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December 14, 2022

The Honorable Ronald D. Kouchi President of the Senate and Members of the Senate Thirty-First State Legislature State Capitol, Room 409 Honolulu, Hawai'i 96813 The Honorable Scott K. Saiki Speaker and Members of the House of Representatives Thirty-First State Legislature State Capitol, Room 431 Honolulu, Hawai'i 96813

Aloha Senate 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 of Hawai'i, Department of Human Services, Systems Modernization Project.

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

Sincerely,

Imula 2

Douglas Murdock Chief Information Officer State of Hawai'i

Attachments (2)



Hawaii Department of Human Services \$ystems Modernization Project

Final IV&V Status Report for Reporting Period: November 1 – 30, 2022

Submitted: December 14, 2022



Solutions that Matter

Overview

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



Solutions that Matter

Executive Summary



Executive Summary



In November, the BES project work stoppage was extended through December 2, 2022, to complete the contract reassignment to the new ASI. The extension did not have an impact on the project team as they continued the replanning activities. At the end of November, the new ASI presented its high-level approach to planning and completing the BES project. In that meeting, IV&V observed strong commitment by the DHS and new ASI Executive and project leadership teams to collaboratively work together to build the BES. To improve the BES development process, the new ASI provided a high-level view of some proposed changes to include:

- Provide the 'big-picture' roadmap the project team will use to build BES this is key to a fast-paced development effort to ensure the team stays focused while seeing how the work they are performing fits into the overall BES solution.
- Organize the work by business process so that the project team develops and tests BES as it is intended to be used.
- Incorporate some of the key concepts of the Agile Development Methodology, examples include 1) assignment of smaller functional and technical SME teams, highly knowledgeable on the business functions they are tasked with designing and developing, and 2) increase the number of software demonstrations and focus on the product and end results.

IV&V is encouraged by the plans and commitment and looks forward to assessing the impact of the proposed changes. The draft schedule is planned to be published in January and will provide part of the roadmap for the development activity.

Sep	Oct	Nov	Category	IV&V Observations
Н	Н	Ξ	Project Management	The new ASI is proposing a new project approach including new processes, resources, and timelines. IV&V will assess the plans and processes when published by the new ASI.

Executive Summary



Sep	Oct	Nov	Category	IV&V Observations
М	М	М	System Design	The new ASI is proposing a more traditional Agile approach to complete the BES design. IV&V waits to see the details of this approach in the Design, Development, and Implementation (DDI) plans that DHS and the new ASI adopt.
М	М	M	Configuration and Development	As with the System Design Category, IV&V wait to see the details of how the proposed Agile approach is used in the development of BES
м	Z	М	Integration and Interface Management	No additional interface details have been provided by the new ASI as they work on the BES Project restart.
M	M	M	Testing	The new ASI is filling their testing positions as part of the BES Project restart planning. No additional details have been provided regarding the ADA compliance testing tool.
н	Н	Н	Security and Privacy	The Security Architect/Security Lead has been identified by the new ASI. Security and Privacy planning is occurring in advance of the BES Project restart.

As of the November 2022 reporting period, PCG is tracking 16 open findings (8 risks, 8 issues) and has retired a total of 59 findings. Of the 16 open findings, 8 are related to Project Management, 2 in Integration and Interface Management, 1 to Testing, 2 to System Design, 2 to Configuration and Development, and 1 to Security and Privacy.



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





Findings Retired During the Reporting Period

#	Finding	Category
	None	



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
•	Lack of the skilled ASI resources may reduce project productivity and quality of the BES design and lead to schedule delays.	
81	No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	Project Management

Findings Opened During the Reporting Period

#	Finding	Category
	None	

#	Key Findings	Criticality Rating
2	Issue – Late delivery of project deliverables has caused schedule delays . The new ASI is assessing the status of all existing deliverables and will continue each one as necessary with new deadlines. For future deliverables, the Project plans to simplify content and the new ASI will revise and submit new Deliverable Expectation Documents (DEDs) for DHS review and approval.	M

Recommendations		
 Until the revised schedule is baselined, continue monitoring and analyzing deliverables to ensure there is no to minimal impact on the critical path. 	In process	



#	Key Findings	Criticality Rating
29	Issue – Uncertainty and/or a lack of communication around long-term architecture decisions could impact the project budget, schedule, system design, and planning decisions. The new ASI is developing its communication plans so it is unknown at this time if their process will improve this issue. IV&V notes one specific area that does need additional communication to the project team is the plan and future use of the BES portal. The previous ASI had built the bulk of the portal (based on LifeRay) prior to their departure. The new ASI developed the current portal used by the public to submit applications for benefits. The new ASI is assessing the best way forward and is considering combining both code sets without LifeRay.	L

F	Recommendations	
•	The Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), M&O, MQD, and BES systems before finalizing architectural decisions.	In process
•	DHS continue to request ASI perform due diligence in any recommendation for foundational architecture change decisions and continue to review with appropriate DHS stakeholders to assure a common understanding of the implications of these decisions.	In process
•	The Project should continue to ensure communication between development leads and architecture leads to assure optimal collaboration on possible architecture changes that could impact decisions in each area.	In process

#	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 in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	Н

Recommendations	Progress
• DHS continue to work with the appropriate organizations to identify the funds necessary to fill these positions.	In process
 DHS consider other options (Contractors, State employees borrowed from other agencies) to fill these positions if there is ongoing difficulty in finding permanent hires. 	In process





#	Key Findings	Criticality Rating
47	Risk – The COVID-19 pandemic and the related "stay at home" order could hinder project activities and negatively impact the project schedule and budget. No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	L

Recommendations	Progress
 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
 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
 Project leadership continue to encourage independent phone conversations to enhance and accelerate communications, and for team members not wait for meetings to converse. 	In process
Consider in-person meetings for critical design sessions if DHS and ASI COVID protocols allow.	Not Started

#	ŧ	Key Findings	Criticality Rating
4	9	Issue – Poor quality project deliverables may impact system design, testing artifacts and the project schedule. For future deliverables, the Project plans to simplify content and the new ASI will revise and submit new Deliverable Expectation Documents (DEDs). IV&V recommends that the new ASI address the open recommendation for the creation of a quality management plan.	

Recommendations	
 ASI review the Quality Management Plan to ensure that the Project is working within the Quality guidelines particular, the ASI should evaluate and consider if it is in alignment with Section 3.1.2 Measure Project Quawhich 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 eacomponent activity; 4) recording observed activity values; and 5) combining the recorded attribute values in 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. 	ality, ach In Process
 When the project restarts, resources be allocated to create a Quality Management Plan to help address this finding. 	s Not Started

#	Key Findings	Criticality Rating
	Issue – The lack of a final agreement on the scope and costs of the GCP Change Request (CR) may lead to unanticipated DHS costs, schedule delays, and/or the need to reduce scope.	
71	DHS has communicated that the new ASI has committed to the DHS vision for Development, Security, and Operations (Dev-Sec-Ops) making the GCP change request unnecessary. IV&V will review the relevant documents that come out of the restart planning and verify that the basis of this finding is now within the BES Project scope. IV&V is lowering the criticality rating to Medium.	M

Recommendations	
 The ASI should document the current environment M&O activities to ensure all activities are known with a clear understanding of the "AS IS" and "TO BE" model for services beginning with the DDI, through Pilot/Implementation and M&O. 	In process
 The ASI clearly document the scope of work and cost for the GCP CR during DDI and M&O and provide to DHS for approval. 	In process



 Risk – The lack of a BES Project schedule based on accurate estimations diminishes effective planning and resource management, which could result in late deliverables, cost increases, and a late go-live. The Project is reviewing and revising the BI-5 Project Schedule to reflect the new implementation approach, and to align with updated project deadlines, resources, and scope. IV&V is concerned that the Project is driving the work based on pre-established deadlines, rather than using the outstanding work and the effort required to establish project deadlines. This may result in the scope being reduced to meet the available time. An updated Project Schedule is expected for the Project restart kick-off in early January 2023. IV&V 	#	Key Findings	Criticality Rating
74 and to align with updated project deadlines, resources, and scope. IV&V is concerned that the Project is driving the work based on pre-established deadlines, rather than using the outstanding work and the effort required to establish project deadlines. This may result in the scope being reduced to meet the available time. An updated Project Schedule is expected for the Project restart kick-off in early January 2023. IV&V		planning and resource management, which could result in late deliverables, cost increases, and a	
will reassess our recommendations for this finding once more is known.	74	and to align with updated project deadlines, resources, and scope. IV&V is concerned that the Project is driving the work based on pre-established deadlines, rather than using the outstanding work and the effort required to establish project deadlines. This may result in the scope being reduced to meet the available	Н

Recommendations	Progress
 Using the available tools, review the current estimates to complete each activity compared to past actual hours. 	In process
 Update as necessary and provide the DHS/ASI project managers with reports and data that accurately reflect the DHS/ASI resource needs along with over/under allocations of staff for the duration of the Project. 	In process
 Develop mitigation and contingency plans that are tracked/managed by DHS/ASI for all tasks that are behind schedule or are at risk of being behind schedule which includes resource management. 	In process
 Discuss, validate and address additional concerns within the project processes that may cause the project delays other than inaccurate estimates such as over reliance on POs, slow design sprints, and cadence of development teams. 	In process
DHS and the ASI agree to a revised schedule against which project deliverables can be managed.	In process

Project Management

#	Key Findings	Criticality Rating
76	 Risk – Volunteer DHS resources leaving the Project may lead to schedule delays, lower morale, and burnout. No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known. 	M
Re	commendations	Progress
• ,	Allocate more time for the DHS team members to dedicate time to the Project.	In process
	Carefully plan for all project activities with reasonable hour allocations for the DHS resources and adjust dates n the BES Project schedule accordingly.	In process
• ,	Add cushion time to the schedule for unexpected project delays.	In process
	Provide incentives for the DHS resources to help maintain the project team and possibly alleviate attrition or ncrease the number of volunteers to the team.	In process

DHS keep all assigned Project resources informed of the transition progress and the timeline for when they will be asked to participate again, so resources can maintain their engagement with the Project.



