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January 18, 2023

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,

u Co D rn.

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: December 1 – 31, 2022

Submitted: January 17, 2023



**Solutions that Matter** 

#### **Overview**

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Solutions that Matter

# Executive Summary



#### **Executive Summary**



On December 22, 2022, DHS and the new ASI completed the joint BES project restart planning meetings, and the new ASI used the remainder of December to conduct internal planning activities. January 17, 2023, is the formal BES project restart kickoff date.

As the BES project has been in a replanning phase, there are few updates to the IV&V open findings in this reporting period. However, the new ASI is aware of the open IV&V findings and should be considering the recommendations in the planning phase. Other BES project observations that DHS and IV&V have had that should be taken into consideration include:

- DHS and IV&V are very interested in ensuring that the DHS project team and the new ASI have a shared vision of the BES solution and how BES will be built to ensure the process from initial application to final enrollment decisions, benefit issuance, and redetermination of eligibility are designed with all requirements being met with a high-usability score for all BES users. The "big-picture" roadmap provided by the new ASI is planned to help deliver this vision.
- A clear traceability of all contract requirements from the opening design sessions through to final testing is needed to
  ensure all contract requirements will be met. A comprehensive Requirements Traceability Matrix (RTM) is critical to this
  process.
- The new ASI needs to verify that they are in sync with DHS regarding the detail of each requirement and the detail of the work and estimates to perform the work in the new project schedule. With the kickoff date scheduled for January 17, 2023, it will be critical for DHS project management and the new ASI project management to collaborate and agree upon a detailed Design, Development, and Implementation (DDI) approach and project schedule in early January.
- DHS and the new ASI need to support this project with knowledgeable Integrated Eligibility and Enrollment (IEE) business and technology-experienced staff thoroughly engaged as the BES is designed, built, and tested.

The BES Project restart is an opportunity to build the BES application that is automated and integrated as the State of Hawaii envisioned. Taking some of these steps early in the replanning phase will support the Project's ability to align with DHS' planned outcomes.

#### **Executive Summary**



Oct	Nov	Dec	Category	IV&V Observations
н	н	Н	Project Management	The new ASI continued to work on the revisions to the project management approach to include historical lessons learned. The revised project schedule will be published in early January 2023.
M	м	М	System Design	IV&V will review and assess the new ASI approach to ensure the BES design meets all requirements when the documents are made available to IV&V.
M	M	M	Configuration and Development	The new ASI is working to finalize its Design, Development, and Implementation (DDI) approach, which will be documented in the BI-6 System DDI Plan. Once published, IV&V will review to verify it meets the contract requirements and applicable best practices.
M	M	М	Integration and Interface Management	No additional interface details have been provided by the new ASI. The decision to integrate the Self-Service Portal (SSP) or Public Assistance Information System (PAIS) portal with BES remains outstanding.
М	M	M	Testing	The new ASI plans to follow Agile principles using close collaboration of the testing and design teams within sprints. Once the BES Project schedule is baselined and accepted by DHS, IV&V can review and assess to verify the required testing resources are available.
Н	н	Н	Security and Privacy	This has been a historically challenging area because of the integration required with the BES technical solution and with the number and significance of the BES Privacy and Security Requirements. IV&V will review the security artifacts when the documents are made available to the team.



As of the December 2022 reporting period, PCG is tracking 16 open findings (8 risks, 8 issues) and has retired a total of 59 findings. All these findings were opened during the tenure of the prior ASI. 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
	81	Lack of skilled ASI resources may reduce project productivity and quality of the BES design and lead to schedule delays.	Project Management
01	No material update in the reporting period as the work stoppage continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations once more is known.	i roject Management	

Recommendations	Progress
<ul> <li>ASI explore augmenting their team with highly capable resources that can provide expert-level software development leadership that could potentially accelerate the project and reduce the burden on DHS SMEs.</li> </ul>	In process
<ul> <li>DHS works closely with the ASI in their staffing efforts and quickly, but thoroughly, vet additions to the ASI project team.</li> </ul>	In process
<ul> <li>Request the ASI make efforts to ensure solutions they have provided, and key design decisions, are properly vetted by industry experts to ensure the best options are being presented to DHS.</li> </ul>	In process



#### Findings Opened During the Reporting Period

#	Finding	Category
	None	

#	Key Findings	Criticality Rating
2	<b>Issue – Late delivery of project deliverables has caused schedule delays</b> . No material update in the reporting period as the work stoppage continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations once more is known.	M

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



#	Key Findings	Criticality Rating
29	<ul> <li>Issue – Uncertainty and/or a lack of communication around long-term architecture decisions could impact the project budget, schedule, system design, and planning decisions.</li> <li>IV&amp;V and some DHS stakeholders remain concerned with the lack of clarity and lack of communication around the plans for and capabilities of the BES public portal.</li> </ul>	L

Recommendations	Progress
<ul> <li>The Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), M&amp;O, MQD, and BES systems before finalizing architectural decisions.</li> </ul>	In process
<ul> <li>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.</li> </ul>	In process
<ul> <li>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.</li> </ul>	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 continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations 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
<ul> <li>DHS consider other options (Contractors, State employees borrowed from other agencies) to fill these positions if there is ongoing difficulty in finding permanent hires.</li> </ul>	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 continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations once more is known.	L

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

#	Key Findings	Criticality Rating
49	Issue – Poor quality project deliverables may impact system design, testing artifacts, and the project schedule.	
	No material update in the reporting period as the work stoppage continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations once more is known.	L

Recommendations	Progress
<ul> <li>ASI review the Quality Management Plan to ensure that the Project is working within the Quality guidelines. In particular, the ASI should evaluate and consider if it is in alignment with Section 3.1.2 Measure Project Quality which states "ASI measures process and product quality by 1) selecting BES implementation process and product attributes to measure; 2) selecting component activities to measure; 3) defining value scales for each component activity; 4) recording observed activity values; and 5) combining the recorded attribute values into a single number called a process quality index." IV&amp;V has not seen evidence indicating the ASI is utilizing metrics to measure its process and product quality.</li> </ul>	, In Process
<ul> <li>When the project restarts, resources be allocated to create a Quality Management Plan to help address this finding.</li> </ul>	Not Started



#	Key Findings	Criticality Rating
71	<ul> <li>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.</li> <li>IV&amp;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.</li> </ul>	M

