for the Application of ISO/IEC/IEEE 15288 (System Life Cycle Processes)
IEEE 24748-3-2012	IEEE Guide: Adoption of ISO/IEC TR 24748-3:2011, Systems and Software Engineering – Life Cycle Management – Part 3: Guide to the Application of ISO/IEC 12207 (Software Life Cycle Processes)
IEEE 14764-2006	ISO/IEC/IEEE International Standard for Software Engineering – Software Life Cycle Processes – Maintenance
IEEE 15289-2019	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Content of Life Cycle Information Items (Documentation)
IEEE 24765-2017	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Vocabulary
IEEE 26511-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Requirements for Managers of Information for Users of Systems, Software, and Services
IEEE 23026-2015	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Engineering and Management of Websites for Systems, Software, and Services Information
IEEE 42010-2011	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Architecture Description
IEEE 29119-1-2013	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 1: Concepts and Definitions
IEEE 29119-2-2013	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 2: Test Processes
IEEE 29119-3-2013	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 3: Test Documentation
IEEE 29119-4-2015	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 4: Test Techniques

STANDARD	DESCRIPTION
IEEE 1484.13.1-2012	IEEE Standard for Learning Technology – Conceptual Model for Resource Aggregation for Learning, Education, and Training
ISO/IEC TR 20000-11:2015	ISO/IEC Information Technology – Service Management – Part 11: Guidance on the Relationship Between ISO/IEC 20000-1:2011 and Service Management Frameworks: ITIL®
ISO/IEC 27002:2013	Information Technology – Security Techniques – Code of Practice for Information Security Controls
SAML v2.0	Security Assertion Markup Language v2.0
SoaML v1.0.1	Service Oriented Architecture Modeling Language
CMMI-DEV v1.3	Capability Maturity Model Integration for Development
FIPS 199	Federal Information Processing Standard (FIPS) Publication 199, Standards for Security Categorization of Federal Information and Information Systems
FIPS 200	FIPS Publication 200, Minimum Security Requirements for Federal Information and Information Systems
NIST 800-53 Rev 5	National Institute of Standards and Technology (NIST) Security and Privacy Controls for Federal Information Systems and Organizations
NIST Cybersecurity Framework v1.1	NIST Framework for Improving Critical Infrastructure Cybersecurity
LSS	Lean Six Sigma

Appendix C: IV&V Monthly Status

MAIN IV&V ACTIVITIES AND ACCOMPLISHMENTS

MAIN IV&V ACTIVITIES AND ACCOMPLISHMENTS
Reviewed Training User Guide drafts, status and workplan updates, survey results, and other project artifacts
Participated in Hawaii EUTF project management, acceptance criteria, data conversion, technical, and joint stand-up meetings
Presented at Joint Monthly Steering Committee Meeting
Facilitated Fiddler and neXpert discussion for Connectivity testing
Reviewed EUTF OCM and BPR Plan; discussed OCM approach and activities with Segal PM
Finalized January Monthly IV&V Status Report and submitted Draft February 2021 Monthly IV&V Status Report

KEY UPCOMING IV&V DELIVERABLES

KEY IV&V DELIVERABLES	DRAFT DUE DATE	DRAFT SUBMITTED	FINAL SUBMITTED
February 2021 Monthly IV&V Status Report	03/05/21	03/05/21	03/25/21

PRIOR IV&V APPROVED DELIVERABLES

DELIVERABLE	AS OF DATE	APPROVED DATE
IV&V Project Management Plan (IVVP)	N/A	07/22/20
Initial Assessment Report	06/26/20	07/29/20
July 2020 Monthly IV&V Status Report	07/24/20	08/20/20
August 2020 Monthly IV&V Status Report	08/25/20	09/25/20
September 2020 Monthly IV&V Status Report	09/25/20	10/19/20
October 2020 Monthly IV&V Status Report	10/27/20	11/25/20

PRIOR IV&V APPROVED DELIVERABLES (CONTINUED)

