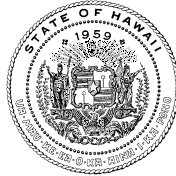


JOSH GREEN, M.D.  
GOVERNOR  
KE KIA'ĀINA



DEPT. COMM. NO. 465

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 HAWAII**  
**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 15, 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, 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 10 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 Labor and Industrial Relations (DLIR) Hawai'i Unemployment Insurance Modernization (Hui Huaka'i) 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)



# *HUI Huaka'i Project*

## Department of Labor and Industrial Relations (DLIR)

IV&V Monthly Status Report – **[Final]**  
For Reporting Period: **[May]**

*Draft Submitted: June 5, 2025*

*Final Submitted: July 10, 2025*

# Overview

- Executive Summary
- IV&V Findings and Recommendations
- Appendices
  - A – IV&V Criticality Ratings
  - B – IV&V Standard Inputs
  - C – IV&V Details
  - D – DLIR UI PMO and Solution Vendor IV&V Report Comments



# Executive Summary

The HUI Huaka'i Project is currently classified as low-risk with a Green status, but has one (1) project area that remains in Yellow.

IV&V closed five (5) findings in May, leaving four (4) open findings for the project.

In May, the DLIR UI PMO shared that the UI Solution Vendor is targeting a significant milestone in June 2025, referred to as the release of the “heart of the system”. This release will include the bulk of Initial Claims (IC), and Continued Claims (CC). Functionality for Reopen Claims (REO) and Additional Claims (AC) is expected to be released in July. Following this milestone, the State expects the release rate to increase, and that future actual release metrics will begin to more closely align with planned values.

Scope and Schedule Management remain in a yellow status due to limitations in the ability to independently validate velocity and scope-related metrics. The UI Solution Vendor changed the project reporting and is reporting velocity in a different format than previously used. IV&V is analyzing the reports to understand the changes and will continue to work collaboratively with the UI Solution Vendor and the DLIR UI PMO to understand data reporting and sources and document a consistent, verifiable methodology.

Most project areas are progressing well, and the UI Solution Vendor continues to collaborate with the DLIR UI PMO and IV&V to create project metrics that are meaningful, accurate, and independently verifiable.

No new findings were identified in May. The project has three (3) open preliminary concerns and one (1) open risk.



# Changes Since Last Period

Category	April Status	May Status	Notable Changes
<b>Project Organization and Management</b>	Green	Green	This category is Green, but IV&V has concerns about the inconsistency of project management document standards and maintenance.
<b>Scope and Schedule Management</b>	Yellow	Yellow	Finding #34 was closed this reporting period following productive discussions with the DLIR UI PMO and the UI Solution Vendor to clarify validation expectations and improve reporting alignment. IV&V observed a change to the project reporting dashboard—specifically, the removal of the velocity calculation tab—without an accompanying decision entry in the AID log or formal communication to stakeholders.

# Executive Summary Dashboard

## Overall Rating

As of May 31, 2025

G

The project is currently in a green status.

## Total IV&V Findings - 32

Open – 4

Closed – 27

Watch – 1

Open Recommendations – 10

Closed this Month - 5

## Project Budget

\$37,671,323.28

\$8,828,676.72

■ Expenditure ■ Remaining

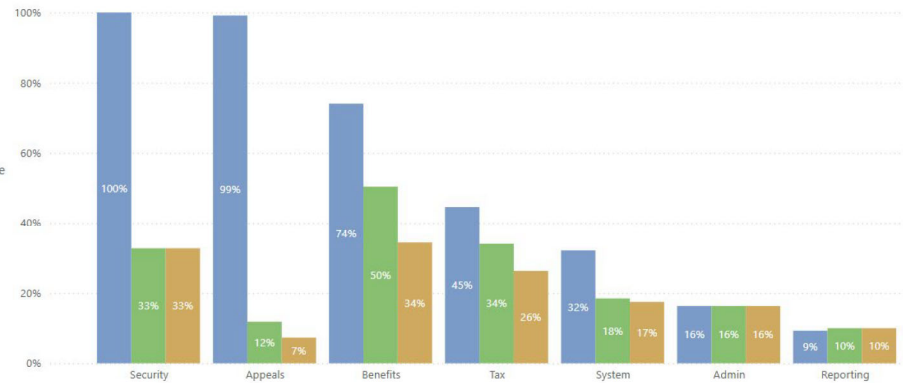
% OF THE RTM  
DEVELOPED AND  
RELEASED TO  
SANDBOX

22%

\* As reported through  
the project health report

## Status by Area

Legend  
■ Requirements Complete  
■ Development  
■ Released



## Open IV&V Findings



# STANDARD REPORT SECTIONS

# Project Organization and Management

March	April	May	IV&V Observations
L	L	L	<p>Project Organization Management is <b>Green</b> with the following <b>Observations</b>:</p> <p>IV&amp;V identified a preliminary concern with the project document maintenance: there are inconsistencies with the revision and maintenance of project management plans, strategies, and related deliverables. Document management is the backbone of a project's lifecycle. Without effective document management, project teams can experience miscommunication, missed deadlines, and cost overruns.</p> <p>IV&amp;V received the following documents for review from the DLIR UI PMO on April 7, 2025:</p> <ul style="list-style-type: none"> <li>- Data Conversion Plan</li> <li>- Project Team Training Plan</li> <li>- System Security Plan</li> </ul> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Expand the document maintenance process to include timelines, version number thresholds, responsible parties, and a clear format for the document maintenance section of project management plans.</li> </ul> <p><b>Related Findings:</b></p> <ul style="list-style-type: none"> <li>• <b>Finding #32</b> – Preliminary Concern - Lack of standards for project document maintenance</li> <li>• <b>Finding #43</b> – Preliminary Concern – Gaps in Project Reporting Structure – <b>Closed 5/27/2025</b></li> </ul>

# Scope and Schedule Management

March	April	May	IV&V Observations
M	M	M	<p>Scope and Schedule Management is <b>Yellow</b> with the following <b>Observations</b>:</p> <p>The current Schedule Performance Index (SPI) as reported in the Project Schedule is <b>1.0</b>.</p> <p>This category remains <b>Yellow</b> as new observations have emerged regarding recent changes to the reporting structure. While IV&amp;V successfully closed <b>Finding #34</b> following productive discussions with DLIR UI PMO and had agreement on improved validation approaches, the UI Solution vendor changed the project metrics report structure on May 19, 2025, specifically, removing the velocity calculation tab and embedding velocity metrics within individual project development areas. While there are velocity metrics in the report, they are more ambiguous than before, and the accompanying methodology document was not updated to reflect this change. While IV&amp;V supports and commends adapting to project needs and updating reporting to better analyze the project's health, these changes should be documented and communicated.</p> <p>This change was not communicated to IV&amp;V in advance, nor was it documented in the project's AID log. The absence of change documentation raises concerns about the continuity and traceability of key performance metrics. IV&amp;V will review the updated report and seek clarification to determine whether the previously reported velocity metrics remain accessible or are now captured in another format.</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>Clearly document changes in the velocity reporting and any structural changes in the AID log for auditability.</li> <li>Notify stakeholders of material changes to reporting tools or metrics before implementation.</li> <li>Maintain open collaboration with state stakeholders and IV&amp;V on all aspects of scope and schedule validation.</li> <li>Update the associated methodology document for ADO Project Report and Velocity reporting to reflect the new changes to the Project report.</li> </ul> <p><b>Related Findings:</b>  <b>Finding #34</b> – Preliminary Concern - Initial Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable (<b>Closed 5/27/2025</b>)</p>

