

#### STATE OF HAWAI'I | KA MOKU'ĀINA O HAWAI'I DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ

#### OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA

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December 17, 2024

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

Aloha Senate President Kouchi, Speaker Nakamura, 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 <a href="http://ets.hawaii.gov">http://ets.hawaii.gov</a> (see "Reports").

Sincerely,

Christine M. Sakuda Chief Information Officer State of Hawai'i

Attachments (2)



## Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: November 1 – 30, 2024

Submitted: December 13, 2024



#### Overview

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

#### **Executive Summary**



November may be characterized as a BES replanning month.

- The ASI is working on a Root Cause Analysis (RCA) for this latest schedule delay to inform project changes and reduce the risk of
  future project issues and delays. The ASI planned to release an RCA report to DHS on 11/29, but it has been delayed as they
  incorporate DHS feedback.
- The ASI and DHS collaborated on a list of Change Requests (CRs) for critical functionality that must be developed for BES to meet the State's business requirements. Discussions and final agreements are expected to be completed in December. DHS has approved the ASI's estimates for adding the work in the CRs to the project and is waiting for the ASI to finalize a revised schedule.
- DHS stopped User Acceptance Testing on November 15th with 297 unresolved defects. This was done to avoid unnecessary rework by the DHS team. DHS and IV&V look for a specific plan from the ASI for defect resolution, including the timing for this work. Adding new functionality to a code base with inherent bugs could delay both development and testing; therefore, addressing these open UAT defects as soon as possible would be beneficial to the project.
- The ASI indicated that Organizational Change Management and Training activities paused their work due to the Pilot go-live date being replanned. While the ASI and DHS continue to work on Project tasks and activities, it is IV&V understanding it is only the above areas that are experiencing a 'pause'.
- The ASI proposed changing the BES Software Development Methodology from Agile to a more traditional Waterfall approach. It remains unclear how this will impact the BES contract and project. This decision must be finalized as it will directly impact the required tasks and timing in the revised schedule.

IV&V recommends that the ASI and DHS continue to work on organizational change management (OCM) to maintain the State's enthusiasm and support for the BES solution.

Sept	Oct	Nov	Category	IV&V Observations
H	Н	Н	Project Management	The ASI presented DHS the Preliminary Impact Analysis (PIA) for the DHS-requested Change Requests (CRs) for additional scope in the BES solution. An additional CR was requested by DHS, which needs to be evaluated by the ASI. Once DHS has approved all the CRs that will be part of the BES solution, the revised schedule can be completed for DHS review and approval.

## **Executive Summary**

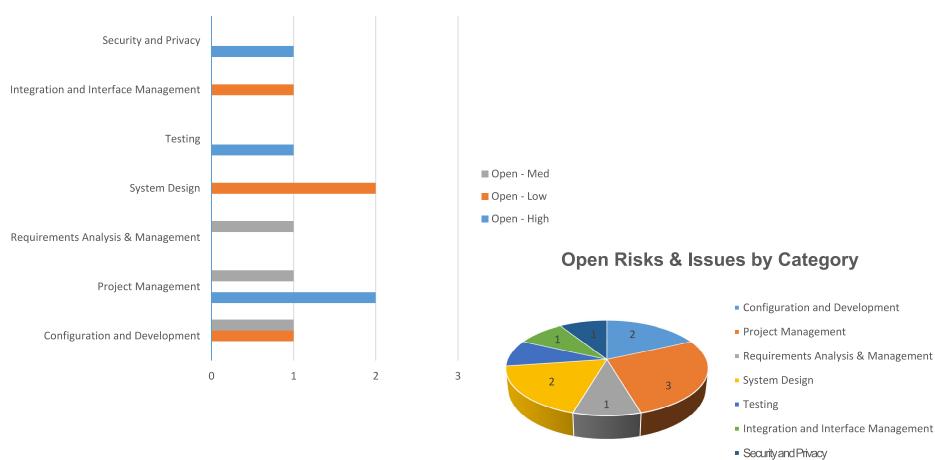


Sept	Oct	Nov	Category	IV&V Observations	
L	L	L	System Design	The ASI has recommended that the Project move from Agile to a Waterfall methodology to complete the BES Solution. Once DHS decides on the methodology, the ASI can complete the draft schedule for DHS review and approval.	
M	M			As part of the ASI's process improvement plan, the development team is using Gemini AI to develop improved unit test cases. The development effort to resolve defects from UAT has continued, even though UAT was stopped on November 15 <sup>th</sup> .	
L	L	L	Integration and Interface Management	The ASI continued to document a process for testing with interface partners without using ASI generated data, which was originally targeted to complete on 11/29/2024.	
Н	Н	Н	Testing	UAT testing was stopped on November 15 <sup>th</sup> , as requested by DHS, with 279 defects left to be resolved, and 232 test cases in a failed status.	
Н	Н	Н	Security and Privacy	The ASI patching of non-production environments, with the eventual implementation in the production environment, will remediate many critical and high findings in the Plan of Action and Milestones (POAM) from the Social Security Administration (SSA) assessment.	
M	M	Requirements Analysis & Management  A requested demonstration is scheduled for December 5 <sup>th</sup> for the ASI to show how the current Requirements Traceability Matrix (RTM) can confirm that all contractual requirements have been developed and tested successfully.			



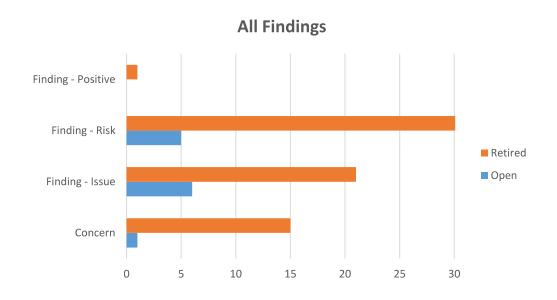
As of the October 2024 reporting period, PCG is tracking 11 open findings (5 risks, 6 issues) and has retired a total of 76 findings. Of the 11 open findings, 4 are High, 3 are Medium, and 4 are Low.







The following figure provides a breakdown of the 88 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
98	Delays in providing the required deliverables to FNS could extend the review time needed and delay FNS's concurrence to start the pilot.  This finding will be reevaluated by the IV&V team after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout.	Project Management
103	The inconsistent Data Conversion status reporting and potential impact of several new Change Requests to Data Conversion may create a risk to the BES Project causing schedule and/or budget challenges.  DHS verbally expressed concerns on the status of the Data Conversion process and IV&V shares this same concern. There are inconsistencies regarding the status on the number of data fields remaining to be mapped and converted (ASI status Report and Data Conversion Artifacts). Questions raised by IV&V to the Data Conversion team on 10/24/2024 have not been answered as of 11/25/2024. FAT test results indicated 26 FAT Data Conversion Defects remain outstanding as of 11/25/2024. DHS approved several Change Requests this month and it is not known if all changes included an evaluation of the impact to the Data Conversion process.  The ASI and DHS are currently replanning the remainder of the BES Implementation Project. IV&V will continue to discuss this finding with DHS and the ASI to ensure there is a clear understanding on the actual status of the Data Conversion process to determine if there is a	Data Management and Conversion



#### Findings Opened During the Reporting Period

#	Finding	Category
	None	



#### **Project Management**

#	Key Findings	Criticality Rating
	Issue – 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.	
74	The ASI has indicated that a revised project schedule will be provided to DHS and IV&V for review by the second week of December. DHS and the ASI came to an agreement on Change Requests (CRs) that will be included in the BES solution. This CR planning needs to be finalized to complete the schedule.	Н

R	ecommendations	Progress
•	Monitor, evaluate and revise scheduling estimates for accuracy based on the project teams past performance and resources available to do the remaining work.	In Process
•	Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for DHS.	New



#### **Project Management**

#	Key Findings	Criticality Rating
88	Risk – Implementing a Core Solution for go-live carries inherent risks that may impact overall Project success and reduce user adoption.  The ASI and DHS have agreed to increase the scope of the Pilot release to include some DHS-determined critical functionality. IV&V will continue to evaluate the impact of these additions to the project to determine if the risk of this finding has been mitigated.	M