Integration and Interface Management

#	Key Findings	Criticality Rating
63	Risk – The lack of early planning and coordination with interface partners may result in schedule delays.	
	No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	

Recommendations	
Complete all MOAs and obtain approval.	In process
Confirm testing dates with interface partners in writing.	In process



Integration and Interface Management

#	Key Findings	Criticality Rating
79	Issue – External vendor delays in the development of the BES task management system (Current) interface have impacted the project schedule.	M
	No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	

Recommendations	Progress
Ensure that there is an agreement between DHS and C!A to address roles/responsibilities and outcomes.	In process
The ASI provide test results from the task management integration to ensure that the interface works.	Not Started



Configuration and Development

#	Key Findings	Criticality Rating
70	Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution. No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	L

Recommendations	
 ASI adhere to plans for configuration management as documented in BI-6 DDI Plan, Section 5.2 and clarify details and/or any changes with DHS. 	In process
 ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration items or settings they will track. 	In process
 Project work to clarify/solidify plans for the potential use of configuration management tools and DHS work to fund and procure a CM tool, as required, to avoid any negative impacts to the project. 	Not Started



Configuration and Development

#	Key Findings	Criticality Rating
80	Risk – Development delays could negatively impact the project schedule and delay go-live. No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	M

Recommendations	Progress
Complete and execute remediation plan based on the result of a Root Cause Analysis (RCA).	In process
ASI consider moving/adding/replacing project team resources strategically to effectively increase velocity.	In process
 ASI track and regularly provide DHS with an accurate velocity (e.g., story points per day/week/month) and assure that the current velocity is accurately and consistently reflected in the project schedule. 	In process

System Design

#	Key Findings	Criticality Rating
61	Issue – Poorly executed JAD and "design sessions" could lead to inaccurate design and rework. The new ASI is revising the approach to the BES design sessions to improve efficiency and align with Agile methodology. IV&V will assess this issue along with the below recommendations when the new ASI restarts the BES design sessions.	M

F	Recommendations	
•	The facilitator should use their expertise to drive discussions through leading questions.	In process
•	BAs should come to Day one of Design Sprint fully prepared to facilitate discussion on topic of sprint, with adequate knowledge about business process and approach for design based on JAD/JAR notes and other pertinent material.	In process
•	The ASI to bring User Experience (UE) designers to engage with DHS and review the currently built BES solution.	Not Started



System Design

#	Key Findings	Criticality Rating
73	Risk – The planned BES infrastructure is complex which could be difficult to implement and maintain and could lead to schedule/cost impacts. No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	M

Recommendations	Progress
ASI clearly communicate the potential costs and schedule impacts to implementing the planned infrastructure.	In process
 DHS work with the ASI to assess the potential challenges of maintaining a complex environment and consider scaled back options that could reduce this risk and reduce long-term support costs. 	In process
 ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once updates are applied. 	In process
 The project team work to establish strong governance over the utilization and maintenance of various components to simplify their use and monitoring. 	Not Started
 ASI development team identify infrastructure components and techniques that are new to them and take action to assure potential integration problems do not lead to unexpected delays. 	Not Started



Testing

#	Key Findings	Criticality Rating
67	Risk - The Americans With Disabilities Act (ADA) Section 508 compliance tool has not been installed for the Project, which may cause significant rework. No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. IV&V will reassess our recommendations for this finding once more is known.	M

Recommendations	Progress
The ADA tool meets contractual and project requirements.	In process
The ASI communicates a plan for ADA test execution.	In process
 The ASI communicates how the tool will be used to report compliance and non-compliance and how non- compliance will be addressed/corrected 	In process
 The ASI communicates how and when DHS/IV&V will be provided the reports from the ADA tool execution and how to interpret the results. 	In process



Security and Privacy

#	Key Findings	Criticality Rating
68	Risk - Insufficient planning/execution of the BES Security Plan activities may lead to delays in gaining Federal Partner approval for the BES Project to begin the Pilot Phase. The new ASI has named a Security Architect as its Security Lead. As one of the five key project resources, IV&V has added a recommendation that DHS review and approve this proposed resource.	Н

Recommendations	Progress
The ASI continue to develop the BI-13 Security Plan in close collaboration with DHS.	In process
 DHS and the ASI agree upon the tools and process that will be used to document and track security control implementation, such as security governance, risk, and control (GRC software). The process should define the level of detail needed to track progress (estimates, target dates, risks, issues, evidence) along with the Requirement Traceability Matrix, and plans of actions and milestones (POAM). 	In process
 ASI add a Security Architect to the Project ASAP to assist with the Security Plan activities. 	Completed
 ASI ensure that the ASI Security Lead has a depth of experience in NIST 800-53 and experience authoring implementation statements of System Security Plans (SSP). 	In process
• DHS review the proposed staff resume, interview individual, and approve resource to ensure that they meet the position's contractual requirements.	Not Started





IV&V Engagement Status

IV&V Engagement Area	Sep	Oct	Nov	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final October IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				





IV&V Activities



- IV&V activities in the November reporting period:
 - Completed October Monthly Status Report
 - Ongoing Review the BES Project Artifacts
 - Ongoing Attend BES Project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available ASI Original Contract and BES Optimization contract amendment documentation
 - Completed Participate in DHS and IV&V Transition Planning meetings
 - Started Participate in DHS and IV&V Project Restart Planning meetings
- Planned IV&V activities for the December reporting period:
 - Starting Attend BES Project Restart Planning meetings
 - 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
No deliverables submitted in reporting period due to work stoppage		

Additional Inputs – Artifacts



Artifact Name	Artifact Date	Version
Unisys Contract Amendment 3	4/17/2020	N/A
Unisys Contract Amendment 4	5/1/2021	N/A
FNS Handbook 901	01/2020	V2.4
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
One RTM (Aha)	N/A	V1
BES DDI Post-transition 11-46-2022 draft	11-16-2022	N/A
BES 2023 New Way Forward	11-29-2022	N/A
BES 2023 Implementation, Appendix – Plan Approach Details	11/29/2022	N/A
BES 2023 Implementation Planning – Confluence page	N/A	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. Weekly Platform Status Meeting 11/1/2022, 11/15/2022, 11/29/2022
- 2. IV&V Team Meeting 11/1/2022, 11/3/2022, 11/10/2022, 11/14/2022, 11/17/2022, 11/21/2022, 11/28/2022
- 3. HI DHS BES October Draft IV&V Report Review 11/10/2022
- 4. Bi-Weekly DHS and IV&V Touch Base Meeting 11/15/2022, 11/29/2022
- 5. DHS/IV&V Check-in 11/4/2022, 11/8/2022, 11/10/2022, 11/14/2022, 11/18/2022, 11/28/2022
- 6. Daily Transition Status 11/1/2022, 11/2/2022, 11/3/2022, 11/7/2022, 11/8/2022, 11/10/2022
- 7. Transition: Knowledge Transfer Shared Services (initial meeting) 11/1/2022
- 8. Transition: Knowledge Transfer OCM (part 4) 11/1/2022
- 9. Transition: Knowledge Transfer Release Management 11/1/2022
- 10. Transition: Knowledge Transfer Security Management Walkthrough of Security Plan 11/1/2022, 11/10/2022
- 11. Transition: Knowledge Transfer (Eligibility Discussion 7) 11/1/2022
- 12. Transition: Knowledge Transfer SSP Functional Discussion (2 of 3) 11/1/2022
- 13. Transition: Knowledge Transfer SSP Architecture/Technical Discussion (Boomi Walkthrough) 11/1/2022
- 14. Transition: Knowledge Transfer Walkthrough Project Management (part 2) 11/2/2022
- 15. Transition: Knowledge Transfer OCM (part 5) 11/2/2022
- 16. Transition: Knowledge Transfer Functional Lead Role 11/2/2022
- 17. Transition: Knowledge Transfer Configuration Management (Technical Discussion) 11/2/2022
- 18. Transition: Knowledge Transfer SSP Functional Discussion (3 of 3) 11/2/2022
- 19. Transition: Knowledge Transfer Requirements Management (Untraced Requirements) 11/3/2022
- 20. Transition: Knowledge Transfer Pilot Management (2) 11/3/2022
- 21. Transition: Knowledge Transfer Release Management (part 4) 11/3/2022

Additional Inputs – Continued



Meetings and/or Sessions Attended/Observed:

- 22. Transition: Knowledge Transfer Eligibility Discussion 11/3/2022, 11/9/2022
- 23. Transition: Knowledge Transfer SSP Functional Discussion (4) 11/3/2022, 11/7/2022
- 24. Transition: Knowledge Transfer SSP Architecture/Technical Discussion (proposed Future Enhancements) 11/3/2022
- 25. Transition: Knowledge Transfer Walkthrough Project Management (part 3) 11/4/2022
- 26. Transition: Knowledge Transfer Software Test Management (part 8 of 10) 11/4/2022
- 27. Transition: Knowledge Transfer Pilot Management (3) 11/4/2022
- 28. Transition: Knowledge Transfer Software Test Management (part 9 of 10) 11/7/2022
- 29. Transition: Knowledge Transfer Shared Services 11/7/2022, 11/9/2022, 11/10/2022
- 30. Transition: Knowledge Transfer Walkthrough Project Management (Part 4) 11/7/2022
- 31. Transition: Conditionally Approved Deliverables next Steps 11/7/2022
- 32. Transition: Knowledge Transfer SSP and AH Figma Tool 11/8/2022, 11/9/2022
- 33. Transition: Knowledge Transfer SSP Architecture/Technical Discussion 11/8/2022
- 34. Transition: Knowledge Transfer Software Test Management (part 10 of 10) 11/9/2022
- 35. Transition: BES Software Update 11/9/2022
- 36. Transition: Knowledge Transfer BES Project Documents 11/10/2022
- 37. Transition: Knowledge Transfer Configuration Management 11/10/2022
- 38. BES Transition Wrap-up 11/10/2022
- 39. DHS/IV&V Team BES Restart Planning Touch Base 11/15/2022
- 40. BES Internal Discussion on Way Forward 6mos/6mos/3mos plan 11/17/2022
- 41. BES Path Forward Meeting 11/29/2022





Appendices



Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
H	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.
Ľ	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

