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March 15, 2023

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

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: February 1 – 28, 2023

Submitted: March 14, 2023



Solutions that Matter

Overview

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Solutions that Matter

Executive Summary



Executive Summary



This is the first full month of performance for the new ASI since the January 17th project restart and the pace of the BES Project has noticeably increased. Two significant items to highlight:

- After 29 months of not having an approved BES Project schedule, DHS and the new ASI achieved a significant milestone by gaining joint approval of the BES Project Schedule, which was baselined on February 15, 2023. The project team now has visibility into schedule deviations and the ability to mitigate schedule delays. This positive news is combined with the approved list of deliverables the new ASI will provide.
- The new ASI held two project meetings to further detail the Agile approach to the design and development of the BES application. DHS concerns about the lack of design meetings and reduced involvement of DHS Subject Matter Experts (SMEs) were addressed by the new ASI. The Agile approach involves more independent planning and preparation by the new ASI team, with impromptu one-on-one discussions to clarify specific items with DHS. This approach is expected to allow the new ASI to gather DHS input efficiently, without over-reliance on DHS resources as seen previously on the Project.

Considering the positive progress being made on the BES Project, IV&V has retired two findings in this reporting period and lowered the criticality rating for several others.

Dec	Jan	Feb	Category	IV&V Observations
Н	H	М	Project Management	An overall project schedule was approved by DHS and baselined. The weekly project status meeting has been streamlined, efficiently providing visibility to stakeholders on overall project progress.

Executive Summary



Dec	Jan	Feb	Category	IV&V Observations
M	м	M	System Design	The ASI continued to lead design sessions, including focused SME discussions, internal ASI pre-design discussions, and reviews of planned Epic design with the expanded DHS team.
M	М	L	Configuration and Development	The ASI published a schedule for System Design, Development, and Implementation (DDI) work, which is included in the overall project schedule (BI-5) to track cross-project dependencies.
M	M	М	Integration and Interface Management	The ASI started work on a Dashboard to provide the status of the remaining work with interface partners, which will be available for viewing in Confluence.
М	М	M	Testing	The DHS testing lead was determined this month. The ASI continued research for an ADA compliance tool.
н	Н	M	Security and Privacy	Weekly security touchpoints meetings started in February. Additionally, the completion date for BI-13 System Security Plan has been pushed out from March, recognizing the amount of work to still be completed. The ASI has not published a new completion date.

As of the February 2023 reporting period, PCG is tracking 12 open findings (7 risks, 5 issues) and has retired a total of 63 findings. All these findings were opened during the tenure of the prior ASI. Of the 12 open findings, 1 is a High criticality rating, 6 are Medium, and 5 are Low.



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
49	Issue – Poor quality project deliverables may impact system design, testing artifacts, and the project schedule.	
	Due to the length of time this finding has been at a low priority, and no evidence of the new ASI delivering poor quality deliverables, IV&V is retiring this finding. IV&V will continue to monitor and review project deliverables, verifying there is no deprecation in quality.	Project Management
2	Issue – Late delivery of project deliverables has caused schedule delays.	
	Under the new ASI, the Project adopted new review processes to develop and approve project deliverables. The Project also baselined a schedule approved by DHS. The original finding has been overcome by events and there is no indication that existing deliverables are late. Therefore, IV&V retired this finding.	Project Management



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
	None	



Findings Opened During the Reporting Period

#	Finding	Category
	None	

#	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 ASI has sought to clarify the scope of BES 2023 in the recent Agile training sessions. Some uncertainty remains around the use of ServiceNow (SN) and the tools that will be utilized for electronic Governance, Risk, and Compliance (eGRC).	L

Recommendations		Progress
•	The ASI continue to update the BI-12 System Architecture Deliverable with additional details as they become available and with any finalized architectural changes.	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. DHS continues to recruit for PMO positions. Although DHS has received applications, the recent applicants have not been selected for interviews.	Н

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

#	Key Findings	Criticality Rating
74	Risk – A BES Project schedule based on inaccurate estimations diminishes effective planning and resource management, which could result in late deliverables, cost increases, and a late go-live. The BES Project schedule was approved on 2/15/23 and its development included DHS and ASI input to estimate the remaining work. Therefore, IV&V changed the criticality rating from high to medium.	м

Recommendations	
Monitor, evaluate and revise scheduling estimates for accuracy.	In process
Confirm current assumption that a delay with the current go-live date will not result in major implications.	In process
DHS and the ASI agree to a revised schedule against which project deliverables can be managed.	Completed

#	Key Findings	Criticality Rating
76	Risk – Volunteer DHS resources leaving the Project may lead to schedule delays, lower morale, and burnout. With DHS resource requirements reduced by the new ASI's DDI process, IV&V lowered the criticality rating of this finding from medium to low. IV&V will continue to monitor, verifying that all DHS resources required by the Project are being met.	L

Recommendations	Progress
 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
Add cushion time to the schedule for unexpected project delays.	Not started
 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





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. The new ASI is reviewing all the BES interfaces and is building a Confluence dashboard to track and progress and status of each interface.	L