Recommendations	Progress
<ul> <li>Increase OCM efforts to effectively manage user, general public, and legislative expectations for the BES version at go-live.</li> </ul>	In Process
<ul> <li>Prioritize feedback from users and FNS to ensure the solution meets their core needs and so users are clear on what features they are, and are not, getting.</li> </ul>	In Process
<ul> <li>Actively monitor, assess, and address potential challenges throughout the development process including code quality, cutting scope to meet development milestones, insufficient user validation of demonstrated functionality, and fully defined workarounds to accommodate for the missing functionality.</li> </ul>	In Process
<ul> <li>Actively monitor UAT and Pilot feedback and track users' biggest pain points. Pain points can then be prioritized based on negative impact and project leadership can decide if fixing or changing poor designs can be implemented prior to go-live.</li> </ul>	In Process



#### **Project Management**

	Key Findings	Criticality Rating
	Issue—The current mitigation approach to completing the development of the remaining Epics is condensed and aggressive, which may increase the likelihood of schedule delays, quality issues, and a higher volume of testing defects.	
89	The project team has announced further delays in the dates for Pilot and Go-Live and agreed to combine BES 1.0 and BES 1.1 into one release. Based on the 10/30/2024 project status meeting, the development for Epic 203 (Report Viewing and On-demand Submission) has been delayed, and the due date has been changed from 10/4/2024 to 1/14/2025. The due date for Epic 243 (Reports – Priority 2, Set #1) and Epic 244 (Reports – Priority 2, Set #2) has been updated from 10/4/2024 to 11/1/2024. IV&V expresses concerns that the upcoming new schedule may retain or increase concurrent testing activities, making it challenging to manage resources and coordinate multiple tasks simultaneously. This may compromise the project's ability to complete testing and other essential activities, ultimately impacting the Pilot and statewide Go-Live dates.	Н

Recommendations	Progress
Develop Contingency Plans if the mitigation plan continues to see slippage affecting INT and SIT.	In Process
<ul> <li>The ASI validates that development and testing resources have sufficient bandwidth to complete overlapping assigned responsibilities</li> </ul>	In Process



#### System Design

#	Key Findings	Criticality Rating
86	Issue – Limited collaboration between the ASI and DHS in the design process could lead to BES usability issues and functionality gaps in the application and not meeting critical business needs for DHS and State clients.	
	This finding will be reevaluated by the IV&V team after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout.	

Recommendations	
<ul> <li>Perform Sprint and Epic demos in alignment with development Sprint completion (demo functionality/requirements as they are developed) to get early feedback on work products.</li> </ul>	In Process
<ul> <li>Improve rigor in the Design process by verifying all impacted policy and DHS SMEs are involved and approve the design to avoid extensive defects and gaps in functionality that may trigger the need for a change request.</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.  This finding will be reevaluated by the IV&V team after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout	L

Recommendations	Progress
<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 tools/components.</li> </ul>	In Process
<ul> <li>ASI allot time in the schedule to conduct proof of concepts to assure infrastructure components work as expected.</li> </ul>	In Process
<ul> <li>ASI maintain a detailed schedule for DevOps implementation tasks to avoid unexpected delays that could delay project milestones and the critical path.</li> </ul>	In Process



#### Configuration and Development

#	Key Findings	Criticality Rating
70	Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution.	
70	This finding will be reevaluated by the IV&V team after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout.	

Recommendations	Progress
<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



Configuration and Development

#	Key Findings	Criticality Rating
80	Issue – Development delays have negatively impacted the project schedule and delayed go-live.  The ASI continues to struggle with a high number of defects, which frustrates and creates more work for DHS UAT testers. Because of this, DHS has elected to closeout UAT testing for the time being.	M

Recommendations	
<ul> <li>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.</li> </ul>	In Process
The ASI should provide DHS with the time needed to effectively evaluate the software demonstrations (demos) and elicit productive design discussions with DHS attendees during each demo.	In Process
<ul> <li>ASI regularly reports estimated story points for the total remaining project work to reach go-live and presents a dynamic burn-down chart to track the progress.</li> </ul>	In Process
The ASI should consider enhancing the depth of developer unit testing.	In Process



#### Integration and Interface Management

#	Key Findings	Criticality Rating
93	Risk – Due to the lack of physical and technical (Transport Layer) testing of the interfaces and data transfer failure, conditions may exist with data format, boundaries, and dependencies. These failures may result in intermittent and hard-to-isolate problems or errors.  This finding will be reevaluated by the IV&V team after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout.	L

Recommendations	
API interfaces should be tested for failure conditions during connection and transfer operations.	In Process
FTP and file interfaces should be tested for data and file integrity.	In Process
<ul> <li>Test data fields for system impacts resulting from data that is poorly formatted, out of range, or other unexpected data transmission errors.</li> </ul>	In Process



#### **Testing**

#	Key Findings	Criticality Rating
	Issue – Gaps in test coverage and slower-than-expected progress in testing may result in schedule delays if subsequent test phases uncover a higher volume of defects and user feedback than initially anticipated.	
83	The recent UAT testing cycle ended, but did not complete, on November 15, 2024, with a total of 95 failed test cases in the real-time environment and 137 failed test cases in the time travel environment. There was a total of 279 unresolved defects, which raised concerns about the overall stability and reliability of the system. The IV&V team is concerned that introducing new functionality on top of the current unstable system may lead to further project delays or failure. While the ASI has committed to resolving the outstanding defects, the IV&V team has added a recommendation on the testing approach.	Н

Recommendations	
<ul> <li>DHS and ASI revisit the testing approach to prioritize completion of remaining test activities and conduct comprehensive System Integration testing (SIT) to minimize defect leakage to User Acceptance Testing (UAT).</li> </ul>	In Progress
<ul> <li>ASI assesses the potential impact of the large number of unresolved defects on future development efforts, ensuring a more robust and efficient development process.</li> </ul>	In Progress
<ul> <li>ASI develop and implement a revised testing approach to improve the completeness and thoroughness of future testing cycles.</li> </ul>	New



#### Security and Privacy

#	Key Findings	Criticality Rating
	Issue – The lack of technical documentation may lead to incorrect implementation statements or delay the System Security Plan (SSP).	
	In November, the ASI:	
	Completed three policies for DHS and turned them over to DHS for the editing and approval process.	
82	Continued to update the implementation statements in the main body of the System Security Plan.	Н
	<ul> <li>Began patching of "Spring Boot" in lower environments. As the patch reaches the production environment, it is expected to remediate many critical and high-finding POAMs.</li> </ul>	
	IV&V is concerned with the amount of work outstanding and the resources available to do the work.	
	Additionally, DHS received the final report from the SSA on their assessment earlier this year.	

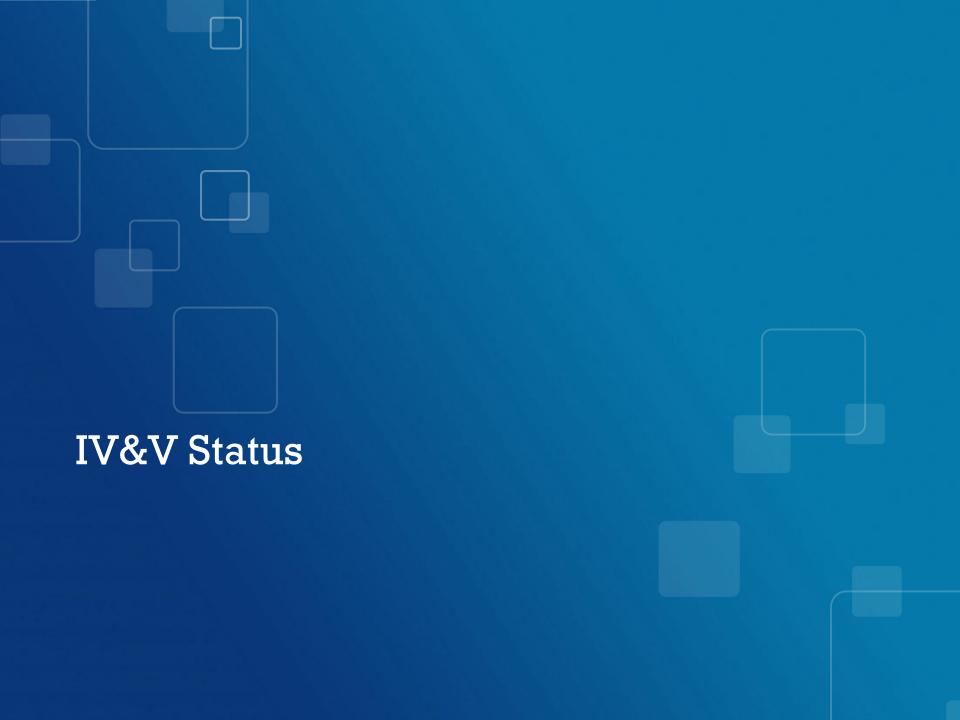
Recommendations	Progress
Collaborate and communicate with SSP authors about when reliable and correct documentation will be available.	In Process
<ul> <li>Include the Secure Enclave within the work breakdown structure along with the known tasks related to the IRS Assessment to continue receiving FTI in BES.</li> </ul>	Not Started



