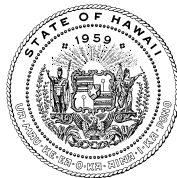


JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



DEPT. COMM. NO. 459

KEITH A. REGAN
COMPTROLLER
KA LUNA HO'OMALU HANA LAULĀ

CHRISTINE M. SAKUDA
CHIEF INFORMATION OFFICER
LUNA 'ENEHANA

STATE OF HAWAII | 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
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

July 1, 2025

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawai'i 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawai'i 96813

Aloha Senate President Kouchi, House 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 <http://ets.hawaii.gov> (see "Reports").

Sincerely,

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

Attachments (2)

Hawai'i Department of Human Services

Child Welfare Services

HI THRIVE (Comprehensive Child Welfare Information System)

IV&V MONTHLY STATUS DASHBOARD April 2025



IV&V Monthly Executive Summary

This IV&V Monthly Activity Report (MAR) covers the April 01 – 30 2025 reporting period.

April 2025 IV&V Summary

Technical Project Management:

- Technical Project Management IV&V Focus Area has downgraded to YELLOW for this period with the approval of SI-5 Vendor Project Schedule, however there are contract deliverables that are not in compliance with contract dates.
- The HI THRIVE PMO is reporting YELLOW for April Monthly Schedule Scorecard as well.

Support Focus Area

- The Support Focus Area maintains YELLOW due to poor deliverable quality and multiple SI Vendor Deliverable rejections during March.
- The HI THRIVE PMO is reporting YELLOW for April Monthly Quality Scorecard as well.

All other IV&V Focus Areas are Blue for not enough data to report.

IV&V Observations:

- One existing Medium Observation 7.3.1 Selection of RDBMS for the HI THRIVE Project. Project created decision 226 allowing Vendor to choose RDBMS and allows this observation to close this month.
- One new Medium Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items. Actions are recorded on Sharepoint but the process and timing for updates by the Vendor is inconsistent.

During the April 2025 reporting period IV&V continued Vendor Deliverable artifact review and collaborative involvement with the HI THRIVE PMO. The IV&V team has continued to observe acceptable Vendor management practices from the HI THRIVE PMO and acceptable processes for associated project management tasks. Even with the HI THRIVE PMO performing adequate Vendor Performance Management processes the SI Vendor has continued to not be able to consistently provide acceptable quality Deliverables, directly contributing to the degraded Project Health Quality indicators.

The SI Vendor has continued the development and updates of contract defined deliverables through the reporting period and the IV&V and HI THRIVE Teams have provided adequate assessments to quality and conformity of those deliverables to contract and best practices. The results of the artifact reviews have continued to demonstrate that Vendor deliverable submissions do not meet expected levels of quality or conformity to contract expectations. IV&V has observed that the HI THRIVE PMO is consistently providing appropriate feedback to the Vendor for improvement of timing and quality of deliverables. Contract deliverables average 3.8 iterative updates and reviews prior to approval. The HI THRIVE Project Team has developed Issue 8 related to deliverable quality and is continuing to work with the Vendor to manage this item to closure.

IV&V has continued to observe Vendor project activities fall behind dates that were planned/proposed at the execution of the project. The Vendor was able to achieve an approved SI-5 Project Work Plan during the April reporting period and upload the schedule into the HI THRIVE Smartsheet tracking application. HI THRIVE Project Issue 9 was closed as a result of the approved SI-5. IV&V observes that multiple tasks in the approved schedule are not in compliance with contract requirements, including the requirement for the currently non-submitted SI-24 Test Plan deliverable to be submitted no less than 90 days before testing activities that begin according to schedule July 2 (currently less than 60 calendar days and 44 business days). With the approval of the schedule and inclusion in the Smartsheet tracking tool IV&V will be focusing efforts on review and validation of the viability of the schedule through the May reporting period.

With the approval of SI-5, multiple dependent deliverables are now able to proceed including: IVV1 IV&V Management Plan and the IVV4 IV&V Initial Report. IV&V has been unable to develop an IVV.1 IV&V Management Plan and Schedule or an IVV.4 IV&V Initial Report with baseline quality, schedule, and other health metrics without an approved schedule. With the completion of the SI-5 IV&V is projecting completion of both the IVV1 and IVV4 in the May reporting period. With the completion of IVV1 and IVV4 the IV&V team will be able to establish baseline health metrics and improve the detail and accuracy of reporting for future reporting periods.