Recommendations	Progress
Complete all MOAs and obtain approval.	In process
Confirm testing dates with interface partners in writing.	In process
 Complete early proof of concept interfaces to avoid unexpected delays due to external organization miscommunications or their own internal delays in assisting the BES project. 	Not started



Integration and Interface Management

# K	Key Findings	Criticality Rating
79 T	Issue – External vendor delays in the development of the BES task management system interface have impacted the project schedule. The Project has upcoming designs (Epic 104) that involve the BES task management system. The new ASI has engaged DHS to meet with the task management system vendor.	M

Recommendations	Progress
 The ASI re-establish regular collaboration meetings with C!A to assure strong communication and brainstorm optimal solutions for BES integration with Current. 	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. The new ASI intends to utilize ServiceNow (SN) for most configuration management tracking. Details of exactly how they'll be using SN and its multitude of modules and capabilities remain unclear.	L

Recommendations	Progress
 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
 DHS and ASI 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. 	In process



Configuration and Development

#	Key Findings	Criticality Rating
80	Risk – Development delays could negatively impact the project schedule and delay go-live. Though the Project transitioned to the new ASI, many of the development team that was subcontracted to the previous ASI remain on the Project. However, the new ASI has significantly increased their resources (now totaling 137), which may mitigate this risk. Therefore, IV&V lowered the criticality rating of this finding from medium to low. IV&V will continue to closely monitor this risk and look for evidence the added resources includes skilled developers that can drive the productivity of less experienced developers.	L

F	ecommendations	Progress
•	DHS request the ASI strategically add the right project team resources to effectively increase velocity. Note that adding additional junior resources may not be as effective as staffing additional expert-level development, analysis, and other resources that can lead and mentor junior resources.	In process
•	ASI effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) 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. DHS and IV&V observed the ASI is struggling to sufficiently prepare for and deliver well-facilitated design sessions. There are indications the ASI team has not thoroughly prepared for, discussed, and solutioned designs prior to client meetings. While the ASI has made progress in addressing some of the recommendations of this finding, other concerns continue. IV&V suggests the ASI team review and apply the recommendations of this finding to improve the productivity of meetings going forward.	M

R	ecommendations	Progress
•	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.	In process
•	New ASI to quickly gain lessons learned to apply to future sessions.	In process



System Design

#	Key Findings	Criticality Rating
	Risk – The planned BES infrastructure is complex which could be difficult to implement and maintain and could lead to schedule/cost impacts.	
73	Though the new ASI intends to simplify the BES infrastructure, it remains unclear whether that will be possible in a timely manner and avoid impacting the critical path. The new ASI also intends to expand on the previous ASI scope of DevOps by adding more automation. While this has the potential to simplify environment management, it could also present challenges without impacting the schedule.	M
Recommendations		Progress
•	ASI algority communicates the notantial costs and schedule impacts to implementing the planned infrastructure	
	ASI clearly communicates the potential costs and schedule impacts to implementing the planned infrastructure. The architecture process should include steps to provide a detailed impact of DHS architectural decisions including the integration activities, support required, and maintenance and operations impacts.	In process
•	The architecture process should include steps to provide a detailed impact of DHS architectural decisions	In process
•	The architecture process should include steps to provide a detailed impact of DHS architectural decisions including the integration activities, support required, and maintenance and operations impacts. DHS work with the ASI to assess the potential challenges of maintaining a complex environment and consider	

- 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
- Request the ASI maintain a detailed schedule for DevOps implementation tasks to avoid unexpected delays that could delay project milestones and the critical path. Not started



Recommendations		
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
	Risk - Incomplete implementation statements in the BES Security Plan activities may lead to delays in gaining Federal Partner approval for the BES Project to begin the Pilot Phase.	
68	The new ASI began weekly status meetings with the security stakeholders in February The ASI presented and clearly articulated an approach to developing the System Security Plan (SSP). This includes the selection of the controls for the SSP consistent with NIST 800-53 guidance. At the end of February, the ASI and DHS began the controls selection process for a NIST 800-53 moderate SSP. Additionally, the ASI and DHS have begun to discuss the selection of an eGRC system. After reviewing the Service Now GRC module as an option, it appears to be cost-prohibitive. The ASI continues to look at options for a GRC system while continuing to use Aha as a repository for the SSP. Based on the status of security activities IV&V lowered the criticality rating to Medium.	M

Recommendations	Progress
The ASI continues 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 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). 	Completed
 DHS review the proposed staff resume, interview individual, and approve resource to ensure that they meet the position's contractual requirements. 	Completed





IV&V Engagement Status

/		

IV&V Engagement Area	Dec	Jan	Feb	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final January IV&V Monthly Status Report.
IV&V Staffing				
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.