Requirements Analysis & Management

#	Key Findings	Criticality Rating
	Risk - The lack of an effective way to validate BES requirements could lead to project delays and unfulfilled user needs if DHS later identifies unmet contractual requirements.	
94	Both DHS and IV&V share the same concern that the current set of RTM reports does not provide the functionality needed to validate that contractual requirements have been developed and tested in the current BES solution. IV&V reached out to the ASI requesting a demonstration of how the RTM validates that contractual requirements have been met. A meeting is scheduled for December 5th with DHS, the ASI, and IV&V.	M

Recommendations	Progress
<ul> <li>Develop a document that provides DHS with a feasible and effective way to map contract requirements to passed test cases, and, per the BI-19 (Complete and Final Test Plan),"Maps the implementation, functional and technical requirements to the test cases and test scripts".</li> </ul>	In Process
<ul> <li>Ensure test scripts thoroughly and comprehensively test the system to assure each requirement has been fully met.</li> </ul>	In Process



## IV&V Engagement Status



IV&V Engagement Area	Sep	Oct	Nov	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final October IV&V Monthly Status Report.
IV&V Staffing				Added Scott Morrill to project.
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 November reporting period:
  - Completed October Monthly Status Report
  - Ongoing Review the BES Project Artifacts and Deliverables
  - Ongoing Attend BES Project meetings, (see <u>Additional Inputs</u> pages for details)
  - Ongoing Review available ASI contracts and contract amendment documentation
- Planned IV&V activities for the December reporting period:
  - Ongoing Observe BES Design and Development sessions as scheduled
  - Ongoing Observe Bi-Weekly Project Status meetings
  - Ongoing Observe Weekly M&O 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-22b Release 0.12 UAT Evaluation Report	11/20/2024	1.0

# Additional Inputs – Artifacts



Artifact Name	Artifact Date	Version
BES 2023 Design Kanban board	N/A	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
SNAP_System_Integrity_Review_Tool	Sept 2022	N/A
Interface Dashboard – Confluence page	N/A	N/A
BES 2023 Implementation Planning – Confluence page	N/A	N/A
RO.12 Epic Assignment	N/A	N/A
R0.12 Epic and Sprint Demo Recordings	N/A	N/A
ADA dashboard	N/A	N/A
Jira Requirements Details	N/A	N/A
Jira Testing Lists	N/A	N/A
UAT Testing Dashboard	N/A	N/A
Waterfall Methodology Plan	N/A	N/A

#### **Additional Inputs**



#### Meetings and/or Sessions Attended/Observed:

1.IV&V Team Meeting - 11/04/2024, 11/07/2024, 11/12/2024, 11/14/2024, 11/18/2024, 11/21/2024, 11/25/2024

2.IV&V/ASI September Pre-draft Review - 11/07/2024

3.HI DHS BES October Draft IV&V Report Review - 11/15/2024

4.Bi-Weekly DHS BES PMO/IV&V Check-in - 11/07/2024, 11/21/2024

5.Bi-Weekly DHS and IV&V Touch Base – 11/12/2024, 11/26/2024

6. Weekly BES Infrastructure meeting - 11/1/2024, 11/08/2024, 11/15/2024, 11/22/2024

7. Weekly Client BES 2023 Project Status Meeting - 11/06/2024, 11/18/2024

8. Security Touchpoint - 11/20/2024, 11/27/2024

9.(Externa(I) Weekly Interfaces Touchpoint - 11/04/2024, 11/18/2024, 11/25/2024

10.(External) Bi-weekly BES CCB Meeting – 11/13/2024, 11/14/2024

11.(External) C!A Current Weekly Checkpoint—11/12/2024

12.eWorld/IV&V Mid-Month Check-in - 11/22/2024

13.(External) BES: FNS Connect – 11/07/2024

14.(External) BES Batch Discussion Meeting – 11/14/2024

15.(External) BES M&O Project Status Meeting – 11/18/2024

16.(External) BES Snow Touchpoint - 11/20/2024

17.(External) BES FAT Daily Touchpoint – 11/01/2024 – 11/15/2024 (daily call)

18.(External) BES FAT Daily Defect Status Meeting – 11/01/2024 – 11/15/2024 (daily call)





## Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
Н	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
M	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely, and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

## Appendix B – Findings Log



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

### Appendix C – Acronyms and Glossary



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



# Appendix C – Acronyms and Glossary

Acronym	Definition
IV&V	Independent Verification and Validation
KOLEA	Kauhale On-Line Eligibility Assistance
M&O	Maintenance & Operations
MEELC	Medicaid Eligibility and Enrollment Life Cycle
MEET	Medicaid Eligibility and Enrollment Toolkit
MOU	Memorandum of Understanding
MQD	Hawaii Department of Human Services MedQuest Division
NIST	National Institute of Standards and Technology
OE	Operating Environment
OIT	Department of Human Services Office of Information Technology
PIP	Performance/Process Improvement Plan
PMBOK®	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project/Program Management Office
PMP	Project Management Plan
QA	Quality Assurance
QM	Quality Management
RFP	Request for Proposal
ROM	Rough Order of Magnitude
RMP	Requirements Management Plan
RTM	Requirements Traceability Matrix
SEI	Software Engineering Institute
SLA	Service-Level Agreement
SME	Subject Matter Expert



# Appendix C – Acronyms and Glossary

Acronym	Definition
SOA	Service Oriented Architecture
SOW	Statement of Work, Scope of Work
VVP	Software Verification and Validation Plan
XLC	Expedited Life Cycle

#### Appendix D – Background Information



#### **Systems Modernization Project**

The DHS Enterprise Program Roadmap includes contracting with three separate vendors with the following high-level scope:

- ESI or Platform Vendor responsible for the shared technology and services required for multiple Application vendors to implement and support functionality that leverages the DHS Enterprise Platform.
- ASI or ASI Vendor responsible for the DDI of the Benefits Eligibility Solution (BES Project) enhancing the currently implemented Medicaid E&E Solution (KOLEA) and providing support for the combined Solutions.
- CCWIS Vendor responsible for the DDI of the CCWIS Solution to meet the needs of child welfare services and adult protective services (CCWIS Project) and providing support for the Solution.