R	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

#	Key Findings	Criticality Rating
	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.	
74	The Project completed transition activities and is preparing for a Project restart kick-off on January 17th. The new ASI plans to present an updated schedule during the kick-off. However, without prior review from stakeholders, the proposed schedule may cause further questions and discussions which may impact restart activities creating immediate delays. IV&V added a recommendation regarding DHS/ASI collaboration on the schedule.	Н

Recommendations	Progress
<ul> <li>Using the available tools, review the current estimates to complete each activity compared to past actual hours.</li> </ul>	In process
<ul> <li>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.</li> </ul>	In process
<ul> <li>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.</li> </ul>	In process
<ul> <li>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.</li> </ul>	In process
DHS and the ASI agree to a revised schedule against which project deliverables can be managed.	In process
The new ASI presents a draft schedule for DHS review/feedback in advance of the project restart kickoff.	Not Started

#	Key Findings	Criticality Rating
76	Risk – Volunteer DHS resources leaving the Project may lead to schedule delays, lower morale, and burnout. A key resource from DHS left the project; one of the most knowledgeable and vocal DHS Product Owners. With no additional DHS resources being added to the Project design sessions could be negatively impacted by this departure.	M
Rec	commendations	Progress
• A	Ilocate 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 In the BES Project schedule accordingly.	In process
• A	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 Increase the number of volunteers to the team.	In process
	OHS 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.	Not Started





#### 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 continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations once more is known.	L

Recommendations	Progress
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 continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations once more is known.	

Recommendations	
• 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 continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations once more is known.	L

Recommendations	
<ul> <li>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.</li> </ul>	In process
<ul> <li>ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration items or settings they will track.</li> </ul>	In process
<ul> <li>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.</li> </ul>	Not Started



#### **Configuration and Development**

#	Key Findings	Criticality Rating
80	<b>Risk – Development delays could negatively impact the project schedule and delay go-live.</b> No material update in the reporting period as the work stoppage continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations 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
<ul> <li>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.</li> </ul>	In process



#### System Design

#	¥	Key Findings	Criticality Rating
6	51	<b>Issue – Poorly executed JAD and "design sessions" could lead to inaccurate design and rework.</b> The new ASI continues to develop its approach to the BES design sessions. IV&V will reassess this issue along with the below recommendations when the new ASI restarts the BES design sessions.	M

Recommendations	
The facilitator should use their expertise to drive discussions through leading questions.	In process
<ul> <li>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.</li> </ul>	In process
<ul> <li>The ASI to bring User Experience (UE) designers to engage with DHS and review the currently built BES solution.</li> </ul>	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.	M
73	No material update in the reporting period as the work stoppage continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations once more is known.	

Recommendations	Progress
ASI clearly communicate the potential costs and schedule impacts to implementing the planned infrastructure.	In process
<ul> <li>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.</li> </ul>	In process
<ul> <li>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.</li> </ul>	In process
<ul> <li>The project team work to establish strong governance over the utilization and maintenance of various components to simplify their use and monitoring.</li> </ul>	Not Started
<ul> <li>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.</li> </ul>	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 continued and the new ASI conducted restart planning. IV&V will reassess this finding and our associated recommendations 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
<ul> <li>The ASI communicates how the tool will be used to report compliance and non-compliance and how non- compliance will be addressed/corrected</li> </ul>	In process
<ul> <li>The ASI communicates how and when DHS/IV&amp;V will be provided the reports from the ADA tool execution and how to interpret the results.</li> </ul>	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. There remains a significant amount of work to plan, implement, test, and approve all Security and Privacy controls prior to starting the BES Pilot. The controls should be implemented and documented in a manner that allows effective maintenance.	Н

Recommendations	
The ASI continues to develop the BI-13 Security Plan in close collaboration with DHS.	In process
<ul> <li>DHS and the ASI agree upon the tools and process that will be used to document and track security cont implementation, such as security governance, risk, and control (GRC software). The process should defin 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).</li> </ul>	
<ul> <li>ASI ensure that the ASI Security Lead has a depth of experience in NIST 800-53 and experience authorin implementation statements of System Security Plans (SSP).</li> </ul>	ng In process
<ul> <li>DHS review the proposed staff resume, interview individual, and approve resource to ensure that they me position's contractual requirements.</li> </ul>	eet the Not Started





#### **IV&V Engagement Status**



IV&V Engagement Area	Oct	Nov	Dec	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final November IV&V Monthly Status Report.
IV&V Staffing				DHS has approved Mark Reynolds as an addition to the PCG IV&V team.
IV&V Scope				

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

HI Systems Modernization Independent Verification & Validation Monthly Report: December 2022

#### **IV&V** Activities



- IV&V activities in the December reporting period:
  - Completed November 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 Project Restart Planning meetings
- Planned IV&V activities for the January reporting period:
  - Starting Attend BES Project Restart kickoff meeting
  - Starting Observe BES Design and Development sessions as scheduled
  - Starting Observe Bi-Weekly Project Status meetings
  - Starting Observe Weekly Architecture meetings
  - Starting Observe Weekly Security meetings
  - Starting Observe Agile Development 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 12/6/2022, 12/13/2022
- 2. IV&V Team Meeting 12/1/2022, 12/5/2022, 12/8/2022, 12/12/2022, 12/19/2022
- 3. HI DHS BES November Draft IV&V Report Review 12/12/2022
- 4. IV&V November Findings Roast 12/6/2022
- 5. Bi-Weekly DHS and IV&V Touch Base Meeting 12/22/2022
- 6. Weekly BES Infrastructure meeting 12/9/2022, 12/23/2022
- 7. DHS/IVV Check-in 12/2/2022, 12/7/2022
- 8. BES 2023 Implementation Planning SSP/PAIS Session 12/8/2022, 12/9/2022, 12/12/2022, 12/13/2022, 12/14/2022, 12/15/2022, 12/20/2022, 12/22/2022
- 9. BES 2023 Implementation Planning Project Management 12/8/2022, 12/12/2022, 12/14/2022, 12/19/2022
- 10. BES 2023 Implementation Planning Functional Design 12/8/2022, 12/13/2022, 12/15/2022, 12/20/2022, 12/21/2022
- 11. BES 2023 Implementation Planning Automation testing framework Overview and integrations 12/8/2022
- 12. BES 2023 Implementation Planning Requirement Management 12/9/2022, 12/12/2022, 12/14/2022, 12/19/2022, 12/21/2022
- 13. BES 2023 Implementation Planning Manual Test Team Approach 12/12/2022
- 14. Weekly BES Infrastructure Meeting 12/9/2022