IV&V Activities



- IV&V activities in the February reporting period:
 - Completed January Monthly Status Report
 - Ongoing Review the BES Project Artifacts and Deliverables
 - Ongoing Attend BES Project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available ASI Original Contract and BES Optimization contract amendment documentation
- Planned IV&V activities for the March reporting period:
 - Ongoing Observe BES Design and Development sessions as scheduled
 - Ongoing Observe Weekly Project Status meetings
 - Ongoing Observe Weekly Architecture meetings
 - Ongoing Observe Weekly Security meetings
 - Ongoing Monthly IV&V findings meetings with the ASI
 - Ongoing Monthly IV&V Draft Report Review with DHS, ETS and ASI
 - Ongoing Participate in Bi-Weekly DHS and IV&V Touch Base meetings
 - Ongoing Review BES artifacts and deliverables

Deliverables Reviewed



Deliverable Name	Deliverable Date	Version
BI-5 DDI Project Schedule DRAFT.mpp	02/062023	Draft
BI-19 Complete and Final Test Plan.docx	02/28/2023	V2.0

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 11-16-2022 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
BI-1 BES 2023 Client Project Kickoff Presentation	1/13/2023	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. Weekly Platform Status Meeting 2/7/2023, 2/14/2023, 2/21/2023
- 2. IV&V Team Meeting 2/2/2023, 2/3/2023, 2/6/2023, 2/9/2023, 2/13/2023, 2/16/2023, 2/21/2023, 2/23/2023, 2/27/2023
- 3. HI DHS BES December Draft IV&V Report Review 2/13/2023
- 4. IV&V December Findings Roast 2/27/2023
- 5. Bi-Weekly DHS and IV&V Touch Base Meeting 2/7/2023, 2/21/2023
- 6. Weekly BES Infrastructure meeting 2/3/2023, 2/10/2023, 2/17/2023, 2/24/2023
- 7. DHS/IV&V Check-in 2/9/2023, 2/23/2023
- 8. Weekly Client BES 2023 Project Status Meeting 2/1/2023, 2/8/2023, 2/15/2023, 2/22/2023
- 9. PMO End of Day Huddle 2/1/2023, 2/2/2023, 2/7/2023, 2/8/2023, 2/9/2023, 2/14/2023, 2/16/2023, 2/21/2023, 2/22/2023, 2/23/2023
- 10. Epic 123 Client Management, Demographics, Citizenship Planning Meeting 2/1/2023, 2/2/2023, 2/15/2023
- 11. BES 2023 Project Epic Listing Review Meeting 2/2/2023, 2/16/2023, 2/22/2023
- 12. Security Touchpoint 2/2/2023, 2/9/2023, 2/16/2023, 2/23/2023
- 13. BES 2023 Project BI-21 Updated and Completed Functional and Technical Requirements Traceability Matrix DED Discussion Meeting 2/3/2023
- 14. BI-06 DDI Plan Addendum Response Review Meeting 2/7/2023, 2/13/2023
- 15. BES 2023 Project BI-5 Project Schedule Response/Update Review Meeting 2/10/2023
- 16. BES 2023 Project Agile Approach Meeting 2/15/2023, 2/24/2023
- 17. BES-SSP Portal Discussion 2/16/2023
- 18. February Mid-Month ASI/IV&V Findings Review 2/17/2023
- 19. BES Security Controls tailoring PE family 2/21/2023
- 20. Epic 105: Application Registration and Case Creation 2/21/2023
- 21. Epic 238: Clarification on FM23a's Waiving/Terminating Claim Functionality 2/23/2023
- 22. BES Security Controls tailoring PL Family 2/24/2023
- 23. Epic 124: Communication Management 2/24/2023
- 24. Expedited Eligibility and Reporting Discussion 2/27/2023
- 25. IV&V Findings Changes for February 2/28/2023





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 [®]	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