The HI THRIVE Project Team has created a new Issue 10 address the changes in staffing that the Federal HHS ACF organization has experienced in the recent months. There is still limited information of the magnitude and impact of those cuts on the HI THRIVE Project, however IV&V is supportive of the visibility and priority that the HI THRIVE Team has placed on responding to those changes by the creation of a Project Issue. IV&V believes that potential loss/delay of future funding and a loss of Federal guidance are a critical risk to the successful implementation of the HI THRIVE Project and will continue to collaborate with the HI THRIVE Team to gain further insight into the merits of this risk.

IV&V Active Observations Summary

IV&V Observation Number	Observation Title	IV&V Recommendation	Priority	Observation Type	Status	Date Identified
7.3.1	Observation 7.3.1 Selection of RDBMS for HI THRIVE CCWIS	Recommendation 7.3.1.1 HI to undertake Cost Based Analysis and record project decision selecting the RDBMS for the project.	Medium	Neutral	In Progress	02/01/25
2.3.1	2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items	<p>IV&V Recommendations:</p> <p>Rec. 2.3.1.1 – Implement a Real-Time Tracking Tool The IV&V team recommends that the HI THRIVE PMO and the SI-Vendor implement a real-time tracking tool to document and manage Pre-Work Configuration Action Items. This will enable timely updates, status visibility, and accountability for each task.</p> <p>Rec. 2.3.1.2 – Establish Weekly Status Reporting The HI THRIVE PMO and SI-Vendor should provide weekly reporting that clearly reflects the current status of each action item, highlights overdue tasks, and demonstrates ongoing progress toward completion.</p> <p>Rec. 2.3.1.3 – Conduct Regular Reviews and Updates The IV&V team recommends that the action items be reviewed, updated, and discussed during recurring project meetings. These updates should be shared with the broader project team and key stakeholders to ensure alignment and facilitate timely issue resolution.</p> <p>Rec. 2.3.1.4 – Align with Industry Standards To improve oversight and tracking of Pre-Work Configuration Action Items, the HI THRIVE PMO and SI-Vendor should reference relevant guidance from IEEE 1012-2016 and the PMI PMBOK Guide, both of which emphasize the need for structured verification and validation processes supported by progress monitoring and task follow-up mechanisms.</p>	Medium	Risk	Open	04/15/25

Project and Focus Area Health Summary

This area provides stoplight indicators of overall IV&V assessed Project Health and also individual Technical Process Areas that are evaluated by the IV&V Team during the reporting period.

The IV&V Project and Focus Area Health assessments have not formally started due to the late approval of SI-5 Vendor Project Schedule. IV&V assumed the SI-5 Vendor Project Schedule would be approved in the November 2024 and was approved in the April reporting period. With the SI-5 approval complete, the IVV.1 Management Plan and IVV.4 Initial Report will be developed in the May 2025 reporting period allowing IV&V to start a baseline Project Health assessment and reporting.

Until the IVV1 and IVV4 are completed IV&V will perform a subjective (versus objective) assessment of Health based on the data observed to date, however no defined metrics have been created or approved for review at this time.

IV&V Monthly Overall Project Health

Overall Project Status	Monthly Budget Health	Monthly Quality Health	Monthly Schedule Health	Monthly Scope Health

IV&V Monthly Project Health by Focus Area			
IV&V Focus Area	Previous Month's Health	Current Month's Health	Comments
1.0 Technical Project Management	<div></div>	<div></div>	Downgrade to Yellow with approved Schedule. Some Deliverables not in date compliance
2.0 Support Process IV&V	<div></div>	<div></div>	Continued Yellow due to rejections of Deliverables.
3.0 Solution Architecture	<div></div>	<div></div>	
4.0 Continuous Delivery	<div></div>	<div></div>	
5.0 Product Increment Planning	<div></div>	<div></div>	
6.0 Development IV&V	<div></div>	<div></div>	
7.0 Implementation IV&V	<div></div>	<div></div>	
8.0 Project Closure	<div></div>	<div></div>	