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Solutions that Matter

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 Dist statehoders and IVV have observed that working session production. Its abservation before the yoars AS sume members who may load sufficience
 Aprimary Factor of project success is establishing a skilled, experiment, production, and Reginal functioning summary and support success.
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 Request the ASI explores agreening them taxes with the ASI productions.
 Request the ASI productions.
 Resit ASI productions.
 Request the ASI Analyst Finding Event Horizon Impact Probability Priority Status Identified Date Cate Lack of skilled ASI resources may reduce project productivity and quality of the BES design and lead to schedule delays. 11/30/2022 - No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. 10/31/22 stoppage continues and the new ASI conducts restart planning. 10/31/22 -This finding was raised in relation to the prime contractor and subcontractor staff. No work has been performed regarding this preliminary concern due to the work stoppage and ongoing transition to the new ASI. VV will reassess this finding once the BES project restarts. J 0/4/22 - No material undate in the reporting period As reported development activities have been slowed as they have been unable to achieve avoid/or marinam that expected development velocity, address that development velocity, task level of effort (1, stray point) in the part and the AS to been calling of with provide stratic time days are provide to be interest task level of effort (1, stray point) in the part and the AS to been calling of with provide stratic time days are provide to be interest task level of effort (1, stray point) in the part and the AS to been calling of with provide stratic time by markets realistic timeline, (as Finding 477). The AS continues to be challeng with finding qualified resources in a linely markets to appoint development and the accounter (with the accounter) (with the accounter) (with the strate development and the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter (with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with the accounter) with the accounter) with the accounter (with accounter) with the accounter (with accounter) with the accounter (with accounter) with the accounter) with accounter (with accounter) with accounter) with accounter (with accoun 11/30/2022 - No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. 10/31 No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IVV will reassess our pact mfors Finding - Ris 6/30/2022 Configuration and ASI reported dev Development unable to achieve the orolect schedule and delay go-live ng. 10/31/22 recommendations for this finding once more is known. 09/29/22 - The ASI recommendations for this finding once more is known. 00;27(2): 21-16 AU Isa amouncuit die dargenture of ley vassauch tesh thore provided Isadenhips and design quality assuments to the project, which could further uncer if factors that created development fragments, will be fully addressed to mitigate the risk. 00(2)(2): 21-16 AU Continues to othere and 2 of shore development resources, tables they address of the other development resources, tables registeration of the other development resources in source advecture tesh of the other development resources in source advecture tesh of the other development resources in source advecture tesh of the other development resources in the sources media of the other the project in the proposed timeframe. However, until a revised schedule the project in the proposed timeframe to these position until the project DV7/222. The ABM is a servere schedure of development resources and is DV7/222. The ABM is a servere schedure of development resources and is 07/27/22 - The ASI has a severe shortage of development resources and is recruiting to fill the open positions, but the current job market presents challenges. The ASI plans to update the schedule to account for the current lack of resources and intends to submit a re-baselined schedule on 8/12/22. The ASI is currently assessing the level of effort to address changes to The Asis Luttering values and the sense is the sense of t neret. Al Pargelinas Toding - La graphina de la Status instagament parter a la farage de la Contract interface (au contreta de la contracta de d development estimates, allowing the ASI on more sociality elements (1)/10/2012: A more all option in the more provide period as the work stoppage centinues and the new ASI conducts retart primating. 30/3/12/12 blow sorts habe energy element of period period the more ASI to Wei in the source allowing the analysis of the source ASI to Wei in the source and anterial sociality in the property period. 20/02/22: Non-matter is update in the more region of the adia management energy between the source of the the ASI shore estimated be associal period period period period period period ASI shore and and the ASI shore estimated be added by a source of the ASI shore estimated be allowed period period period period period period as ASI shore estimated be allowed period period period and addings, DSI and and ASI shore estimated be allowed period period period period period period period and a source of the ASI shore estimated be allowed period period period period period period and a source of the adia management end by the ASI shore estimated period External vendor delays in the develop of the BES task management system (Current) interface have impacted th project schedule. 5 J Med Open vendor. 06/30/2022 - The task management system vendor provided details regarding the webhook at a recent meeting with DHS, allowing f critical path development tasks can con owing fo related BES development to commence. DHS is determining the type of agreement required with this interface vendor. Based upon receiving th needed information, IVV is reducing the criticality rating to 'Medium'. 06/02/2022 - Issue created The DIS neuroscient assigned to were the field on the EEP higher at wall. The registrement of EXF resources is project rate (e.g., training and provide a straining DIS neuroscients and execution and provide and Volunteer DHS resources leaving the Project Brad Molina Finding - Ris 3/3/2022 Project may lead to schedule delays, lowered Management 1 Med Open 11/30/2022 - No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. 10/31/2022 morale and burnout DHS BES project team members are actively participating in the transition to the new ASI. They identify and communication possible gaps and are to the new ALI. They identify and communication possible gaps and are highly motivated to some the tarking waith here ALI is successful. Drill BLS project team methems have expressed a need to fully understand the Very del microsoft team (the EG) species and here shown heart EES are possible waith the expression of the expression of the some heart EES are possible members participation. 9/2/2022 - With the EES Project are helping with transition wark. The work stoppage is a significant event for the project am and the impact owned movies beginned to engative list incremision monitors. 7/2/7/2022 - Nin maker and update for this report are helping priod. 7/2/7/222 - Nin maker and update for this reporting priod. 7/2/7/222 - Nin maker and update for this reporting priod. 7/2/222 - Nin maker and update for this report SMI resources An interface Product Owner - AAM Product Owner - Thos SMI resources and the tarm is support the Network and Ling Casos. - On SMI resources emaning (BDF resources will so evaluationate), stalling turnuls, and creating styce of most DF resources always (or mergins). A databased BSC stalling and the stalling of th support the Reporting function. DHS stated they plan on adjusting staff a needed and pro-actively review the project schedule to identify future staffing needs. IVV will evaluate the impact of these staff additions to mine if the criticality rating can be lowered. 5/31/2022 - IVV updates this finding from a preliminary concern to a risk in this reporting period. The draft schedule plans for multiple releases in the testing phase which may stretch the DHS test team to the point where they request to return to their operations positions. DHS is activity working to mitigate this risk by identifying and instituting retention/incentive policies/practices. 4/26/2022 - A new DHS tester has joined the testing team and is being trained. Two additional testers are needed on the ASI team, and it is Dis 3 and the ASI have tried multiple times to rework the schedule within the royce tried multiple times to rework the schedule activities are not accurate, this can lead to within the royce tried multiple times to rework the schedule activities are not accurate, this can lead to within the royce tried multiple times to rework the schedule activities are not accurate, the hene needed. the bit can lead to schedule activities are not accurate, the hene needed. the bit can lead to schedule activities are not accurate, the hene needed. the bit can lead to schedule activities are not accurate, the hene needed. the bit can lead to schedule activities are not accurate, the hene needed. the bit can lead to schedule activities are not accurate, the hene needed. the bit can activity can acture activities are not accurate the hene needed. the bit can activity can acture activities are not accurate the hene needed. The row of multiple times to rework the multiple times to rework the hene needed. The row of multiple times to the needed activities are not accurate the hene needed to activity can acture ac Wank12 was additional texters are invested on the Ål Takan, addit 16 11/2/2022 - The Area (see) investing and rescing the US Project Schedule to reflect the new implementation approach, and to align with updated ingreat deadlines, recurses, and stope. An updated Project Schedule is expected for the Project restart take off in early January 2023. 10(31)/2022. Tappiest Schedule and accurate method, and the align project execution activities of the new Alb has not been developed. Without amplicit project theorem and the stoped and the accurate entropy. In the project back back and accurate methods. Without a method BST register Schedule prior to DRS takes and the accurate method BST register and the BST more forward strategy, a september 4, 2022, Regardies of the BST more forward strategy. 74 The lack of a BES Project schedule based on Ryan Tan Finding - Is: 11/28/2021 Project accurate estimations diminishes effective Maragement planning and ensure ranagement, which could result in late deliverables, cost increases, and alse go Iwe. sprints, and cadence of development teams. • DHS and the ASI agree to a revised schedule against which project deliverables can be managed. segments 4, 2022. Regardless of the 15th move forward tartings, a checklick that is taken on estimates provided by still for elements the tritical de neuros the schedule is still still. RJ/2022. The RA Indicated that is addextaid is length and in the still still still addextaid is stored and addextaid is stored at the still still still addext addext addext de cid growth that that and a still still still still still addext addext addext de cid growth that that and a still stored at the still stalk still still still still still still still still still st