#### **Systems Modernization IV&V Project**

IV&V performs objective assessments of the design, development/configuration and implementation (DDI) of DHS' System Modernization Projects. DHS has identified three high-risk areas where IV&V services are required:

- Transition of M&O from DHS' incumbent vendor to the ESI and ASI vendors
- BES DDI
- CCWIS DDI

On the BES DDI Project, IV&V is responsible for:

- Evaluating efforts performed by the Project (processes, methods, activities) for consistency with federal requirements and industry best practices and standards
- Reviewing or validating the work effort performed and deliverables produced by the ASI vendor as well as that of DHS to ensure alignment with project requirements
- Anticipating project risks, monitoring project issues and risks, and recommending potential risk mitigation strategies
  and issue resolutions throughout the Project's life cycle
- Developing and providing independent project oversight reports to DHS, ASI vendors, State of Hawaii Office of Enterprise Technology Services (ETS) and DHS' Federal partners

#### Appendix D – Background Information



#### What is Independent Verification and Validation (IV&V)?

- Oversight by an independent third party that assesses the Project against industry standards to provide an unbiased view to stakeholders
- The goal of IV&V is to help the State get the solution they want based on requirements and have it built according to best practices
- IV&V helps improve design visibility and traceability and identifies (potential) problems early
- IV&V objectively identifies risks and communicates to project leadership for risk management

#### PCG's Eclipse IV&V® Technical Assessment Methodology

- Consists of a 4-part process made up of the following areas:
  - 1. **Discovery** Discovery consists of reviewing documentation, work products and deliverables, interviewing project team members, and determining applicable standards, best practices and tools.
  - 2. Research and Analysis Research and analysis is conducted in order to form an objective opinion.
  - 3. Clarification Clarification from project team members is sought to ensure agreement and concurrence of facts between the State, the Vendor, and PCG.
  - 4. Delivery of Findings Findings, observations, and risk assessments are documented in this monthly report and the accompanying Findings and Recommendations log. These documents are then shared with project leadership on both the State and Vendor side for them to consider and take appropriate action on.

#### **IV&V** Assessment Categories for the BES Project

- Project Management
- Requirements Analysis & Management
- System Design
- Configuration and Development
- Integration and Interface Management
- Data Management and Conversion

- Security and Privacy
- Testing
- OCM and Knowledge Transfer
- Pilot Test Deployment
- Deployment

#### Ending Slide



**Solutions that Matter** 

Finding_	Identified					Analyst	Finding			
D Title Reporter Type  103. The inconsistent Data Conversion status Molina Brad Convern	Date Category	Observation  This werbally expressed concerns on the status of the Data Conversion	Significance  Pata Conversion is one of the key areas of an implementation that are high.	Recommendation	Event Horizon Impact Pro	bability Priority	Status St	atus Update	Client Comments	Vendor Comments
recorning and gotherial impact of several new Change Reposits to Data Convertien may create a risk to the BBS Project causing schoolde and/or budger challenges.		process and IVV shares this same concern. There are inconsistencies regarding the status on the number of data fields remaining to be mapped and converted (ASI status Report and Data Conversion Artifacts). Questions	risk due to many factors. One organizational gool of IRS is to incrore business processes, frictly change how likely occurred over the last few years where there may be impact on how data is accessed, processed and word to accustably occurred undigitative and behavior last ones of the control of the control of the control of the control of seasons. It is critical that data conversion accurately and consistently creation the data, against default values for row helds along with validation logs for any data interdependencies.							12-11-2024 Whom from DHS is verbally expressing stratements of the second of the secon
98 Delays in providing the required deliverables Molina, Brad Concern	7/24/2024 Project	Not all the documents that FNS is required to review have been provided. In	The BES pilot cannot start without FNS's concurrence. Therefore, it's critical		now 3	3 NA	Open 10	1/31/2024 - This finding will be reevaluated by the IVV team after the		24 and October
to FNS could extend the roview time needed and delay FNS's concurrence to start the pilot.	Management	the weekly Readiness meeting on 7/23, it was mentioned that FMS is at its	the project team deliver the required deliverables to FNS as soon as possible so FNS has the necessary time to review and give the go-ahead to start Pilot.				pr re OS th	oject team completes the replanning and determines the approach, quirements/functionality, and schedule for the Pilot and Satewide rollout. Jai/20/2024 - The status of this preliminary concern will be reevaluated by If Viveam after the project team determines the approach, quirements/functionality and schedule for the Pilot and Statewide rollout.		
94 The lack of an effective way to validate BES hollina, first of renguerements could be also project design requirements. Bisk and installed uses needs if this later sidentifies unnet contractual requirements.  93 Due to the lack of physical and technical testing of the interfaces and data transfer failure, conditions may east with that after failure, conditions may east with that after from the boundaries, and dependencies.  88 Approach is the failure of the interfaces and data transfer failure, conditions may east with that after from the boundaries, and dependencies.  89 Approach is the failure of the interfaces and contract the failure of the interfaces and the interfaces and the failure of the interfaces and the interfaces are the interfaces and the interfaces and the interfaces are the interfaces are the interfaces and the interfaces are the interfaces are the interfaces and the interfaces are the interfaces are the interfaces and the interfaces are the interfaces a	4/23/2024 Regurement Autories 6 Management  4/29/2024 Reguration and forface Management	associating each requirement with passed test case(s). However, the approved project schools down the TRIA completed one 627674, which fails after the Core SI if each decision in SI 10724. The ASI provided the BI 222 the Core SI is each consideration of SI 2074. The ASI provided the BI 222 the SI 2074 of SI	a delays.	effective way to may contract requirements to passed best cases, and, per the 15 st (Complete and Frank Tear Han). May be implementation that 15 st (Complete and Frank Tear Han). The semi-development is not supported by the semi-development that the semi-development has been fully met.  Instruct sets scripts thereoughly and comprehensively test the systems to assure each requirement has been fully met.	2024 2nd Gy 3		of ccc ccc sistematics sistema	JABIODAS - Medit Disk and IVV share the same concern that the current set fifth report does not provide the functionally resided to suidate that the street of the same concern that the current set first search of the same concern that the current set first search of the same concern that the current set for the same concern that the same concerned that		9/9/2024 Include information or Include Information In
89 The current approach to completing the Kalsi, Neetu Finding -	12/21/2023 Project	Ten of the Fairs scheduled for completion before Release 0.12 ST will not	Overlapping development and testing introduces potential quality issues.	( OPEN . The ASI validates that development and testine resources have	Now 4	S High	(C T) in di	(f) will be required to provide special care file alterations. 05/23/0024 - eXS and OHS continue to define the interface test approaches. Technical refrace testing details, including the Transport Layer, are planned to be scussed in June.  //27/2024—The project team has announced further delays in the dates.		Interface team plan does exist to address PCG's recommendations for this finding.
19 The current approach to competing the december of the transiting epic of the competing the competing the competing epic of the co	13/21/2023 Project Management	Then dit the Egists scheduled for completion before Release 5 of 3.2 37 will not leave the completion before the Egist Scheduled and date has been extended for another ten business days.	Insufficient INT may create gaps in SIT, leading to further quality issues. This 2 may increase the risk of significant delays or introduce defects into the	OPIEN. The AS validates that development and testing resource to here the control of the contro		о мурп	for case of ca	27/20/24—The project foam has anisonced butther delays in this date.  17/20/24—The project foam has anisonced butther delays in this date.  17/20/24—The project foam has anisonced butther delays in this date.  17/20/24—The project foam has been changed from their, this delays foam has been foam foam foam has been foam foam foam foam foam foam foam foam		12/11/0034 Regarding "WaV express concerns Regarding "WaV express concerns when the second regarding rew whedule may expending new whedule may express the second regarding rew expending the second regarding rew expension of the second regarding the second regarding rew express the second regarding regardi