# 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.
L	A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely, and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

# Appendix B – Findings Log



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

#### Appendix C – Acronyms and Glossary



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

# Appendix C – Acronyms and Glossary

Acronym	Definition
IV&V	Independent Verification and Validation
KOLEA	Kauhale On-Line Eligibility Assistance
M&O	Maintenance & Operations
MEELC	Medicaid Eligibility and Enrollment Life Cycle
MEET	Medicaid Eligibility and Enrollment Toolkit
MOU	Memorandum of Understanding
MQD	Hawaii Department of Human Services MedQuest Division
NIST	National Institute of Standards and Technology
OE	Operating Environment
OIT	Department of Human Services Office of Information Technology
PIP	Performance/Process Improvement Plan
PMBOK <sup>®</sup>	Project Management Body of Knowledge
PMI	Project Management Institute
РМО	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

#### Ending Slide



**Solutions that Matter** 

 
 Construction
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 Recommendance

 Dist Statishtinger and VN and observed by some AS tatem members with any lock stating
 Approximate
 Approximate
 Provide experiments
 Provide experimex Finding Type Identified Date cate Varian opeom 20/10/2022 - No material update in the reporting period as the work stoppage continued and the new AG conducted restart pianing. RV well assumes the findings and associated resonanced associated associated work stoppage continues and the new AG conducts restart pianing. 10/21/22 - This finding wai racide in relation to the period stoppage associated associated associated association and the preliminar concorner due to the work stoppage and apoging matinion to the wes AG VM well reasons this finding occi and EG project restarts. 10/4/22 - No material update in the reporting period. Lack of skilled ASI resources may reduce project productivity and quality of the BES design and lead to schedule delays. 
 Pinding Re
 6/20/2022
 Configuration and Development
 ASI reported development activities have been islowed at they two been address there and/concentration and/or pinks and emending or pinks address there and/concentration and/or pinks and emending or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks and address there and/concentration and/or pinks and emending or pinks challenged with producing apprects chedied that scurately infection challenged with producing apprects chedied that scurately infection challenged in producing apprects chedied that scurately infection challenged in producing apprects chedied in the scurately infection with finding qualified resources in a timely manner.
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 OPEN + Complete and execute remediation plant here and the ASI back of ASI takes and the ASI takes and the ASI takes and the ASI takes and the ASI takes that divelopment activities the ASI takes and takes and takes and takes that divelopment activities the ASI takes and takes and takes and takes that divelopment activities the ASI takes and takes and takes and takes that divelopment activities that the ASI takes and takes and takes that divelopment activities takes and takes and takes and tak 80 Development delays could negatively impact mfors Immediate 3 3 Med Open 12/31/2022 - No material update in the reporting period as the work stoppage continued and the new ASI conducted restart planning. IVV will the project schedule and delay go-live reassess this finding and our associated recommendations once more is known. 11/30/2022 - No material update in the reporting period as the work stoppage continues and the new ASI conducts restart planning. work stoppage continues and the new ASI conducts retart planning. 10/12/12 - New Main Skeen Performed regarding this finding dia teo the work stoppage and organing transmission to the new ASI. While resusts can be approximated to the finding one mane regarding the store. BD/P2/22: The ASI standarchap and design quality assumes to the project, which could further finder development productions. Which the project, which could further finder development productions, which the project, which could further the store of the store store of the store development resources, stating flex added to in-shore and 2 off-shore development resources, stating flex added to in-shore and 2 off-shore development resources, stating flex added to in-shore and 2 off-shore development the store of the store of the store of the store of the store completed by the ASI, they estimate they will need agrommathy 50 met visions in the resource will a need development of the store of the project in the proposed timeframe. However, until a revised schedule is available the actual number of additional resources needed is not known. The ASI is delaying full recruitment for these positions until the project schedule is approved but have not submitted the revised schedule to DHS 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 Federal security control requirements (revision 5 of NIST); which may increase development efforts. The ASI recently hired 2 additional developers External vendor delays in the develope of the BES task management system (Current) interface have impacted the project schedule. In Med
 Opn
 1/2/1222 - Non-matrix update in the regreting prof at the work
 to oppose contained and the new AS conducted retart planning. VV will
 reasons the information of an other new AS conducted retart planning. VV will
 reasons the information of an other new AS conducted retart planning. VV will
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 work togogage continue greatment on the rest. AS conducted regreting this finding due to the
 work togogage and negreting encodering the rest. Yes and Rest. Yes and 
 Al Pargelina
 Finding-iss
 6/2/2022
 Registroan and Instruction
