OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

P.O. BOX 119, HONOLULU, HAWAI'I 96810-0119
Ph: (808) 586-6000 | Fax: (808) 586-1922
ETS.HAWAII.GOV

February 4, 2020

The Honorable Ronald D. Kouchi,
  President, and
    Members of The Senate
Thirtieth State Legislature
Hawaii State Capitol, Room 409
Honolulu, Hawaii 96813

The Honorable Scott K. Saiki,
  Speaker, and
    Members of The House of Representatives
Thirtieth State Legislature
Hawaii State Capitol, Room 431
Honolulu, Hawaii 96813

Dear President Kouchi, Speaker Saiki, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within ten days of receiving the report, please find attached the IV&V report the Office of Enterprise Technology Services received for the State of Hawaii Department of Accounting and General Services' Time & Leave Project.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see "Reports").

Sincerely,

Douglas Murdock (Feb 4, 2020)

DOUGLAS MURDOCK
Chief Information Officer
State of Hawai'i

Attachment (2)

Time & Leave Project
Phase II of the HawaiiPay project

Department of Accounting and General Services (DAGS)
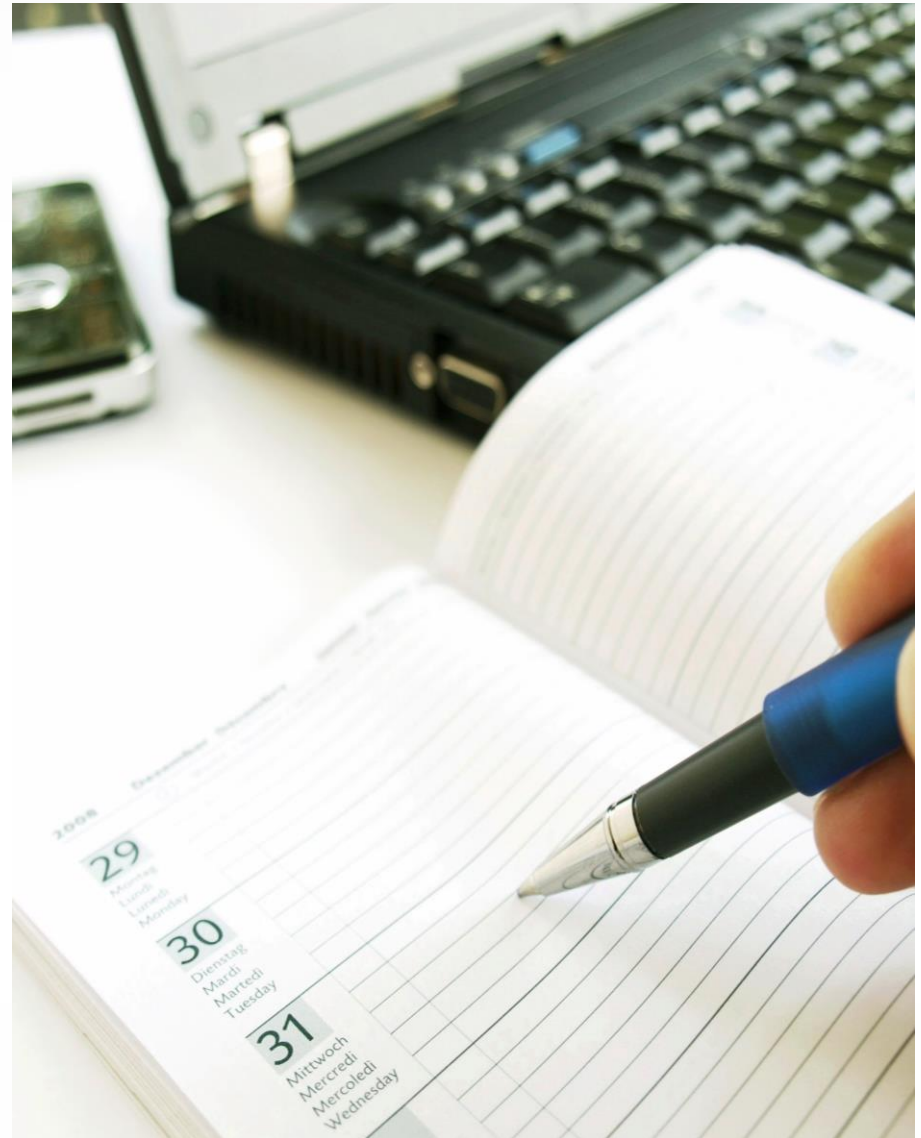
IV&V Monthly Status Report – **Final**