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carries inherent risks that may impact Risk overall project success and reduce user	Date Category	Observation Significance	Recommendation Event Horizon	Impact Probability Prior	yst Finding ity Status	Status Update Client Comments	Vendor Commer
overall project success and reduce user	11/30/2023 Project Management	The project has elected to implement a Core Solution at go-live to meet their Going live with a limited version of a software product ent stated timeline. This version is generally referred to in Apile software such as potential challenges in securing user buy-in. This of	ils inherent risks, OPEN • Increase OCM efforts to effectively manage user, general public, and Now n result in legislative expectations for the BES version at go-live. • Prioritize feedback	3 3 Med	Open	11/30/2024 - The ASI and DHS have agreed to increase the scope of the Pilot release to include some DHS-determined critical functionality. (V/ will	
	Management	development as a Minimum Viable Product (MVP), which is a simplified limited user adoption, user dissatisfaction, and negative pr	olicity, from users and PNS to ensure the solution meets their core needs and so			continue to evaluate the impact of these additions to the project to	
adoption.		version of a product that 1) offers functionality that meets the core needs of particularly considering the financial investment made for	he delivery of users are clear on what features they are, and are not, getting. • Actively			determine if the risk of this finding has been mitigated. 10/31/2024 - This	04/10/2024 -
		users, 2) can accelerate the timeline for go-live, and 3) allows the project to limited functionality. A compressed timeline may compror	ise the quality of monitor, assess, and address potential challenges throughout the			finding will be reevaluated by the IVV team after the project team completes	"Some required I
		get real-world feedback from users to refine future product development. designs, user interface sophistication, and lead to an uptic	in software bugs development process including code quality, cutting scope to meet e project to development milestones, insufficient user validation of demonstrated			the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout 9/30/2024 - Without an	functionality will implemented po
			e project to development milestones, insufficient user validation of demonstrated from regulatory functionality, and fully defined workarounds to accommodate for the			and schedule for the Pilot and Statewide rollout 9/30/2024 - Without an RTM, there is ambiguity on the ASI presented enhancements and critical	implemented po Pilot." What doe
		bodies like FNS, which could find certain system elements	on-compliant missing functionality. • Actively monitor UAT and Pilot feedback and track			functionality list developed by DHS as compared to the contract	mean? I think I k
		with their standards and delay the go-live date. Misalignm				requirements. IVV recognizes the project is almost 6 years old, meaning	the intent and pe
		stakeholder expectations and the Core Solution may lead t	dissatisfaction negative impact and project leadership can decide if fixing or changing poor			policy and business operations has changed which may drive the need for	update as such?
		or a lack of support for the project and could negatively in	pact future designs can be implemented prior to go-live. COMPLETE CLOSED • DHS			enhancements. However, these lists should be validated and negotiated by	
		project funding requests. Implementing a limited Core Soli	ion typically carefully assess whether the advantages of a timely release outweigh the			DHS and ASI to ensure DHS does not pay for functionality twice.	"Per the Go to G
			until automated advantages of going live with a system that provides more comprehensive impatient if these functionality, requires fewer worksrounds, and increases user satisfaction			8/30/2024 - DHS continues to emphasize the need for workouts to be documented and incorporated into training, with a plan to update	plan, the ASI plan implement requi
		features are further delayed when bue fixes and other feat				documentation as defects are resolved to enable oild workers to be most	functionality in
		precedence. Others may lose confidence that the features				effective. 7/31/2024 - DHS and the ASI continue to document and develop	multiple releases
		improvements will ever be implemented. Going live with	solution that is			workarounds in preparation for Pilot, There are now two workaround areas:	(Pilot/Statewide)
		missing functionality that stakeholders were expecting typ	cally requires an			1) known gaps in functionality and 2) defects discovered during testing that	Statewide).*12/1
		increase in OCM efforts both by the ASI and DHS staff to to				will not be addressed prior to Pilot. Additionally, planning is ongoing for	23 - Above alrea
		stakeholders' reactions to a system with limited functional	ly.			incorporating these workarounds into the training process. 6/20/24 - Per DHS's request, the ASI is currently developing a list of workarounds to	addressed by DH Campos.Ensure
						address known gaps in BES 1.0 functionality. 5/23/24 - No material update.	recommendation
						4/30/2024 - No material update: 03/30/24 - The ASI's Go to Green plan and	reflect "In Progre
						project schedule were approved by DHS. Per the Go to Green plan, some	"In Process".
						required BES functionality will be implemented post-Pilot. This may create	
						unplanned workarounds and rework as the full impact of this approach becomes known through testing and training. 02/29/24 - The ASI drafted a	
Limited collaboration between the ASI and Molina, Brad Finding -	8/1/2023 System Design	During the UAT process for release 11, there has been a high level of A significant amount of money and DHS resource time have	been invested in OPEN - Perform Sprint and Epic demos in alignment with development Now	2 2 Low	Open	11/30/2024 - This finding will be reevaluated by the IVV team after the 10/11/2023 Jessica - Our SMEs are providing their feedback. This is	is one of
DHS in the design process could lead to BES Issue	o) strong system scale.	concerns raised by the DHS testers regarding the usability of the BES system, the BES solution, with the expectation that the new system	will at minimum sprint completion (demo functionality/requirements as they are developed)		0,000	project team completes the replanning and determines the approach, the items that I clarified with IV&V, that there are feedback given, n	0
usability issues and functionality gaps in the		challenges with the user interface, missing functionality, and basic screen provide all functionality found in current applications - but	really should to get early feedback on work products Improve rigor in the Design			requirements/functionality, and schedule for the Pilot and Statewide rollout. feedback means design is ok. I rec'd an emal back from Joe F. that I	IV&V 11/13/2024
applications, not meeting critical business		layout issues that would not be expected in a modern application. Based on provide additional capabilities, greatly enhanced user inte	ace, and overall process by verifying all impacted policy and DHS SMEs are involved and			10/31/2024 - This finding will be reevaluated by the IVV team after the wants to meet with our reviewer to validate this.	For next status
needs for DHS and State clients.		defect reporting from the UAT process, a large majority of the defects are improved usability from current systems. Should the solul	on fall short of approve the design to avoid extensive defects and gaps in functionality that			project team completes the replanning and determines the approach,	reporting - eWor
		related to "design errors". Although the Release 11 UAT cycle was testing a expectations, there may be challenges in DHS staff adoptic partially build system, a significant amount of design defects was confidence in the solution providing the accurate informat	n; lack of may trigger the need for a change request CLOSED - ASI and DHS re- on needed to evaluate the effectiveness of the recorded Sprint review process to ensure			requirements/functionality, and schedule for the Pilot and Statewide rollout 09/30/2024 - No material update in this reporting period. 8/30/2024 -	plans is shifting t waterfall method
		partially build system, a significant amount of design defects was confidence in the solution providing the accurate informat attributable to functionality developed for Release 11. provide benefits to HI citizens; reduction in ability for DHS	on needed to evaluate the effectiveness of the recorded Sprint review process to ensure o provide the that designs align with DHS expectations. (closed 3/31/2024) - Include a			09/30/2024 - No material update in this reporting period, 8/30/2024 - Design activity was minimal in the reporting period, with DHS reviewing the	waterfall method once the related
		same level of needed services to clients, resulting in bad p	blicity for DHS wide enough audience in all design and demo sessions to validate FNS and			final Self Service Portal (SSP) designs. IVV continues to monitor design	decision log item
		and the state.	DHS functional and technical requirements and system usability. (closed			activities to validate continued collaboration between the ASI and DHS.	approved by DHS
			6/14/2024) - Perform comprehensive (demo all requirements) review			7/31/2024 - IVV observed positive progress this month with the ASI	will not be doing
			during Epic demos, not just the items that were added/updated, allowing			providing specific actions to address DHS concerns regarding the Mass	sprint and epic d
			DHS to provide early feedback on possible issues/gaps that might not be apparent when focusing on specific functionality. (closed 6/14/2024)			Change Functionality (Epic 208). 6/31/2024 - IVV observed DHS and the ASI working collaboratively in a setting that promoted healthy dialogue on the	moving forward. 06/14/2024
			apparent when rocusing on specific functionality, (closed 6/14/2024)			working collaboratively in a setting that promoted healthy dialogue on the BES design therefore, the criticality rating is updated from a medium to low.	06/14/2024