DELIVERABLE	AS OF DATE	APPROVED DATE
November 2020 Monthly IV&V Status Report	11/25/20	12/14/20
December 2020 Monthly IV&V Status Report	12/22/20	02/02/21
January 2021 Monthly IV&V Status Report	01/26/20	02/25/21

Appendix D: Interviews, Meetings, and Documents

MEETINGS

DATE	MEETING DESCRIPTION
01/27/21	EUTF - Joint Stand-up Meeting
01/27/21	Requirements Acceptance Criteria
01/27/21	EUTF - Employer File Feed Review of Requirements
01/28/21	EUTF - Joint Stand-up Meeting
01/28/21	EUTF - Standard Reporting (continued)
01/28/21	EUTF - Training Material Review - Segment 1 (continued)
01/28/21	EUTF - Interval 3 Demo (Continued)
01/29/21	EUTF - Joint Stand-up Meeting
01/29/21	EUTF - Employer File Feed Review of Requirements (Continued)
01/29/21	EUTF - Technical Requirements
02/01/21	EUTF - Joint Stand-up Meeting
02/01/21	EUTF/ICON/MS Data Conversion Weekly Meeting
02/01/21	January IV&V Update meeting
02/02/21	EUTF - Joint Stand-up Meeting
02/02/21	EUTF - Joint Weekly Project Team Meeting
02/03/21	EUTF - Joint Stand-up Meeting
02/03/21	Requirements Acceptance Criteria
02/04/21	EUTF - Joint Stand-up Meeting

MEETINGS (CONTINUED)

DATE	MEETING DESCRIPTION
02/04/21	Ariel Town Hall Meeting
02/05/21	EUTF - Monthly Technical Meeting
02/08/21	EUTF - UAT Training Segment 1 - Day 1 - Session 1
02/08/21	EUTF/ICON/MS Data Conversion Weekly Meeting
02/08/21	EUTF - UAT Training Segment 1 - Day 1 - Session 2
02/09/21	EUTF - Joint Weekly Project Team Meeting
02/10/21	Fiddler and neXpert discussion for Connectivity testing
02/10/21	EUTF - UAT Training Segment 1 - Day 3 - Session 2
02/11/21	EUTF - Joint Stand-up Meeting
02/11/21	Requirements Acceptance Criteria
02/12/21	EUTF - Monthly Technical Meeting
02/16/21	EUTF - Joint Stand-up Meeting
02/16/21	Discuss OCM Activities and Plan
02/16/21	Requirements Acceptance Criteria
02/17/21	Monthly Meeting with IV&V and PMs
02/17/21	EUTF - BAS Joint Monthly Steering Committee Meeting
02/18/21	EUTF - Credit Card Provider Integration Discussion
02/19/21	EUTF - Retiree Payroll Frequency Discussion
02/22/21	EUTF - Joint Stand-up Meeting
02/22/21	EUTF/ICON/MS Data Conversion Weekly Meeting

MEETINGS (CONTINUED)

DATE	MEETING DESCRIPTION
02/22/21	EUTF - F12.30 - Training Appointment Requirement Discussion
02/23/21	EUTF - Joint Stand-up Meeting
02/23/21	EUTF - Joint Weekly Project Team Meeting

DOCUMENTS

TYPE	DOCUMENT
Morneau Shepell Proposal	EUTF BAS RFP 20-002- Morneau Shepell BAFO Response to BAS Project Oral Presentation Demo Question Requests - FINAL
Request for Proposal	State of Hawaii EUTF BAS RFP No. RFP-20-001 for Project Management and Consulting Services (Release Date 09/25/19)
Segal Proposal	BAFO for RFP No. RFP-20-001 for Project Management and Consulting Services (Effective 03/16/20)
Request for Proposal	State of Hawaii ETS RFP-19-010 EUTF BAS IV&V
Accuity Proposal	Accuity LLP EUTF IVV Proposal RFP-19-010 FINAL
Contract	Morneau Shepell Limited Contract (effective 06/01/20)
Contract	Segal Company Contract (effective 06/01/20)
Contract	Accuity Contract (effective 06/01/20)
Governance	EUTF – Joint SC (Steering Committee) Meeting – 2021-01-22
Budget	New BAS Budget Worksheet
Project Management	Hawaii EUTF Morneau Shepell Project Kick-Off – FINAL (06/04/20)
Project Management	Ariel Town Hall
Project Management	EUTF – Monthly Technical Meeting – 2021-02-05
Project Management	EUTF – Weekly Project Team Status – 2021-02-23