10 Title	Reporter	Finding	Identified Date Category	Observation	Skinifikance	Recommendation	Event Horizon I	moact Prob	Analyst ability Priority	Finding Status	Status Uodate	Client Comments	Vendor Comments
73 The palanose IRS infrastructure is complement and which could be difficult to implement and lead to schedule/cost impacts.	mfors	Finding - Rs	10/28/2021 System Design	Current ASI infrastructure plant include a significant mumber of supplicated composite shall make an experise cload infrastructure. Further, the Project Talen has yet to findine component shall make an infrastructure and the additional cload and their to california, text, and implement the planted couples exercisent moner under .	Inframenues non securably accounted for and staffed by the AD, the operact could be methy megnetic casts and studied edges, Dadays and lead to helme delays. Complex juictions and the studied edges, Dadays and lead to helme delays. Complex juictions and the seguritation of the increased potential for system failure (a. due to the significant number of "homong parting" and casts also lead of these significant number of "homong parting" and casts also lead of these significant number of "homong parting" and casts also lead of these significant number of "homong parting" and casts also lead of these failed that is nearbler ermann is no immuter tables compared to their largest contemperation. For example, the pojercentred systemical system failure because Good Cloud Table to Cashy communicate a change that led to their in another podecuteffields, compared to their relays to the significant of the significant of podecuteffields, compared to their relays to the significant of the significant o	architectural decisions to include the integration activities, support required, and maintennic and expansion impacts. To 61% work with the AS to assess the potential challenges of maintaining a complex environment and consel- ting and the analysis of the antianing a complex environment and consel- ing and the analysis of the antianing a complex environment and consel- ing antianizative costs. As 16 isoleties a process to deally model to close and other product change (software updates/new releases), manage change, and regression text to explost are angular. The project team work to establish toring governance over the utilization and maintenance of various possess to simplify their cas and modelings. The Resigned text to AS are new to them and bias action to assure potential integration podemic disp. The resignation text and to any complex end of the software and the schedule to the land to unsequence delines. The schedule to the schedule to	Next several month	3	3 Med	Open	11/b/02/02 - to instantial update in the reporting period as the wesk suppage continue and the met AG conduct rest patients (1) and (2) and		
71. The back of a final agreement on the code and costs of the Google Code/Pattorm (GO?) Change Request (20) may lead to unnaticipate Request (20) may lead to unnaticipate Request (20) may lead and/or the need to reduce scope.	Joe Prasca	Finding - Is:	R/23/2023 Project Management	migrated to the cloud. Since then, the scope has been adjusted and the CR is being drafted by the ASL It has been over 12 months since the project	maintenance of cloud environments from the ESI to the ASI was included in the ASI/DHS SOAP Contract Amendment finalized in April 2020. The decision to migrate all BES environments to the cloud was made in the July/August 2020 timeframe. DESI intent is for this (R to be cost-neutral. While the BES application is being developed in the cloud, details regarding the specific services to be provided and by which wend ruing the BES DOI	OPR1 - the 213 should discusses the current environment M and O extilents to enviro at a contrast arc low one who is Corr understanding of the "A6 G" and TO BE" model for anxieties beginning with the DCI, through Indight Ingelenetistics and M and O. The A5 devir Advancement the scoped for the and corr and the Corr A5 deviron and the anxieties to the form and corr and Corr A5 and Corr A5 and K and K and K and the Corr A5 and Corr A5 and Corr A5 and K and K and K and the A5 and Corr A5 and Corr A5 and K and K and K and K and the A5 and Corr A5 and K and K and K and K and K and K and the A5 and K and the Corr A5 and K and K and K and K and K and K and K and K and K a	A569	4	2 Med	Open	13.12/2022. The nature Laplace has the reporting period as its works strongeng continues with the new ASI concision transplanning. 19.12/2022. • DRS will now work with the new ASI concision transplanning. 19.12/2022. • DRS will now work with the new ASI concision transplanning. 19.12/2022. • DRS will now work with the new ASI concision transplanning. The second strongen transplanning and the second strongen transplanning. In the second strongen transplanning and stransplanning and the second strongen transplanning and strongen tr	1	9/9/2021 - ARP. Point of clarification. The SGAP argreement did notacity avoid to developerative avoid to developerative avoid to the second second second second second second second development avoid avoid the second second second second to development avoid avoid to development avoid avoid to development avoid avoid development avoid avoid production, avoid development avoid avoid avoid avoid development avoid avoid avoid avoid avoid avoid avoid development avoid avoid avoid avoid avoid avoid avoid avoid avoid development avoid avoid avoid avoid avoid avoid avoid avoid avoid avoid development avoid avoi
70 Inutficient configuration management could real to verologiment configuration reduces the effectiveness of defect resolution		Finding - Rs	8/21/2023 Configuration an Development	The Bit GOT Plan Deliverable, Science 3.2 establishes the framework for the Configuration Management Plan, Novewark (translass unclearly stafficient program has been haward establishing CM processes, advecting CM tools (Courte Platform (COR) Change Respect and estavorty Plan have yes to be finalized which may include additional requirements of decisions that could impact CM. The project currently relies on Github for tracking of some configurations.	Configuration Management is a set of processes and procedures that ensure the BE3 is unclosed and work converting. The BE3 sublation includes tools that may provide, a level of a automation for Configuration. The set of the set of the set of the set management of the configuration items, reporting and audit features.	OPEN + 5431 above to plans for configuration management as documented BH = 600 Phins, 4500 2 and chirdy detail and/c any changes with DHS. + X&V initiate plans for configuration management with DSS and agee on which are apprecised as a set of the set of the set of the set of the set of the set of the plans of the potential used configuration of convolts to carding/plans for the potential used configuration of the only bland plans for the potential used configuration of the only bland plans for the potential used configuration of the set of the set of the CG of the CG may also and the potential CAV bland by identify the DS PAC for the CG may also and the potential CAV bland by effective of the the only and plans are being for done, are effective, and are achieving DHS objectives for CM. 7/31/2022	ASAP	2	2 Low	Open	11/07/2022 - the matterial update in the reporting period as the work subpage continue and the new AS concerts-transit patients. In International Interna		\$/I/2021 - FAP. We load forward to manage for the forward to require 56 mm he requires 56 mm he have a second edge that the pion listing methods be updated to ordiner the her project for configuration management.
64 toxificient pareing fervation of the EES Security Print artistics may lead to delay in gaining Federal Partner approval for the EES Project to begin the Pilot Phase.		Finding - Rk	7/28/9021 Becatly and Privacy	Over the last avoid month, whe IRE 3 project spars to show working through the planned priors to showhow the IRS 3 scrupp, they are shown and managing through AGS text type (and stat staffing changes. BGS and the AG agreed to modify have IRS 3 security final investments the show the show the (REO) last motifs and are currently realing it to align to the requirements and changes to the project since inception.	team plans to utilize the BES Security Control Implementation Workbook to	collaboration with DHS DHS and the ASI agree upon the tools and process that will be used to document and track security control implementation, such as security governance, risk, and control (GRC software). The process should define the level of detail needed to track progress (estimates, target dates, risks; usues, evidence) along with the Requirement Traceability		4	5 High	Open	La piperote 1. A Margue 4.4 and in langement such at user rights constrained by piperotest and the constrained by the constrained by the constrained by the piperotest and the constrained by the constrained by the constrained by the piperotest and the constrained by the piperotest and the piperotest and the piperotest and the piperotest and the piperotest and the piperotest and the piperotest and piperotest and the piperotest and the piperotest and piperotest and the piperotest and the piperotest and the piperotest and the piperotest and piperotest and the piperotest and the piperotest and piperotest and the piperotest and piperotest and the piperotest and piperotest and piperotest and piperotest and the piperotest piperotest piperotest and piperotest and the piperotest piperotest piperotest and piperotest and piperotest and the piperotest piperotest piperotest piperotest and piperotest pipe		9/9/2021 - 640- Te decision to more to CP for dependent to a complete reveal of the accomplete reveal per Disk. The AL Site the AL Site of the AL make these updates. The effort revealed of the complete revealed of the com