						05/30/2024 – The ASI plans to continue live Sprint Demos for the remaining	Why is this in No
						Epic design work, providing a venue to increase collaboration with DHS. The	Started? We had
						SSP development will follow the Waterfall methodology, so no sprints or	sprint demo for I
						demos will occur. 04/30/2024 - IVV commends the ASI and DHS team for	209. In addition,
						reverting to conducting four live sprint demos in support of Epic 209. These	should not include
						proved to enable timely, efficient collaboration. 03/31/2024 - Due to a high number of questions and concerns from DHS during Exic demo 261	Epic demos. We always had live E
						Approvals and Supervision), the ASI committed to hosting another demo to	always nad live t
						address all the feedback. Changes raised late in the design process could	Regarding SSP
						require code changes, potentially causing schedule delays or the resulting	following the
						solution not meeting the business need. DHS staff attending Epic demos	Waterfall
						should be prepared with an understanding of the agreed-upon designs and	methodology I
Gaps in test coverage and slower-than- Kalsi, Neetu Finding -	6/2/2023 Testing	After examining the Project's R11 QA Dashboards, R11 Traceability Identifying defects early is vital for effective testing, as it is	more efficient OPEN - DHS and ASI revisit the testing approach to prioritize completion of UAT	4 4 High	Open	policy requirements relevant to the Epic so that feedback is efficient and on 11/26/2024- The recent UAT testing cycle ended, but did not complete, on	has approved all
expected progress in testing may result in Issue	0/2/2025 resuing	Dashboards, and Test Repository, gaps in testing coverage may exist and the and cost-effective to address issues during the early testin		4 4 11(0)	Open	November 15, 2024, with a total of 95 failed test cases in the real-time	
schedule delays if subsequent test phases		progress of testing might be lagging. Concerning testing coverage, it appears is slow progress or incomplete testing in the early stages.	can result in testing (SIT) to minimize defect leakage to User Acceptance Testing (UAT)			environment and 137 failed test cases in the time travel environment. There	12/11/2024
uncover a higher volume of defects and user		that not all epics and use cases in R11 have associated test cases or are more defects leaking into subsequent testing phases, nece	sitating more ASI assesses the potential impact of the large number of unresolved defects			was a total of 279 unresolved defects, which raised concerns about the	Please revisit the
feedback than initially anticipated.		testing the correct use cases. In terms of progress, some test cases remain extensive and rigorous testing efforts. Insufficient testing	overage or slower on future development efforts, ensuring a more robust and efficient			overall stability and reliability of the system. The IVV team is concerned that	two recommend
		unexecuted, and not all defects have been resolved as the project than-anticipated progress throughout the project lifecycle	ncreases the risk development process - ASI develop and implement a revised testing			introducing new functionality on top of the current unstable system may lead to project delays or failure. While ASI has committed to resolving the	as these should r an "In Process"
		commences System Integration Testing (SIT). The ASI has plans to complete of encountering significant dalays, extensions, or the intro the INT exit criteria by June 16, 2023, about 2 weeks after SIT begins.	ge, known as cycles. CLOSED - The ASI should determine the root cause of the failure to			outstanding defects, the IVV team has added a recommendation on the	an "in Process" progress status.
		Final Acceptance Testing (FAT).	identify simple defects in INT and SIT and implement effective improvement			testing approach. 10/31/2024 – As of October 30, 2024, DHS testers	11/13/2024
			processes to confirm early testing is adequate before entering HAT/FAT			identified a total of 1618 defects with 373 defects still unresolved.	
			(Closed 4/30/2024) - DHS and ASI monitor INT/SIT closely for both breadth			comprising 123 High Severity, 177 Medium Severity, and 73 low severity	DHS reviews and
			and depth of testing to ensure the system is adequately tested (Closed			defects. The ASI resolved and moved to UAT 175 defects during the two-	approves all SIT t
			10/30/2024) - ASI utilize the two-week FAT testing pause to address and			week UAT testing pause. Despite this progress, significant gaps remain. 20%	to ensure full co
			resolve outstanding SIT defects and apply the fixes in the FAT environment, ensuring that these defects do not recur when FAT resumes, optimizing			(137/682) of real-time environment test cases and 49% (205/417) of time travel environment test cases are unresolved. This poses significant risks,	of functionality.
			testing efficiency and reducing potential defect rediscovery. (Closed			potentially compromising system reliability, performance, and quality.	test team tests ti designs including
			testing efficiency and reducing potential detect rediscovery. (Closed 10/30/2024) NOT COMPLETED - The Project team reviews the SIT exit			Unresolved defects and incomplete testing may lead to undiscovered issues.	OPA rules as exp
			criteria and revises them as needed to ensure UAT/FAT begins with the best			impacting overall system integrity. 9/30/2024 - IVV recognizes the project	
						team's decision to postpone the Pilot and Statewide implementation, and	DHS is testing the
			system possible. (3/31/2024) - DHS should request that the ASI develop a				processes and po
			Corrective Action Plan to address the failure of prior test phases (Unit, INT)			that DHS and ASI are jointly developing a revised approach and schedule.	processes and po which is why the
						that DHS and ASI are jointly developing a revised approach and schedule.  Meanwhille, IVV's review of testing trends reveals mixed results. Compared	processes and po which is why the raising bugs that
			Corrective Action Plan to address the failure of prior test phases (Unit, INT)			that DHS and ASI are jointly developing a revised approach and schedule. Meanwhile, IVV's review of testing trends reveals mixed results. Compared to last month, passed test cases increased 22% in the real-time environment	processes and po which is why the raising bugs that are actual design
			Corrective Action Plan to address the failure of prior test phases (Unit, INT)			that DFS and ASI are jurietly developing a review approach and schedule.  Meanwhile, IV. 7 recovered instead reservation shared schedule.  Meanwhile, IV. 7 recovered schedule reservation struct results. Compared to last morth, passed test cases increased 22 his to the real stime environment.  In the contract of the c	processes and po which is why the raising bugs that are actual design changes because do not meet thei
			Corrective Action Plan to address the failure of prior test phases (Unit, INT)			that DFS and ASI are jointly developing a revised approach and schedule.  Maramhella, MY-recover of testing treats revised insider circuits. Compared to lest mostly, passed test cases increased 22% in the revial edities environment (42 to 1513 and 2014). However, failed test cases remained relatively stable in real-time and rose 1516 in the test most passed upon the compared to 1516 to 1616. As experienced 252 to 1513 and 2516, 1516 to 1516 to 1516, As experienced 252 to 1513 and 2516 to 1516 to 1516. As experienced 252 to 1516, As experienced 252 to 1516 to 1516, As experienced 252 to 1516 to 1516 to 1516, As experienced 252 to 1516 to 1516 to 1516, As experienced 252 to 1516 to 1516 to 1516, As experienced 252 to 1516	processes and po which is why the raising bugs that are actual design changes because do not meet theil expectation of the
			Corrective Action Plan to address the failure of prior test phases (Unit, INT)			that DFS and ASI are jointh developing a revised approach and schedule.  Meanwhile, NY - revoke of testige transfer seals Compared to last mostly passed test cases increased 25% in the revisit dime environment (42 to 253 and 261 to 261	processes and po which is why the raising bugs that are actual design changes because do not meet thei
			Corrective Action Plan to address the failure of prior test phases (Unit, INT)			that DES and ASI are jointly developing a revised approach, and schedule.  Manamelle, INV, revised effecting there is recovered to let mently passed lets case increased 23% in the real-limit environment for letter in the revision of the r	processes and po which is why the raising bugs that are actual design changes because do not meet theil expectation of the current process i HAWI.
	ACTANN French		Corrective Action Plan to address the failure of prior test phases (Unit, INT) to capture defects that rolled into ST (09/28/2024)		0-1-	that DES and ASI are jointly developing a revised approach, and schedule.  Manamelle, INV, revised effecting there is recovered to let mently passed lets case increased 23% in the real-limit environment for letter in the revision of the r	processes and po which is why the raising bugs that are actual design changes because do not meet theil expectation of the
The lack of technical documentation may Heath, Dustin Finding	4/27/2023 Security and	In April, the AS/DMS system security plain (SSP) authors began writing  Once the system architecture and design have been completely authors to be a system architecture and design have been completely actions.	Corrective Action Plan to address the failure of prior test phases (Unit, INT) to capture defects that rolled into 31° (09/28/2024)  to capture defects that rolled into 31° (09/28/2024)  The capture defects that rolled into 31° (09/28/2024)  The capture defects that rolled into 31° (09/28/2024)  The capture defects that the capture defects the capture defects that the capture defects that the capture defects that the capture defects the capture defects that the capture defects	untof 4 Shigh	Open	that DES and ASI are jointh developing a revised approach, and schedule.  Mannehile, NY, *review of festing fronts' review inside related. Compared to let mostly, parcel let case increased 22% in the review elementary of the compared to let mostly, parcel let case increased 22% in the review elementary of the compared of the compare	processes and po- which is why the raising bugs that are actual design changes because do not meet their expectation of the current process i HAWI. The two-week br