IV&V Monthly Project Health Legend			
GREEN	YELLOW	RED	BLUE
Satisfactory – No corrective actions necessary. All life cycle activities conform to requirements. Implemented processes are satisfactory. Risks or issues may exist and contain appropriate mitigation or resolution steps and the project is adequately addressing them. The current technical risk to the project and software quality is low. <10% Variance	Caution – There may be a need for corrective action now or quite soon. Some life cycle activities are not in alignment with requirements. Some processes may require process improvements. Risks or issues are often not identified or contain stale mitigation or resolution steps. The current technical risk to the project and software quality is moderate. > 10% and < 20% Variance	Critical – Escalated for immediate action. Many life cycle activities are not in alignment with requirements. Many processes require corrective action. Risk mitigation is not effective, or issue resolution is not timely. Critical processes are not effective and are resulting in delays or rework. The current technical risk to the project and software quality is significant. >20% Variance	Not enough data is available to make a determination about project health.

Observations Active During Reporting Period

This section provides detail on all IV&V Observations that were opened, closed, or active and their type Risk, Issue, or Neutral. Initial Observations remain Neutral (not issue or risk) until formal agreement is reached with HI THRIVE Project Team.

IV&V Observations Active During the Month							
Observation Title	IV&V Observation Description	IV&V Impact Description	IV&V Recommendation	IV&V Ongoing Update	State Initial Response	Observation Type	Priority
Observation 7.3.1 Selection of RDBMS for HI THRIVE CCWIS	<p>Observation 7.3.1 HI Team needs to engage State ETS to confirm project decision for target RDBMS to ensure that project RDBMS confirms with State Enterprise Data Management policies. Cardinality continues to target PostgreSQL as the proposed database platform.</p> <p>Requirement T6.4 Technical T6 DHS Technology Alignment For Database Management System (DBMS), DHS has a preference to use Oracle DBMS (11g or later - with RAC as necessary) as the database management standard. is designated as Out of the Box</p> <p>Page 188 of SI response / Contract states "We suggest an alternative - using Amazon Web Services (AWS) and PostgreSQL as a hosted Database Management System." "Our aim is to ensure that the chosen DBMS, whether Oracle DBMS or the alternative, aligns seamlessly with the State's requirements, data management needs, and strategic goals."</p> <p>This leaves the choice of DBMS to HI.</p> <p>AWS supports a choice of two Oracle licensing models: License Included (LI) or Bring Your Own License (BYOL). The SI has proposed a third replacing HI preferred DBMS with PostgreSQL.</p>	<p>Impact 7.3.1 Potential increase in total cost of ownership and increase in skilled resource requirements; requiring HI to support and administer multiple databases</p>	<p>Recommendation 7.3.1.1 HI to undertake Cost Based Analysis and record project decision selecting the RDBMS for the project.</p>	<p>April IV&V Update: IVV accepts that Decision 226 mitigates IV&V Observation 7.3.1 and the Project has decided to allow the Vendor to choose PostgreSQL DBMS as it is compatible with their system technology.</p> <p>This Observation is considered CLOSED for April and will be removed from the report in May 2025.</p> <p>March: IV&V has not observed a Project Action Item or a completed Decision in the Decision Log to annotate ownership and next steps. IV&V continues to recommend that an owner and next steps be documented in the Project Decision Log.</p> <p>February: Not required on initial observation - Observation type is neutral until it is reviewed by the State and Priority is Medium.</p>	<p>March State Initial Response: Additional discussion requested. The HI THRIVE Project team will engage ETS as well as OET in order to receive standards for all architecture expectations regarding the new CCWIS.</p>	Neutral	Medium
2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items	<p>Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items The IV&V team has identified that a significant number of Pre-Work Configuration Action Items assigned to the SI-Vendor remain incomplete or show no evidence of recent progress. These items are prerequisites for the commencement of configuration sessions and are critical to maintaining the project schedule. The SI-Vendor has documented over 150 action items in a master tracking spreadsheet; however, the tool lacks key project management features such as real-time updates, status visibility, and clear ownership for each task.</p> <p>This observation is substantiated by the SI-8 Meeting Minutes and associated recordings. The current process does not include a structured reporting mechanism or dashboard to monitor task status or escalate overdue items. Furthermore, action items are not being regularly reviewed, updated, or discussed in project meetings, resulting in limited accountability and visibility into progress.</p>	<p>2.3.1 Impacts</p> <p>1. If key Pre-Work Configuration Action Items remain incomplete, there is a significant risk that configuration sessions will be delayed, potentially impacting the overall project timeline.