# Requirements Management

March	April	May	IV&V Observations
L	L	L	<p>Requirements Management is <b>Green</b> with the following <b>Observations</b>:</p> <p>This category remains <b>Green</b>, as IV&amp;V continues to observe steady progress in traceability maintenance and collaborative engagement with the DLIR UI PMO and the UI Solution Vendor. During this reporting period, IV&amp;V met onsite with project stakeholders and discussed ongoing traceability management efforts. The vendor acknowledged known inconsistencies, such as user stories linked to “Adoption” GAP type requirements, and confirmed that these are regularly reviewed and addressed. This iterative review process demonstrates a proactive approach to RTM alignment and maintenance.</p> <p><b>Elimination of Requirements during Benefits Sessions (Finding #39):</b> IV&amp;V received a response from the DLIR UI PMO on this matter, including a matrix intended to document requirement eliminations. This is a positive step forward; IV&amp;V will continue to review the content and determine whether it meets expectations for traceability, governance, and documentation sufficiency.</p> <p><b>User Stories Linked to “Adoption” GAP Type Requirements (Finding #41): (Closed 5/27/2025)</b> In an onsite meeting on May 7, 2025, the vendor and DLIR UI PMO acknowledged these inconsistencies and shared that this issue is being actively reviewed and corrected. Given the ongoing cleanup efforts and demonstrated awareness, IV&amp;V is closing this finding.</p> <p><b>Missing Requirement and Test Case Traceability (Finding #42):</b> Gaps in end-to-end traceability remain. For example, Task 54144, a child of User Story 46942, is not linked to any test case, nor is its parent Feature (46771). This limits the ability to confirm whether requirements are fully validated through testing and indicates the need for further coverage analysis and cleanup in ADO.</p> <p>Domain-Specific Observations: The Project is currently in Sprint 21 of Development.</p> <ul style="list-style-type: none"> <li>• <b>Tax:</b> As of 5/27, the Tax area has completed 45% of their requirements (47% in April), 34% of the requirements are marked as developed according to the project health report.</li> <li>• <b>Benefits:</b> The UI Solution Vendor responded to IV&amp;V’s request for documentation about the elimination of requirements with a matrix of eliminated requirements. IV&amp;V is currently reviewing the matrix and will submit any questions for clarification.</li> </ul> <p>(Continued on next slide)</p>






# Requirements Management Continued

March	April	May	IV&V Observations
L	L	L	<ul style="list-style-type: none"> <li>• <b>Appeals:</b> 99% of Appeals requirements have been addressed. Appeals requirements sessions have transitioned to focus on design activities, including: <ul style="list-style-type: none"> <li>• Finalizing key design elements for Appeal Requests, such as multi-request resolutions, interpreter/remand workflows, and continued hearing closures.</li> <li>• Advancing design discussions and mockup reviews for decision drafting, request notices, and monetary redetermination appeals.</li> <li>• Initiating and refining preliminary designs for exhibits and case file functionality, with early feedback incorporated.</li> <li>• Scoping and aligning design strategies for claimant monetary determination and tax rate appeals.</li> <li>• Identifying and addressing remaining gaps in request-related workflows and overall design coverage.</li> </ul> </li> <li>• <b>Security:</b> During this reporting period, data security requirements were reviewed during the System Requirements sessions (similar to requirements covered during the Security Requirements sessions). The project team is yet to schedule a weekly meeting to validate the design approach of security requirements.</li> <li>• <b>Interfaces:</b> During this reporting period, there were no requirements sessions related to interfaces.</li> <li>• <b>General Observations:</b> IV&amp;V appreciates the openness and responsiveness from the UI Solution Vendor and the DLIR UI PMO during the onsite engagement and acknowledges their efforts to review and correct traceability issues in real time. This ongoing attention helps maintain RTM integrity and support scope and testing alignment.</li> </ul> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Continue documenting and standardizing the requirement elimination process, ensuring clarity around decision-making, criteria, and stakeholder roles.</li> <li>• Ensure all RTM elements are fully traced, with user stories and features clearly linked to both originating requirements and associated test cases.</li> <li>• Maintain and expand regular audits of ADO traceability, particularly around test coverage and linkage completeness.</li> </ul> <p><b>Related Findings:</b></p> <p><b>Finding #39</b> – Preliminary Concern -There is no defined process for the elimination of requirements</p> <p><b>Finding #41</b> – Preliminary Concern - User Stories inappropriately linked to “Adoption” GAP Type (Finding Closed 5/27/2025)</p> <p><b>Finding #42</b> – Preliminary Concern – Test Case Traceability</p>



# Architecture and Design

March	April	May	IV&V Observations
			<p>System and Technical Architecture and Design is <b>Green</b> with the following <b>Observations</b>:</p> <p>During this reporting period, requirements sessions focused on Data Security (similar to requirements covered during Security Requirements sessions), Documents and Media, Notes, Record Retention, and Search Capability. The sessions focused on high-level and state-specific features. Design and development activities in these areas have yet to begin..</p>

# Testing (Sprint, Unit, System Integration, UAT, Quality)

March	April	May	Category	IV&V Observations
M	L	L	Testing (Sprint, Unit, System, Integration, UAT)	<p>Testing (Sprint, Unit, System, Integration, UAT, Quality) is <b>Green</b> with the following <b>Observations</b>:</p> <p>This category remains Green as continued progress has been made in formalizing testing documentation. IV&amp;V is actively reviewing both the finalized Master Test Plan—submitted on April 28, 2025—and the newly shared Requirements to Testing process, which was presented by the DLIR UI PMO PMO during the onsite visit on May 7, 2025. These efforts reflect a coordinated and maturing approach to ensuring end-to-end test traceability and planning consistency.</p> <p>Additionally, the vendor has added a Testing page to its project report as of May 19, 2025. Although no data is currently displayed on this page, the addition signals a constructive step toward expanding test progress visibility and strengthening reporting alignment with project stakeholders.</p> <p>IV&amp;V Recommendations:</p> <ul style="list-style-type: none"> <li>• Incorporate feedback from IV&amp;V's current review into future updates of the Master Test Plan to ensure alignment with IEEE standards and best practices.</li> <li>• Continue to mature the testing process by expanding test coverage metrics, clarifying ownership of test activities, and maintaining consistency in test case documentation.</li> <li>• Continue developing testing, traceability, and metric reporting, particularly around test case completion, pass/fail rates, and alignment to RTM scope.</li> </ul>
L	L	L	Operational Preparedness	There are no updates for this period.