Nepor Lei	Finding Identified Type Date Category	Observation	Significance	Recommendation	Event Horizon Impa	act Probability	Analyst Priority	Finding Status	Status Update	Client Comments	Vendor Comments
67 The Americans With Disabilities Act (ADA) Ryan Tan	Finding - Ris 7/12/2021 Testing	While R0.3 and R0.4 reported that Section 508 compliance had been	There is a contractual obligation and requirement for BES to be ADA compliant to obtain State and Federal funds for the development of the BES.	1/31/2022 - The following recommendations will be evaluated for this	As soon as possible	3 3	Med	Open	11/30/2022 - No material update in the reporting period as the work		9/9/21 - RAP: The AS
Section 508 compliance tool has not been installed for the Project, which may cause		successfully completed the ASI confirmed that there is currently no working tool installed and that Section 508 compliance testing has not been	compliant to obtain state and rederal funds for the development of the BES. The ADA Section 508 intent is to make electronic and information	finding The ADA tool meets contractual and project requirements The ASI communicates a plan for ADA test execution The ASI					stoppage continues and the new ASI conducts restart planning. 10/31/2022 - No work has been performed regarding this finding due to the work		has invited the IV&V t
significant rework.		performed. This risk has been discussed with the ASI over the past several	technology accessible to people with disabilities (e.g., color blindness,	communicates how the tool will be used to report compliance and non-					stoppage and ongoing transition to the new ASI. IVV will reassess our		make contact with th
-		months, but there have been evidence of results to-date. The ASI did state	vision and hearing disabilities), in a way that is comparable to the access	compliance and how non-compliance will be addressed/corrected The					recommendations for this finding once more is known. 9/30/2022 - DHS		development team t
			available to others. Part of the system acceptance criteria for BES is to meet	ASI communicates how and when DHS/IVV will be provided the reports from					issued a work stoppage, and no progress was made to move forward with		review the results of the desk-top tool to
		top tool for ADA compliance as an interim solution. IVV has not received any data to demonstrate the desk-top tool results nor if it provides coverage	"all applicable State and federal policies, laws, regulations, and Standards, including without limitation the Electronic and Information Technology	the ADA tool execution and how to interpret the results. Superseded 8/30/2021 - The ASI should gain DHS' approval on the tool selected after the					purchasing the ASI recommended ADA compliance tool. 8/30/2022 - No change in status, Waiting on DHS acceptance/approval to move forward		the desk-top tool to gain insight. To date.
		for all ADA compliance items.	Accessibility Standards associated with Section 508 of the Rehabilitation	ASI validates it will perform as expected within the BES architecture,					with purchase, installation, configuration, and implementation of the ASI		the IV&V has not
			Act., which was verified in the ASI proposed Technical Requirements	meeting all contractual and project requirements. The ASI create and					recommended ADA compliance tool. 7/27/2022 - The ASI successfully		contacted the
			Approach that states "The system complies with DHS branding standards as defined by DHS and adheres to W3C level 2 accessibility guidelines, sub-	communicate the plan for when the ADA compliance tool will be put into action, how the tool will report compliance or non-compliance, how non-					completed the ADA compliance tool proof of concept and provided reports to DHS for their review and approval. The final steps remaining would be the		development lead to have further
			parts of Section 508 of the Americans with Dirabilities Act (ADA)	compliance will be corrected, and how and when DHS/IVV will be provided					purchase, installation, and implementation of the tool. 6/29/2022 - The		discussions on this
			nondiscrimination safeguards in 45 CFR 85.". If the Hawaii guidelines	the reports from the ADA compliance tool and how to interpret those					ADA compliance tool is still in the trial phase and a compliance report will		topic.
			(https://www.hawaii.edu/access/uh-guidelines-for-accessibility/), FNS	reports for the code from previous, current and future releases.					be run once the initial testing has been completed. The ASI is expected to		
			Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may						provide results of the testing to DHS when the trial phase is finished, and the report generated. 5/31/2022 - The ASI has identified an accessibility		
			be a significant amount of rework to the solution.						compliance tool that will meet the needs of the Project and DHS has		
									approved opening a firewall to facilitate a demonstration of that tool. The		
									ASI completed a Proof of Concept for the tool and now needs to 1) receive		
									DHS approval to use the tool, 2) purchase the tool, 3) configure the system to accommodate the tool, and 4) institute the tool into the delivery pipeline.		
									4/26/2022 - The ASI is evaluating four ADA testing tools for consideration		
									due to high pricing for the tool selected in March. This tool was		
									demonstrated to the ASI and appeared to provide the required reporting		
									features and the needed integration with the BES architecture. A second		
									ADA tool under review has a proof of concept scheduled for the week of 5/1/2022. The ASI has stated that little impact is expected from the delay in		
63 The lack of early planning and coordination Michael Fors		The following planning and execution items have not yet been addressed	Interfaces is one of the areas where DDI projects often underestimate the	OPEN 5. Complete all MOAs and obtain approval. 6. Confirm testing dates	Q4 2021	4 1	Low	Open	11/30/2022 - No material update in the reporting period as the work		
with interface partners may result in	Interface	and documented by the ASI Connectivity is planned to utilize a presently	time needed to effectively manage all the tasks and activities to successfully	with interface partners in writing. COMPLETE 1. Establish a communication					stoppage continues and the new ASI conducts restart planning. 10/31/22 -		7/20/21 RAP - The AS
schedule delays.	Management	undefined ETS API Gateway; however, there is no evidence that details have been determined or documented in this regard There is little evidence of	implement data sharing. A clearly defined communication plan and schedule that includes the coordination, planning, and execution activities	plan for each interface partner for the duration of the BES DDI activities. 10/29 COMPLETE 2. Identify and document all interface partners' contacts.					No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IVV will reassess our		7/20/21 RAP - The AS team requests that th
		active and sufficient communication with interface partners for	along with milestone dates may minimize the risk of possible delays. In	COMPLETE 3/31/2022 3. Define a release schedule for each interface to					recommendations for this finding once more is known 09/29/22 - No		IV&V reassess the
		coordination, design, and testing activities (Unit Test, SIT, UAT) Interface	addition, after planning has been completed, interface partners will have to	include milestone dates, coordination, and execution and share with the					material update in the reporting period. 08/26/2022 - The statuses of the		severity of this risk in
		planning and execution tasks and activities, including those for interface	be available during interface implementation to ensure that the interfaces	Interface partners. 01/04 COMPLETE 4. Determine which deliverable will					three remaining required agreements (DAGS, DLIR, HYCF) have not changed. 08/01/2022 - DHS executed the DPS agreement (MOA) on 07/2D/2022. The		light of the following
		partners, are neither resident nor managed within the Project Schedule A mitigation plan has not been developed to address the unavailability of	are properly tested before deploying the system to production.	include the details associated with the planned connectivity and detailed technical designs of all interfaces. 01/04 COMPLETE					08/01/2022 - DHS executed the DPS agreement (MOA) on 07/20/2022. The statuses of the three remaining required agreements are as follows. The		reasons: a) the ATC
		A mitigation plan has not been developed to address the unavailability of interface partners during interface implementation after MOAs have been		continues designs or an internation, or/04 COMPLETE					DAGS agreement is moving forward with design work, DHS reviewed the		schedule extension has made the urgency
		approved, testing dates have been confirmed, and communications have							DAGS agreement is moving forward with design work. DHS reviewed the DLIR MOA and resubmitted it to DLIR. The latest draft of the HYCF was sent		for tackling these task
		been frequent.							to the DHS Directors' office with feedback from BESSD and MOD.		less than it was before
									06/30/2022 - There are 4 agreements outstanding (DAGS, DLIR, DPS, and HYCF). DHS plans to discuss the agreement at the next meeting with DAGS.		that started lessening the schedule risk. b)
									HTCF). DHS plans to discuss the agreement at the next meeting with DAGS, which is tentatively scheduled for 07/06/2022. DHS is currently reviewing		the schedule risk, b) the increase from
									the DLIR, DPS, and HYCF agreements. 05/31/2022 - There were no changes		Medium to High in
									to the interface communication plans in this reporting period. There are 5		May was based on a
									agreements outstanding (DLIR, DPS, HYCF, DAGS, and CYRCA). DPS, HYCF,		misunderstanding of
									and DLIR have all been drafted and are going through reviews with DHS and the interested parties. DAGS has not been drafted by DHS; DHS is in		the current state of
									discussions with the Department of Tax for an interface that would bypass		the MOA's and contai metrics, c) substantia
									DAGS. The CYRCA interface has been escalated within DHS as the business		progress has made
									requirements CYRCA meets are being evaluated by DHS executive		against each of the In
									management. IVV has opened a new issue #79 related to vendor		Progress
									development delays for the task management software. 04/28/2022 - There were no changes to the interface communication plans in this		recommendations,
									reporting period. The DAGS, DLIR, DOH, and HYCF agreements are still outstanding. In addition, there is a new element to this risk regarding DLR		and it continues to trend in the right
											direction. In regards t
61 Poorly executed JAD and design sessions Brad Molina could lead to inaccurate design and rework.	Finding - Iss 11/30/2020 System Design	ASI-led Workflow JAD sessions have been held for CMM, with the following concerns being observed No clear introduction to all participants on the	The CMM Workflow JAD sessions restarted in November. DHS indicated some concern regarding the CMM Workflow JAD sessions, specifically; (1)	OPEN - The facilitator should use their expertise to drive discussions through	ASAP	2 5	Med	Open	11/30/2022 - The new ASI is revising the approach to the BES design sessions to improve efficiency and align with Agile methodology. IVV will		
could lead to inaccurate design and rework.		concerns being observed, - No clear introduction to all participants on the goal of the JAD, overview on the process and the importance of their	some concern regarding the CMM Workflow JAD sessions, specifically; (1) Do the JAD participants understand how the Case will be managed through	leading questions BAs should come to Day one of Design Sprint fully prepared to facilitate discussion on topic of sprint, with adequate					sessions to improve efficiency and align with Agile methodology. IVV will assess this issue along with the below recommendations when the new ASI		9/9/21 RAP - The N&
		participation On many occasions the conversation needed to be driven by	workflow? (2) What improvements will be made in the new BES to support	knowledge about business process and approach for design based on					restarts the BES design sessions. 10/31/2022 - No work has been		does participate in
		leading questions, as expected, but was instead lead by business users -	the users and clients? Incomplete or unclear JAD sessions with insufficient	JAD/JAR notes and other pertinent material The ASI to bring User					performed regarding this finding due to the work stoppage and ongoing		many facets of the
		Too much pause time when participants did not know the answer to a question; several occasions where complete silence on the call for 30	documentation could lead to a poor design, lacking the details needed to support business requirements; as well as missing opportunities to improve	Experience (UE) designers to engage with DHS and review the currently built BES solution. Closed - JAD and design sessions should be lead by					transition to the new ASI. IVV will reassess our recommendations for this		deisgn process
		question; several occasions where complete silence on the call for 30	support business requirements; as well as missing opportunities to improve workflow and related system design.	BES solution. Closed - JAD and design sessions should be lead by					finding once more is known. 9/30/2022 - DHS Product owners and SMEs		including screen moc