Ending Slide



Solutions that Matter

HI DHS Monthly IVV Status Report Final - February 2023

ID Title Reporter	Finding Type	Identified Date Category	Observation	Significance	Recommendation	Event Horizon	Impact Probability	Analyst Priority	Finding Status	Status Update Client Comments Vendor Comme
10 Development delays could negatively impact fors, Michael in the project schedule and delay go live.	inding - Rak	(/74/2022 Configuration and Development	As the diprevisionly reported development activities have been slowed as they have been unable to active and/or mutatis here repected development which, <i>Previsiou</i> , the development stam was challenged prevised and the states and/or mutation that the prevision of prevised and the prevision of the states and they are during a project schedule that accurately reflect realistic timelines (see Finding 174). The discontinues to be challenged with finding qualified resources in a timely manner.	If the ASI is usable to achieve a values on the usables them to meep planned initiations, schedule delays may lot at a called on system point data. Failure to achieve a level of accuracy in estimating development tasks cold and initiations, schedule delays may lot at a called the strength of the strength of the strength of the strength of the strength of ASI Bab tasking the experises required to create optimal delays and system and indicating, and Maynerk, that come of these delays were due to some ASI Bab tacking the experises required to create optimal delays and system calculations that may be applied at the some which requires dense and achieves the ASI BADA stress. This and IVM observed instances and achieves the achieves of the delays and the some site achieves and the stress the stress stress and the stress of the stress stress stress stress and the stress of the stress stress stress stress stress and achieves and the stress stress stress stress stress in the stress stress stress stress stress stress stress in the stress stress stress stress stress stress stress in the stress stres	resources to effectively increase velocity. Note that adding additional junior resources may not be as effective as staffing additional expert-level development, analysis, and other resources that can lead and mentor junior resources Sol effectively track and regularly provide DHS (potentially via	immediate	3 1	Low	Open	2/28/2021 Though the Project transitioned to the new AKI, many of the development team that was subcontracted to the previous AKI remain on the Project. However, the new AKI has significantly increased their development team that was subcontracted to the previous AKI remain on the Project. The new AKI has significantly increased their development team that and load for evidence the added continue to loadly monitor that risk and load for evidence the added monorance includes all development. J11/2022 - No material added in the reporting provide at the work stoppage continued and the new AKI conducted material provide. The Washington and and the AKI has material provide. The Washington and and the AKI has material provide. The Washington and and the reporting provide at the work stoppage continued and the new AKI conducted material provide. The Washington and and a social material provide. The Washington and and a social material provide. The Washington and and a material added in the material provide. The Washington and the stopped provide in the material provide. The Washington and and the material added in the material provide. The Washington and the load profession material provide. The Washington and the material added in the material provide. The Washington and the load profession material provide. The Washington provide material provide. The Washington material added in the Washington and the stopped provide material provide. The Washington provide material provide. The Washington provide material provide. The Material profession for the finding once material provide. The Material profession for the finding once material provide. The Material provides for the finding once material provide. The Material provides for the finding once material provid
of the BIS tak management system Mark to instraface sub-impacted the project schedule.		Mangement	Human Service, (DRI) uses the Current system to manage and create case instants dans. The basels Eligibility Solution (Eligibili) ull interface with the send them to Current. Bit Soles not have the capabilities to manage or close and them to Current. Bit Soles not have the capabilities to manage or close to tasks. The interded was inangement process for BIS include: BigBillity Workers calming tasks and Supervisors will manage tasks of provide task details for cases that have been hagged as to Contact.		Current: The AS provide text results from the task management integration to ensure that the interface works.	œ				a revised student is sublished the student multiple (2) and (2
76 Volumer Ots resources loading the Project Malina, Brad II may ted to schedule defus, lowered morala, and burnout.	inding - itak	3/2/322 Project Management	volunteers excent one. Resources are not in dedicated roles within the team	The replacement of DHS resources in project roles (e.g., tatters and product owners) is not guaranteed and DHS already stated that no additional resources will be assigned to be test transm. It is a risk beh Project That explore the resources in the resource shares the Project. If additional direct the resources is any the Project. If additional direct the project mesones explore the resources leaving the Project. If additional direct the project mesones.	allocations for the DHS resources and adjust dates in the BES Project schedule accordingly Add cushion time to the schedule for unexpected project delays Provide incentives for the DHS resources to help maintain the project team and possibly alleviate attrition or increase the number of	Immediate	3 1	Low		2.124/2023 - With DHS resource requirements reduced by the new AVS DDI process, Wi Veewerk the critically radig of the finding from mellion to be. Vi will continue to monitory, will reg the finding from mellion be. The critical continue to monitory will reg the finding from mellion be. The critical continue to monitory will reg the finding from mellion contentration on process of the critical variant of the finding from mellion contentration on process of the critical variant of the finding from mellion that are project on the monitor have deployed and variant SN Finding Green mellion greet content variant process and Version and Version SN Finding Contents of the compact from software deployed and variant SN Finding Green mellion greet contents and the new AVS software the software the contents stopping continues and the new AVS software the software stopping continues the software the software the software stopping continues and the software the software the software stopping continues the software the software the software the software stopping continues the software the software the software the software stopping continues the software the software the software the software stopping continues the software the software the software the software stopping contents the software the software the software the sof
	Finding - ssue	11/29/022 Payket Manggment	DH5 and the ASI have trude multiple times to reasof the schedule with results that have not yielded improvement. Concerns with the instruction, estimating practices, and ability to manage to the schedule parsit. The use multiple took is user screarcise address resource management resource management and critical path analysis, all of which were addressed and closed.	If estimates for project tabulate activities are net accurate, this can take to constant schedule changes, resources not thing available when needed, nahed activities, and general frustration which can had to schedule delays, low quality output, scope changes, and budget issues.	Confirm current assumption that a delay with the current go-live date will	innedite	4 2	Med	Open	2/24/2023 The BLS Project includes was approved on X/V/27 and BL development includes from AdV lippet carbinate the remaining work. There dres, Vir changed the a critically rating from high to modulo. IV/X/2021 The was approved to a V/X/V changed the critically rating from high to modulo. IV/X/2021 The was approved to a V/X/V changed the critically rating from high to modulo. IV/X/2021 The was approved to a V/X/V changed the critically rating from high to modulo. IV/X/2021 The was approved to a V/X/V changed the critically rating from high to modulo. IV/X/2021 The was approved and baselined. The current proposed go lippe data curd be depended to the virtual virtual adjustments rating to the opposed policy of the virtual violational adjustments and to baselined. IV/X/X/X/X/X/X/X/X/X/X/X/X/X/X/X/X/X/X/X