DOCUMENTS (CONTINUED)

TYPE	DOCUMENT
Project Management	20210118 Segal EUTF Status Report
Project Management	20210125 Segal EUTF Status Report
Project Management	20210131 Segal Monthly Status Report
Project Management	20210201 Segal EUTF Status Report
Project Management	20210208 Segal EUTF Status Report
Project Management	EUTF Segal Deliverable Project Schedule 20210119
Project Management	Hawaii EUTF_ICON Status Report – Week Ending 01 22 2021
Project Management	Hawaii EUTF_ICON Status Report – Week Ending 01 29 2021
Project Management	Hawaii EUTF_ICON Status Report – Week Ending 02 05 2021
Project Management	Hawaii EUTF_ICON Status Report – Week Ending 02 12 2021
Project Management	Hawaii EUTF_ICON Status Report – Week Ending 02 19 2021
Project Management	EUTF Data Quality – Migration Project Plan V16
Risk and Issues	EUTF – CRAID Log
Schedule	Hawaii (EUTF) – BAS Work Plan
Discovery Session	EUTF – Client RTM
Deliverable	Hawaii EUTF – BAS Implementation - Charter, Scope, and Management Plan
Deliverable	EUTF - Data Migration Strategy Plan
Deliverable	Ariel EAS BAS Architecture Overview
Deliverable	Ariel EAS Security Plan – EUTF
Deliverable	EUTF Interface Catalog
Deliverable	Environment Definition - EUTF
Deliverable	EUTF – UAT Testing Strategy – Segment 1

DOCUMENTS (CONTINUED)

TYPE	DOCUMENT
Deliverable	EUTF – Train the Trainer Strategy – Segment 1
Deliverable	EUTF Admin – Events Guide
Deliverable	EUTF Admin – Navigation Guide
Deliverable	EUTF Member Portal Guide
Deliverable	EUTF OCM and BPR Plan
Deliverable	BPR and OCM Activities
Data Conversion	EUTF Conversion Data Group 1
Data Conversion	EUTF – Data Migration Validation
Data Conversion	DQCP Summary
Survey	EUTF New BAS Project Survey 2021 Summary Report
Survey / Training	Segment 1 Training Survey – Day 1
Survey / Training	Segment 1 Training Survey – Day 2
Survey / Training	Segment 1 Training Survey – Day 3
Survey / Training	Segment 1 Training Survey MSB – Day 1
Survey / Training	Segment 1 Training Survey MSB – Day 2
Survey / Training	Segment 1 Training Survey FSB
Testing	Segment 1 Testing 20210218