# Data Conversion/Management

March	April	May	IV&V Observations
L	L	L	<p>Data Conversion / Management is <b>Green</b> with the following Observations:</p> <p>The project is currently in the <b>Data Conversion transformation phase</b> of the <b>Extract-Transform-Load (ETL)</b> process. Mapping and consumption activities for L1P, L1Q, L1Z and WebAdmin are complete. Current transformation progress for key data sources is as follows:</p> <ul style="list-style-type: none"> <li>• L1P: 100% complete</li> <li>• L1Q: 100% complete</li> <li>• L1Z: 100% complete</li> <li>• WebAdmin: 100% complete</li> </ul> <p>The Data Cleansing vendor continues to utilize SAP Information Steward to define and enforce business rules that promote high-quality data in support of HI DLIR's modernization efforts. As part of this process, a monthly Data Scorecard is generated to identify records that fail data cleansing rules. Each table is assigned a data quality score ranging from 0 to 10, based on the volume of failed data points. Discrepancies are reviewed collaboratively with the HI DLIR UI Team, leading to refinements in business rules or implementation of corrective actions as needed. For May 2025, all tables received quality scores between 9.97 and 10.</p> <p>Data management tools in use:</p> <ul style="list-style-type: none"> <li>• Conversion Traceability Matrix (Excel): Tracks Data Dictionary tasks</li> <li>• Azure DevOps (ADO) Sprint Boards: Used for Data Cleansing task tracking</li> <li>• IV&amp;V does not currently have access to the Data Cleansing, and Data Conversion Sprint Boards</li> </ul> <p>IV&amp;V is unable to provide further reporting on Data Conversion activities for May 2025, as no related meetings were held during the period. While the current Data Conversion Plan is generally adequate, IV&amp;V expects future iterations to include more detail on user training, communication plans, downtime, and potential business disruptions.</p> <p>While a formal Business Glossary has not been developed, the project plans to reference the Data Dictionary and the glossary provided in Attachment C (Glossary of Terms and Abbreviations) of the RFP documentation. IV&amp;V closed this finding in earlier reporting period..</p> <p>IV&amp;V reviewed the updated Data Conversion Plan and notes that the Solution Provider has incorporated most of IV&amp;V's prior feedback. This responsiveness reflects a constructive collaboration and a commitment to continuous improvement.</p> <p><i>(Continued on next slide)</i></p>

# Data Conversion/Management

March	April	May	IV&V Observations
			<p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"><li>• A rollback plan and process are included in future documentation.</li><li>• Including a project schedule detailing data conversion processes in future documentation.</li><li>• Creating a risk to the project for the lack of legacy data documentation, such as a data dictionary.</li><li>• Including legacy data source information in future documentation.</li><li>• Including a more in-depth training approach for conversion procedures and activities in future documentation.</li></ul>

# Security, Training/Knowledge Transfer, Interfaces

March	April	May	Category	IV&V Observations
			Security	<p>Security is <b>Green</b> with the following <b>Observations</b>:</p> <p>Security Requirements Gathering is complete. The project team is currently validating the design approach, with design sessions scheduled to begin in July 2025. IV&amp;V is reviewing the System Security Plan.</p>
			Training / Knowledge Transfer	<p>Training and Knowledge Transfer is <b>Green</b> with the following <b>Observations</b>:</p> <p>IV&amp;V reviewed the Project Team Training Plan in May and has the following recommendations:</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Add a list of skills and competencies for each role or job classification so knowledge-based evaluations may better align with the expectations of each role.</li> <li>• Clarify who is responsible for maintaining the repository of Training Material and how it will be managed, reviewed, and updated.</li> <li>• Outline the steps and resources involved in gathering feedback and incorporating that into future trainings.</li> </ul>
			Interfaces	<p>There are no updates for this period.</p>



# Software Development




March	April	May	IV&V Observations
L	L	L	<p>Software Development is <b>Green</b> with the following <b>Observations</b>:</p> <p>This category remains Green, though IV&amp;V continues to monitor elements related to visibility and collaboration in development practices. Notably, Finding #26 (Sprint Retrospectives) was closed during this reporting period. In a recent Risk Management meeting, both the UI Solution Vendor and the DLIR UI PMO acknowledged the absence of project-level Agile sprint retrospectives and confirmed mutual agreement on this approach. The DLIR UI PMO has decided not to participate in the internal retrospectives held by the vendor, and this has been formally documented in the project's AID log. IV&amp;V has accepted this resolution and closed the finding.</p> <p>Separately, IV&amp;V observed a structural change in the project reporting tool—specifically, the velocity calculation tab was removed as of May 19. This change alters the mechanism by which development velocity is reported and should be logged as a decision in the AID log. IV&amp;V also recommends that the methodology for calculating and reporting velocity be documented in supplemental reporting guidance to ensure traceability over time.</p> <p>Prior to this change, IV&amp;V had tracked development velocity trends and observed that planned vs. actual development remained relatively steady, with only a small delta. However, from April 3 through May 12, both Tax and Benefits consistently reported lower actual releases than planned.</p> <p>During the onsite meeting on May 7, the DLIR UI PMO shared that the UI Solution Vendor is targeting a significant milestone in June 2025, referred to as the release of the “heart of the system,” which includes the bulk of Initial Claims (IC), Additional Claims (AC), Continued Claims (CC), and Reopen Claims (REO) functionality. (This statement was corrected with Initial Claims (IC) and Continued Claims (CC) being released in June and Additional Claims (AC) and Reopen Claims (REO) functionality being released in July). Following this milestone, the DLIR UI PMO expects the release rate to increase, and that future actual release metrics will begin to more closely align with planned values.</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Log all changes to the Power BI velocity reporting structure in the AID log and document the updated methodology in project reporting guidance.</li> <li>• Continue to monitor planned vs. actual development and release trends and ensure changes are communicated across stakeholder groups.</li> <li>• Maintain visibility into planned milestone completions, including the anticipated June release of core system components.</li> <li>• Revisit stakeholder engagement in backlog refinement and consider steps to promote validation of prioritization decisions.</li> </ul> <p><b>Related Findings:</b></p> <p><b>Finding #26</b> – Issue - Sprint Retrospectives – <b>Closed 5/31/2025</b></p> <p><b>Finding #31</b> – Risk - Backlog Management is Occurring Outside of Formal Agile Ceremonies</p>



# Human Resources Staffing Management

March	April	May	IV&V Observations
L	L	L	<p>Human Resources Staffing Management <b>Green</b> with the following <b>Observations</b>:</p> <p>The UI Solution Vendor has added three new testing resources to the project, and all current positions are stable. IV&amp;V will continue to monitor resource management activities.</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"><li>• Continue to engage in best practices such as:<ul style="list-style-type: none"><li>• Forecast staffing needs based on business goals, growth plans, and upcoming work.</li><li>• Identify critical roles and positions for future planning</li><li>• Identify and develop strategies to close gaps in staffing.</li><li>• Leverage tools and technology to track trends and project forecasts.</li></ul></li></ul>