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Finding	; Identified	Obvioustion	Sholfzara	Boccommand titles	Event Vorizon Image	Analyst Desbability Delector	Finding	Status Uodate	Cliest Commenter	Vender Commente
73 The planed BS infrastructure is complex. First, McMark Indeg, which could a official to imperior and Bia lad to scheduly/cost impacts.	20/28/2021 System Design	Current Stalinforstructure glass include a significant number of sophisticated compares that making as glassification composed solar infrastructure. Further, the Project Team has yet to finalize composed and the significant let ES infrastructure and the additional condition and mere to configure, test, and implement the planned complex environment remain unclear.	Increased potential for system failure (i.e., due to the significant number of mixing parts)" and increase the level of mixed effort to resolve inflastructure and application-level bags. Further, one components and parts that the second system of the second system failure backased couple cloud failed to clearly commonicate a change that level for lature in authors product offering, compared to their risks (Anazao Web Service, Microard) and "Microard" and "Microard" and the second system failure backased couple resolution (Failer Service), cooperating and the second system (Saire Backased Sough cloud failed to clearly common text as change that level for lature in a soften product offering, compared to their risks (Anazao Web Service, Microard) to additional and the second system (Saire Saire) and "Microard" and the second system (Saire Saire) and "Microard" and lead to project dirugation. If do's hinters is employees, they could face challenges supporting tools they may not be familiar with in a complex infrastructure environment.	Implement and markatism the glamous Infrastructure. The architecture process should include thesis po provide a distulled impact of DHS architectural decisions including the terring attains activities, support regularity architectural decisions including the terring attains activities, support regularity architectural decisions including complex environment and consider scaled back captors that could reduce this rule and reduce long term monitor cloud and other product that during inclusions are applied — The manage change, and could scale and applied market market and marketaneous of the various space to the scale are applied — The managerations, or allow development tam display for fast various economic and territories, that are new to them and take action to assure potential and territories, that is never to them and take action to assure potential components work as respected. Hexawath the AS manithms a distails component work and expected and the critical path.	Net seenal month	3 3 Mer	Open	2/2/C321 - Thogh the new AS interacts to simplify the IES interactsurater terratius acceler and the that will be possible an interimy name and and add important by the critical path. Theme ASI absorbed to target and the protocols ASI cargo of the obsorbed and the additional and the additional callingues without impacting the schedule. 1/2/2/232 - Adving the callingues without impacting the schedule. 1/2/2/232 - Adving the protocols and the advingence of the advingence of the advingence this finding once initial project activity in the Stages contrasts and the new ASI conducts the advingence of the advingence of the advingence and the new ASI conducts the advingence of the advingence of the advingence of the terraterial update in the advingence of the advingence of the advingence of the protocols and the grant and the grant advingence of the advingence of the protocols and the schedule of the advingence of the advingence of the advingence of the advingence of the advingence of the advingence of the protocols and the schedule of the advingence of the adving		
70 Inufficient configuration management Fors. Michael Indeg- coal list and verologement confusion and Bak reduce the effectiveness of defect readuation	8/23/2021 Configuration and Development	The Bi 6 ODP Fian Deliverable, Section 5.2 establishes the framework for the Configuration Management 'Ban, Novere, 'I remains unclear if sufficient progress has been made found establishing CM processes and governate, progress has been made found establishing CM processes and governate, progress starts 'Phas have to be finalized with chran produce data requirements or decisions that could impact CM. The project correctly relies on Github for tracking of some configurations.	ensures the BES is understood and works correctly. The BES solution	management tools and DHS work to fund and procure a CM tool, as	AGAP	2 2 Low	Open	2124/2021. The new Asi intends to allula servicebrea (b)6 ment configuration management tracing. Deals of each hose heat by bears 3% and the multitude of models and capabilities remain unclear. 121/2021 3% and the multitude of models are stored anguing tracit heat has been approximately and the store of the store of the store of the 121/12222. The multitude of the new Asi conduct tracit heat has been provide the store of the new Asi conduct tracit heat has a 121/12222. The multitude of the new Asi conduct tracit heat has the new Asis tracits and the new Asi conduct tracit heat has the new Asis tracit heat heat heat heat heat heat heat hea		9/9/2021 - RAP: We lock foregoing the model of the second second imparties from the rively the second second second having contentions. In the second second second having contentions. In the project for configuration management.
