JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA

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

CHRISTINE M. SAKUDA
CHIEF INFORMATION OFFICER
LUNA 'ENEHANA

DEPT. COMM. NO. 399

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

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

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

April 17, 2026

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 for January 2026.

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)

Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report
for Reporting Period January 1 – 31, 2026

Submitted: February 13, 2026

PUBLIC CONSULTING GROUP

Solutions that Matter

Overview

- Executive Summary
- IV&V Findings and Recommendations
- IV&V Engagement Status
- Appendices
  - A – IV&V Criticality Ratings
  - B – Risk Identification Report
  - C – Acronyms and Glossary
  - D – Background Information

PUBLIC CONSULTING GROUP
Solutions that Matter

Executive Summary

Executive Summary – 1

The BES project continues to progress toward readiness for the BES Pilot implementation with a primary focus on completing Design, Development, and Implementation (DDI) activities and stabilizing the solution. Current efforts are centered on completing five Change Requests(CRs), continuing testing and resolution of outstanding defects identified during the last System Integration Testing (SIT) cycle, and finalizing the revised schedule for Maintenance & Operations (M&O). In parallel, the team is continuing development of end-user training materials and online help content to support adoption and operational readiness.

The primary risks for the BES project are related to defining a clear and actionable plan for Organizational Change Management (OCM) and finalizing the mapping of requirements to the delivered solution. IV&V has raised a new Risk regarding OCM, and DHS has also documented its concerns regarding OCM planning at the project level. Delays or lack of clarity in these areas could impact user readiness, solution alignment with contractual expectations, and overall adoption. Mitigating these risks will require focused attention on OCM planning and confirmation that all requirements are fully mapped, validated by DHS.

With the ASI providing both a current M&O schedule and a revised master schedule, the project team now has clarity on how the project is being extended to include the HR1 federal requirements and additional details regarding the work and resources needed to complete the work in preparation for the Pilot. With improved focus on OCM, the project team will help drive towards a successful Pilot by building end-user adoption and confidence during the Pilot and state-wide implementation.

Nov	Dec	Jan	Category	IV&V Observations
L	L	L	System Design	The ASI continued to perform design work for two of the five Change Requests that are part of the extended DDI effort beyond the core BES functionality. DHS continues to monitor for any new federal requirements that could impact the existing BES solution.

Executive Summary – 2

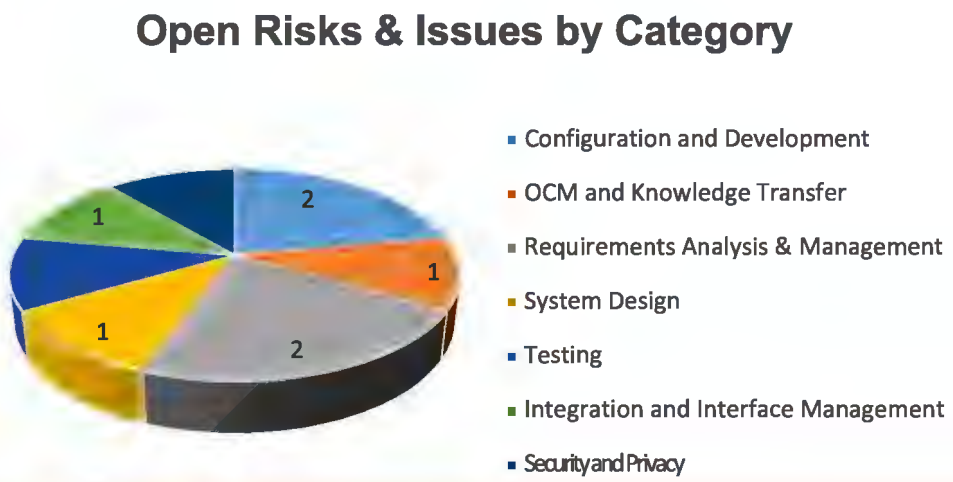
Nov	Dec	Jan	Category	IV&V Observations
M	M	M	Configuration and Development	The remaining DDI work (five CRs) was on track at month-end and remains the key driver for meeting the Pilot and Statewide implementation dates. Configuration Management preparations continue, with both DHS and IV&V awaiting documentation of Configuration Management plan from the ASI.
L	L	L	Integration and Interface Management	The ASI completed 95% of it's planned technical interface tests. With DHS confident the testing will finish before the SIT cycle ends, they've requested to cancel the weekly interface progress meeting.
M	M	L	Testing	The ASI testing team is focused on SIT test case creation for the CRs' currently in development. Additionally, the ASI is retesting remaining defects from the last SIT cycle. These testing efforts aim to minimize defects before UAT, enabling a focus on validating the BES solution's functionality.
M	M	M	Security and Privacy	Progress continues on the Security and Privacy findings. Additionally, a meeting with the IRS validated that the BES project is progressing toward required system approval. The completion date for DHS security policies supporting the System Security Plan was extended from December 31, 2025, to February 27, 2026.
M	M	M	Requirements Analysis & Management	The ASI focused on two key requirement areas; finalizing refinement of BES solution requirements and validating that the Federal System Integration Review Tool (SIRT) requirements are being met by the BES solution. These efforts are critical to obtaining DHS and federal approval that the BES solution complies with all contractual and federal eligibility system guidelines.
N/A	N/A	M	OCM and Knowledge Transfer	Both DHS and IV&V have raised concerns about progress in OCM, both in documenting a clear plan and implementing expected work to prepare DHS for Pilot. OCM is critical to the successful implementation of BES as it ensures people are trained, then adopt, use, and sustain the new solution through new skills, and ways of working.