# Risk and Issue Management

March	April	May	IV&V Observations
			<p>Risk and Issue Management is <b>Green</b> with the following <b>Observations</b>:</p> <p>This category remains Green, as the project team continues demonstrating strong risk management practices. The twice-weekly risk meetings on Tuesdays and Thursdays, with one session dedicated to risks and the other to the AID (Action, Issue, Decision) log, remain effective and well-structured. IV&amp;V has observed that these meetings provide visibility into risks and issues, reinforcing the project's commitment to proactive risk management and control measures.</p> <p>Within the month of May, the AID log was updated with Decision #35 – The DLIR UI PMO's acknowledgment that the UI Solution Vendor's sprint retrospectives are strictly limited to the vendor. This decision led to the closure of Finding #26 - The absence of a Sprint Retrospective in an agile IT project can have several negative impacts.</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Ensure IV&amp;V Inclusion in key discussions related to UI Solution Vendor processes, particularly those involving backlog grooming, testing practices, and defect resolution.</li> <li>• Clarify expectations with the UI Solution Vendor regarding oversight requirements, ensuring that information critical to project evaluation is not withheld from IV&amp;V or the DLIR UI PMO.</li> </ul>

# Organizational Change Management

Organizational Change Management is **Green** with the following **Observations**:

The current OCM meetings are running smoothly without any issues. The OCM Team continues to conduct the Change Impact Analysis and conducted a Readiness Survey during the month of May.

The OCM Team has created a new term for Change Champions, now Change Ambassadors. The project has given staff lanyards with the phrase “Change Champion” to create an atmosphere of positive change. The DLIR UI PMO reported that this change is reflected in the most recent quarterly update to the OCM Plan. IV&V requested a copy of the most recent quarterly update to the OCM Plan for evaluation.

**To strengthen this project area, IV&V recommends:**

- Continue to follow the OCM methodologies outlined in the OCM Plan
- Continue to update the OCM Plan quarterly to reflect any foundational changes
- Continue to provide staff with high-level project updates

## OCM Activities

### Date

The OCM Team’s May accomplishments included:

- Monthly Project Intranet Post
- Conducted Readiness Survey
- B-Y-O-Bento Engagement Session (Brown Bag)
- Conducted Internal Stakeholder Interviews for the neighbor islands
- Employer Engagement Sessions

May 7, 2025

May 7, 2025 – May 14, 2025

May 14, 2025

May 6, 2025 – May 8, 2025

May 22, 2025 – May 23, 2025



# IV&V Findings and Recommendations

## L Project Organization and Management

#	Key Findings	Criticality Rating
32	<p><b>Preliminary Concern – There is a lack of standards for the approval, revision, and maintenance processes for Project Management Plans.</b></p> <p>Initial Observations:</p> <ol style="list-style-type: none"><li>1. The format of the document maintenance section of Project Management Plans is not consistent between documents. For example, the Implementation Strategy contains "Effective Date" and "Approver," whereas other documents do not.</li><li>2. There are discrepancies between document version numbers. For example, the implementation strategy's file name reads version 2.0; however, the document maintenance section only contains versions up to 1.3.</li><li>3. Document maintenance sections within approved Project Management Plans are incomplete. For example, the Document Maintenance table within the approved Data Conversion Strategy only depicts version 1.0 - Draft.</li><li>4. There are discrepancies between version number thresholds. It is unclear which version number indicates when IV&amp;V Feedback is incorporated. For example, the UIS Implementation Strategy includes IV&amp;V updates in version 1.2, whereas Business Process Reengineering includes IV&amp;V updates in version 1.5.</li></ol> <p>Analysis:</p> <p>In order for the project to be successful, the project management plans and governing documents should be up-to-date and the single source of truth. Additionally, if the document maintenance process is not adhered to, the project is at risk of losing valuable input and tracked changes.</p>	Medium

# IV&V Findings and Recommendations

## Project Organization and Management

Recommendations	Status
<p>IV&amp;V recommends:</p> <ul style="list-style-type: none"><li>Expand the document maintenance process to include timelines, version number thresholds, responsible parties, and a clear format for the document maintenance section of project management plans.</li><li>Review previously approved and finalized project management plans to adhere to the abovementioned process.</li></ul>	Open
Update(s)	
<p><b>03/04/2025:</b> Finding added to February MSR.</p> <p><b>04/07/2025:</b> Received Project Team Training Plan, Data Conversion Plan, and the System Security Plan.</p> <p><b>04/28/2025:</b> The DLIR UI PMO asked which documents/deliverables were considered late as of March 31, 2025. IV&amp;V Responded with the following:</p> <p>IV&amp;V was unable to locate the final versions of the documents below</p> <ul style="list-style-type: none"><li>-Business Process Re-engineering Plan</li><li>-End User Training Strategy</li><li>-System Security Plan</li><li>-Project Team Training Plan</li><li>-System Security Strategy</li><li>-Master Test Plan</li></ul> <p><b>04/30/2025:</b> The DLIR UI PMO clarified that the System Security Strategy was approved in October 2024. IV&amp;V updated their list of missing documents to only include the Business Process Re-engineering Plan and the End User Strategy.</p> <p><b>04/30/2025:</b> IV&amp;V downloaded the most recent Change Request to reflect the change in due dates for the following deliverables:</p> <ul style="list-style-type: none"><li>- Knowledge Transfer Plan (10/2025)</li><li>- Initial System Design Document (10/31/25 or 12/31/25) <b>*The Change Request Contains conflicting due dates*</b></li><li>- System Design Document Updated (10/31/26)</li><li>- System Design Document Final (12/31/26)</li></ul>	



# IV&V Findings and Recommendations

## Project Organization and Management

### Update(s)

**05/01/2025:** IV&V identified the following documents that are due in the Month of May:

- UIS Implementation Plan (05/12/25)
- Business Process OCM Plan (05/12/25)
- Knowledge Transfer Strategy (05/12/25)

**05/12/2025:** IV&V was unable to locate the aforementioned plans; however, did locate the Business Process Re-engineering Plan and End User Strategy.