Concription individual in the second in the Head A. Cutoth in Mediage. The ESS Systems Security Finan hypothesis and second in the second individual in galaxing Reduced Partner approval for the BES Project to Segn the Prior Prace.	7/28/2021 Searing and Prisocy	Over the last several months, the IBLS project team has been working through the planned plots to develop the IL-3 Society if prant while also managing through AD Society Load staffing changes. EVEN and the AD VECK last month and are accurrently vision if to algo the the requirements and changes to the project since inception.	The BES project must have a clarge plan to define, implement, test, and utilized all Security and Mrous Requirements (Controls prior to entering the Ring Alaun. There are many standards that must be met, and the project document the status of each control. The Security Control ingrementation Workshoot must be detailed and allow for ease of referencing to the Security Rolticles, Standard, Control, and implementation plan along with evidence for each control.	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 (BC software). The process should define the level of detail needed to track progress (estimates, target dates, risks, issue, evidence) along with the Reoutimement Traceability dates.	ASAP	3 3 Med	Open	2127/2021 — The new AD legans weakly, status meetings for the security askindedies in forkary. The AD persented and darky sticulated and approach to howelenging the System Security Nam. This includes the selection approach to howelenging the System Security Nam. This includes the selection of the order Security Nam. The Status Control of the System Security Security Security Nam. The Status Control of the Security Security Security Nam. The Status Control of the Security Security Security Nam. Security Nam. The Status Control of the Status Security Security Name Security Security Security Security Name Nam. Security Security Name Security Security Security Security Name Name Security Security Security Security Security Security Security Security Name Name Security Security Security Security Security Security Security Security Name Name Security Securi		9/9/2021 - RAP: The decision to move to the most of the mean has driven the mean has driven the mean the activity plan per DR The AF and the security plan per DR The AF and havening the effect required to complete this used labeling the effect required to complete this used there the CPC change request for a new load forward to driven We load forward to means the load forward to security with W&V and DHS.
D* The Annexican With Decklifers Ant (2004) Tax, Algon Herding sectors 2014 compliance atout loss not been Bid installed for the Project, which may cause significant resord.	7/12/2011 Testing	tool installed and that Section 508 compliance testing has not been performed. This risk has been discussed with the ASI over the past several months. but there have been evidence of results to-date. The ASI did state	available to others. Part of the system acceptance criteria for BES is to meet	D31/2021. The tolknoing recommendations will be evolutionated for the finding. In the AM of energic circuit and or proct cragationer and the ASI communicates a plan for AAD test execution. In the ASI communicates how to test will be used to export compliance and en- transmission and the test will be approximately and the ASI communicates how and will be provided the report from AAI configuration and how to integrate the results. Supervised #230/2021. The ASI should gain the VSI approximate the results from the AAI configuration and how to integrate the results. Supervised #230/2021. The ASI should gain the AAA compliance tool will be part in the AAI configuration and proget cragations or not encoding the approximate the plan for when the AAA compliance tool will be part in the configuration. The AAI contained and proget cragationers. The AAI configuration the response to the test of the response to the test of the test of the test of the response to the test of the test of the test of the response to the test of the test of the test of the response to the code from previous, current and future releases.	As soon as possible	3 3 Med	Open	proof the work stranger, lev has no material address to report the corrective set of the proof of the level and the level of the facult for the project. The AI requested access to the bit memory of facult for the project. The AI requested access to the bit memory of the proof of the project. The AI requested access to the bit memory of the proof of the project. The AI requested access to the bit memory of the proof of the project. The AI requested access to the bit memory of the proof of the project of the access to the proof of the proof of the proof of the proof of the proof of the proof of the proof of the stranger of the proof of the proof of the proof of the proof of the stranger of the proof of the proof of the proof of the proof of the stranger of the proof of the proof of the proof of the proof of the stranger of the proof of the proof of the proof of the proof of the stranger of the proof of the proof of the proof of the proof of the proof of the proof of the proof of the proof of the stranger of the stranger of the proof of the proof of the AI is constrained to the stranger of the proof of the AI is constrained to the proof of the proof of the AI is constrained to the proof of the proof of the AI is constrained to the stranger of the AI is constrained to the the stranger of the proof of the AI is constrained to the AI is the the proof the AI is constrained to the AI is constrained to the AI is the AI is constrained with protection. The AI is constrained to the AI is constrained to the AI is constrained to the AI is the the the AI is the AI is constrained to the AIA complexes to the AI is the the AI is the AI is an exact and proof the AI is the the the AI is the AI is an exact and a complexes to the AIA is constrained to the AIA is an exact and complexes to the AIA is proof the and of the AIA is an exact and complexes to the AIA is provided the proof the and of the AIA is an exact and complexes to the AIA is provided to the proof the and of the AIA is an exact and complexes to the AIA is provided the A		9/9/21 - RAP: The AG has invited the IV3V to have contact with the development team to review the results of pain insight. To date, pain insight. To date, development lead to the IV3V has not contacted the development lead to the IV3V has not contacted the IV3V has not contacted the development lead to the IV3V has not contacted the IV3V has n