lead to incorrect implementation statements Issue	4/27/2023 Security and Privacy	In April, the AS/DHS system security plan (SSP) auditors began writing injectmentation statements. Currently, the technical documentation auditors may need to self or rewrite implementation statements.	Corrective Action Plan to address the failure of prior test phases (Unit, INT) to capture defects that rolled into 31° (09/28/2024)  to capture defects that rolled into 31° (09/28/2024)  The capture defects that rolled into 31° (09/28/2024)  The capture defects that rolled into 31° (09/28/2024)  The capture defects that the capture defects the capture defects that the capture defects that the capture defects that the capture defects the capture defects that the capture defects	ırtof 4 SHigh	Open	that DFS and ASI are jointly developing a revised approach and schedule.  Manamella, MY - room of tratigit tratins recoved 225 in the re-all effect of the property to last mostly, passed test cases increased 225 in the re-all effect effects of the property of the proper	processes and po- which is why the raising bugs that are actual design changes because do not meet theil expectation of th current process i HAW!. The two-week br
The last of technical documentation may Heath, Dustin Finding- lead to incorrect implementation statements to oddy the symbol society flash in the confidence of society flash in the confidenc		implementation statements. Currently, the technical documentation authors may need to edit or rewrite implementation states supporting the SSP is unavailable, outdated, or in a draft form. During April, of the SSP is scheduled to be published August 15th, 2023	Corrective Action Plan to address the failure of prior test phases (Unit, INT) to capture defects that rolled into SIT (09/26/2024)  to capture defects that rolled into SIT (09/26/2024)  toda that SIT (09/26/2024)  The S	unt of 4 S High	Open	that DFS and ASI are jointh developing a revised approach and schedule.  Meanwhile, NY review of tracity tractire recovers invasive results. Compared to last mostly, passed test cases increased 254 in the revisit dime environment (4.0 to 12.1), relevant, respectively. The review of the results of the resu	processes and powhich is why the raising bugs that are actual design changes because do not meet thei expectation of the current process i HAWI. The two-week br 09/9/2024 SSA accepted DH
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		Finding	Identified			Barrana dalla			Analyst	Finding	Control lands	Charles and the second	-46
	D Title  ID Development delays have negatively	Fors, Michael Finding -	6/30/2022 Configuration an	Observation  d ASI had previously reported development activities have been slowed as	If the ASI is unable to achieve a velocity that enables them to meet planned	Recommendation  OPEN • ASI effectively track and regularly provide DHS (potentially via the	Immediate Impa	3 3	Priority	Open	Status Update 11/30/2024 - The ASI continues to struggle with a high number of defects,	Chemi Comments Vendor	noor Comments
impacted the proj	impacted the project schedule and delayed	Issue	Development	they have been unable to achieve and/or maintain their expected	milestones, schedule delays may lead to a delayed system go-live date.	weekly DDI status meeting) with an accurate velocity (e.g., story points per		_			which frustrates and creates more work for DHS UAT testers. Because of	09/09/2	/09/2024
	go-live.			development velocity. Previously, the development team was challenged	Failure to achieve a level of accuracy in estimating development tasks could	day/week/month) and assure that the current velocity is accurately and					this, DHS has elected to closeout UAT testing for the time being. $$ 10/31/24 $\cdot$		confirmed that 50
				with accurately estimating development task level of effort (i.e., story points) and the project has been challenged with producing a project	lead to a project schedule that is flawed and unrealistic. Previously, DHS	consistently reflected in the project schedule • ASI regularly report estimated story points for the total remaining project work to reach go-live					With the recent departure of the ASI's recently hired development quality lead, the ASI hired two technical resources to mitigate code quality		velopers have been ded to project.
				schedule that accurately reflects realistic timelines (see Finding #74). The	ASI BAs lacking the expertise required to create optimal designs and system	and present a dynamic burndown chart to track the progress. • The ASI					challenges that have created project delays. 9/26/24 - The ASI has recently	auteu u	aeu to project.
				ASI continues to be challenged with finding qualified resources in a timely	specifications that developers could consume without requiring extensive	should consider enhancing the depth of developer unit testing. COMPLETE					taken steps to increase the code quality and productivity of their		
				manner.	clarification from the ASI BA/SA team. DHS and IVV observed instances	CLOSED • DHS request the ASI strategically add the right project team					development team by adding senior development resources including a	05/11/2	/11/2024
					where ASI BAs/SAs have presented less than optimal designs and left it to DHS (who may lack software or UI design expertise) to improve, which has	resources to effectively increase velocity. Note that adding additional junior resources may not be as effective as staffing additional expert-level					development quality lead and a new development manager. They hope to refocus the development team to be more disciplined in their coding	Ar direct	discussed at pre-
					contributed to unproductive design sessions (see Finding #61). It remains	development, analysis, and other resources that can lead and mentor junior					practices and unit testing so as to reduce coding defects. The ASI has	meet, th	
					unclear if scope creep has contributed to these delays.	resources. • ASI reviews the development process and identifies and					reported they currently have 84 developers (37 off-shore and some part-		velopment team has
						mitigates the challenges preventing them from incorporating Epic demo					time) working on BES and plan to add 50 more off-shore developers at some		en primarily focused
						activities into the project schedule. (9/29/23 - ASI will not be doing this,					point in order to expedite development. The ASI has acknowledged that coding defects have hampered the projects productivity, created project	on tixing	fixing BES 1.0 fects. DDI work for
						with DHS approval) ASI consider taking steps to increase code quality, including enhancing the depth of developer unit testing, tracking and					delays, and frustrated the DHS testing team given the volume of defects they		5 1.1 and 1.2 are
						proactively preventing leakage, and enforcing effective coding standards					needed to report and document. It remains unclear how quickly newly	forthcor	thcoming.
						and good governance.					added developers will be able to get up to speed and how quickly they can		
											be productive enough to make a measurable, positive impact on the pace of development. As of the last ASI status report, there are 376 unresolved		
											defects (104 high criticality), despite their best efforts to bring that number		
											down. The ASI will utilize the recently approunced 2-week FAT nause to		
											resolve defects. 08/22/24 - The ASI has initiated a Go-to-Green (G2G) Plan		
											to mitigate project delays, including development delays that could impact go-live milestones. One of the G2G plan action items is to "Staff with		
											additional developers"; with the ASI confirming they will be adding 50		
											additional offshore developers. It remains unclear how quickly newly added		
	4 A BES Project schedule based on inaccurate										developers will be able to get up to speed and how quickly they can be		
	4 A BES Project schedule based on inaccurate estimations diminishes effective planning	Molina, Brad Finding -	11/29/2021 Project Management	DHS and the ASI have tried multiple times to rework the schedule with results that have not yielded improvement. Concerns with the structure,	If estimates for project schedule activities are not accurate, this can lead to constant schedule changes, resources not being available when needed,	OPEN - Monitor, evaluate and revise scheduling estimates for accuracy based on the project teams past performance and resources available to do	Immediate	3 4	High	Open	11/30/2024—The ASI has indicated that a revised project schedule will be provided to DHS and IVV for review by the second week of December. DHS		
	and resource management, which could	12304	management	estimating practices, and ability to manage to the schedule persist. The use	rushed activities, and general frustration which can lead to schedule delays	the remaining work Any work required to address findings from Root					and the ASI made progress on Change Requests (CRs) that will be included in		
	result in late deliverables, cost increases,			of multiple tools to track resources obfuscate resource management.	low quality output, scope changes, and budget issues.	Cause Analysis should be included in the revised schedule to validate					the BES solution. This CR planning needs to be finalized to complete the		/13/2024
	and a late go-live.			Previous IV&V findings focused on specific schedule components such as		completion for DHS. COMPLETE ASI conduct a Root Cause Analysis (RCA)					schedule. 10/31/2024 - This finding will be reevaluated by the IVV team		not sure the reader