Appendix E: Prior Findings Log

Appendix E: Prior Findings Log



ASSESSMENT CATEGORY	FINDING ID	TYPE	ORIGINAL SEVERITY	CURRENT SEVERITY	FINDING	ANALYSIS	RECOMMENDATION ID	RECOMMENDATION	SUPPLEMENTAL RECOMMENDATION	FINDING STATUS	FINDING STATUS UPDATE	CLOSED DATE	CLOSURE REASON
Quality Management and Testing	2021.01.IT01	Risk	Moderate	Moderate	Insufficient testing and quality processes may impact the effectiveness of system demonstrations, and client confidence and satisfaction	Periodic system demonstrations are one method for Morneau Shepell to share what functionality has been completed during the current interval. The requirements being demonstrated should be completely configured, tested, documented, and reviewed in advance of the system demonstration. If done successfully, system demonstrations not only help verify requirements and design, but also build confidence and customer satisfaction. The following problems were observed with the system demonstrations: <ul style="list-style-type: none">Interval 1 and 2 functionalities were demonstrated through a combination of slideshows and live system walkthroughs. Based on feedback received from EUTF, Interval 3 functionalities were demonstrated in the live system; however, there were multiple system errors and problems with prepared sample transactions and data.Inability to show completeness of configuration to meet 100% of completed interval requirements.Testing and quality processes did not identify the issues encountered during the system demonstrations.Lack of a formal process to record incidents and problems during the demonstration, identify root causes, and track their resolution.The inability to clearly track issues to resolution in a timely manner may negatively impact client confidence.	2021.01.IT01.R1	Evaluate testing and quality processes.	<ul style="list-style-type: none">Use quality assurances processes to analyze results and issues to identify the root cause, improve tracking of issues to system functionality/requirements, make appropriate corrective actions, and record lessons learned.Morneau Shepell should review the demonstration results including anomalies encountered and identify follow-up actions.The project team should conduct a project retrospective after each interval demonstration to facilitate practical steps for improvement and promote improved stakeholder buy-in and confidence.	Open	02/23/21: Morneau Shepell discussed the challenges associated with the system demonstrations at the February Steering Committee meeting. A more formalized analysis needs to be conducted to identify the root causes and track the issues to ensure appropriate corrective actions are taken. The risk has been added to the project risk log for tracking and monitoring. IV&V will continue to assess quality management and testing processes.		
System Software, Hardware, and Integrations	2020.11.IT01	Positive	N/A	N/A	The Morneau Shepell technology team's flexibility and collaboration demonstrates their commitment to be a trusted partner to EUTF to build a robust solution that fits EUTF requirements.	The Morneau Shepell technology team: <ul style="list-style-type: none">Works collaboratively with EUTF to understand the technical requirements, answer questions, and adjust the solution to find the best fit for EUTFDemonstrates a willingness to be transparent and openly share Morneau Shepell's IT practices, policies, standards, and personnel roles and responsibilities to develop, maintain, secure, operate, and support the systemProvides documentation and ongoing clarification of the Ariel BAS solution's infrastructure, security, and disaster recovery architectureThrough the involvement of key IT resources, shows commitment to the overall success of the project and being a trusted partner with the State of Hawaii This approach has helped EUTF gain comfort with the Morneau Shepell-managed Azure environment and how the solution aligns with EUTF's security, availability, system operations, and confidentiality requirements.	N/A	N/A for positive findings.	N/A for positive findings.	Closed	N/A	12/22/2020	Closed as this is a positive finding.
Project Organization and Management	2020.08.PM01	Risk	Low	Low	The COVID-19 pandemic may impact project schedule, resources, and costs.	The COVID-19 pandemic creates uncertainty with rapidly evolving government responses and restrictions and changing circumstances. The following a summary of the related events and facts: <ul style="list-style-type: none">A second stay-at-home/work-at-home order went into effect August 27, 2020 for Honolulu City and County and will last for at least 14 days. EUTF employees are deemed essential. All key EUTF project employees will have the ability and equipment to work from home in the event of an office closure by the end of September. All project contractors already work remotely effectively.The State is reviewing budgets and positions to make significant changes due to anticipated revenue shortfalls. The State also implemented a hiring freeze and is contemplating furloughs or salary cuts for State workers.EUTF has several open positions that could play essential roles on the project. EUTF's request to fill these positions is pending.The project timeline and go-live dates do not have much room to be extended due to the annual benefit plan enrollment season. Any delays that postpone go-live beyond the enrollment season could impact project costs.	2020.08.PM01.R1	Formulate processes for how to respond to COVID-19 impacts to the project.	<ul style="list-style-type: none">EUTF, project contractors, and subcontractors should timely complete a back-up resources matrix including a list of key project resources, their key primary functions, and potential backup resources in case of their inability to work.Assess COVID-19 direct and indirect impacts to the project and prepare contingency plans for possible scenarios.Ensure all key EUTF project team members have the necessary access, equipment, and technology to work remotely effectively.	Closed	9/25/20: The COVID-19 finding has been partially mitigated by ensuring all key EUTF project team members have computers and access to work remotely and additional headcount approved to support the project and operations. Project tools and practices such as a joint project SharePoint site and regular, recurring meetings also help the teams work effectively together from remote locations. The project contractors agreed to develop back-up resource matrices. 10/27/20: EUTF, Morneau Shepell, Segal, and ICON worked together to identify back-up resources for each key project team member to ensure resource continuity.	10/27/2020	Closed as all recommendations were adequately addressed. A COVID-19 risk has been added to the project's risk log so direct and indirect COVID-19 related impacts will be continuously assessed.