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ID THe	Reporter	Finding	Identified Date Category	Observation	Similizane	Recommendation	Event Horizon Impact Probabi	Analyst lity Priority	Finding	Status Indate Client Comments	Vendor Comments
63 The lack of early planning and coordination	n Reynolds,	Finding -	1/21/2021 Integration and	The following planning and execution items have not yet been addressed	DDI project often underestimate the time needed to effectively manage all	OPEN 5. Complete all MOAs and obtain formal approvals. 6. Confirm	Q4 2021 4	1 Low	Open	02/28/2023 - The new ASI is reviewing all the BES interfaces and is building	
with interface partners may result in	Mark	Risk	Interface	and documented by the ASI Connectivity is planned to utilize a presently	the tasks and activities to successfully implement data sharing. A clearly	testing dates with interface partners in writing. 7. Complete early proof of				a Confluence dashboard to track and progress and status of each interface.	
schedule delays.			Management	undefined ETS API Gateway; however, there is no evidence that details have	defined communication plan and schedule that includes the coordination,	concept interfaces to avoid unexpected delays due to external organization				01/31/2023 - Activity in the reporting period concentrated on project	7/20/21 RAP - The ASI
				been determined or documented in this regard There is little evidence of active and sufficient communication with interface partners for	planning, and execution activities along with milestone dates can minimize the risk of potential delays. In addition, after planning has been completed,	miscommunications or their own internal delays in assisting the BES project. COMPLETE 1. Establish a communication plan for each interface partner for				restart tasks, and IVV will reasses this finding once related project activity has begun. 12/31/2022 - No material update in the reporting period as the	team requests that the IV&V reassess the
				coordination, design, and testing activities (Unit Test, SIT, UAT). Interface	interface partners will have to be available during interface implementation	the duration of the BES DDI activities. COMPLETED 10/29 2. Identify and				work stoppage continued and the new ASI conducted restart planning. IVV	severity of this risk in
				planning and execution tasks and activities, including those for interface	to ensure that the interfaces are properly developed and tested before	document all interface partners' contacts. COMPLETED 3/31/2022 3.				will reassess this finding and our associated recommendations once more is	light of the following
				partners, are neither resident nor managed within the Project Schedule.	deploying the system to production.	Define a release schedule for each interface to include milestone dates,				known. 11/30/2022 - No material update in the reporting period as the	reasons: a) the ATC
						coordination, and execution and share with the interface partners. COMPLETED 01/04 4. Determine which deliverable will include the details				work stoppage continues and the new ASI conducts restart planning. 10/31/22 - No work has been performed regarding this finding due to the	schedule extension has made the urgency
						associated with the planned connectivity and detailed technical designs of				vork stoppage and ongoing transition to the new ASI. VV will reassess our	for tackling these tasks
						all interfaces. COMPLETED 01/04				work stoppage and ongoing transition to the new ASI. IVV will reassess our recommendations for this finding once more is known. 09/29/22 - No	for tackling these tasks less than it was before
										material update in the reporting period. 08/26/2022 - The statuses of the	that started lessening
										three remaining required agreements (DAGS, DLIR, HYCF) have not changed. 08/01/2022 - DHS executed the DPS agreement (MOA) on 07/20/2022. The	the schedule risk, b) the increase from
										statuses of the three remaining required agreements are as follows. The	the increase from Medium to High in
										DAGS agreement is moving forward with design work. DHS reviewed the	May was based on a
										DLIR MOA and resubmitted it to DLIR. The latest draft of the HYCF was sent	misunderstanding of
										to the DHS Directors' office with feedback from BESSD and MQD. 06/30/2022 - There are 4 agreements outstanding (DAGS, DLIR, DPS, and	the current state of the MOA's and contact
										HYCF). DHS plans to discuss the agreement at the next meeting with DAGS,	the MOA's and contact metrics. c) substantial
										which is tentatively scheduled for 07/06/2022. DHS is currently reviewing	progress has made
										the DLIR, DPS, and HYCF agreements. 05/31/2022 - There were no changes to the interface communication plans in this reporting period. There are 5	against each of the In
										to the interface communication plans in this reporting period. I nere are s agreements outstanding (DLIR, DPS, HYCF, DAGS, and CYRCA), DPS, HYCF.	Progress
										and DLIR have all been drafted and are going through reviews with DHS and	recommendations, and it continues to
										the interested parties. DAGS has not been drafted by DHS; DHS is in discussions with the Department of Tax for an interface that would bypass	trend in the right
											direction. In regards to
61 Poorly executed JAD and design sessions could lead to inaccurate design and rework.		Hindling - Issue	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 leading questions BAs should come to Day one of Design Sprint fully	1 ASAP 2	5 Med	Open	2/28/2023 - DHS and IVV observed the ASI continues to struggle to sufficiently prepare for and deliver well-facilitated design sessions. There	
and the second sec				goal of the JAD, overview on the process and the importance of their	Do the JAD participants understand how the Case will be managed through	prepared to facilitate discussion on topic of sprint, with adequate				are indications the ASI team has not thoroughly prepared for, discussed, and	9/9/21 RAP - The N&V
				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				solutioned designs prior to client meetings. While the ASI has made	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				progress in addressing some of the recommendations of this finding, other	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 - New ASI to quickly gain lessons learned to apply to future				concerns continue. IVV suggests the ASI team review and apply the recommendations of this finding, to improve the productivity of meetings	deisgn process including screen mock-
				seconds or more - Lack of thought leadership from the ASI on how	support business requirements, as went as missing opportunities to improve workflow and related system design.	sessions. Closed - JAD and design sessions should be lead by experienced				going forward. 1/31/2023 - The new ASI is in the start-up phase and as	up reviews, backlog
				workflow could be designed to ease/improve process for client		senior BAs, with goals, objectives and results communicated to all				expected have experienced a few wrinkles during the initial design sessions.	grooming sessions,