**05/24/2025:** IV&V completed their review of the Project Team Training Plan.

**05/28/2025:** IV&V was able to locate the UIS Implementation Plan. \*The document maintenance section indicated IV&V feedback was incorporated, but our internal tracking does not indicate that we've recently reviewed this document.\*

**05/28/2025:** IV&V can still not locate the Business Process OCM Plan and Knowledge Transfer Strategy.

# IV&V Findings and Recommendations

## L Project Organization and Management

#	Key Findings	Criticality Rating
43	<p><b>Preliminary Concern – Gaps in Project Reporting Structure</b></p> <p>IV&amp;V observed that the project’s reporting structure relies primarily on two mechanisms: (1) external Power BI dashboards populated by Azure DevOps (ADO) data exports, and (2) Weekly Status Reports, which summarize progress and link to external spreadsheets and documents. Project status reporting is not directly enforceable or verifiable within ADO, the system where scope, development, and defect management activities are executed.</p> <p>Further, review of linked reporting artifacts revealed:</p> <ul style="list-style-type: none"><li>• External spreadsheets (e.g., Tracking_V3.xlsx) contain static, manually updated data snapshots (e.g., some entries labeled "As of 1/22/25"),</li><li>• Linked ADO dashboards cited in external trackers reference personal dashboards and display outdated burnup charts that stop at December 2024,</li></ul> <p>Industry best practices and governance frameworks—including PMBOK (Project Integration Management), ISO/IEC 12207 (Software Life Cycle Processes), ISO 21500 (Project Management Guidelines), and IEEE 16326 (System and Software Engineering Project Management)—emphasize the importance of:</p> <ul style="list-style-type: none"><li>• Maintaining authoritative, real-time reporting tied to the system of execution,</li><li>• Ensuring accessibility and accuracy of all reporting artifacts,</li><li>• Enabling traceability and progress validation directly within operational tools.</li></ul> <p>The observed practices introduce a risk that project scope, progress, and quality status must be inferred from secondary, manually assembled sources rather than directly validated through the system of operation</p>	High

# IV&V Findings and Recommendations

## L Project Organization and Management

#	Key Findings	Criticality Rating
43	<p>Continued:</p> <p><b>Analysis and Significance:</b></p> <p>As a result of the current reporting structure:</p> <ul style="list-style-type: none"><li>- Reporting on project scope, schedule, and quality progress must be manually reconciled across multiple external tools rather than transparently verified within ADO,</li><li>- Static, outdated, or inaccessible reporting artifacts reduce the accuracy and timeliness of project oversight,</li><li>- Fragmentation between work execution and status reporting increases the difficulty of maintaining shared understanding among stakeholders,</li><li>- The gap between execution systems and reporting tools may contribute to inconsistencies in scope tracking, risk identification, and project forecasting.</li></ul> <p>In contrast, leading practices for projects of this size and complexity would expect to see:</p> <ul style="list-style-type: none"><li>- Enforced hierarchical traceability within ADO (e.g., Parent/Child links between requirements, user stories, and test cases),</li><li>- Centrally managed and current dashboards in ADO, accessible to all stakeholders,</li><li>- Structured tagging or classification distinguishing internal work, out-of-scope work, and contractual deliverables,</li><li>- Use of Power BI as a supplemental visualization tool, with reporting logic traceable to the system of record,</li><li>- Consistent governance and accountability for the completeness, timeliness, and accessibility of all project status reporting.</li></ul> <p>The current gap between reporting practice and these expected standards increases risk to both reporting accuracy and project governance visibility.</p>	High

# IV&V Findings and Recommendations

## L Project Organization and Management

Recommendations	Status
<p>To strengthen project reporting governance and ensure alignment with best practices, IV&amp;V recommends:</p> <ul style="list-style-type: none"><li>• Exploring opportunities to establish ADO as the authoritative system of record for real-time reporting on scope, development, testing, and quality assurance activities,</li><li>• Developing centrally maintained dashboards and reports within ADO that can be accessed by the vendor, PMO, IV&amp;V, and other stakeholders,</li><li>• Documenting and publishing the official reporting methodology, including definitions of metric calculations and data sources,</li><li>• Regularly validating that all referenced reporting artifacts (including links embedded in status reports) are current, accessible, and reflect live project status,</li><li>• Leveraging Power BI for visualization purposes only, ensuring that all data shown can be traced directly to system-based evidence in ADO,</li><li>• Minimizing reliance on manually curated spreadsheets and static data snapshots to represent official project status.</li></ul>	<b>Closed (5/27/2025)</b>

### Update(s)

Closing this finding 5/27/2025: IV&V has not received formal written feedback in response to this finding; however, during the onsite visit held on May 7, 2025, the DLIR UI PMO and UI Solution Vendor acknowledged the limitations of the current reporting structure and confirmed their awareness of how it diverges from industry best practices. Specifically, they recognized that the initial setup of the Azure DevOps (ADO) backlog and RTM was not designed to support real-time or fully traceable reporting directly within ADO. As a result, the project has had to rely on external tools like Power BI to visualize and consolidate scope, progress, and quality data across disparate systems.

Both the DLIR UI PMO and UI Solution Vendor expressed a willingness to continue refining their reporting approach, but also acknowledged that the ADO configuration decisions made early in the project are now too foundational to reverse without significant disruption. They accept that Power BI must serve as a supplemental reporting layer due to these structural constraints. Given this shared understanding, and the DLIR UI PMO's acceptance of these limitations, IV&V is closing this finding.

# IV&V Findings and Recommendations

## M Scope and Schedule Management

#	Key Findings	Criticality Rating
34	<p><b>Preliminary Concern – Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable</b></p> <p>IV&amp;V conducted a velocity-based projection of backlog completion using industry-standard Agile forecasting methods. This analysis, based on available Azure DevOps backlog data, indicated the project may be at risk of exceeding its scheduled timeline. However, during a subsequent management meeting, the UI solution vendor clarified that the backlog should be treated as a draft space or “scratch pad,” and only items linked to the Requirements Traceability Matrix (RTM) should be considered in-scope for forecasting purposes.</p> <p>Additionally, the UI Solution Vendor stated that work-in-progress (WIP) is difficult to report and should be interpreted cautiously. This limits the effectiveness of standard Agile metrics (e.g., cycle time, throughput, and velocity) for independent schedule analysis. The vendor emphasized that their internally produced Power BI report reflects valid scope and velocity metrics based on the RTM and will be the official tool for tracking schedule progress.</p> <p>IV&amp;V has not been provided access to the data structure, filtering logic, calculation methodology, or source queries underpinning this Power BI report. As a result, IV&amp;V has not been able to validate the accuracy or completeness of the reported velocity or scope progress. Without insight into the scope definition, backlog filtering process, and calculation logic, IV&amp;V cannot independently confirm the validity of the vendor’s projected delivery timelines or RTM completion statistics.</p> <p><i>**IV&amp;V received methodology documentation for the UI Solution Vendor’s reporting at the end of this reporting period and is currently analyzing it.</i></p> <p>Continued on the next slide.</p>	High

# IV&V Findings and Recommendations

## M Scope and Schedule Management

#	Key Findings	Criticality Rating
34	As a result of unclear scoping boundaries, lack of visibility into vendor-reported metrics, and difficulty isolating in-scope work from internal development activity, IV&V is unable to validate whether delivery is on track or whether schedule risk remains. The inability to independently confirm or replicate reported velocity and progress metrics limits confidence in project reporting and hinders effective risk management by the DLIR UI PMO and IV&V.	High
Recommendations		Status
<p><i>IV&amp;V Recommends:</i></p> <ul style="list-style-type: none"><li>- Ensure the vendor documents and shares the calculation logic, data sources, and filters used in the Power BI report used to track RTM progress and velocity.</li><li>- Clarify how RTM-linked stories are identified in Azure DevOps and establish a reproducible method for isolating in-scope backlog items.</li><li>- Establish clear tagging or structural separation between internal vendor work and project deliverables to support independent analysis.</li><li>- Provide IV&amp;V with access to sufficient metadata or queries used in the Power BI report to allow for schedule validation using Agile metrics.</li></ul>		Closed 5/27/2025



# IV&V Findings and Recommendations

## Scope and Schedule Management

### Update(s)

**4/22/2025**

IV&V met with UI Solution Vendor management, HI leadership, and the IV&V team on 4/14/2025 to address access limitations and tool usage. During this meeting:

- IV&V was granted edit access to ADO dashboards.
- The vendor agreed to share additional detail on their Power BI reporting logic and suggested that IV&V collaborate with a HI representative to attempt replication of the vendor's Power BI outputs.
- IV&V formally requested raw data exports from the Power BI report to support validation efforts.