For Reporting Period: **December 1 – 31, 2019**

Draft Submitted: January 22, 2020

Final Submitted: January 31, 2020

PUBLIC CONSULTING GROUP

Solutions that Matter

Overview

- Executive Summary
- IV&V Findings and Recommendations
- IV&V Status
- Appendices
    - A – IV&V Findings Log & Priority Ratings
    - B – Standard IV&V Inputs
    - C – IV&V Details

Executive Summary

The Time and Leave (TL) project continued to make good progress during this reporting period. As Group 1 analysis and design draws to a close, the project is poised to begin integration and UAT testing. Productive union consultation meetings are ongoing and recent meetings with UPW and HGEA have proved positive. Initial concerns that unions would push back on project efforts to standardize and streamline processes, thus far, have not been realized. The project continues to make progress in mitigating the (previously reported) loss of a key lead Business Analyst (BA) but is still facing challenges with the loss of some subject matter expertise. The project added new resources to the project team, including a TL Analyst and a dedicated Application Security Analyst, improving the project's capacity to execute. Efforts to turnover HawaiiPay support to payroll operations has progressed and TL team members are spending less time on HawaiiPay support. IV&V remains concerned with the complexity of CBA rules, TL configuration impacts to payroll, and the lack of an effective operations management plan for Payroll and post go-live TL support.

	Category	IV&V Observations
H	Human Resources Management	The project continues to make progress in mitigating the (previously reported) loss of a key lead Business Analyst (BA). Despite good efforts to transfer their knowledge before departing, the project has reported some challenges recalling departed BA's guidance, plans, and artifacts. The project has also made progress in adding new resources to the project team, including a TL Analyst and a dedicated Application Security Analyst, and reported headway in acquiring additional resources. However, Payroll Operations has reported interviews for their new hires have been put on hold due to the holidays and efforts to form the new Payroll Operations Technical Support Office (TSO) could be delayed. Standing up a highly functional TSO is intended to be an important step towards weening Payroll Operations off utilizing project team members for operations support. IV&V recommends efforts to create and operationalize the TSO be accelerated so that the project team can focus on project activities and ensure the TSO is ready to effectively support TL users before Group 1 go-live.

Executive Summary (cont'd)

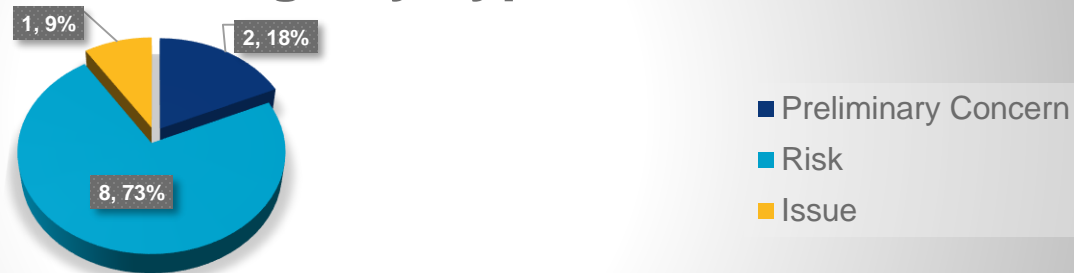|	Category	IV&V Observations
M	Knowledge Transfer	Transition of responsibility for the HawaiiPay Help Desk support to Payroll Operations (PO) continues to progress and PO support capabilities have increased. It remains unclear if a complete and comprehensive knowledge transfer process between the TL staff and the Payroll Operations Help Desk support staff has been completed, as TL team members continue to be involved in support activities. To prevent unnecessary risk and delayed responses to TL support issues, a comprehensive transition of the HawaiiPay support services to Payroll Operations is critical.
M	Operational Readiness	As the analysis and design phase for Group 1 departments draws to a close, the project reports growing confidence in Group 1 readiness for go-live. With TL team's reduced involvement in HawaiiPay support, TL staff can better focus on TL project activities. IV&V noted concerns that the 4½ -month staffing contract for HawaiiPay Help Desk may expire close to the first go-live of the TL solution. The lack of support at this critical juncture may cause significant risk to the success of the TL implementation and could delay go-live. Therefore, IV&V has elevated this risk category from Low to Medium.
L	Organizational Change Management	The project continues to effectively leverage their department mentoring process to not only ensure operational readiness but to mobilize department participants as change agents and "super users" (or departmental TL system experts) to help drive OCM, readiness, and post go-live support efforts. With the renewal of the 4½-month outsourced HawaiiPay help desk staffing contract and subsequent restoration of full help desk support hours and improved responsiveness, the project hopes to regain their user base confidence in HawaiiPay and future TL help desk customer support, which should help improve participation in TL OCM efforts. The project has reported that they are poised to address IV&V initial concerns around non-intuitive user interfaces, that could hinder user buy-in and satisfaction, through extensive training efforts and other methods.