</p> <p>2. Limited Stakeholder Visibility The absence of a real-time tracking and reporting mechanism limits the ability of project leadership and stakeholders to assess the current status of action items, including which tasks are complete, overdue, or at risk. This lack of transparency impairs effective decision-making and oversight.</p> <p>3. Increased Risk of Rework and Misalignment Without regular follow-up, discussion, and accountability, unresolved action items</p>	<p>IV&V Recommendations:</p> <p>Rec. 2.3.1.1 – Implement a Real-Time Tracking Tool The IV&V team recommends that the HI THRIVE PMO and the SI-Vendor implement a real-time tracking tool to document and manage Pre-Work Configuration Action Items. This will enable timely updates, status visibility, and accountability for each task.</p> <p>Rec. 2.3.1.2 – Establish Weekly Status Reporting The HI THRIVE PMO and SI-Vendor should provide weekly reporting that clearly reflects the current status of each action item, highlights overdue tasks, and demonstrates ongoing progress toward completion.</p> <p>Rec. 2.3.1.3 – Conduct Regular Reviews and Updates The IV&V team recommends that the action items be reviewed, updated, and discussed during recurring project meetings. These updates should be shared with the broader project team and key stakeholders to ensure alignment and facilitate timely issue resolution.</p> <p>Rec. 2.3.1.4 – Align with Industry</p>	<p>April IV&V Ongoing Update: IV&V acknowledges the HI THRIVE Team response to the IV&V Observation 2.3.1 and acknowledges that a system (Excel on Sharepoint) is being used to record the action items.</p> <p>IV&V has observed that while the information has been recorded in the Sharepoint there has been minimal observable updates from the Vendor on the Master Tracking spreadsheet and that multiple other working spreadsheets spread across multiple folders contain more up to date information than the Master. IV&V continues to observe a lack of consistency in processes for how the Master Spreadsheet is updated and maintained and it is also not clear if the Vendor intends for it to be the "source of truth" or actual master record.</p> <p>IV&V shared these observations with the HI THRIVE Team in late April and the Team agreed that additional discussion with the</p>	<p>April State Initial Update: The State and Cardinality are actively tracking all open action items and configuration items in real-time in an Excel spreadsheet hosted on SharePoint which includes the following fields: Code (which is the ID number for the item), Status, Date Created, Module, Category, Category Subtype, Category Owner, Action Item, Details, Priority, Due Date, Assigned to, State Response, and Cardy Analysis of Priority. IV&V has access to the Master Tracking spreadsheet. The State accepts the recommendation for Weekly Status Reporting of configuration and action items and will add to the agenda moving forward. The State would like to discuss the need for reviews and updates of action items during the weekly meetings, as the action items are being updated in real-time with project stakeholders and decisions reflected in the master excel spreadsheet. The State is following IEEE 1012-2016 through engagement of IV&V, and granting IV&V access to the real-time master tracking spreadsheet in SharePoint.</p>	Risk	Medium

	<p>This approach is inconsistent with best practices defined in PMI's PMBOK Guide and IEEE 1012-2016, Section 7.3, both of which emphasize the importance of a documented verification and validation plan supported by tracking mechanisms to monitor task completion and follow up on open issues.</p>	<p>may result in misaligned deliverables or incomplete configurations. This increases the likelihood of rework, which can consume additional resources and further delay project milestones.</p>	<p>Standards To improve oversight and tracking of Pre-Work Configuration Action Items, the HI THRIVE PMO and SI- Vendor should reference relevant guidance from IEEE 1012-2016 and the PMI PMBOK Guide, both of which emphasize the need for structured verification and validation processes supported by progress monitoring and task follow-up mechanisms.</p>	<p>Vendor was needed to clarify the process and timing for updates and to ensure that the Master Spreadsheet is the source of truth and updated on a timely basis. IV&V agrees with the HI THRIVE actions to engage the Vendor to further define this process and manage the remaining tasks with more rigor.</p> <p>Ultimately updates and completion of action items will be reflected in the SI-14 Design deliverable, however the time remaining to complete those updates is getting shorter as the start of Sprints dependent on that data is in 6/2024 and there are no consistent observable due dates or owners for many of the items in the Spreadsheet. Without due dates assigned it would appear that there is not a priority for managing and completing the required tasks.</p> <p>IV&V continues to believe that active reviews of the status of the action items are needed to ensure they are prioritized and completed within the timeframe required.</p>			
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IV&V Activity Status

The 5 activity sections provide a summary of IV&V budget, planning, and task activities for the reporting period.