To date, IV&V has not been provided sufficient metadata, query logic, or data exports to replicate or validate the Power BI reporting. This finding remains open while coordination with the HI representative and vendor is ongoing.

**5/27/2025 Closed** -- During an onsite session on May 7, 2025, IV&V met with the DLIR UI PMO and a Hawaii-designated representative to directly address concerns related to schedule forecasting, backlog structure, and velocity reporting. The session was constructive, and the DLIR UI PMO shared reporting tips, data sources, and validation methods they have used to build confidence in the vendor's Power BI outputs. This discussion provided valuable clarification and improved insight into the vendor's reporting logic, filtering assumptions, and how RTM-linked stories are used to drive progress metrics.

Although IV&V was not provided with full metadata or raw exports to independently recreate the vendor's Power BI report, the level-setting meeting addressed key validation concerns and demonstrated a shared understanding of limitations and expectations. Stakeholders were amenable to feedback and acknowledged that the initial structure of ADO and RTM impacts the project's ability to rely on ADO alone for accurate metric tracking.

IV&V considers this a resolved issue for now and is closing the finding. A follow-up velocity analysis will be conducted later in the project; if new or continued issues emerge, IV&V will open a new finding to reflect those observations.

# IV&V Findings and Recommendations

## L Requirements Management

#	Key Findings	Criticality Rating
39	<p><b>Preliminary Concern</b> – There is no defined process for the elimination of requirements.</p> <p>The Benefits Requirements Sessions are typically the initial phase where stakeholders discuss and outline the desired features and functionality of a system, with an emphasis on understanding the goals and needs of the end-users and business. Without a formalized process, different stakeholders may interpret the need for requirement elimination differently. A documented process makes the decision-making process transparent, allowing all stakeholders to understand why certain requirements were removed and ensuring accountability. If the elimination of requirements is not well-documented, there is a risk of losing traceability, making it difficult to explain why specific decisions were made during the later stages of the project. The process of requirement elimination is integral to the overall success of any project. Unclear or undocumented processes can lead to Scope creep, quality issues, and risks to the project schedule.</p> <p>During the Benefits Requirements Session DLIR, IV&amp;V observed the UI Solution Vendor, and PX Global eliminate some requirements due to the inability to establish a use case. IV&amp;V asked about the processes for the elimination of requirements. The UI Solution Vendor and PX Global claimed to use "best practices" when eliminating requirements however, there's "no natural process". It is assumed that the DLIR UI PMO meets internally to discuss and approve eliminations. IV&amp;V requested documentation outlining the process for elimination on Friday, March 21, 2025.</p>	Low
Recommendations		Status
<i>Recommendations founds on the following slide*</i>		Open

# IV&V Findings and Recommendations

## Requirements Management

Recommendations	Status
<p>IV&amp;V Recommends:</p> <ul style="list-style-type: none"><li>- Establish a clearly defined process for eliminating requirements that includes:<ul style="list-style-type: none"><li>- Specific criteria for determining which requirements should be eliminated.</li><li>- A standardized method for documenting and communicating the rationale for eliminating requirements.</li><li>- Clearly defined roles and responsibilities, ensuring that all relevant stakeholders are involved in and informed about requirement elimination decisions.</li></ul></li><li>- This process should be aligned with industry standards and the project's overall governance framework.</li></ul>	Open
Update(s)	
<p><b>03/21/2025:</b> Emailed Ian and Ruben asking for documentation</p> <p><b>03/24/2025:</b> Emailed Ian and Ruben asking for updates. Received response from Ian stating he is searching for documentation and will follow up tomorrow.</p> <p><b>03/25/2025:</b> Ruben responded stating he made a request to the PM for this documentation.</p> <p><b>04/02/2025:</b> Added to March MSR</p> <p><b>04/07/2025:</b> Emailed Ian and Ruben asking for updates. Received a response from Ruben stating he did not get a response from Jordan and will forward email and request to TJ.</p> <p><b>05/28/2025:</b> IV&amp;V escalated this requested directly to TJ via email.</p> <p><b>05/29/2025:</b> IV&amp;V received a response from TJ via email with the following <a href="#">matrix</a> attached.</p>	

# IV&V Findings and Recommendations

## L Requirements Management

#	Key Findings	Criticality Rating
41	<p><b>Preliminary Concern</b> – User stories are improperly linked to requirements marked as “Adoption” GAP type.</p> <p>IV&amp;V observed a discrepancy between stated expectations for requirement traceability and the current configuration within Azure DevOps (ADO). In an April 14 meeting, a representative of the UI solution vendor stated that requirements with a GAP type of “Adoption” should not have any development-related user stories linked to them. These requirements should only be linked to test cases. However, a query performed by IV&amp;V on April 22 revealed 14 Adoption GAP type requirements with a total of 22 user stories linked. This misalignment indicates a deviation from the stated requirements traceability approach and may reflect inaccurate classification or insufficient requirement assessment.</p> <p>As a result of user stories being linked to requirements with a GAP type of “Adoption,” despite vendor guidance to the contrary, there is a potential misrepresentation of system scope and development, resulting in a hazard to project planning, scope tracking, and testing integrity. If requirements marked as Adoption truly require development work, they should not be labeled Adoption. If they do not require development, user stories should not be linked. This inconsistency may cause defects in scope reporting, hinder test planning, and confuse requirement validation processes.</p>	Medium
Recommendations		Status
<i>Recommendations founds on the following slide*</i>		Closed (5/27/2025)

# IV&V Findings and Recommendations

## Requirements Management

Recommendations	Status
<p><i>IV&amp;V Recommends:</i></p> <ul style="list-style-type: none"><li>- The UI solution vendor review all requirements marked with the GAP type “Adoption” and assess whether the GAP type classification is accurate.</li><li>- Remove or reclassify any user stories inappropriately linked to “Adoption” GAP type requirements.</li><li>- Update or clarify guidance and enforcement mechanisms for traceability practices in ADO to ensure alignment with project expectations.</li></ul>	<b>Closed (5/27/2025)</b>
Update(s)	
<p><b>5/27/2025 -- Closed:</b> During an onsite meeting on May 7, 2025, IV&amp;V met with the DLIR UI PMO and UI Solution Vendor to discuss this and other traceability observations. Project stakeholders acknowledged the identified issue involving user stories improperly linked to Adoption GAP-type requirements and confirmed they were already aware of these and similar inconsistencies. They stated that the team is actively running queries, reviewing results, and addressing issues continuously as part of their routine RTM maintenance.</p> <p>While IV&amp;V notes that this approach is somewhat reactive and informal, it is evident that the UI Solution Vendor and DLIR UI PMO are not disputing the issue and are making consistent efforts to improve linkage quality over time. Given the DLIR UI PMO’s acknowledgment of the condition, their commitment to continued cleanup, and the alignment on expectations for Adoption GAP classifications, IV&amp;V is closing this finding.</p>	