		seconds or more - Lack of thought leadership from the ASI on how workflow could be designed to ease/improve process for client	worknow and related system design.	experienced senior BAs, with goals, objectives and results communicated to all participants. (additional Senior BA being added, rest of recommendation					have raised concerns about a lack of a cohesive design and a user experience that is less than satisfying. DHS users are citing examples of not		up reviews, backlog grooming sessions.
				being met - Closed 4/30/2022) - The DHS and ASI product owners should					being able to achieve desired tasks or achieve tasks timely. 8/31/2022 - The		and Sprint demo's.
				actively participate to ensure the system meets the requirements, designed					ASI's addition of senior BAs to the design sessions has resulted in		Product owner
				taking advantage of new technology and aligns to the 'to be' business process. (Closed 4/30/2022) - The ASI should back-track significant					improvement. The Senior BAs offer guidance to ensure the project team		
											discussions are mean
				differences in design direction to determine the root cours to identify there					remains focused on the design. Unfortunately, one of the Senior BAs has		to have limited
				differences in design direction to determine the root cause to identify these items as early in the SDLC as possible. COMPLETE - The Product Owners					remains focused on the design. Unfortunately, one of the Senior BAs has left the project so it is unknown if this practice will continue for all BES design sessions. 7/31/2022 - Although the ASI has implemented		to have limited participation. The team is concerned
				differences in design direction to determine the root cause to identify these items as early in the SDLC as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively					left the project so it is unknown if this practice will continue for all BES design sessions. 7/31/2022 - Although the ASI has implemented preparatory sessions for their Business Analysts (BAs) prior to design Sprint		to have limited participation. The team is concerned about the participatic
				differences in design direction to determine the root cause to identify these items as early in the SDLC as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively seeking collaboration. 10/5/21 Complete - The Functional Design					left the project so it is unknown if this practice will continue for all BES design sessions. 7/31/2022 - Although the ASI has implemented preparatory sessions for their Business Analysts (BAs) prior to design Sprint Day 1, IVV continues to observe occurrences of BAs not being fully prepared		to have limited participation. The team is concerned about the participatic of the IV&V for two
				differences in design direction to determine the root cause to identify these items as early in the SDLC as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively seeking collaboration. 10/5/21 Complete - The Functional Design Document process, to include the Design Sprint concept, should be clearly					left the project so it is unknown if this practice will continue for all BES design session. 7/31/2022 - Athough the ASI has implemented preparatory sessions for their Business Analysts (BAs) prior to design Sprint Day 1, IV continues to observe occurrences of BAs not being fully prepared for the initial session. DHS has also raised concerns that the ASI support		to have limited participation. The team is concerned about the participatic of the IV&V for two main reasons: 1) IV&V
				differences in design direction to determine the root cause to identify these lems as early in the SUC 2 sposible. COMPLETE - The Product Owners should have more direct interaction with the development team, practicely elexing collaboration. 10/s/SIC Iomglete - The Functional Design Document process, to include the Design Sprint concept, should be clearly defined and shread with all project team members. (Closed. 1/31/2021) -	, ,				left the project so it is unknown if this practice will continue for all BIS design sessions. 73/12022 - 41hough the AS1 has implemented preparatory assions for their Business Analysts (BAs) prior to design Spint Day I, WC continues to observe occurrences of BAs not being fully prepared for the initial session. DHS has also raised concerns that the AS1 support admins are not alwave assimed to meetings. Leavies the BA solely		to have limited participation. The team is concerned about the participatic of the IV&V for two
				differences in design direction to determine the root cause to identify these litems as early in the SOL2 as possible. COMPLET - The Product Owners should have more direct interaction with the development team, proactively exeining collaboration. 10/5/31 Complet - The Functional Design Document process, to include the Design Spirit concept, should be cleanly defined and shared with all project team members. [Closed, 13/3/2022] - Invite VV to all future design essions and design prints to allow VV to all future design essions and design prints to allow FVV to all future design essions and design prints to allow FVV to all future design essions.	r T				left the projects to its unknown if this practice will comtinue for all BIS design session. 77(1),2022 - Although the AS Ihas implemented preparatory sessions for their Business Analysts (BAA) prior to design Sprint Dy I, IV continues to observe occurrences of BAA not being fully prepared for the initial session. DIS has also raised concerns that the ASI support adminis are not always assigned to meeting, leving the BA solely responsible to lead discussion and capture notes, update artifacts, and capture action items. DIS's negated the MAS to address these concerning ang		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V does not always stay silent in discussions o design despite
				differences in design direction to determine the not cause to identify here times as early in the DLC is possible. CONTIFIT - The Product Owners should have more direct interaction with the development trans, procetive being collaboration 10/5/21 Complete - The Functional Design Deciment process, to include the Design Spint concept, bhould be clearly Deciment process, to include the Design Spint concept, bhould be clearly defined and a market with all project team moments. [Cloard, 11/2/2027]. Occurrent process, to include the Design Spint concept, bhould be clearly defined and a market with all project team moments. [Cloard, 11/2/2027]. Occurrent process, the effectiveness of the revised disput process. Occurrent process, and provide should vis together to use the the in-	T				left the projects on its unknown if this practice will continue for all BIS diagn session. 731/2020 - Although the AIS has implemented preparatory sessions for their Businese Analysis (BAJ prior to design Sport DI, IV continues to bodive occurrence and bian orbited (allup repared for the initial session. Dirish has also raised concerns that the AIS support to the alternative and the AIS support to the AIS support and the AIS support and the AIS support to the AIS support capture action terms. Diris provides the AIS subjects the AIS support capture action terms. Diris requested the AIS to address these concerns grade mount. Journal Concerns the AIS subjects the AIS subjects to the action action action terms. Diris requested the AIS to address the society action to prove the AIS and AIS		to have limited participation. The team is concerned about the participatic of the IV&V for two main reasons: 1) IV&V does not always stay silent in discussions o design despite assurances from the
				efferences in design direction to determine the not cause in both the memory of the mass area in the NGC as possible. CMUIT: The Product Deversity should have more direct integration with the development tans, possible product tanks, the control of the structure of the product of the produ	r				left the projects of it is unknown if this practice will continue for all BIS begins pressure. Tri2022022 Athrough the Abia Ising/intermediate of the provide pressure in 20122022 Athrough the Abia Ising/intermediate bias and the provide the initial isosoff. The Abia abia content of BA is to the prior to the initial isosoff. The Abia abia content of BA is to the prior administ are not always assigned to meeting, leaving the Ab coldy responsible to kade discussions and capture course, spatias artifacts, and compositio at (Abia (Abia)). The Abia context course, spatias artifacts, and compositio the kade (Abia). The Abia context course and a (Abia) and (A		to have limited participation. The team is concerned about the participatic of the IV&V for two main reasons: 1) IV&N does not always stay silent in discussions o design despite assurances from the IV&V PM that it is not
				differences in design direction to determine the not cause isolatedly these times as any in the SLC saposable. CDNHET: The Product Owers should have more direct interaction with the development tam, protocitive barries and the same of the same should have the same structure of the sam	r				In the projects to it is unknown if the practice will continue for all BS degreg reastors. 72(1) 2022. Allowugh the SAI has implemented preparatory actions for there Business Analysis (BA) priors to a degreg SAI BA). The Vortantises allower accumence and base has been been been for the minimal actions. Die fau allo mate conterns that the KA support to the second second second second second second second second acquire actions from the AC standard second second second capture action terms. DHS requested the AG to address these concerns going diverse 4.5 202022. The AC sciencificants or the objects from toronsecond by engaging the DHS SMS and AST present second second second second activation of concerns and the AG to address these concerns going diverse 4.5 202022. The AC sciencificants or the objects from toronsecond by engaging the DHS SMS and AST present second second second second activations and conducting presentations with the AG that back sections to the process and conclusting presents with the AG that back sections to hear present second second second second second second second second second present second se		to have limited participation. The team is concerned about the participatic of the IV&V for two main reasons: 1) IV&V does not always stay silent in discussions o design despite assurances from the IV&V PM that it is not their role, and 2) IV&V
				efferences in design direction to determine the root cause is adardly the terms as any in the ROOT as parolise. CDNTET — The Product Owners terms in a single term of the ROOT as parolise. CDNTET — The Product Owners aceking collaboration. 101/321 Camplete — The Fractional Design Concerner process, in include the Design protocol and design systems and ending systems that also Protection 101/321 Complete. The Fractional Design Product Product Owners Process, include the Design Systems and ending systems that also Protection (Closed, 11/3/2022). As and OS should work together to wet the imports of the Should Month System (Closed, 11/3/2022). As and OS should work together to wet the imports of the Should Month Systems (Closed, 11/3/2022). As and OS should work together to wet the imports of the Should Month System (Closed, 11/3/2022). As and OS should work together to wet the imports of the Should Month System (Closed, 11/3/2022). As and OS should work together to wet the imports of the Should Month System (Closed, 11/3/2022). As and OS should work together the true the processing with additional support Latific neares the meeting as a should work together and the Should work together and the Should work together the other the more the meeting with additional support Latific neares the meeting with additional support Latific neares the meeting as a should be addited as a should be addited and the Should work together the Should be addited as a should be addited ashould be addited as a should be addited as a should be	r 1				Bit the projects on its subnoom if the practice will continue for all BS down pressures. 77, 77,77,77,77,77,77,77,77,77,77,77,77		to have limited participation. The team is concerned about the participation of the IV&V for two main reasons: 1) IV& does not always stay silent in discussions o design despite assurances from the IV&V PM that it is not their role, and 2) IV& participitation typical drives: what are mean
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41 boy native year failure Vice and a second	Forder is different succe		The staff time used on receiving determines is exceeded the star for at	afferences in design direction to determine the not cause in both the term is as any in the SLC as possible. CMUHT: "The Product Owners should have more direct integration with the development tana, proteining both the end of the strength of the strengthest of the strength of the strength of the stre			Inw	Open	Bit the projects on its subnoom if the practice will continue for all BS degreg reasons. 71, 72, 72, 72, 74, 76, 74, 76, 74, 76, 77, 76, 77, 76, 77, 76, 77, 76, 77, 77		to have limited participation. The team is concerned about the participation of the IV&V for two main reasons: 1) IV& does not always stay silent in discussions o design despite assurances from the IV&V PM that it is not their role, and 2) IV&V participitation typicall drives what are mean to be informal processes to more