IV&V Findings and Recommendations

IV&V Findings and Recommendations – chart 1

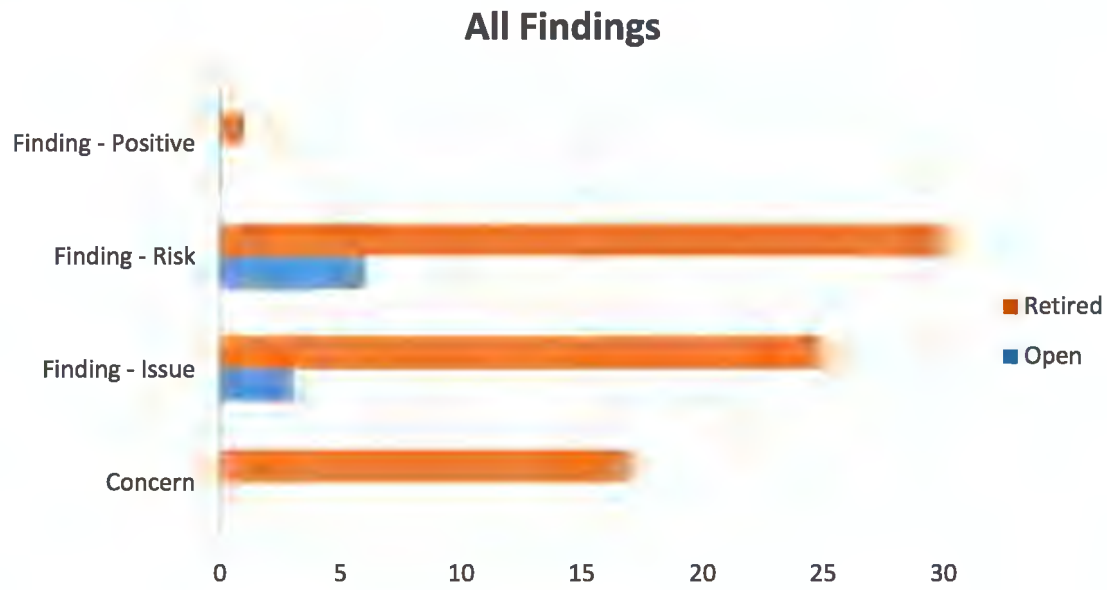
As of the January 2026 reporting period, PCG is tracking 9 open findings (6 risks, 3 issues) and has retired 86 findings. Of the 9 open findings, 5 are Medium, and 4 are Low.





IV&V Findings and Recommendations – chart 2

The following figure provides a breakdown of the 95 IV&V findings (positive, risks, issues, concerns) by status (open, retired).



IV&V Findings and Recommendations – 1

Findings Opened During the Reporting Period

#	Finding	Category
111	**Risk –Insufficient Organizational Change Management (OCM) Planning and Execution Increases Risk to BES User Adoption and Deployment Success - Medium** **Observation**: DHS and IV&V have observed that the ASI has not demonstrated sufficient progress in fully defining, planning, and implementing Organizational Change Management (OCM) for the BES Project. While OCM has been acknowledged as a critical success factor and discussions regarding strategy and approach have occurred, key foundational OCM artifacts and execution mechanisms remain incomplete or not yet available for DHS and IV&V review. Specifically, IV&V notes that: • DHS-approved OCM strategy and implementation plan has not been fully established or baselined. • A detailed OCM activity schedule, aligned to BES testing, training, pilot, and go live milestones, has not been consistently available. • Roles, responsibilities, and ownership between DHS and the ASI for OCM execution lack sufficient clarity to support effective planning and resourcing. • Key OCM deliverables (e.g., communications plans, stakeholder readiness assessments, change impact analyses, and user adoption metrics, effectiveness of training) have not been fully defined or demonstrated in execution. As a result, DHS and IV&V have limited visibility into how change readiness, user adoption, and organizational preparedness will be systematically achieved in advance of BES pilot and statewide deployment. To enable staff readiness, DHS has independently restarted the Change Champion meetings.	OCM and Knowledge Transfer

IV&V Findings and Recommendations – 2

Findings Opened During the Reporting Period (cont.)