 The BES Project expected the CA developed Current interface (pia., wethhold) to be completed by QU/7/2022. CLA sported that the webbook and provide by QU/7/2022. CLA sported that the webbook ASI as not received any status from CLA. The webbook is a specific by CLA sported that the webbook ASI as not received any status from CLA. The webbook is a specific by CLA sported that the webbook and the one by CLA sported that the webbook is a specific by CLA sported that the webbook ASI as not received any status from CLA. The webbook is a specific by CLA sported that the webbook and the one by CLA sported that the webbook is a specific by CLA sported that the webbook is a specific by CLA sported that the webbook is a specific by CLA specific by the CLA s vork stoppage and ongoing transition to the new ASI. IVV will reassess o ecommendations for this finding once more is known. 09/30/22 - No manage tasks from within the Current system. The webbook is being designed by CIA that will provide task details for cases that have bee material update in the reporting period. 08/30/22 - No material update in the reporting period. 08/01/2022 - DHS has decided not to establish an tagged as "No Contact'. This is a requirement to meet the design of the CF44 - Manage CIA Data use case. The ASI has stated that webhook is required the reporting period. Obj02/2022: THIs has decident not establish an experiment with CFL thesis in management models because DBS currently period of the star management models and the star management the ASI have established bineseling with the task management wholes. We applicable the star management system workey provided details regarding the wethout as a recent meeting with DHS, allowing for while the star of the star management to some star of the star because and the star of exceeds and the star of weeked information, W is reducing the criticality rating to Medium: (Ky(27)2022: task contended). e critical path develo The DHS resources assigned to work with the ALI on the BLS Project are all the replacement of DHS resources in project roles (e.g., issters and product and the standard and one accept one Resources are not in dedicated roles within the tame owner (is in org. parameted and DHS resources) is project roles (e.g., issters and product and the tam DHS resources are not in dedicated roles within the tame owner) (is their provides derivative of the tame of t 76 Volunteer DHS resources leaving the Project Brad Molina Finding - Rs 3/3/2022 Project 2 Med Open 12/31/2022 - A key resource from DHS left the project; one of the most knowledgeable and vocal DHS Product Owners. With no additional DHS 4 Project Management may lead to schedule delays, lowered knowledgeable and vocal DHS Product Owners. With no additional DHS mources being address to the Proget charges insuring could an angelow mources being address to the Proget charges insuring could be applied regorning period as the work stoppage continues and the new ALS conducts attrast planning. (DH) 2022. To HSI Sprograd Cattam members are actively participating in the transition to the new ALS. They identify and up with the new ALS is socied. The SH Stoppart team members are actively participating in the transition to the new ALS. They identify and up with the new ALS is socied. The SH Stoppart team members have expressed an elector for the VMM will monitor the target and how income insues also accretical. WHM will monitor the target and how income insues also accretical. WHM will monitor the target and how income insues also accretical. WHM will monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the registration and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHM in monitor the target and how income insues also accretical. WHMM in monitor the target and how income insues also accretical. WHMM in monitor the target and how income insues morale, and burnout. and how invown issues will be corrected. VM& will monitor the project restart planning and the DHS BES project team members participation. 9/30/2022. With the BES Project work stoppage, some of the OHS resources assigned to the project are helping with transition work. The work stoppage is a significant event for the project team and the impact to overall morale (positive or negative) is uncertain. 8/30/2022. The naterial update for this reporting period. . IVV continue to monitor. 7/27/2022 - No material update for this reporting period. 7/6/2022 - In June, DHS added the following five staff to the BES Project: An Interface Product Owner - A CMM Product Owner - Two SME resources joined the team to support the DAM Hookat Dunier - the SAM resources joined the taim in support the thermore Mail Use-Care. Ore Mail to support the Reporting function. Des the support of the same set of the support of the support of the support of the same set of project to the same set of additions to determine the criticality static gains the lowered. Sy11/2022 - NV updated this finding from a petitiniary concern to ark in this regressing period. The data that the substates the under whether the testing passes which may stretch the dHS sets that the testing passes whether the substate the substates of the same sets of the substates and the substates the substates of the same sets o reference in the serting phase when have yields the DEO Seat target is given 1.13/2022. The sertice present reserving and reserves phase 18 mer by ele-tion inflated to new implementation approach, and to align with updated in order the new implementation approach, and to align with updated implementation approach and the sertice of the sertice and the sertice approach for the Project reserving and reservance in the SEA sertice is a project development contenting post transmission activities and project evaluation of the two of the sertice of the sertice and the sertice and reserving the sertice activities, estimate tables and the sertice and the sertice possible pages in theoretical test reserving the west transges of the sertice of the two of the SEA sertice activities, and the sertice activities, sertimate tables and the sertice of the two of the SEA sertice activities and the sertice activities and the sertice of the sertice activities, settimate tables and the sertice activities and the the sertice of the the sertice of the SEA sertice for advectory the settimates the set of the sertice activities and the settimates and the settimates and the settimates and improvements were made to finder with the schedule be the set of provided the third is the activities of the settimates and the settimates and the settimate activities and the settimates and the setti 