4) Foor scally project deliverables may impact that Marine system design, besing without, and the	Finding 16 4/16/2000 Prived Masymmetry	deliverable were submitted for client review. There was an average of 85	project entities and has caused schedule delays due to the associated	efferences in design direction to determine the not cause is already the terms as any in the SUG 4. a possible. CMUHT: The Probability of terms and the second se	Immediate	2 2	Low		In the projects on it is unknown if the practice will continue for all BS degreg resources. 72(2):22(2):Allenging the ASI has implemented project and practices that the the hand is a schedule (Ed.) pro to the bill present of the hind largest of the hand is a schedule (Ed.) pro to the bill present activity and the schedule (Ed.) and the schedule (Ed.) and the important of the hind largest of the hand is a schedule (Ed.) and the important of the schedule (Ed.) and the ASI is address: these common gains from a schedule (Ed.) and the ASI is address: these common gains of the schedule (Ed.) and the ASI is address: these common gains of the address of the ASI is address: these common gains of the address of the address of the ASI is address: these common gains of the address of the ASI is address: the address of the ASI is address of the ASI is address: the address of the ASI is address: these common address of the ASI is address: the address of the ASI is address of the ASI is address of the ASI is address in the ASI is address for address of the ASI is address of the ASI is address. The ASI is address in the ASI is address of the ASI is address in the ASI is address of the manning eccommondations. In Will continue to address that for the ASI is address address of the ASI is address of the ASI is address the address of the ASI instituted a merge process to address ASI ASI ASI is to initiar to access. Schult ASI ASI ASI is not the ASI is address of the ASI	06/20/2010 New selevable: No: more included B10 and B20. B10 was initially called back for gashy lows, and the stope were concreted.	to have limited participation. The team is concerned about the participation of the IV&V for two main reasons: 1) IV& does not always stay silent in discussions o design despite assurances from the IV&V PM that it is not their role, and 2) IV&V participitation typicall drives what are mean to be informal processes to more
40 Too suidy project deliverables may impact Bad Metrice system design, strating artifacts, and the project breeks;		deliverable were submitted for client review. There was an average of 85	project entities and has caused schedule delays due to the associated	efferences in design direction to determine the not cause in loading their terms as any in the SOL ca possible. CONTLIT : The Product Owers in the source of the source of the source of the source of the source seeing collobarities. 10/5/21 Campiles - The Francisch Design Sourcemer process, include the Design Source of the source of the	Immediate Si re	2 2	Low		In the projects on it is unknown if the practice will continue for all BS degreg resources. 72(2):22(2):Allenging the ASI has implemented project and practices that the the hand is a schedule (Ed.) pro to the bill present of the hind largest of the hand is a schedule (Ed.) pro to the bill present activity and the schedule (Ed.) and the schedule (Ed.) and the important of the hind largest of the hand is a schedule (Ed.) and the important of the schedule (Ed.) and the ASI is address: these common gains from a schedule (Ed.) and the ASI is address: these common gains of the schedule (Ed.) and the ASI is address: these common gains of the address of the ASI is address: these common gains of the address of the address of the ASI is address: these common gains of the address of the ASI is address: the address of the ASI is address of the ASI is address: the address of the ASI is address: these common address of the ASI is address: the address of the ASI is address of the ASI is address of the ASI is address in the ASI is address for address of the ASI is address of the ASI is address. The ASI is address in the ASI is address of the ASI is address in the ASI is address of the manning eccommondations. In Will continue to address that for the ASI is address address of the ASI is address of the ASI is address the address of the ASI instituted a merge process to address ASI ASI ASI is to initiar to access. Schult ASI ASI ASI is not the ASI is address of the ASI	04/20/2000 New deliverables this month included IN-00 and IR-20. IR-00 was instituted of regularity incomes, and the instance ware corrected.	to have limited participation. The tam is concerned about the participatic of the NAW for thom main reasons: 31 (Wa does not always stay silterin discussions out design despite assurances from the participation typical drives what are mean to be informat to be informat 7/30/22 IRAP-The & A team will review and
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system design, testing artifacts, and the		deliverable were submitted for client review. There was an average of 85 comments submitted for each of these deliverables. The documents exhibited errores information a tack of a logical organizational flow, an insufficient level of deall, and a lack of understranding of the subject matter from both a functional and technical perspective. DB/G logied this issue in the Project issue Log for corrective action by the ASL. The ASI acted by conducting an internal parky and pixel dol DF and WT here.	project entities and has caused schedule delays due to the associated rework needed for remediation. If poor quality deliverables, continue to be produced and submitted for review, this can continue to result in unproductive use of time, unanticipated rework, misquided development and testing activities, potentially undified functionality, and additional	eliferences in design election to determine the not cause in both the term term as any in the IOX c12 apostile. CONTLIT — The Probability Description of the IOX c12 apostile. CONTLIT — The Probability Description of the IOX c12 apostile. CONTLIP is an elifered to the clearly defined and hared with all project term members. [Cloade, 1,12/12021 - termine programs, to cloade the Class Sprint concept, thould be clearly defined and hared with all project term members. [Cloade, 1,12/12021 - Cloade, 1,12/12021 - All and DES should work together to set the in- programs design with all and the form that are clearly and the clearly of the cloade of the Cloade the Class Sprint Cloade and the clearly cloade, 1,12/12021 - All and DES should work together to set the in- metings approximate days of shall be clearly and the clearly meetings and cloade the Class Sprint Cloade and the Class Class and the Class meetings and cloade the Class Sprint Class and the Class meetings and cloader of the class and the class the class the meeting and class the Class and the Class and the Class and the Class meetings and class the Class and the class the class the meeting and class the Class and the class the class and the class the class the class and class the class the class the class the class the class the meeting and class the class the class the class the class the class the meeting and class the class the class the class the class the class the meeting approximate analysis the forter and the class the class the the termine that the placets the the class the class the class the class the class the termine trans the placets the the class the class the class the class and via attender class the the class the class the class the class the class the class the the class th	Provođute Sl re	2 2	Low		In the projects on its subnorm if the practice will continue for all ES degree measures. 71, 722, 72, Penoguh He SA Lin supremental of the project of the subnorm in the practice will be provided the the bit site of the subnorm in the subnorm in the AS Linger dama are not always assigned in meeting, leaving the bit Asily dama are not always assigned in meeting, leaving the bit Asily dama are not always assigned in meeting, leaving the bit Asily dama are not always assigned in meeting, leaving the bit Asily dama are not always assigned in meeting, leaving the bit Asily dama are not always assigned in meeting, leaving the bit Asily dama are not always assigned in meeting, leaving the bit Asily dama are not always assigned in meeting. Leaving the bit Asily dama are not always assigned in meeting, leaving the bit Asily dama are not always assigned in meeting. Leaving the bit Asily dama are not always assigned in meeting leaving the bit Asily dama are not always assigned in meeting. Leaving the bit Asily dama are not always assigned in meeting leaving assigned and dama are always assigned in meeting leaving and and and dama are always assigned in the process. Marking and the dama are always assigned in the schedule and the schedule and and contracting prove schedule and the schedule and the bit and dama are always assigned in the schedule and the schedule and and the meeting assigned in the schedule and and the schedule and and the meeting assigned in the schedule and the schedule and and the meeting assigned and the schedule and and and and and and and and and and and and and and	was initially called back for quality issues, and the issues were corrected. DHS is not comfortable with BI-10 re-format, will be revised again.	to have limited participation. The labor to a participation. The labor to a participation. The labor to a participation of the N4K for two main reasons: 11 VM does design despite assurances from the R4K YM that it to any participation parti
system design, testing artifacts, and the		deliverable were submitted for client review. There was an average of 85 comments submitted for each of these deliverables. The documents exhibited errores information a tack of a logical organizational flow, an insufficient level of deall, and a lack of understranding of the subject matter from both a functional and technical perspective. DB/G logied this issue in the Project issue Log for corrective action by the ASL. The ASI acted by conducting an internal parky and pixel dol DF and WT here.	project entities and has caused schedule delays due to the associated rework needed for remediation. If poor quality deliverables, continue to be produced and submitted for review, this can continue to result in unproductive use of time, unanticipated rework, misquided development and testing activities, potentially undified functionality, and additional	eliferences in design election to determine the not cause in both the term term as any in the IOX c12 apostile. CONTLIT — The Probability Description of the IOX c12 apostile. CONTLIT — The Probability Description of the IOX c12 apostile. CONTLIP is an elifered to the clearly defined and hared with all project term members. [Cloade, 1,12/12021 - termine programs, to cloade the Class Sprint concept, thould be clearly defined and hared with all project term members. [Cloade, 1,12/12021 - Cloade, 1,12/12021 - All and DES should work together to set the in- programs design with all and the form that are clearly and the clearly of the cloade of the Cloade the Class Sprint Cloade and the clearly cloade, 1,12/12021 - All and DES should work together to set the in- metings approximate days of shall be clearly and the clearly meetings and cloade the Class Sprint Cloade and the Class Class and the Class meetings and cloade the Class Sprint Class and the Class meetings and cloader of the class and the class the class the meeting and class the Class and the Class and the Class and the Class meetings and class the Class and the class the class the meeting and class the Class and the class the class and the class the class the class and class the class the class the class the class the class the meeting and class the class the class the class the class the class the meeting and class the class the class the class the class the class the meeting approximate analysis the forter and the class the class the the termine that the placets the the class the class the class the class the class the termine trans the placets the the class the class the class the class and via attender class the the class the class the class the class the class the class the the class th	Provođute Sl re	2 2	Low		If the projects of its advacum if the paratice will continue for all BS programs targets and the the filter handling of the provide the provide the project advacum is not the filter handling of the provide the provide provide the project advacum is an end of the provide the provide advacum is not alwaps arising of the method, handling the project advacum is not alwaps arising of the method, handling the project advacum is not alwaps arising of the method, handling the project advacum is not alwaps arising of the method, handling the project advacum is not alwaps arising of the method, handling the project advacum is not alwaps arising of the method, handling the project forward. (#12)/2022 - the All continues to result the basing strong of the project advacum is not alwaps are alwaps and the host and the project and the project advacum is not alwaps are alwaps and the host advacum and Spring the (MS) and advacum advacum advacum is not and Spring the MS and advacum advacum advacum advacum and Spring the MS and the host and advacum advacum advacum and the method advacum advacum advacum advacum advacum and the method advacum advacum advacum advacum advacum advacum ad	was initially called back for quality issues, and the issues were corrected. DHS is not comfortable with BI-10 re-format, will be revised again.	to have limited participation. The teacher that the participation of the