IV&V Monthly Budget Summary

Development Project Costs	Total Contract Amount	Actual To Date	Remaining on Contract	Quarter 1 Oct - Dec Total	Quarter 2 Jan - March Total	Quarter 3 Apr - Jun	July	August	Sept	Quarter 4 July - Sept	Reason for Variance or Action Plan to Correct
	Total Contract Amount	Actual To Date FFY 2025	Remaining on Contract	Q1 Oct - Dec 2024	Q2 Jan - March 2025	Q3 April - Jun 2025	July 2025	August 2025	Sept 2025	Q4 July - Sept 2025	Reason for Variance
Contractor: TMS IV&V	\$2,095,322	\$479,701	\$1,615,621	\$201,529	\$192,277	\$85,895	\$0		\$0	\$0	

IV&V Monthly Project Summary

Year/Month	Monthly Summary
2025 - 4	<p>PROJECT PLAN SUMMARY: IVV1 IV&V Management Plan is under development upon approval of SI-5 Vendor Project Schedule. IVV4 Initial Report will be developed 5 days after the IVV1 IV&V Management Plan is submitted.</p> <p>WORK COMPLETED: March IVV.5, IVV.7, IVV.10 Report Deliverables Submitted IVV.9 Deliverable Feedback Reviews SI-5 (re-review), SI-9, SI-11 IVV.8 DED Feedback Reviews SI-15, SI-16, SI-17, SI-20</p> <p>WORK IN PROGRESS: IVV.1 and IVV.4 Under Development. April IVV.5, IVV.7, IVV.10 Report Deliverables Review of DEDs and Deliverables</p> <p>UNPLANNED OR AD-HOC WORK: No unplanned work.</p> <p>PLANNED WORK NOT ACCOMPLISHED: IV&V anticipated SI-5 to be approved to allow for completion of IVV.1 and IVV.4 in the April reporting period.</p> <p>ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: March IVV.5, IVV.7, IVV.10 Development of IVV.1 and Development of IVV.4 upon submission of IVV.1 Review of Vendor artifacts as delivered.</p>

HI THRIVE Comprehensive Project Plan Summary

Summary Task / Milestone	Start Date	End Date	Duration	% Complete	2023			2024			2025			2026			2027			2028			2029			2030																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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IV&V Calendar and Meetings Attended

This area provides a summary of IV&V out of office dates, ongoing meetings, and scheduled ad-hoc meetings.

IV&V Monthly Calendar												
Resource	Start Date	End Date	Days	Forward Contact	Apr							
Good Friday	04/18/25	04/18/25		N/A	Mar...	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18
					Good Friday							

IV&V Monthly Meeting Register									
Meeting Name	Type	Purpose / Topics Discussed	Meeting Minutes	Minutes Approved	Feedback & Follow-ups	Mandatory Attendance	Optional Attendance	Date - Time	
No Additional Meetings Held								04/01/25 - 10:00 - 11:00 AM HST	

IV&V Recurring Meeting Register							
Meeting Name	Purpose / Topics Discussed		Type	Mandatory Attendance	Optional Attendance	Cadence (Frequency)	Meeting Length (Minutes)
IV&V Observations	Weekly Check-In with TMS (IV&V) vendor to discuss weekly observations and if applicable adhoc items		Recurring	Core Team PMO IV&V Vendor		Weekly Tuesdays 9:00-9:30 am HST & Thursdays 10:00 - 10:30 am HST	30
IV&V Review of Monthly Report	Review of all observations for the month and discussion of items to be included in the Monthly Report that will be distributed to ACF/ETS/DHS Executive Leadership/Hi THRIVE project team		Recurring	Core Team PMO IV&V Vendor		Thursday of the 1st week of the following month 9:00 - 9:50 am HST	50
Hi THRIVE Core, OET, & Cardy Technical Meeting	Meeting to discuss technical topics relating to the HI THRIVE project. Agenda will be created for each meeting with topics for discussion and sent to attendees before hand. Agenda topics may include architecture, access and controls, interfaces, standards and protocols, etc. Security will be discussed in a separate meeting.		Recurring	Executive Core Team PMO SME - System IV&V Vendor		Every Wednesday 11:00 - 11:50 am HST	50