 N The lack of BES Projects chedde based in current estimates of minible effective
 Rend no
 Finding - Is
 11/21/2021. Project
 DHS and the AS1 have tried multiple times to rework the schedule activities are not accurate, this in least on the activities are not accurate, this interest on the acurate on thended actris and decist accurate, this interest on the the ouration of the Project + Discuss, Validate and adoress adoitional 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. • DHS and the ASI agree to a revised schedule against which project deliverables can be managed. resource management and critical path analysis, all of which were timates. In their CAP, the ASI plans to deliver a new draft of the schedule by August 12, 2022. Despite many late activities, the ASI origina nned to update the schedule without impacting the existing go-live and pilot dates. After further analysis, the ASI anticipates updates to the existing go-live and pilot dates. Since the Project has not accurately go-ive and pilot dates, since the Project has not accurately estimated/piloned resources, further delays and disruptions to the BES Project may occur. 6/30/2022 DHS has not approved the May 18, 2022 draft project schedule and the project continues to work without an approved version. DHS stated the draft schedule contained late tasks and

ID NANGTAR	Finding Identified	19740/7500	NE0157020			Analyst Brioribu	Finding		
21 The patiented BIS infrastructure is complex unders which could be difficult to impresent and lead to scheduld/cost impacts.	Pinding- Ris 10/28/2023 System Design	Current Skill Informationum plants include a supplication mumber of upplicational composites that make age a complex cloud informational. Further, the Project Team has yet to finallie component that will make age the ES informational and the additional cloud and time to compleme, teat, and implement the planted complex environment remain unclear.	If the locat of effort to inplement and manage the competition of the RS infrastructure is not accurately accounted or and staffed by the AA, the project coal do not with unspected costs and schedule delays. Delays in chaining the competition being implementation of a solution of the solution of th	Implement and maintain the planear limitstructure. The Architecture process should industruit devices and the integration statistics, support regularity architectural decisions to include the integration statistics, support regularity the planettal characteristic statistics and statistics and statistics and planettal decisions that could reduce this risk and reduce long term infrastructure cache. Add devices parson of boots monotices load and other prototal characteristics cache bases in the add reduce the relative statistics and the statistic statistics and reduce the and regression text cache updates //www.releases, manage charges and regression text cache updates //www.releases, manage charges establish throug governance over the additional and maintenance of narrows moments to simplify the statistic and maintenance of the Add moments and the statistic statistics and the additional and the arrows to them and table action to assure potential integration problems the related to them and table action to assure potential integration problems to related to update (delays, Tor sampling), list time in the schedule to	Rest several month 3	3 Md	Open	12/12/12/22: - the material lights in the reporting portical state work trappage continued and the new AS conclusived ensing taining: WV will reasess the finding and our associated economendations once more is the finding. A material lights in the reporting particular states in the report of the report is th	
and costs of the Google Could Pathorn (GCP) Charge Reparts (R) may also be unanticipated DHS costs, schedule delays, and/or the need to reduce scope:	Finding - Is 8/22/2021 Project Maragement	However, not all details were welted at that point in time. In the half/application of the second	maintenance of cloud environments from the 51 to the AM suitclude in the the AMJ0H5 SIGM contract Annothement Binal and Amage decision to migrate all BIS environments to the cloud was made in the decision to migrate all BIS environments to the cloud was made in the Minister BIS Espace to the second and the second and the the specific carries to be provided and by which wender during the BIS DBI and Maintenance and Operations Phases have not been finalized.	for when DFS will receive the GDP CR. COMPLITE - DrG and the AS agreeto a tim find leviney date for when DrS will receive the GDP CR. 12/14/2021 Complete	<i>дор</i> 4	2 Med	Open	11/0/2022. He material update in the reporting period as the work strong-perioditions work with the resk 31 concilent the resk 31 concilent the 15/0/2022. DRI will move work with the resk 31 concilent the 02 for those presented to the resk 31 concilent the 02 for those presented to the resk 31 concilent the 02 for those presented to the resk 31 concilent the 02 for the 0	9/9/2021 - RAP: Por of classification. The SOAP approximate in the project would be deployed to the Cloud SOAP provided that is the Cloud and specifically that deployment would of be to the on proton the specifically that deployment would of be to the on proton the specifically that deployment would of actionate that you decision to move to GCP for production was made in JAP comparing the UAT, Production, mail the SOAP apprent to the SOAP apprent to SOAP apprent to the SOAP apprent to the SOAP apprent to the SOAP apprent to the SOAP apprent to the SOAP apprent to the SOAP apprent to the SOAP apprent to the SOAP apprent the SOAP apprent to
colo de la si all'independent d'official de la reducche effectivense d'affect resolution	conspirar	The Hi & DOP IAIA DEVINCENTLE, SECTION 3.2 establishes the framework for the configuration Management Plan, however, it remains unclearly studies progress has been beauting establishing CM processes, elistering CM tools tools and the processes and the section of the section of the finalised which may include a definitional requirements of edictions that could impact CM. The project currently relies on Giftwah for tracking of some configurations.	buildes from bat they provide a low of detectory. The Configuration Management that may render error and detectory of the configuration Management that may render error and detectory and the configuration with accurate, dynamic and imply information as some of the configuration management of the configuration as the some of the configuration management of the configuration items, reporting and audit features.	management tools and thit work to find and piocure 2 GM tool, it required, to and and require impacts to be project. CDMHTLD - latently he at 5 PGC for the CoBM gravation Management Activates that the effect of the provide the second second second second second effect of the second gains are being followed, are effective, and are achieving DHS objectives for CM. 7/31/2022	AQUP 2	2 Low	Open	L12/L12022 - No material update in the reporting period as the work toppage continued and the work L0 condition effect start planning. IVV will reasons this finding and our association decommendations more and only and the start L0 condition of the	9/9/2021 - RAP: We look forward io inquiries from the rinquiries from the rinquiries from the rinquiries from the rinquiries from the rinquiries of the rinquiries that the gian likely needs to be updirect that the gian likely needs to be updirect processes in place or the project for configuration management.
(B) Insufficient planning/execution of the BLS Dutils Health Security Final activities may lead bedays in gaining Federal Partner approval for the BLS Project to bagin the Miot Muse.	Finding-Rin 7/24/2021 Security and Privacy	Over the last serveral meeting, the BLS project team has been varying through the planned fronts to develop the HLS Security Plan while also managing through ALS security and staffing (changes, DLS and the ALS (CRU) but noting has a currently revising to align the the requirements and changes to the project since inception.	The BES project must have a clear plan to define, implement, test, and indicitat all Security of browy Requirements (votoris pirot to restring the Nict plans. There are many standards that must be met, and the project browners the status of the status of the status of the status of the document the status of each cost of the Security Costrol implementation Workbook must be detailed and allow for eace of referencing to the Security Dickles, Standards, Costrols, and implementation plan along with evidence for each costrol.	such as security governance, risk, and control (GRC software). The process should define the level of detail needed to track progress (estimates, target	4000 4	5 Hgn	Open	11/J0/2022. The new Ad N has named its Security Leads. As one of the five yarger disprocession, N vice-ammends that Disf review and genore this proposed single si	9/b/2021 - AP: The decision to movie to The device to move the complete revert of the score type of the part of the score type of the make these updates. The effort required to complete the score type of the score type of the type of the complete type of the complete type of the type of the type of the complete type of the type of the complete type of the type of the type of the complete type of the