Executive Summary (cont'd)

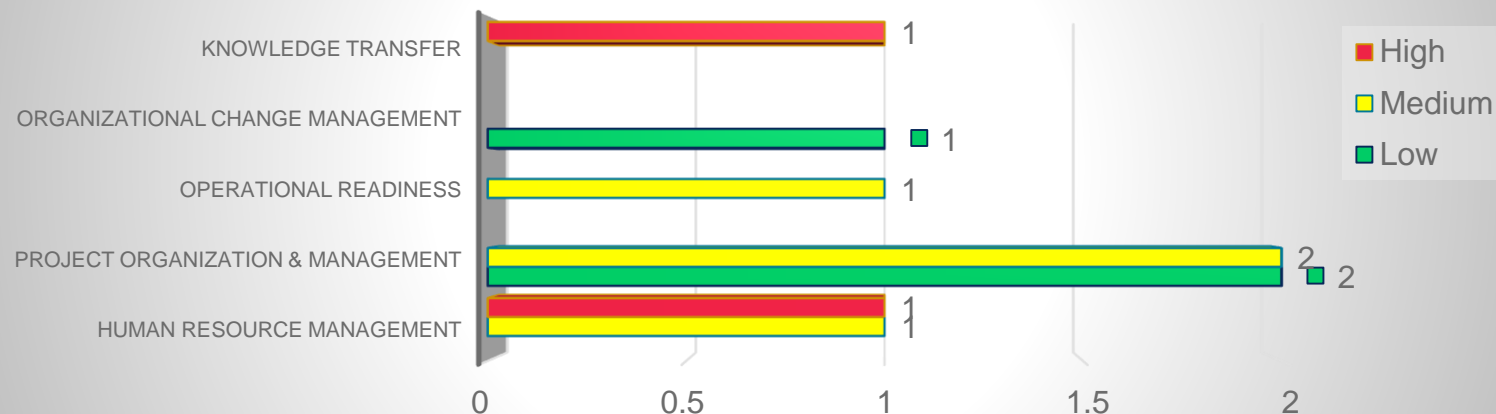|	Category	IV&V Observations
L	Project Management and Organization	With the renewal of the outsourced HawaiiPay help desk contract, TL project management resources are now better able to focus on project activities. The project continues to have productive consultation meetings with stakeholder unions and has recently met with UPW and HGEA. Initial concerns that unions would push back on project efforts to standardize and streamline processes, thus far, have not been realized. The project has reported that it is highly likely that some departments will not participate in the TL project. Therefore, the project team and payroll operations is preparing for the eventuality that they will need to maintain two different processes for processing TL and payroll. Efforts are underway to plan for and properly resource these processes as well as improve process efficiencies. Project/DHRD collaborative efforts have progressed, leading to resolution of 3 of 4 key DHRD concerns. However, communication challenges between the project and Payroll Operations have reportedly not been completely resolved, which has hindered resolution of some challenges that could pose risks to the project. With the (previously reported) loss of a key project resource, executive management has taken steps to address related project risks, including mobilizing Payroll Operations to take on additional payroll operations support responsibilities.
L	Quality Management	The project noted that a full end-to-end payroll comparison test for the January payroll would be executed. IV&V noted that the stated exit criteria for this testing cycle should include a requirement that the comparison test results match to the penny with the exception of any "known" differences and concurs that this is a valuable quantitative method to confirm payroll accuracy as well as ensure changes made to the production code base do not negatively impact Payroll. Further, the SI has assured the state that comprehensive regression testing should further mitigate these quality risks.

IV&V Findings and Recommendations

IV&V has identified 11 findings (2 preliminary concerns, 8 risks, and 1 issue). Of the open risks/issues, 4 are related to Project Management. The following charts breakdown the risks by type and category/priority.