# IV&V Findings and Recommendations

## L Requirements Management

#	Key Findings	Criticality Rating
42	<p><b>Preliminary Concern</b> – Missing Requirement and Test Case Traceability for Some User Stories and Features</p> <p>For some User Stories that have been developed, IV&amp;V observed no corresponding test case to verify that the requirement was correctly built and works as intended. For example, Task 54144 is a child of User Story 46942 (Decision Template page). However, there is no test case associated with either the User Story or its parent Feature 46771. Additionally, there is no linked requirement associated with the Feature or the User Story (i.e., no parent requirement for the User Story, and no child requirement for the Feature).</p> <p>Requirements Traceability Matrix (RTM) typically tracks two main components for each requirement:</p> <ol style="list-style-type: none"><li>1. Development/Build (designing and implementing the requirement)</li><li>2. Testing/Validation (verifying that the requirement is correctly built and works as intended).</li></ol> <p>Simply, Requirement → How it is implemented → How it is tested</p> <p>The RTM's purpose is:</p> <ol style="list-style-type: none"><li>1. Ensure every requirement is accounted for in the system build.</li><li>2. Ensure every requirement is tested (validation coverage).</li><li>3. Show clear traceability both forward (Requirement → Test Case) and backward (Test Case → Requirement).</li></ol>	
Recommendations		Status
Ensure that all Features, User Stories, and related development tasks are fully traced to corresponding requirements and associated test cases in the RTM to verify that each requirement is correctly built and validated. Gaps should be addressed to maintain complete end-to-end traceability.		Open

# IV&V Findings and Recommendations

## Requirements Management

### Update(s)

**5/31/2025** - Not all Features, User Stories, and related development tasks are fully traced to associated test cases in ADO, for example, Task 54144 is a child of User Story 46942 (Decision Template page). However, there is no test case associated with either the User Story or its parent Feature 46771.

# IV&V Findings and Recommendations

## Software Development

#	Key Findings	Criticality Rating
26	<p>Issues – <b>Sprint Retrospectives:</b> <i>The absence of a Sprint Retrospective in an agile IT project can have several negative impacts.</i></p> <p>A Sprint Retrospective is one of the key ceremonies in Scrum and other agile frameworks, focused on continuous improvement. It is an agile meeting held at the end of each sprint to allow the team to reflect on their performance, discuss what went well, identify areas for improvement, and agree on actionable changes for future sprints.</p> <p>Currently, the UI project lacks Sprint Retrospectives at the end of each development sprint.</p> <p>Some of the primary consequences of absence of a Sprint Retrospective in an agile IT project are:</p> <ol style="list-style-type: none"><li>1. Missed Opportunities for Continuous Improvement.</li><li>2. Increased Frustration and Low Morale of team members.</li><li>3. Lack of Team Alignment and Communication.</li><li>4. Reduced Product Quality and Customer Satisfaction.</li><li>5. Missed Innovation and Learning.</li></ol> <p>Retrospectives are essential for fostering continuous improvement, ensuring agile processes are truly iterative and adaptive. Without a Sprint Retrospective, an agile IT project risks becoming static and inefficient, with reduced quality, team cohesion, and customer satisfaction.</p>	Medium
Recommendations		Status
<i>Recommendations found on the following slide*</i>		<b>Closed</b> 5/31/2025



# IV&V Findings and Recommendations

## Software Development

Recommendations	Status
<p>IV&amp;V recommends:</p> <ol style="list-style-type: none"><li>1. Introducing regular Retrospectives: Schedule a Sprint Retrospective at the end of each sprint to give the team dedicated time to reflect on the sprint's successes, challenges, and areas for improvement.</li><li>2. Setting clear goals for retrospectives: Define specific objectives for retrospectives, such as improving processes, enhancing team communication, or identifying technical obstacles.</li><li>3. Encouraging open and constructive feedback: Foster a safe environment where team members feel comfortable sharing their thoughts and concerns.</li><li>4. Using structured formats: Adopt retrospective formats that guide discussions, like "Start, Stop, Continue" or "What Went Well, What Didn't, What Can Be Improved." These structures help keep discussions focused and actionable.</li><li>5. Assigning action items: Document key takeaways and assign clear action items with owners and deadlines. Follow up on these items in subsequent retrospectives to ensure improvements are implemented.</li><li>6. Involving stakeholders: Occasionally, involve key stakeholders to gain additional perspectives.</li><li>7. Leveraging Retrospective Tools: Use tools like Jira, Miro, or MURAL's retrospective feature to streamline and record feedback.</li><li>8. Making retrospectives consistent: Consistently holding retrospectives builds a rhythm and habit within the team, making continuous improvement a natural part of the development process.</li><li>9. Encouraging small, iterative Improvements: Small adjustments or incremental changes often lead to sustained improvements and are easier to adopt.</li><li>10. Monitoring the impact: Track whether changes from retrospectives improve team velocity, quality, or collaboration. Reviewing the impact helps refine the process and shows the value of retrospectives to the team.</li></ol> <p><i>Updates found on the following slide*</i></p>	<p><b>Closed</b> <b>5/31/2025</b></p>

# IV&V Findings and Recommendations

## Software Development

### Update(s)

**5/31/2025**

IV&V continues to monitor Agile ceremonies conducted by the Solution Provider. As of this reporting period, Agile sprint retrospectives have still not been implemented at the end of each sprint. The continued absence of retrospectives limits the team's ability to reflect on performance, identify process improvements, and address recurring issues. However, as the project has acknowledged and accepted this risk, IV&V is closing this finding.

**4/30/2025**

This finding was previously designated as a watch item. During this reporting period, IV&V monitored Agile ceremonies closely to assess whether the Solution Provider had implemented sprint retrospectives at the end of each sprint. As the Solution Provider has not yet conducted Agile sprint retrospectives, IV&V has re-opened this finding.

**3/31/2025**

The Solution Provider has not yet implemented Agile sprint retrospectives at the end of each sprint. Additionally, IV&V has observed that certain Agile ceremonies—such as Sprint Planning and Sprint Reviews—are conducted only briefly. IV&V has documented a related finding as a watch item and will continue to monitor these ceremonies closely to determine whether the finding should be re-opened.

**2/28/2025**

The Solution Provider has stated that they conduct regular internal retrospectives focused on product-related discussions, including identifying issues and areas for improvement. However, IV&V has not attended these sessions, and the project is not conducting Agile project management sprint retrospectives.