Project Meeting Register with IV&V Attendance							
Meeting Name	Purpose / Topics Discussed		Type	Mandatory Attendance	Optional Attendance	Meeting Date	Meeting Length (Minutes)
User Discovery/Configuration Session Overview	Meeting will focus on reviewing the "training slides" presented at the start of User Discovery/Configuration sessions for the HI THRIVE configuration sessions. Purpose is to make sure the CORE team understands what information is presented, questions asked of participants and the plan for resolution/actions after the sessions. Can also answer questions regarding SI-10.		Topic	Core Team PMO SME - Business SME - System Training	IV&V Vendor	11/14/24	90
TMS/Hi Weekly Check-In Kickoff	-Discuss the purpose and details of these recurring meetings. -Outline the agenda for our weekly check-ins and schedule through the year. -Recommendation for Controlled Correspondences -Discuss how IV&V reporting plays into actionable outcomes		Topic	Core Team PMO IV&V Vendor		11/18/24	60
Hi/TMS Smartsheet Walkthrough	Conduct walk-through of current project processes within Smartsheet		Topic	Core Team PMO IV&V Vendor		11/19/24	60
Configuration/Sprint Overview	Walk the HI THRIVE Core team through Cardinality's definition of Configuration and Sprint flow in preparation for the Disc/Configuration Sessions and future sprints starting. Review of how changes are made to the system, workflows, etc. Lead by our Tech Leads for the project.		Topic	Core Team PMO SME - Business SME - System Training	IV&V Vendor	11/20/24	90
TMS/Hi THRIVE	Discuss roadblocks to IV&V DED approval		Ad Hoc	Core Team PMO IV&V Vendor		11/20/24	30
PMO/IV&V Smartsheet Working Session	ANSA and TMS to walk-through Smartsheet capabilities and begin developing observation and status reporting workspaces		Ad Hoc	PMO IV&V Vendor		11/22/24	60
DHS/TMS Smartsheet Corrections	Walk through Observations sheet and associated reports for feedback and updates		Ad Hoc	PMO IV&V Vendor		11/26/24	30

IV&V Scope and Purpose
<p>This report documents observations that the Technology Management Solutions, Inc. (TMS) Independent Verification and Validation team (IV&V) made on the HI THRIVE Comprehensive Child Welfare Information System (CCWIS) Project during the current reporting period.</p> <p>The objective of the IV&V efforts is to review and/or test selected HI THRIVE Project processes and products to assure that the associated systems meet functional and non-functional requirements, and are successfully implemented within the processes, time frames, and constraints identified in the HI THRIVE Project contracts. The IV&V team determines whether project staff members are following planned processes, and whether contractor work meets project requirements. The IV&V team provides independent technical review and verification of project deliverables, independent testing and auditing of project deliverables against requirements, and a special emphasis on deliverable quality assurance and reviews of information security control.</p> <p>The TMS IV&V team approach encourages these positive outcomes:</p> <ol style="list-style-type: none">1. Collaborative identification and communication of successes and recommended improvements.2. Detection and correction of errors early in the project life cycle.3. Reduction in development risks, costs and adverse schedule impacts.4. Enhancement of project products' quality, integrity, and security.5. Increased visibility into and greater understanding of the project and processes. <p>IV&V evaluations will include:</p> <ol style="list-style-type: none">1. Review of content quality2. Review of conformance to standards and best practices3. Quality assessments of work products4. Quality assessments of work practices5. Process improvement identification6. Recommendations for deficiency remediation <p>For the detailed scope and approach of the IV&V reviews, assessments and evaluations refer to the IV&V Deliverable: IVV.1 IV&V Management Plan and the IV&V guiding process document IEEE 1012-2016 Standard for System, Software, and Hardware Verification and Validation.</p>