Findings by Type

- 1, 9%
- 2, 18%
- 8, 73%

Legend:
- ■ Preliminary Concern
- ■ Risk
- ■ Issue

Open Risks/Issues by Category/Priority

Category	Value
KNOWLEDGE TRANSFER	1
ORGANIZATIONAL CHANGE MANAGEMENT	1
OPERATIONAL READINESS	1
PROJECT ORGANIZATION & MANAGEMENT	2 / 2
HUMAN RESOURCE MANAGEMENT	1 / 1

Legend:
- ■ High
- ■ Medium
- ■ Low

Axis: 0, 0.5, 1, 1.5, 2

IV&V Findings and Recommendations (cont'd)

Summary of IV&V Open Risks/Issues Criticality

Category		Finding Title	Criticality
Human Resource Management	Risk	**5 - Over reliance on a few skilled and overtaxed project resources could lead to significant project disruption in the event of their departure**	High
	Risk	**6 - Lack of dedicated leads filling key roles could impact the effectiveness of the project team and reduce quality of deliverables**	Medium
Knowledge Transfer	Risk	**4- Payroll production support dependence on key Time and Leave Resources**	High
Operational Readiness	Risk	**8 - Detailed processes to integrate Time & Leave Maintenance and Operations support with production Payroll support not finalized**	Medium
Organizational Change Management	Risk	**17 - Non-intuitive user interface could reduce user adoption and satisfaction and lead to user error and frustration at go-live.**	Low
Project Organization & Management	Risk	**9 - Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope**	Low
	Preliminary Concern	**11 - Collective Bargaining Agreements complexity could prove problematic and lead to project delays and result in an overly complex system that may be difficult to support**	n/a
	Issue	**13 - Departments choosing not to participate in the TL project could lead to unnecessary costs to the state as well as project team wasting valuable time to onboard departments who eventually decide to opt-out**	Medium
	Risk	**14 - Communications between the project and central operations groups (primarily HR and Payroll Operations) can be ineffectual which could lead to project delays and cost overruns**	Medium
	Risk	**15 - Key project risks and issues management and escalation processes may not be effective**	Low
Quality Management	Preliminary Concern	**12 - Potential lack of consideration for unexpected or unintended impacts on payroll functionality when making T&L design decisions or configurations, could necessitate rework of T&L designs and/or impact payroll quality**	n/a

IV&V Findings and Recommendations (cont'd)

Human Resource Management

H

#	Key Findings	Criticality Rating
5	**Risk - Over reliance on a few skilled project resources could lead to significant project disruption in the event of their departure:** There are currently 3-4 individuals who are relied on more than others. Over reliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals, but also presents a risk of significant project disruption in the event of their departure. Resource losses from the Phase I team have not been backfilled and include the loss of the OCM manager and the SI project manager role; their responsibilities have been transferred to existing team members who appear to be at capacity. While most projects have this risk, the risk impact for this project, from IV&V's perspective, is higher than most, and while the project could be impacted by the loss of several key individuals, there are 3-4 individuals who would create more significant project disruption than others.	High
6	**Risk - Lack of dedicated leads filling key roles could impact the effectiveness of the project team and reduce quality of deliverables:** The project does not have single, designated management leads for key areas such as OCM, Project Management, Training, and Testing. Current designated leads manage multiple Time and Leave functional areas, act as mentors for several departments, and have the added burden of supporting Phase 1 M&O. The SI and project team have agreed to go without an SI project manager which could put an additional strain on the state PM.	Medium

IV&V Findings and Recommendations (cont'd)

Human Resource Management (cont'd) **H**

Recommendations	Progress
• DAGS leadership work quickly to assist payroll operations to resolve resource challenges.	In progress
• Work quickly to increase state resources.	In progress
• Create and utilize a resource management plan to assure planful, instead of reactive, addition and management of resources. Assure the plan reflects an understanding of how many people are needed, and in which roles, to accomplish various tasks. Plan should address movement of resources as project transitions to different phases (e.g. moving from DD&I to M&O).	Not started

IV&V Findings and Recommendations (cont'd)

Knowledge Transfer **M**

#	Key Findings	Criticality Rating
4	**Risk - Payroll production support dependence on key Time and Leave Resources:** The concurrent DDI (Design Development & Integration) and production maintenance and operations (M&O) support activities are heavily reliant on key Time and Leave resources which may degrade their quality of work and/or cause resources to be unavailable to the Time and Leave project during critical times due to demands from Payroll support. Key project Time and Leave team members remain significantly involved in providing M&O support for the Payroll solution. At least one key team member reports spending 60% of their time providing help desk support to Payroll.	High