The Americans With Disabilities Act (ADA) Ryan Tan Section 508 compliance tool has not been installed for the Project, which may cause	- /	Date Category	Observation	significance	Recommendation		mpact Propag	anty Priority	Status	Status Update	Client comments	Vendo
installed for the Broject which may access	Finding - Ris	7/12/2021 Testing	While R0.3 and R0.4 reported that Section 508 compliance had been successfully completed the ASI confirmed that there is currently no working	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 finding The ADA tool meets contractual and project requirements	As soon as possible	3	3 Med	Open	12/31/2022 - No material update in the reporting period as the work stoppage continued and the new ASI conducted restart planning. IVV will		9/9/2
			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	Tinding. • The AUA tool meets contractual and project requirements. • The ASI communicates a plan for ADA test execution • The ASI					stoppage continued and the new ASI conducted restart planning. IVV will reassess this finding and our associated recommendations once more is		9/9/2 has in
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-					known. 11/30/2022 - No material update in the reporting period as the		make
iginitan rework.			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					work stoppage continues and the new ASI conducts restart planning.		develo
			that they are coding to some of the ADA requirements and are using a desk-	available to others. Part of the system accentance criteria for RES is to meet	ASI communicates how and when DHS/IVV will be provided the reports from					10/31/2022 - No work has been performed regarding this finding due to the		review
			top tool for ADA compliance as an interim solution. IVV has not received	"all applicable State and federal policies, laws, regulations, and Standards,						work stoppage and ongoing transition to the new ASI. IVV will reassess our		the de
			any data to demonstrate the desk-top tool results nor if it provides coverage	including without limitation the Electronic and Information Technology	8/30/2021 - The ASI should gain DHS' approval on the tool selected after the					recommendations for this finding once more is known. 9/30/2022 - DHS		gain in
			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,					issued a work stoppage, and no progress was made to move forward with		the IV
			for an Abs comprisive runty.	Act., which was verified in the ASI proposed Technical Requirements	meeting all contractual and project requirements. The ASI create and					purchasing the ASI recommended ADA compliance tool. 8/30/2022 - No		contai
				Approach that states "The system complies with DHS branding standards as						change in status. Waiting on DHS acceptance/approval to move forward		develo
				defined by DHS and adheres to W3C level 2 accessibility guidelines, sub-	action, how the tool will report compliance or non-compliance, how non-					with purchase, installation, configuration, and implementation of the ASI		have f
				parts of Section 508 of the Americans with Disabilities Act (ADA).	compliance will be corrected, and how and when DHS/IVV will be provided					recommended ADA compliance tool. 7/27/2022 - The ASI successfully		discut
				nondiscrimination safeguards in 45 CFR 85.". If the Hawaii guidelines	the reports from the ADA compliance tool and how to interpret those					completed the ADA compliance tool proof of concept and provided reports		topic.
				(https://www.hawaii.edu/access/uh-guidelines-for-accessibility/). FNS	reports for the code from previous, current and future releases.					to DHS for their review and approval. The final steps remaining would be the		
				Guidelines from the 901 Handbook, and contractual obligations to adhere to	· · · · · · · · · · · · · · · · · · ·					purchase, installation, and implementation of the tool. 6/29/2022 - The		
				the Section 508 compliance guidelines (https://section508.gov/) there may						ADA compliance tool is still in the trial phase and a compliance report will		
				be a significant amount of rework to the solution.						be run once the initial testing has been completed. The ASI is expected to		
										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		
										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		
										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		
ack of early planning and coordination Michael Fors	rs Finding - Ris	1/21/2021 Integration and	The following planning and execution items have not yet been addressed		OPEN S. Complete all MOAs and obtain approval. 6. Confirm testing dates	Q4 2021	4	1 Low	Open	12/31/2022 - No material update in the reporting period as the work		
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 continued and the new ASI conducted restart planning. IVV will		
dule delays.		Management	undefined ETS API Gateway; however, there is no evidence that details have	implement data sharing. A clearly defined communication plan and	plan for each interface partner for the duration of the BES DDI activities.					reassess this finding and our associated recommendations once more is		7/20
			been determined or documented in this regard There is little evidence of active and sufficient communication with interface partners for	schedule that includes the coordination, planning, and execution activities along with milestone dates may minimize the risk of possible delays. In	10/29 COMPLETE 2. Identify and document all interface partners' contacts. COMPLETE 3/31/2022 3. Define a release schedule for each interface to					known. 11/30/2022 - No material update in the reporting period as the		team IV&V
				along with milestone dates may minimize the risk of possible delays. In addition, after planning has been completed, interface partners will have to						work stoppage continues and the new ASI conducts restart planning. 10/31/22 - No work has been performed regarding this finding due to the		IV&V seve
			coordination, design, and testing activities (unit rest, siT, UAT) Interface	autouri, and pranning has been compreted, interrace partners will have to	include intestone dates, coordination, and execution and share with the					10/31/22 - NO work has been performed regarding this finding due to the		seve light
			planning and execution tasks and activities, including those for interface	be available during interface implementation to ensure that the interfaces are properly tested before deploying the system to production.	Interface partners. 01/04 COMPLETE 4. Determine which deliverable will					work stoppage and ongoing transition to the new ASI. IVV will reassess our		
				are property tested before deproying the system to production.	include the details associated with the planned connectivity and detailed					recommendations for this finding once more is known. 09/29/22 - No		reas
			A mitigation plan has not been developed to address the unavailability of		technical designs of all interfaces. 01/04 COMPLETE					material update in the reporting period. 08/26/2022 - The statuses of the		schu
			interface partners during interface implementation after MDAs have been							three remaining required agreements (DAGS, DLIR, HYCF) have not changed. 08/01/2022 - DHS executed the DPS agreement (MOA) on 07/20/2022. The		has
			approved, testing dates have been confirmed, and communications have							US/U1/2U22 - UHS executed the DPS agreement (MOA) on 07/20/2022. The		for
			been frequent.							statuses of the three remaining required agreements are as follows. The DAGS agreement is moving forward with design work. DHS reviewed the		
										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		that the
										DLIR MOA and resubmitted it to DLIR. The latest draft of the HYCF was sent to the DHS Directors' office with feedback from BESSD and MQD.		the
										to the DHS Directors' office with reedback from BESSD and MQD. 06/30/2022 - There are 4 agreements outstanding (DAGS, DLIR, DPS, and		Med
										Ub/30/2022 - There are 4 agreements outstanding (UAGS, DLIK, DPS, and HYCF). DHS plans to discuss the agreement at the next meeting with DAGS.		Max
										HYCF). DHS plans to discuss the agreement at the next meeting with DAGS, which is tentatively scheduled for 07/06/2022. DHS is currently reviewing		mis
										the DLIR, DPS, and HYCF agreements. 05/31/2022 - There were no changes		the
										to the interface communication plans in this reporting period. There are 5		the P