#	Finding	Category
111	**Risk – Medium Insufficient Organizational Change Management (OCM) Planning and Execution Increases Risk to BES User Adoption and Deployment Success** **Significance**: OCM is a critical component of large-scale system modernization efforts such as BES, particularly given the breadth of business process change, the number of impacted stakeholders, and the dependency on end-user adoption for operational success. Without a clearly defined and actively executed OCM framework, and coordination with the training activities, the project risks focusing primarily on technical readiness while underestimating the people, process, and behavioral changes required for successful implementation. The absence of a mature and executable OCM approach limits DHS's ability to: • Proactively prepare stakeholders and end users for new processes and system behaviors. • Identify and mitigate resistance to change. • Measure organizational readiness prior to key deployment milestones. • Ensure consistent and coordinated messaging between training, communications, and operational leadership.	OCM and Knowledge Transfer

IV&V Findings and Recommendations – 3

Findings Opened During the Reporting Period (cont.)

#	Finding	Category
111	**Risk – Medium Insufficient Organizational Change Management (OCM) Planning and Execution Increases Risk to BES User Adoption and Deployment Success**	OCM and Knowledge Transfer

Recommendations	Progress
• Develop and maintain a detailed OCM activity schedule that is integrated with the overall BES master schedule, including testing, training, pilot, and go live phases	New
• Define and document DHS and ASI OCM roles, responsibilities, decision authority, and handoffs to support effective execution and accountability.	New
• Identify key OCM artifacts (e.g., change impact assessments, communications plans, stakeholder engagement plans, readiness assessments, adoption metrics) and ensure they are produced, reviewed, and actively used to guide decision-making.	New
• Establish measurable OCM performance indicators and provide regular status reporting to DHS leadership to support early identification of readiness gaps and corrective action.	New

IV&V Findings and Recommendations – 4

Findings Retired During the Reporting Period

#	Finding	Category
109	**Risk - Lack of a current BES Maintenance & Operations (M&O) Schedule may Impact the ability of DHS and the ASI to manage the M&O work effectively** The ASI provided a revised M&O schedule, which was approved by DHS in January, therefore IV&V is retiring this finding.	Project Management

IV&V Findings and Recommendations – 5

Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
	None	

IV&V Findings and Recommendations – 6

System Design

#	Key Findings	Criticality Rating
73	**Risk – The planned BES infrastructure is complex, which could be difficult to implement and maintain, and could lead to schedule/cost impacts.** No material update in this reporting period.	L

Recommendations	Progress
• ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once updates are applied.	In Process
• The project team work to establish strong governance over the utilization and maintenance of various tools/components.	In Process
• ASI allot time in the schedule to conduct proof of concepts to assure infrastructure components work as expected.	In Process
• ASI maintain a detailed schedule for infrastructure tasks to avoid unexpected delays that could delay project milestones and the critical path.	In Process

IV&V Findings and Recommendations – 7

Configuration and Development

#	Key Findings	Criticality Rating
	Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution.	
70	IV&V continues to monitor the development and maintenance of the configuration management plan, validating that the ASI and DHS will have all required Configuration Items (CIs) in place for a successful Pilot and Statewide implementation. A missing CI when the BES solution goes live could result in outages, security exposure, data issues, or degraded user experience.	

Recommendations	Progress
• ASI adhere to plans for configuration management as documented in BI-6 DDI Plan, Section 5.2 and clarify details and/or any changes with DHS.	In Process
• ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration items or settings they will track.	In Process

IV&V Findings and Recommendations – 8

Configuration and Development

#	Key Findings	Criticality Rating
80	**Issue – Development delays have negatively impacted the project schedule and delayed go-live.** All five (5) change requests remain on track for completion prior to the start of the new SIT phase. Integration testing (INT) completion dates for several CRs were extended – one due to extended technical documentation review, one due to a design change, and one due to additional time requested for design review. Overall, these schedule adjustments do not impact the SIT milestone. IV&V will continue to monitor progress through completion of all change requests.	M