				resource management and critical path analysis, all of which were addressed and closed.		with DHS and IVV to determine why the BES project continues to experience schedule delays ASI Project Management works with the development	,				after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and		I know the "Option reference and I
											Statewide rollout 09/30/2024 - The project did not meet the Pilot Go Live	don't se	n't see any
						accordingly to reduce risk in the revised BES project schedule. •ASI provides					date as the schedule was not realistic for the planned work to be performed,	subsequ	sequent references
						Burndown charts that provide visibility into the remaining work ASI					and new functionality was requested by DHS via change requests (12	in the fir	the finding's details.
						provide details on how Velocity measures were used to calculate the	h				overall). No updated schedules were published in September, as the ASI worked through revising the schedule to align with the new project direction	Conside	nsider removing the ter half of the
						remaining development workASI conduct a Root Cause Analysis (RCA) with DHS and IVV to determine why the BES project continues to experience					(combining releases) and including the scope for change requests and a		ntence "to support
						schedule delays. DHS and the ASI agree to a revised schedule against which					crucial functionality list from DHS. Per prior recommendations, the ASI and	Option	
						project deliverables can be managed. (2/28/2023 - complete) ASI host a					DHS should conduct a root cause analysis and incorporate the results in the	09/9/20	/9/2024
						weekly meeting with DHS and IVV to review all changes to the project schedules (Primary and DDI), (8/31/2023-complete) CLOSED ASI plan and					new schedule. 08/30/2024 - Underestimated development work that will coincide with FAT testing and related defect resolution, has created risk for	Number	mbr of defects.
						execute Epic development so that Epic demos can occur earlier in the					completing Epics in time for comprehensive INT, SIT and FAT testing prior to		ased in epics, also
						release schedule and allow time for possible revisions, (12/31/2023 No					Pilot. IVV is concerned that Epics might need to enter Pilot without full	outstand	tstanding CR. CR
						done) As requested by DHS, add key milestones to the project schedule, such	h				testing, causing issues for workers completing their required work. DHS has	pushing	shing schedule out
						as Sprint and Epic demos, to show key progress towards completion of Epics. (9/29/23 ASI says that they will not do this.) Confirm current					also submitted additional Change Requests that may require the schedule to be delayed. As of the end of the reporting period, the ASI and DHS are		yond Sept. Phased cs should be in this
						assumption that a delay with the current go-live date will not result in major	r				talking through a revision of the schedule that will at a minimum push FAT		ek. Optimistic for
						implications. (6/29/23) Leverage velocity and burn down charts to adjust					testing out to end of September. 07/31/2024 - The ASI is actively working	getting o	ting defects and
						development tasks estimates if needed. Leverage velocity and burn down charts to adjust development tasks estimates if needed. (4/30/2023 - ASI					on defect resolution and new development work for BES 1.1. A few key documents/deliverables, including the Disaster Recovery Plan, Data		cs addressed by d of September, But
						using Jira) Using the available tools, review the current estimates to					conversion results, and Requirements Traceability, are behind schedule. The		ould include all
						complete each activity compared to past actual hours (1/31/2023 - new ASI					ASI is hiring additional resources; however, it is not known if these resources		ee of the issues.
- 1	3 The planned BES infrastructure is complex which could be difficult to implement and	Fors, Michael Finding -	10/28/2021 System Design	Current ASI infrastructure plans include a significant number of sophisticated components that make up a complex cloud infrastructure.	If the level of effort to implement and manage the complexities of the BES infrastructure is not accurately accounted for and staffed by the ASI, the	<ul> <li>ASI develop a process to closely monitor cloud and other product changes</li> </ul>	Next several	2 2	Low	Open	11/30/2024 - This finding will be reevaluated by the IVV team after the		/17/2023 .
	lead to schedule/cost impacts.	PUSK.		Further, the Project Team has yet to finalize components that will make up	project could be met with unexpected costs and schedule delays. Delays in	(software updates/new releases), manage changes, and regression test once changes/updates are applied. • The project team work to establish strong	e montris				project team completes the re-planning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout.		ain, why is DR being
				the BES infrastructure and the additional costs and time to configure, test,	finalizing the components being implemented could exacerbate this risks	governance over the utilization and maintenance of the various system					10/31/24 - This finding will be reevaluated by the IVV team after the project	reference	erenced here? Per
				and implement the planned complex environment remain unclear.	and lead to further delays. Complex platforms often present system	tools/components. • ASI allot time in the schedule to conduct proof of					team completes the replanning and determines the approach,		current project
					maintenance and operations challenges as system changes can hold the increased potential for system failure (i.e., due to the significant number of	concepts to assure infrastructure components work as expected. • ASI					requirements/functionality, and schedule for the Pilot and Statewide rollout 9/26/24 - The project continues to make progress on its technical debt		redule, the DR plan cheduled to be
					"moving parts") and increase the level of time and effort to resolve	unexpected delays that could delay project milestones and the critical path.					(infrastructure activities that were put on hold in order to work on priority		mitted at the end
					infrastructure and application-level bugs. Further, some components						items), including improvements to MongoDB, DataDog, and Boomi. The	of the ye	the year. Reminder:
					remain in an immature state compared to their legacy counterparts. For						project has initiated the process with Netenrich to convert to the new	Pilot Go	ot Go-Live is April
					Terrain in an initiative state compared to their regacy counterparts. For								
					example, the project recently experienced a system failure because Google						Google SecOps platform and may add more components/services, including	2024.	
					example, the project recently experienced a system failure because Google Cloud failed to clearly communicate a change that led to failure in another						the Consul API Gateway and Private Service Connect. The ASI intends to	2024.	
					example, the project recently experienced a system failure because Google Cloud failed to clearly communicate a change that led to failure in another component (i.e., Nexus). Google Cloud is generally viewed as a less mature product offering, compared to their rivals (Amazon Web Services, Microsoft						the Consul API Gateway and Private Service Connect. The ASI intends to update the BI-12 before go-live to reflect these changes/additions. 8/22/24 The ASI continues to make progress in building out the finalized list of	2024. 10/31/2 Vic- we	24. /31/2023 - - westill do
					example, the project recently experienced a system failure because Google Cloud failed to clearly communicate a change that led to failure in another component (i.e., Mexus). Google Cloud is generally viewed as a less mature product offering, compared to their rivuls (Amazon Web Services, Microsoft Azure). IV82 remains concerned that this could lead to failures at critical						the Consul API Gateway and Private Service Connect. The ASI intends to update the BI-12 before go-live to reflect these changes/additions. 8/22/24 The ASI continues to make progress in building out the finalized list of infrastructure components into the BES platform. The ASI appears to have a	2024. 10/31/2 VI - we noturale	24. /31/2023 - - westill do tunderstand why
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					example, the project recently experienced a system failure because Godge (Ood failed to clarify communicate a clarified but also failed from the common component (i.e., Neurol.). Godge (Cool is generally viewed as a less matter product effering, companied to their visit (Amazon VMb Service, Microsoft Azurel, NMV remains concurred that this could lead to failure at critical points in their protein funding good pain production failures) and trailing points in their protein funding good pain production failures) and points in their protein funding good pain production failures) and points in their protein funding good pain production failures and production for their protein failures and community reduce MIAD confounting costs turning over MAD trails to be eventually reduce MIAD confounting costs turning over MAD trails to see profit protein failures and protein failures and pro						the Cross JAPI Gateway and Private Service Connect. The ASI Intends to update the PL12 force go live to reflect these changed siddlers. 38/22/4 The ASI continues to make progress in buildings out the finalized list of interstructure components into the BSI patform. The ASI goopers to have a structured approach for building out and starting these components and they have reported success with some disaster recovery [DR] BLES. 17/28/62 = No material update for this reporting period. 5/20/24 - No material update for this reporting period. 5/31/24 - It remains undear how infrinstructure	2024. 10/31/7 VF - ve restricted 10/31/7 11/31/7 11/31/7 11/31/7 11/31/7	24. /31/2023 westill do tunderstand why s remains. /11/2023
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