										to the interface communication plans in this reporting period. There are 5 agreements outstanding (DLIR, DPS, HYCF, DAGS, and CYRCA), DPS, HYCF,		the M metr
										and DLIR have all been drafted and are going through reviews with DHS and		prop
										the interested parties. DAGS has not been drafted by DHS; DHS is in		agai
										discussions with the Department of Tax for an interface that would bypass		Prog
										DAGS. The CYRCA interface has been escalated within DHS as the business		recor
										requirements CYRCA meets are being evaluated by DHS executive		and
										management. IVV has opened a new issue #79 related to vendor development delays for the task management software. 04/28/2022 -		tren dire
												dire
rly executed JAD and design sessions Brad Molina	a Finding - Iss	11/30/2020 System Design		The CMM Workflow JAD sessions restarted in November. DHS indicated	OPEN - The facilitator should use their expertise to drive discussions through	ASAP	2	5 Med	Open	12/31/2022 - The new ASI continues to develop its approach to the BES		
Id lead to inaccurate design and rework.			concerns being observed, - No clear introduction to all participants on the	some concern regarding the CMM Workflow JAD sessions, specifically; (1)	leading questions BAs should come to Day one of Design Sprint fully					design sessions. IVV will assess this issue along with the below		
			goal of the JAD, overview on the process and the importance of their participation On many occasions the conversation needed to be driven by	Do the JAD participants understand how the Case will be managed through workflow? (2) What improvements will be made in the new BES to support	prepared to facilitate discussion on topic of sprint, with adequate					recommendations when the new ASI restarts the BES design sessions.		
					knowledge about business process and approach for design based on					11/30/2022 - The new ASI is revising the approach to the BES design		doe
			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					sessions to improve efficiency and align with Agile methodology IVV will		doe
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			leading questions, as expected, but was instead lead by business users - Too much pause time when participants did not know the answer to a question; several occasions where complete silence on the call for 30	the users and clients? Incomplete or unclear JAD sessions with insufficient documentation could lead to a poor design, lacking the details needed to support business requirements; as well as missing opportunities to improve	JAD/JAR notes and other pertinent material The ASI to bring User Experience (UE) designers to engage with DHS and review the currently built BES solution. Closed - JAD and design sessions should be lead by					sessions to improve efficiency and align with Agile methodology. IVV will assess this issue along with the below recommendations when the new ASI restarts the BES design sessions. 10/31/2022 - No work has been		doe: man deis inclu
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Image: Section of the section of t	47 The COVID-19 pandemic and the related	Michael Fors	Finding - Ris	3/29/2020 Pro	piect	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 size	ASAP	2	2 Low	Oper	en 17	2/31/2022 - No material update in the reporting period as the work	06/30/2020 - Office opening may be delayed until Sentember/Ortober	Compose Comments
I ward and with the second secon		menaerrora	rinang-na						~~~	-	2 1011	ope	411 IZ	2/51/2022 - No Inacenal opdate in the reporting period as the work		7/20/21 PAR - The M
Image: Source in the second				ма	en official states of			address the current state of the COVID-19 threat and related impacts					sto	saysess this finding and our associated recommendation; once more in	take.	
Image: State Stat	activities and higher the project						derivering services to beneficiaries. Painted key activities such as design	address the current state of the covid-19 threat and related impacts.					10	sisses this induing and our associated recommendations once more is		
I wante	schoole and bodget.					completely shut down until that time as well. Unclear if the order will	sessions Going forward most if not all project activitier will more than	of changes to the Project with regard to impacts of COVID or well or					K1	nome. Any segment - not material oppare in the reporting period as the work nonnace continues and the new ASI conducts restart planning. 10/21/22 -		
I Source       I Source <td< td=""><td></td><td></td><td></td><td></td><td></td><td>extend beyond that date.</td><td>likely be conducted remotely until this crisis passes. The DHS project team</td><td>clarifying communications as to what will remain the same - Project</td><td></td><td></td><td></td><td></td><td>Ne</td><td>o work has been performed regarding this finding due to the work</td><td></td><td></td></td<>						extend beyond that date.	likely be conducted remotely until this crisis passes. The DHS project team	clarifying communications as to what will remain the same - Project					Ne	o work has been performed regarding this finding due to the work		
Image: Source in 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					sto	coppage and ongoing transition to the new ASI. IVV will reassess our		
I washing washi							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					re	commendations for this finding once more is known. 09/29/22 - IVV		
I Partine							state could experience a significant loss of revenue due to COVID, which	for meetings to converse Consider in-person meetings for critical design						mains concerned that the lack of in-person interactions may lead to		
I Partine							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					rei	duced project team productivity. 08/30/22 - No material update for this		ASI team continues to
Image: Source in the second seco							freeze, DHS PMO may not be able to replace these key resources.	efforts to setup, train, and assist new stakeholders on remote work devices					re	porting period. 07/31/22 - No material update for this reporting period.		maintain social
Image: Source in the second seco							Additionally, if the state institutes furloughs, DHS project team resources	and tools and continue to assist stakeholders with becoming highly					06	6/30/22 - The ASI has stated they have removed the vaccination		distancing in the office
Image: Sector Sect							could be further constrained. Unclear if the state budget challenges will	functional with remote access technology (e.g. MS Teams/Skype)					rei	equirement for working in person and are encouraging staff to spend time		
I Partine Internet       IIII IIIIIIIIIIIIIIIIIIIIIIIIIIIIIIII							impact overall project funding.							the office. DHS team members are still not required to work in the office		
I wasses       I wasses <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>planned activities to aid the organization through this COVID-19 pandemic in</td><td></td><td></td><td></td><td></td><td>bu</td><td>ut DHS is also encouraging office time. Three DHS team members</td><td></td><td></td></td<>								planned activities to aid the organization through this COVID-19 pandemic in					bu	ut DHS is also encouraging office time. Three DHS team members		
I and and a sector in the s								the short and long term Complete - Explore options for freeing up key								
Image: Source in the second								BESSD SME's to work on the project Complete					AS	SI and their subcontractor are making efforts to increase in office/in-		
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I Normal       I Normal <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>																
Image: Section of the section of th													thi	is reporting period. 03/31/22 - State leadership has rolled back most		
I and																
I and and a set in the													ha	ave been given the option of not requiring their staff to work in-person.		
Image: Section of the section of t													DF	HS will likely maintain remote work policies for the foreseeable future. IVV		project has adjusted to
Image: Section of Sectin of Sectin of Section of Section of Section of Section																
<ul> <li>I and A A A A A A A A A A A A A A A A A A A</li></ul>													Th	he State of Hawaii is planning on eliminating most COVD mandates as of		
<ul> <li>I best best best best best best best best</li></ul>													3/	/5/22 In-person meetings could improve collaboration for design and		shore office, we still