ID Title	Reporter	Finding Ident TypeDa	tified ate Category	Observation	Significance	Recommendation	Event Horizon	Impact	Ana Probability <u>Prio</u>	alyst Fin ority <u>Sta</u>	nding atus	Status Update	Client Comments	Vendor Comments
47 The COVID-19 pandemic and the related	Michael Fors 8	Finding - Ris 3/25	9/2020 Project	On 3/23/2020, the Governor of Hawaii Issued a "stay at home, work from	DHS stakeholder participation in key activities could be significantly	OPEN - Suggest the project and DHS create a detailed, documented risk	ASAP	2	2 Low	v Opr	pen :	11/30/22 - No material update in the reporting period as the work stoppage	06/30/2020 - Office opening may be delayed until September/October.	
"stay at home" order could hinder project			Management	home" order that has reduced state departments' ability to be fully	hindered, not only by working remotely but also by the need to focus on	mitigation strategy and plan that is reviewed regularly and revised to					4	continues and the new ASI conducts restart planning. 10/31/22 - No work	TED.	7/30/21 RAP - The AS
activities and negatively impact the project				functional as the large majority of state workers will be required to work	delivering services to beneficiaries. Planned key activities such as design	address the current state of the CDVID-19 threat and related impacts.						has been performed regarding this finding due to the work stoppage and		agrees that COVID at
schedule and budget.				from home/remotely at least until the end of May and some offices may be	sessions may be facilitated remotely which may impact the quality of the sessions. Going forward, most if not all project activities will more than	Send broad communications to stakeholders to assure clear understanding of changes to the Project with regard to impacts of COVID, as well as					4	ongoing transition to the new ASI. IVV will reassess our recommendations for this finding once more is known. 09/29/22 - IVV remains concerned that		this time is likely a low
				completely shut down until that time as well. Unclear if the order will extend beyond that date	sessions. Going forward, most if not all project activities will more than likely be conducted remotely until this crisis passes. The DHS project team	of changes to the Project with regard to impacts of CUVID, as well as clarifying communications as to what will remain the same Project						tor this finding once more is known. U9/29/22 - IVV remains concerned that the lack of in-person interactions may lead to reduced project team		risk to both schedule and budget for the
				and a system of the second	will soon lose some key members of the PMO, the PMO lead will retire on	leadership continue to encourage independent phone conversations to						productivity. 08/30/22 - No material update for this reporting period.		and budget for the project despite some
					4/30/20 and another key member in June 2020. DHS has concerns that the	enhance and accelerate communications, and for team members to not wait						07/31/22 - No material update for this reporting period. 06/30/22 - The ASI		increases related to
					state could experience a significant loss of revenue due to COVID, which	for meetings to converse Consider in-person meetings for critical design						has stated they have removed the vaccination requirement for working in		the delta variant. The
					could lead to DHS budget challenges. If the state/DHS institutes a hiring	sessions if DHS and ASI COVID protocols allow. CLOSED - Continue to make						person and are encouraging staff to spend time in the office. DHS team		ASI team continues to
					freeze, DHS PMO may not be able to replace these key resources. Additionally, if the state institutes furloughs, DHS project team resources	efforts to setup, train, and assist new stakeholders on remote work devices and tools and continue to assist stakeholders with becoming highly						members are still not required to work in the office but DHS is also encouraging office time. Three DHS team members currently work out of		maintain social
					Additionality, if the state institutes furiougns, DHS project team resources could be further constrained. Unclear if the state budget challenges will	and tools and continue to assist stakeholders with becoming nighty functional with remote access technology (e.g. MS Teams (Skupe) -						encouraging office time. Three DHS team members currently work out of the ASI's downtown Honolulu office. 05/31/22 - The ASI and their		distancing in the office in line with State
					impact overall project funding.	functional with remote access technology (e.g. MS Teams/Skype) Complete - Update the OCM Plan to include any new activities or updates to						subcontractor are making efforts to increase in-office/in-person work which		mandates. However.
						planned activities to aid the organization through this COVID-19 pandemic in						could help to increase productivity and communication as well as overall		the team has
						the short and long term Complete - Explore options for freeing up key					4	quality of project work. 04/29/22 - No material update for this reporting		essentially reached the
						BESSD SME's to work on the project Complete						period. 03/31/22 - State leadership has rolled back most COVID mandates this month, however, most individual State departments have been given the		new normal in
												this month, nowever, most individual state departments have been given the option of not requiring their staff to work in-person. DHS will likely		Honolulu. This includes fewer
												maintain remote work policies for the foreseeable future. IVV recommends		resources travelling
												DHS consider strategically requesting in-person meetings for discussions		and more conference
												that can be significantly more productive in-person. 2/28/22 - The State of		calls; however, the
												Hawaii is planning on eliminating most COVID mandates as of 3/5/22. In- person meetings could improve collaboration for design and other sessions,		project has adjusted to
												if the Project elects to increase in-person meetings 1/31/22 - The ASI has		the lack of in person meetings. In our off-
												if the Project elects to increase in-person meetings. 1/31/22 - The ASI has reaffirmed that remote meetings are a less effective form of communication		shore office, we still
												than in-person meetings and therefore, COVID continues to have a negative		have staff working
												impact on the quanty of some project activities, arbeit difficult to quantify.	02/08/2021 - Brian Donohoe does not agree with IVV's high-criticality ratio	from home. We expec
43 DHS PMO project team members have transitioned off the Project, which may	Ryan Tan B	Finding - Its 1/10	0/2020 Project Management	As reported in various project meetings, several key DHS PMO, BES and ASI project team members are planning to retire or leave the project within the	The key resources leaving the BES Project provide knowledge and history of DHS and its software, solutions, and business processes, along with a level	2/28/2022 - DHS consider other options (Contractors, State employees borrowed from other agencies) to fill these positions if there is ongoing	ASAP	3	5 Hig	th Ope	pen 1	11/30/22 - No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. 10/31/2022 - No	02/08/2021 - Brian Donohoe does not agree with IVV's high-criticality rating on this Finding (#43) and DHS rolled out the DHS Product Owner Roles and	t 4/23/21 RAP - From the ASI perspective.
cause gaps in knowledge transfer and			management	next few months or have already transitioned off the project. While there	of consistency and continuity to the extended project team. This experience							work has been performed regarding this finding due to the work stoppage	Responsibilities to the DHS team on January 29 2021 (Gary provided the	
leadership on the Project.				are plans and actions being taken, a formal transition/succession plan has	and knowledge is critical for the BES DDI and KOLEA Modifications, and	with the appropriate organizations to identify the funds necessary to fill						and ongoing transition to the new ASI. IVV will reassess our recommendations for this finding once more is known. 9/30/2022 - No	Final DHS Product Owner Roles and Responsibilities document to IVV on 02/8/2021). 06/30/2020 - Mark Choi is becoming more involved in the	project management
				not been documented. In January, the ASI did announce and introduce an	planning efforts for BES Maintenance and Operations activities.	these positions In progress The state should document a transition plan						recommendations for this finding once more is known. 9/30/2022 - No	02/8/2021). 06/30/2020 - Mark Choi is becoming more involved in the	of the BES project
				interim Project Manager, but a plan for a permanent replacement is not currently known	Additionally, as per the budget, DHS stated if they are unable to fill these	for the project and PMO resources as identified in the RFP (reference RFP							project. Involved in Arch decisions and PM decisions around tool sets, future vision, etc. Day to day PM working closely w/ Gary and Emerald. We	have provided little impact on the overall
				currency Known.	positions timely, DHS may fall out of federal funding compliance and lose the \$37 million needed matching funds for continued development of BES.	section 3.4.3 'DHS Staffing'). The plan should include the possible COVID-19 economic impact to the state budget, directly in relation to the project						applicants for the three PMO positions these positions remain unfilled. 7/29/2022 - DHS has received minimal applications for the open PMO	future vision, etc. Day to day PM working closely w/ Gary and Emerald. We have no insight into other DHS staffing.	impact on the overall project. At this point,
						resources Closed The ASI should document a transition plan for each key						positions therefore, they may fill the positions with contractors. IVV does		the knowledge
						resource as required by the RFP (reference RFP section 3.5.1.2 'Benefits						not have visibility to the full impact of the delay in filling these positions.		transfer gaps have
						Eligibility Solution Project Staffing'.) - Closed						However, some of the administrative and contract management activities		been closed and the
												are significant so DHS assigned these activities to internal staff on an interim basis. 6/30/2022 - DHS continues to recruit for PMO resources. No other		leadership of the
												material updates for this reporting period. 5/31/2022 - DHS continues to		project remains strong bands from DHS_We
												recruit for PMO resources, but the three positions remain unfilled. However,		recommend that the
												some PMO responsibilities are being addressed through existing resources.		IV&V reassess the
												For example, the contracted DHS PM has filled in leadership gaps and and		probability of impact
												has positively impacted the Project. 4/28/2022 - No material updates for this reporting period. 3/31/2022 - DHS continues to recruit for these		and severity of impact
												positions but received minimal interest to-date. 2/28/2022 - DHS posted		and lower the overall rating for this
												the PMO positions but are having difficulty identifying candidates. While		risk.3/3/2020 - The AS
												online metrics show there is interest and the positions are being viewed, as		PM stated the Project
												of this date, there has only been one application. 1/28/2022 - No material		Coordinator position is
												updates in this reporting period. 12/30/2021 - No material updates in this reporting period. 11/26/2021 - No material updates in this reporting		filled and they will
												period. 10/31/2021 - No material updates in this reporting period.		begin work on 3/9/2020, transition
											-	9/30/2021 - The BESSD Administrator, serving as the interim DHS BES		sativities from Depart
												9/30/2021 - The BESSD Administrator, serving as the interim DHS BES Project Manager resigned from DHS. To mitigate the knowledge and		activities from Donna will begin port week
29 Uncertainty and/or a lack of communication	Michael Fors	Finding Iss 5/2	8/2019 Project	Some platform and BES system architecture decisions have yet to be made	The current project architecture and design should be as representative and	- The ASI continue to make updates to the BI-12 System Architecture	ASAP	2	2 Low	w Opi	pen :	11/30/22 - The new ASI is developing its communication plans so it is	06/30/2020 - Combined application is still planned. App still not finalized b	activities from Donna will begin next week.
around long-term architecture decisions	Michael Fors	Finding - Its 5/21	8/2019 Project Management	Some platform and BES system architecture decisions have yet to be made and socialized to the project. For example, the ASI and DHS have stated that they have excluded arcsement to that the project will move forward with they have a second arcsement with the project and move forward with the second arcsement of the that the project and the move forward with the second arcsement of the that the project and the move forward with the second arcsement of the the second arcsement of the second arcsement	The current project architecture and design should be as representative and inclusive of all known future solution plans as possible. As an example, if VILE 40 and 855 such moves to circled instruction of Slabel to the future.	The ASI continue to make updates to the BI-12 System Architecture Deliverable with additional details as they become available and with any contracture. Disk changes are financed, complete. Disk changed finality the	ASAP	2	2 Low	w Opr	pen :	11/30/22 - The new ASI is developing its communication plans so it is unknown at this time if their process will improve this issue. IVV notes one	DHS. From Arch perspective, we are building in Liferay. Future Integration	activities from Donna will begin next week. 4/23/21 rap - The ASI
around long-term architecture decisions could impact the project budget, schedule,	Michael Fors	Finding - Iss 5/21	8/2019 Project Management	and socialized to the project. For example, the ASI and DHS have stated that they have reached agreement that the project will move forward with	inclusive of all known future solution plans as possible. As an example, if KOLEA and BES are to move to a single instance of Siebel in the future.	Deliverable with additional details as they become available and with any architectural changes are finalized Complete - DHS should finalize the	ASAP	2	2 Low	w Opr	pen : i	11/30/22 - The new ASI is developing its communication plans so it is unknown at this time if their process will improve this issue. IVV notes one specific area that does need additional communication to the project team	DHS. From Arch perspective, we are building in Liferay. Future Integration of the portals is still to be determined, but is not more complex than	activities from Donna will begin next week. 4/23/21 rap - The ASI and DHS continue to
around long-term architecture decisions	Michael Fors F	Finding - Iss 5/21	8/2019 Project Management	and socialized to the project. For example, the ASI and DHS have stated that they have reached agreement that the project will move forward with implementing two Siebel instances (one for KOLEA, one for BES), but this is not currently reflected in the project change log or the project decision log.	inclusive of all known future solution plans as possible. As an example, if KOLEA and BES are to move to a single instance of Siebel in the future, planning for that integration should be incorporated into the project now. If such significant future changes are not planned for now, the project is likely	Deliverable with additional details as they become available and with any architectural changes are finalzed Complete - DHS should finalze the Portal strategy and implementation details and clearly communicate out to staksholders and project teams. Complete 3/31 - The Project should	ASAP	2	2 Low	w Opr	pen :	11/30/22 - The new ASI is developing its communication plans so it is unknown at this time if their process will improve this issue. INV notes one specific area that does need additional communication to the project team is the plan and future use of the BES portal. The previous ASI had built the built of the portal (based on LF6Hxp) prior to their departure. The new ASI	DHS. From Arch perspective, we are building in Liferay. Future integration of the portals is still to be determined, but is not more complex than originally planned for data sharing. If change is made to Adobe, this would	activities from Donna will begin next week. 4/23/21 rap - The ASI and DHS continue to refine the final plan for the two portal
around long-term architecture decisions could impact the project budget, schedule,	Michael Fors I	Finding - Its 5/21	8/2019 Project Management	and socialized to the project. For example, the ASI and DHS have stated that they have reached agreement that the project will move forward with implementing two Siebel instances (one for KOLEA, one for BES), but this is not currently reflected in the project change log or the project decision log. It remains unclear if the decision of the rationale for this decision or the plan	Inclusive of all known future solution plans as possible. As an example, if KOLEA and BES are to move to a single instance of Siebel in the future, juanning for that integration should be incorporated into the project now. If such significant future changes are not planned for now, the project is likely to see increased complexity, rework, and costs when integrating the two	Deliverable with additional details as they become available and with any architectural changes are finalized Complete – DHS should finalize the Portal strategy and implementation details and clearly communicate out to stakeholders and project teams. Complete 3/31 The Project should continue to ver possible architectural change impacts to the platform (e.g.,	ASAP	2	2 Low	w Opr	pen : s	11/30/22 - The new ASI is developing its communication plans soit it unknown at this time if their process will improve this issue. WY notes one specific area that does need additional communication to the project team is the plan and future use of the BES portal. The previous ASI had built the built of the portal (based on LifeRay) prior to their departure. The new ASI developed the current portal used by the public to submit applications for the public of the public to submit applications for the new ASI developed the current portal used by the public to submit applications for the public of the public to submit applications for the new ASI developed the current portal used by the public to submit applications for the public submit applications for the submit applications for the public submit applications for the submit applications for the public submit applications for the public submit applications for the submit applications for	DHS. From Arch perspective, we are building in Liferay. Future integration of the portals is still to be determined, but is not more complex than originally planned for data sharing. If change is made to Adobe, this would	activities from Donna will begin next week. y 4/23/21 rap - The ASI and DHS continue to refine the final plan for the two portal vision. We expect that
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