ASSESSMENT CATEGORY	FINDING ID	TYPE	ORIGINAL SEVERITY	CURRENT SEVERITY	FINDING	ANALYSIS	RECOMMENDATION ID	RECOMMENDATION	SUPPLEMENTAL RECOMMENDATION	FINDING STATUS	FINDING STATUS UPDATE	CLOSED DATE	CLOSURE REASON
Project Organization and Management	2020.07.PM02	Risk	Moderate	Moderate	<p>Segal's contract contains responsibilities and deliverables beyond oversight of Morneau Shepell, including OCM, BPR, and quality management. Segal's project deliverables, schedule, and processes have yet to be formally documented and scheduled, which could impact the execution of Segal, ICON, and EUTF responsibilities and activities.</p>	<p>Segal was contracted to provide various project management, OCM, BPR, data conversion, and quality management services for EUTF. Segal is effectively monitoring and reviewing Morneau Shepell activities and deliverables but does not yet have a schedule for ICON's and their own independent deliverables for this project. Segal established a dashboard and regularly submits reports to EUTF; however, thus far, these reports focus mainly on Morneau Shepell and do not include sufficient updates regarding Segal and ICON's own activities, progress, and risks.</p> <p>Additionally, Segal's processes in the areas of schedule, resource, cost, and quality management are still being developed and documented.</p> <p>Segal's deliverables include a BPR and OCM plan. Segal prepared a presentation, developed a tracking tool, and held a workshop to explain their BPR and OCM methodology, however, we are not aware of whether a formally documented plan or schedule of BPR and OCM tasks and resources has been prepared and delivered to EUTF for review. Further discussion of purpose and expectations for this deliverable is still needed.</p> <p>ICON is responsible for data cleansing and data conversion activities. The project team identified two risks and one issue and are experiencing some delays related to data conversion. Clarifying ICON deliverables, schedule, processes, and reporting may help to prevent further issues and delays.</p> <p>Possible root causes or contributing factors are an aggressive project pace and competing priorities. Both the Segal Project Manager and the EUTF Project Manager are extremely hard-working and may not have adequate time to participate in on-going Discovery Sessions and perform all of the required project management tasks. EUTF and Segal will need to work together to establish appropriate project management processes and clarify the priority of deliverables and schedules.</p> <p>Although this finding is reported under the Project Organization and Management IV&V Assessment Category, this finding also impacts the criticality ratings for the Cost, Schedule, and Resource Management; OCM; BPR; Data Conversion; and Quality Management and Testing categories.</p>	2020.07.PM02.R1	Clarify Segal and ICON deliverables.	<ul style="list-style-type: none"> Clarify purpose, content, and expectations of each of the contracted deliverables. Consider whether contracted deliverables still make sense based on project needs. 	Closed	<p>08/25/20: Segal and ICON made good progress on clarifying deliverables and project activities related to their responsibilities. EUTF, Segal, and IV&V started monthly check-in meetings and discussed Segal's "just-in-time" approach to OCM and BPR. The EUTF PM confirmed approval of this approach with preliminary activities occurring before OCM and BPR plans are formalized. ICON clarified their Data Quality Check Point (DQCP) process and preliminary results from defined business rules. Accuity closed recommendation 2020.07.PM02.R1 as IV&V received sufficient clarification of Segal and ICON deliverables.</p> <p>Segal provided a deliverables schedule and ICON provided a work plan tracking the status of tasks. Segal provided a high level deliverable project schedule with duration, status, start and finish dates, and resources. The specific resources and tasks were not identified for key activities such as OCM and BPR; however, Segal noted that they would develop more detailed plans based on resource availability and bandwidth starting in December 2020. Other EUTF tasks are currently tracked in the RTM, Segal's Dashboard, and independently by EUTF project team members. Accuity closed recommendation 2020.07.PM02.R2 as IV&V received sufficient clarification of Segal and ICON's schedules for this stage of the project.