Recommendations	Progress
• The ASI closely monitor progress on development efforts and create a mitigation strategy to avoid delays	In Process
• ASI provides DHS software demonstrations (demos) of new BES functionality as part of the DDI process.	In Process

IV&V Findings and Recommendations – 9

Integration and Interface Management

#	Key Findings	Criticality Rating
	Risk – Due to the lack of physical and technical (Transport Layer) testing of the interfaces and data transfer failure, conditions may exist with data format, boundaries, and dependencies. These failures may result in intermittent and hard-to-isolate problems or errors.	
93	Technical interface testing is ongoing, with approximately 95% of planned tests completed (183 of 191) across 31 shared and BES interfaces. The ASI stated they are on track to complete the remaining tests ahead of the targeted System Integration Testing (SIT) cycle end date on April 3, 2026. IV&V will continue to monitor test execution through completion, including the need for any retesting resulting from defect resolution of test failures.	

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

IV&V Findings and Recommendations – 10

Testing

#	Key Findings	Criticality Rating
83	**Issue – Gaps in test coverage and slower-than-expected progress in testing may result in schedule delays if subsequent test phases uncover a higher volume of defects and user feedback than initially anticipated.** The test cases for the five (5) Change Requests (CRs) have not yet been approved by DHS. Once approved, execution results will be required to determine whether test cases provide adequate coverage and do not adversely impact existing system functionality. The ASI continues to rerun previous failed tests and remediate outstanding defects carried over from the prior SIT cycle, contributing to improved system stability ahead of upcoming CR testing. Reintroduced defects continue to be observed within the Batch Framework. To reduce defect recurrence, the ASI has implemented mitigation measures such as strengthened merge discipline and enhanced code review checkpoints. Based on observed progress to date, IV&V has lowered the severity of this finding from Medium to Low and will continue to monitor test execution results, defect trends, and the mitigation effectiveness through completion of the current SIT phase and assessment of UAT readiness.	

Recommendations	Progress
• ASI test team provide a visual of progress of test case execution compared to current testing schedule.	Closed
• ASI to continue to strengthen regression testing by retesting CR-impacted modules and previously resolved defects to reduce the risk of reintroduced issues.	New
• ASI to assess whether strengthened merge discipline and enhanced code reviews are associated with a measurable reduction in reintroduced defects over this SIT cycle.	New
• DHS to review the subset of functional SIT test cases currently being executed to confirm that coverage is sufficient to mitigate the risk of defects escaping into UAT.	New

IV&V Findings and Recommendations – 11

Security and Privacy

#	Key Findings	Criticality Rating
106	**Risk – Critical and high vulnerability and configuration scan findings are not remediated within the documented timeframes, potentially impacting the project schedule and causing delays.** As of January 31st, 2026, BES had 27 critical findings in an open or in-progress state outside the 15-day remediation timeframe, and 3 critical findings were within the timeframe. BES had 110 high-rated findings in an open state outside the 30-day remediation timeframe, and 26 high-rated findings were within the timeframe. In addition to the critical and high POAM findings listed above, 10 critical and 31 high findings from 2024 remain deferred and are part of Oracle Cloud Infrastructure, which Oracle is responsible for patching quarterly.	M

Recommendations	Progress
• Implement an escalation process to involve senior leadership if deadlines are missed.	Completed.

IV&V Findings and Recommendations – 12

Requirements Analysis & Management

#	Key Findings	Criticality Rating
94	**Risk - The lack of an effective way to validate BES requirements could lead to project delays and unfulfilled user needs if DHS later identifies unmet contractual requirements.** On January 8, 2026, the ASI delivered a revised, interim Requirements Traceability Matrix (RTM) to DHS for review and feedback (due on 1/23/2026). Work remains to complete requirement mapping and finalizing the RTM in alignment with DHS needs for validating all contractual requirements are included in the BES solution (excluding current CRs under development). Completing this effort is critical for DHS to ensure all BES functionality and components have been properly developed and validated across all testing phases. Any overlooked or misunderstood requirements may result in rework, new development, or schedule delays.	M

Recommendations	Progress
• Develop a document that provides DHS with a feasible and effective way to map contract requirements to passed test cases, and, per the BI-19 (Complete and Final Test Plan),"Maps the implementation, functional and technical requirements to the test cases and test scripts".	In Process
• Ensure test scripts thoroughly and comprehensively test the system to assure each requirement is met.	In Process
• Develop a deliverable that provides an audit trail for changes to the requirements from the contract such as obsoleted requirements, when that decision was made, and the change requests.	In Process
• Weekly reporting on clean-up efforts in JIRA regarding incorrect statuses of epics, use case, and requirements.	In Process