<ul> <li>I best best best best best best best best</li></ul>													ot	ther sessions, if the Project elects to increase in-person meetings. 1/31/22		
I watch	42 DHS RMO project team members have	Pugo Tao	Election - Irr	1/10/2020 Pro	niact	As reported in various project meetings, reveral low DHS PMO, RES and ASI	The loss recourser leaving the BES Broject provide leavinged and history of	2/29/2022 - DHS consider other ontions (Contractors State employeer	ACAD	2	5 High	000	on 17	2/21/2022 - No material update in the reporting period at the work	02/08/2021 - Brian Donohon does not agree with 00/r biob-criticality ratios	from home. We expect
I ware statute in the statute in th	transitioned off the Project which may	Ryan ran	Finding - to			noiect team members are planning to retire or leave the project within the	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	AGAP	3	5 High	ope	61 12 st/	connace continued and the new ASI conducted restart planning. IVV will	on this Finding (#43) and DHS rolled out the DHS Product Owner Roles and	the ASI perspective
I show show       Mark 1       Mark 1 </td <td>cause gaps in knowledge transfer and</td> <td></td> <td></td> <td>wa</td> <td></td>	cause gaps in knowledge transfer and			wa												
I selection	leadership on the Project.					are plans and actions being taken, a formal transition/succession nlan has	and knowledge is critical for the BES DDI and KOLEA Modifications and						in kn	11/30/22 - No material update in the reporting period as the work	Final DHS Product Owner Roles and Responsibilities document to IVV on	project management
I mandara manual       man						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					sto	oppage continues and the new ASI conducts restart planning. 10/31/2022	02/8/2021). 06/30/2020 - Mark Choi is becoming more involved in the	of the BES project
I ware       production of the production of							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					- 0	No work has been performed regarding this finding due to the work	project. Involved in Arch decisions and PM decisions around tool sets,	have provided little
Image: Source in the second source is the second							positions timely, DHS may fall out of federal funding compliance and lose	section 3.4.3 'DHS Staffing'). The plan should include the possible COVID-19					sto	oppage and ongoing transition to the new ASI. IVV will reassess our	future vision, etc. Day to day PM working closely w/ Gary and Emerald. We	impact on the overall
Image: Source in the second source is the second							the \$37 million needed matching funds for continued development of BES.	economic impact to the state budget, directly in relation to the project					rei	commendations for this finding once more is known. 9/30/2022 - No	have no insight into other DHS staffing.	project. At this point,
I second seco								resources Closed The ASI should document a transition plan for each key					m	aterial update in the reporting period. 8/31/2022 - DHS continues to seek		the knowledge
<ul> <li>I bester bester in de la ser la</li></ul>								resource as required by the RFP (reference RFP section 3.5.1.2 'Benefits					ap	pplicants for the three PMO positions these positions remain unfilled.		transfer gaps have
<ul> <li>I bester bester in de la ser la</li></ul>								Eligibility Solution Project Staffing'.) - Closed					7/	(29/2022 - DHS has received minimal applications for the open PMO		been closed and the
<ul> <li>I and a second a</li></ul>													po	ositions therefore, they may fill the positions with contractors. IVV does		leadership of the
<ul> <li>I service in the service is a service in the service is a service is a</li></ul>													na	ot have visibility to the full impact of the delay in filling these positions.		project remains strong
<ul> <li>I service in the service is a service in the service is a service is a</li></ul>													Ho	owever, some of the administrative and contract management activities		
<ul> <li>I series in the s</li></ul>													an	re significant so DHS assigned these activities to internal staff on an interim		
<ul> <li>I bester in b</li></ul>																
I service													m	aterial updates for this reporting period. 5/31/2022 - DHS continues to		
<ul> <li>I a substrate in the second sec</li></ul>													rei	ecruit for PMO resources, but the three positions remain unfilled. However,		and severity of impact
<ul> <li>I substantial and a substantin a substantial and a substantial and a substantial and a su</li></ul>																
<ul> <li>I entroper proper proper</li></ul>													Fo	or example, the contracted DHS PM has filled in leadership gaps and and		
Image: state in the s													ha	as positively impacted the Project. 4/28/2022 - No material updates for		
<ul> <li>I substrate is a start watcher is a st</li></ul>													thi	his reporting period. 3/31/2022 - DHS continues to recruit for these		
<ul> <li>I and a final section of the section o</li></ul>													po	ositions but received minimal interest to-date. 2/28/2022 - DHS posted		Coordinator position is
<ul> <li>              A substitute is in the state is in the s</li></ul>																
<ul> <li>I want want wat wat wat wat wat wat wat wat wat wa</li></ul>													on	nline metrics show there is interest and the positions are being viewed, as		begin work on
<ul> <li>I have been been been been been been been be</li></ul>													of			
<ul> <li>I have been been been been been been been be</li></ul>																5) 5) 2020, Galistoon
I make the set of the se													up	pdates in this reporting period. 12/30/2021 - No material updates in this porting period. 11/26/2021 - No material updates in this reporting		activities from Donna will begin next week.
I substrate	29	Michael For	Finding - Im	5/38/2010 -			-		ASAD	2	2 104	0.00				activities from Donna will begin next week.
s here here here here here here here her	29 Uncertainty and/or a lack of communication	Michael Fors	Finding - Its	5/28/2019 Pro	oject	Some platform and BES system architecture decisions have yet to be made	The current project architecture and design should be as representative and		ASAP	2	2 Low	Oper	en 12	2/31/22 - IVV and some DHS stakeholders remain concerned with the lack	06/30/2020 - Combined application is still planned. App still not finalized by	activities from Donna will begin next week.
I show y w w w w w w w w w w w w w w w w w w	around long-term architecture decisions	Michael Fors	Finding - Its	5/28/2019 Pro Ma	oject lanagement	and socialized to the project. For example, the ASI and DHS have stated that	inclusive of all known future solution plans as possible. As an example, if	Deliverable with additional details as they become available and with any	ASAP	2	2 Low	Ope	en 12 of	2/31/22 - IVV and some DHS stakeholders remain concerned with the lack f clarity and lack of communication around the plans for and capabilities of	DHS. From Arch perspective, we are building in Liferay. Future Integration	activities from Donna will begin next week. 4/23/21 rap - The ASI
I sector       N = N = N = N = N = N = N = N = N = N =	around long-term architecture decisions could impact the project budget, schedule,	Michael Fors	Finding - Its	5/28/2019 Pro Ma	oject anagement	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	Oper	en 12 of th	2/31/22 - IVV and some DHS stakeholders remain concerned with the lack clarity and lack of communication around the plans for and capabilities of the BES public portal. `11/30/22 - The new ASI is developing its	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
I see set in the set is a set in the set in t	around long-term architecture decisions could impact the project budget, schedule,	Michael Fors	Finding - Its	5/28/2019 Pro Ma	oject lanagement	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	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	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	ASAP	2	2 Low	Oper	en 12 of the co	2/31/22 - IVV and some DHS stakeholders remain concerned with the lack ic darity and lack of communication around the plans for and capabilities of the BES public portal. 11/30/22 - The new ASI is developing its mmunication plans so it is unknown at this time if their process will	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 A6I and DHS continue to refine the final plan
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