**1/31/2025**

IV&V was informed that Sprint Retrospectives are being conducted, and the UI solution vendor indicated that these retrospectives are occurring independently of the project and are being used to inform the core product and its enhancements. There are concerns regarding the scope, operational **methodology**, and stakeholder inclusion, or lack thereof, of these retrospectives in their current state. These retrospectives appear to operate independently from the project, DLIR UI PMO, and oversight, potentially introducing risks and limiting the project's ability to achieve effective process improvements.

# IV&V Findings and Recommendations

## Software Development

### Update(s)

**12/31/2024**

The project is yet to incorporate Sprint Retrospectives at the end of every development sprint. IV&V is concerned that the absence of sprint retrospectives at the end of each sprint could result in missed opportunities for continuous improvement, increased frustration and low morale among team members, misalignment and poor communication within the team, reduced product quality and customer satisfaction, and missed opportunities for innovation and learning.

# IV&V Findings and Recommendations

## Software Development

#	Key Findings	Criticality Rating
31	<p><b>Risk – Backlog Management is Occurring Outside of Formal Agile Ceremonies</b></p> <p>The backlog grooming process occurs outside formal Agile ceremonies, led primarily by the solution vendor's development manager/lead architect without active DLIR UI PMO participation. As a result, the agency's priorities and business needs may not be adequately considered in backlog decisions.</p> <p>As a result of the backlog grooming process being conducted independently by the UI Solution Vendor without DLIR UI PMO involvement, there is a risk that prioritization may not fully align with business needs, potentially leading to misallocated development effort and reduced stakeholder satisfaction.</p>	Medium
Recommendations		Status
<p>1.) <i>Increase DLIR UI PMO Engagement in Backlog Refinement—Before sprint planning, the DLIR UI PMO should have visibility into and input on backlog prioritization.</i></p> <p>2.) <i>Establish a Structured Refinement Process—To ensure alignment, consider formalizing a backlog review process with key stakeholder representatives.</i></p> <p>3.) <i>Improve Backlog Communication – The vendor should provide backlog updates and justifications for prioritization before presenting finalized work in sprint planning.</i></p>		Open

# IV&V Findings and Recommendations

## Software Development

### Update(s)

**3/31/2025**




At a management meeting on 3/28, the UI Solution Vendor shared that backlog grooming occurs regularly but is an internal process and meeting. No HI stakeholders or IV&V are present or are expected to have input in these internal grooming sessions. The desires and priorities of the DLIR UI PMO are expected to be represented by the UI Solution Vendor BA's.

**4/22/2025**

No update for this reporting period. These practices are continuing to occur regularly, but without HI or IV&V stakeholders represented. This finding has been moved to a Risk.

# Appendix A – IV&V Criticality Ratings

See definitions of Criticality Ratings below:

Criticality Rating	Definition
	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.
	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.
	A low rating is assigned if there is a possibility of a slight impact on 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 – IV&V Standard Inputs

## Artifacts reviewed during the reporting period:

April 2025 Project HUI Huaka'i Weekly Status Reports

Project Management Plan

CATCH and HI DLIR Cleansing Meeting Agendas for the weekly meetings in April 2025.

Data Cleansing meeting notes (sent by email) for the weekly meetings in April 2025

[Ongoing UI Data Conversion Weekly.docx](#)

[Development \(Appeals\) Features Backlog - Boards \(azure.com\)](#)

[Development \(Benefits\) Team Epics Backlog - Boards \(azure.com\)](#)

[DLIR Traceability Matrix Team Epics Backlog - Boards](#)

Appeals Requirements Sessions agendas and Meeting Notes

Benefits Requirements Sessions agendas and Meeting Notes

Epic 28163 System

Project Schedule

Data Conversion Plan

Decision Log

RAID Log

Project Team Training Plan

# Appendix C – IV&V Details

- 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 IV&V 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.

Note: This report is a point-in-time document with findings accurate as of the last day in the reporting period.



# Appendix D – DLIR UI PMO and Solution Vendor Comments on IV&V Reporting

## IV&V Observations

### Scope and Schedule Management

### Client Comments

### Vendor Comments

<p>Scope and Schedule Management is Yellow with the following Observations:</p> <p>The current Schedule Performance Index (SPI) as reported in the Project Schedule is 1.0.</p> <p>This category remains Yellow, as improvements in transparency continue, but new concerns have emerged regarding recent changes to the reporting structure. While IV&amp;V successfully closed Finding #34 following productive discussions with state representatives and agreement on improved validation approaches, the vendor changed the Power BI report structure on May 19, 2025, specifically, removing the velocity calculation tab. While there are a few velocity metrics in the report, they are more ambiguous than before, and the accompanying methodology document was not updated to reflect this change. While IV&amp;V supports and commends adapting to project needs and updating reporting to better analyze the project's health, these changes should be documented and communicated.</p> <p>This change was not communicated to IV&amp;V in advance, nor was it documented in the project's AID log. The absence of change documentation limits visibility and raises concerns about the continuity and traceability of key performance metrics. IV&amp;V will review the updated report and seek clarification to determine whether the previously reported velocity metrics remain accessible or are now captured in another format.</p> <p>To strengthen this project area, IV&amp;V Recommends:</p> <ul style="list-style-type: none"> <li>Reinstate or relocate velocity metrics in the reporting tool and clearly document any structural changes in the AID log for transparency and auditability.</li> <li>Notify stakeholders of material changes to reporting tools or metrics before implementation.</li> <li>Maintain open collaboration with state stakeholders and IV&amp;V on all aspects of scope and schedule validation.</li> <li>Update the associated methodology document for ADO Power BI Report and Velocity reporting to reflect the new changes to the Power BI report.</li> </ul> <p>Related Findings:</p> <p>Finding #34 – Preliminary Concern - Initial Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable (Closed 5/27/2025)</p>	<p>The State acknowledges IV&amp;V's comments but does not share the same concern regarding recent changes to the reporting structure. The reporting tools and processes currently in place, specifically the RTM-linked backlog, delineation between internal and project-funded activities, and Power BI dashboards published to the UI Project Share, are sufficient to support effective monitoring of project scope, progress, and performance.</p> <p>We do not agree that the removal of the velocity calculation tab materially limits transparency or traceability. Velocity and related metrics continue to be captured and communicated through other views within the reporting suite, which are routinely reviewed by the project team and stakeholders. The reporting structure has evolved based on direct feedback from project leadership, and in support of streamlining insights that are actionable and aligned to delivery.</p> <p>While we agree in principle that significant changes should be logged and communicated, we do not believe the recent adjustment represents a material governance failure or warrants escalation. The State has remained actively engaged with both the vendor and IV&amp;V, and we expect IV&amp;V to recognize when programmatic judgment and evolving project needs appropriately guide tool configuration.</p>	<p>It appears that access and scope visibility are functioning correctly from the vendor's perspective. Each RTM requirement includes a "Related" link to the product-backlog items needed to satisfy it, and our project-backlog tool differentiates RTM-related work from other tasks. The tool can be used to independently export source data directly from the project backlogs, and all Power BI dashboards are published to the UI Project Share for easy access. The vendor is prepared to collaborate on any reporting requirements.</p>
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**Solutions that Matter**