IV&V Findings and Recommendations – 13

Requirements Analysis & Management

#	Finding	Category
108	**Issue - Unplanned federally mandated system requirements could lead to project delays and increase the project budget.** No new Federal requirements were introduced during the reporting period that would impact the currently BES solution. There is a monthly meeting with FNS, DHS, and the ASI, which is the primary source for any new requirements. Any new requirements will either need to be deferred to post go live, unless needed for the Pilot, which will delay the overall schedule.	L

Recommendations	Progress
• Pursue all communication channels that could provide early, and validated, information on possible requirements being sent out to the States.	In Process

IV&V Status

IV&V Engagement Status

IV&V Engagement Status				
IV&V Engagement Area	**Nov**	**Dec**	**Jan**	**Comments**
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final December IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				

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

IV&V Activities

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

Deliverables Reviewed

Deliverable Name	Deliverable Date	Version
BI-05 Project Schedule	01/06/2026, 01/15/2026, 01/26/2026, 01/29/2026	N/A
BI-02 Project Status Report	01/07/2026, 01/14/2026, 01/21/2026, 01/28/2026	N/A

Additional Inputs – Artifacts

Artifact Name	Artifact Date	Version
FNS Handbook 901	01/2020	V2.4
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
R0.13 SIT Defect Dashboard	N/A	N/A
Interface Dashboard – Confluence page	N/A	N/A
Jira Requirements Details	N/A	N/A
Jira Testing Lists	N/A	N/A
BES R0.13 System Testing Results - CRs and Pending Epics	N/A	N/A
BES R0.13 System Testing Results - Core	N/A	N/A
Batch Defect Dashboard	N/A	N/A
Reporting Defect Dashboard	N/A	N/A

Additional Inputs

Meetings and/or Sessions Attended/Observed:

1.IV&V Team Meeting – 1/5/2026, 1/12/2026, 1/20/2026, 1/26/2026, 1/29/2026
2.IV&V/ASI February Pre-draft Review – 1/7/2026
3.HI DHS BES November Draft IV&V Report Review – 1/15/2026
4.BI-Weekly DHS BES PMO/IV&V Check-in – 1/15/2026, 1/29/2026
5.Bi-Weekly DHS and IV&V Touch Base – 1/5/2026
6.Weekly BES Infrastructure meeting – 1/9/2026, 1/16/2026, 1/23/2026, 1/30/2026
7.Weekly Client BES 2023 Project Status Meeting – 1/7/2026, 1/14/2026, 1/21/2026, 1/28/2026
8.Security Touchpoint – 1/7/2026, 1/14/2026, 1/21/2026, 1/28/2026
9.(External) Bi-Weekly Client BES Implementation Schedule Review Meeting – 1/28/2026
10.(Externa(l) Weekly Interfaces Touchpoint – 1/5/2026, 1/12/2026, 1/26/2026
11.(External) Bi-weekly BES CCB Meeting – 1/7/2026, 1/21/2026
12.(External) C!A Current Monthly Checkpoint – 1/13/2026
13.(External) BES M&O Working Group –
14.(External) Weekly BES Testing Workgroup Meeting – 12/4/2025, 12/11/2025, 12/18/2025
15.(External) BES Readiness/BI-29 Updates – 1/12/2026, 1/26/2026
16. ASI/IV&V Mid-Month Check-in – 1/22/2026
17.(External) BES: FNS Connect – 1/8/2026
18.(External) BES: OCM and Communications – 1/26/2026
19.(External) OLH Review Touchpoint Meeting – 1/6/2026
20.(External) BES Data Conversion - Defect Triage – 1/7/2026, 1/14/2026, 1/21/2026, 1/28/2026
21.(External) BES Mass Change Planning Meeting – 1/12/2026
22.(External) BES BI-05 Project Schedule Response Review Meeting – 1/16/2026, 1/23/2026
23.(External) BES M&O Project Schedule Response Review Meeting – 1/23/2026
24.(External) BES BI-22a SIRT Deliverable Review Meeting – 1/30/2026

Appendices

Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
H	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
M	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of 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 – Findings Log

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

Appendix C – Acronyms and Glossary – 1

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

Appendix C – Acronyms and Glossary – 2

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

Appendix C – Acronyms and Glossary – 3

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

Appendix D – Background Information

Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information – 1

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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

- Project Management
- Requirements Analysis & Management
- System Design
- Configuration and Development
- Integration and Interface Management
- Data Management and Conversion
- Security and Privacy
- Testing
- OCM and Knowledge Transfer
- Pilot Test Deployment
- Deployment



Solutions that Matter