</p> <p>More clarity was provided for key processes on OCM, quality, data validation, and migration. Segal delivered a draft Quality Management Plan on 8/25/20 and scheduled a test planning meeting in September. ICON held a meeting to review their DQCP process and provided a high level DQCP Validation Consolidation process summary. Accuity will continue to evaluate the formalization of processes including BPR and quality management.</p> <p>09/25/20: Quality processes and metrics are well-defined and communicated through the draft Quality Management Plan. BPR activities continued through meetings, Fit Gap sessions, and solution demonstrations. Data migration and cleansing processes were more clearly defined through the draft Data Migration Plan, weekly data conversion meetings and DQCP / Validation meetings.</p>	9/25/2020	Closed as the Segal and ICON deliverables, activities and schedules have been clarified and approved by EUTF. In addition, key processes were defined and communicated through meetings, plans and metrics. Segal and ICON's status and activities are included in reports to the Joint Steering Committee.
							2020.07.PM02.R2	Develop a project schedule to manage Segal, ICON, and EUTF tasks.	<ul style="list-style-type: none"> Provide the appropriate detail of tasks, durations, due dates, milestones, and deliverables for various parties. 				
							2020.07.PM02.R3	Develop and clarify Segal, ICON, and EUTF processes.	<ul style="list-style-type: none"> Key processes include resource and schedule management, cost management, BPR, OCM, quality management, data cleansing, and data conversion. Consider including Segal, ICON, and EUTF's status and metrics in existing reports and dashboards. Consider including Segal, ICON, and EUTF status and activities in recurring project management meetings to promote even greater project cohesion. 				
Project Organization and Management	2020.07.PM01	Positive	N/A	N/A	The project team continues to work collaboratively and support a culture of open communication and continuous improvement amongst all parties.	<p>The project team members have:</p> <ul style="list-style-type: none"> Encouraged EUTF SMEs to openly discuss areas of confusion and request for improvements to working sessions. Listened to feedback from project team members and timely implemented improvements to project processes (e.g., including incorporating solution demonstrations and introducing project team members). Openly discussed possible solutions to address areas of concern. Continue to proactively ask for feedback after meetings and working sessions. Openly discussed project risks and issues with all project team members. <p>This approach has helped team members to build a high level of comfort with each other and has contributed to a smoother execution of the planning phase of the project.</p>	N/A	N/A for positive findings.	N/A for positive findings.	Closed	N/A	8/25/2020	Closed as this is a positive finding.



Appendix F: Comment Log on Draft Report

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Hawaii EUTF BAS Project: IV&V Document Comment Log				
		 ACCUITY		
ID #	Page #	Comment	Commenter's Organization	Accuity Resolution
1	5, 8, 10	Although the technical requirements are approximately one month behind, Morneau Shepell has determined that this does not have any significant impact to the project. Morneau Shepell will reschedule the completion date in March.	Morneau Shepell	The technical requirements task related to developing acceptance criteria is iterative and the completion date needs to be updated for the iterative cycle. The statements related to late technical requirements were removed on pages 5, 8, and 10.
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