						participants. (additional Senior BA being added, rest of recommendation being met - Closed 4/30/2022) - The DHS and ASI product owners should				IVV looks for the ASI to quickly incorporate the recommendations in this finding to deliver effective design sessions, avoiding delays to design and	and Sprint demo's. Product owner
						being met - Closed 4/30/2022) - The DHS and ASI product owners should actively participate to ensure the system meets the requirements, designed				finding to deliver effective design sessions, avoiding delays to design and development. 12/31/2022 - The new ASI continues to develop its approach	Product owner discussions are meant
						taking advantage of new technology and aligns to the 'to be' business				to the BES design sessions. IVV will assess this issue along with the below	to have limited
						process. (Closed 4/30/2022) - The ASI should back-track significant				recommendations when the new ASI restarts the BES design sessions.	participation. The team is concerned
						differences in design direction to determine the root cause to identify these				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	team is concerned about the participation
						items as early in the SDLC as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively				assess this issue along with the below recommendations when the new ASI	of the IV&V for two
						seeking collaboration. 10/5/21 Complete - The Functional Design				restarts the BES design sessions. 10/31/2022 - No work has been	main reasons: 1) IV&V
						Document process, to include the Design Sprint concept, should be clearly				performed regarding this finding due to the work stoppage and ongoing transition to the new ASI_IVV will reasons our recommendations for this	does not always stay silent in discussions on
						defined and shared with all project team members. (Closed, 1/31/2022) -				transition to the new ASI. I/V will reassess our recommendations for this finding once more is known. 9/30/2022 - DHS Product owners and SMEs	silent in discussions on design despite
						Invite IVV to all future design sessions and design sprints to allow IVV to observe and assess the effectiveness of the revised design processes.				have raised concerns about a lack of a cohesive design and a user	assurances from the
						(Closed, 1/31/2022) - ASI and DHS should work together to vet the in-				experience that is less than satisfying. DHS users are citing examples of not	IV&V PM that it is not
						progress design with all SMEs for the area of focus. (being met by new				being able to achieve desired tasks or achieve tasks timely. 8/31/2022 - The ASI's addition of senior BAs to the desien sessions has resulted in	their role, and 2) IV&V participtation typically
						design sprint process, closed 2/28/2022) - ASI staff all design sprint meetings with additional support staff to ensure the meetings are				ASI's addition of senior BAs to the design sessions has resulted in improvement. The Senior BAs offer guidance to ensure the project team	participtation typically drives what are meant
										remains focused on the design. Unfortunately, one of the Senior BAs has	
						adequately documented and ASI Business Analyst are not running the				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	to be informal processes to more
43 DHS PMO project team members have	Molina, Brad	Finding -	1/10/2020 Project	As reported in various project meetings, several key DHS PMO, BES and ASI	The key resources leaving the BES Project provide knowledge and history of	adequately documented and ASI Business Analyst are not running the meetings alone. Complete 7/31/2022 2/28/2022 - DHS consider other options (Contractors, State employees	ASAP 3	5 High	Open	remains focused on the design. Unfortunately, one of the Serior Bas has left the project so it is unknown if this practice will continue for all BES 2/28/2021 - Brian Donohoe does not agree with IVV's high-criticality	to be informal processes to more ting 4/23/21 RAP - From
transitioned off the Project, which may	Molina, Brad	Finding - Issue	1/10/2020 Project Management	As reported in various project meetings, several key DHS PMO, BES and AS project team members are planning to retire or leave the project within the next few months or have already transitioned fifth en order While there	The key resources leaving the BES Project provide knowledge and history of DHS and its software, solutions, and business processes, along with a level of considency and continuits the best ended monitor team. This environce the source of the source of	adequately documented and ASI Business Analyst are not running the meetings alone. Complete 7/31/2022 2/78/2022 - DHS consider other options (Contractors, State employees hourswell from other agencies) to fill these notitions if there is one one	ASAP 3	5 High	Open	remains focused on the design. Unfortunately, one of the Senior Bab has left the project to it uniformed The bractic will continue to all BES 7/28/2023 - DMS continues to recruit for PMID goolations. Although DMS has received applications, the recent applications have not been as related to on this Finding (443) and DMS rolled out the DMS Product Owner BMP received applications, the recent applications have not been as related to on this Finding (443) and DMS rolled out the DMS Product Owner BMP	to be informal processes to more ting 4/23/21 RAP - From and the ASI perspective,
	Molina, Brad	Finding - Issue		project team members are planning to retire or leave the project within the next few months or have already transitioned off the project. While there are plans and actions being taken, a formal transition/succession plan has	DHS and its software, solutions, and business processes, along with a level of consistency and continuity to the extended project team. This experience and knowledge is critical for the BES DDI and KOLEA Modifications. and	adequately documented and ASI Business Analyst are not running the meetings alone. Complete 7/31/2022 2/28/2022 - DHS consider other options: (Contractors, State employees borrowed from other agencies to fill these positions: If there is nograng difficulty in finding permanent hirss. 5/31/2021 - DHS continue to work with the anoncenidate neganizations to identify the finds negating not fill the second the reader to identify the finds negating not fill the second the reader to identify the finds negating not fill the second the reader to identify the finds negating not fill the second the reader to identify the finds negating not fill the second the reader to identify the finds negating not fill the second the reader to identify the finds negating negating the fill the fill the fill the second to the fill the fill the fill the second to the fill the second to the fill the fill the fill the second to the second to the fill the second	ASAP 3	5 High	Open	emains focused on the design. Underfunntley, one of the Serior Bak has with the projects to its withouth of this practice list withouth the DRS for t	to be informal processes to more ting 4/23/21 RAP - From the ASI perspective, the the changes to the on project management
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