Recommendations	Progress
• Develop and implement a transition plan to allow the Time and Leave key resources to share their knowledge while significantly reducing the time spent on providing Payroll support.	In progress
• Accelerate efforts to create and operationalize the Payroll Operations Technical Support Office (TSO) so that the project team can focus on TL project activities and ensure the TSO is ready to effectively support TL users before Group 1 go-live.	In progress

IV&V Findings and Recommendations (cont'd)

Operational Readiness ⓜ

#	Key Findings	Criticality Rating
8	**Risk - Detailed processes to integrate Time and Leave M&O support with production Payroll support not finalized:** A strategy to integrate Time and Leave M&O with the ongoing Payroll M&O, then transition support of both solutions to DAGS operations, is not yet available. The lack of a documented process to integrate Time and Leave M&O support with Payroll production support may cause unnecessary risk at Time and Leave Phase 1 go live. Changes to the current Help Desk support vendor were planned but stopped prior to execution. The lack of an executable strategy indicates the strategy should be re-evaluated. IV&V has also logged a related risk (#4) that Time and Leave resources are spending more time than planned with Payroll service M&O support activities.	Medium

Recommendations	Progress
• Develop and implement a long-term strategy for providing effective, integrated ongoing M&O support for both Time and Leave and Payroll solutions. This strategy should ensure that there are sufficient capabilities and capacity to provide the required support without drawing on resources already allocated to other projects.	In progress

IV&V Findings and Recommendations (cont'd)

Organizational Change Management (L)

#	Key Findings	Criticality Rating
17	**Risk - Non-intuitive user interface could reduce user adoption and satisfaction and lead to user error and frustration at go-live:** The project has elected to minimize PeopleSoft (PS) customizations in order to increase long-term system maintainability (ease system upgrades and system maintenance). However, some out-of-the-box (OOTB) PeopleSoft user interfaces and functionality are non-intuitive. While minimizing PS customizations will help mitigate system complexity and other M&O risks, it can negatively impact user adoption, training, OCM level of effort and effectiveness, help desk call volume, and system usability. For example, the help desk could get flooded with calls at go-live from users that remain confused with some non-intuitive interfaces. Further, some training challenges could be difficult to overcome and leave users with a perception that the system is overly complex. This could erode user adoption and buy-in and lead to a negative perception of the systems usefulness/effectiveness and ultimately lead to a negative legislative and/or public perception of the project. If the OCM plan does not effectively address this risk, users could have trouble at go live and lead to significant user complains/errors/frustration. Ultimately departments slated for Group 1 go-live could opt for a later go-live group or pull out altogether, which could lead to schedule slippage as well as negative budget impacts.	Low

Recommendations	Progress
• Develop a plan for identifying the most challenging UI components and for implementing customizations to address these on a limited basis.	In progress
• Update the OCM strategy and plan to address challenging user interfaces that includes milestones/gates that get early user feedback to ensure they understand the complex elements of the system.	Not started

IV&V Findings and Recommendations (cont'd)

Project Management & Organization (L)

#	Key Findings	Criticality Rating
9	Risk - **Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope**: The State Legislature and Unions may make laws or change Collective Bargaining Agreements (CBA) that could require significant system changes thereby disrupting the project's progress, activities, schedule, and/or budget. These changes to SOH processes could be decided without consideration of impact to the project or providing the project time to react to such changes.	Low
11	Preliminary Concern - **Collective Bargaining Agreements (Union time/leave rules) complexity could prove problematic and lead to project delays and result in an overly complex system that may be difficult to support**: IV&V observations of CBA-related planning activities indicate that implementation and long-term support of an extensive set of complex rules could prove to be difficult to implement and manage/support long-term. Inconsistent rule interpretation could lead to extensive OCM efforts and some departments may struggle to adopt clarified CBA rules and require the project to initiate extensive OCM efforts to assure departmental adoption of clarified rules implemented in the new system are feasible and are managed effectively.	n/a
13	Issue - **Departments choosing not to participate in the TL project could lead to unnecessary costs to the state as well as project team wasting valuable time to onboard departments who eventually decide to opt-out**: If any department chooses to opt-out of the TL project, DAGS must continue support of the gross pay input system (ePCS) that was planned for decommission. IV&V is not aware of budgets, resources, or plans to continue ePCS support beyond TL project completion. Further, departments could initially decide to participate in TL and the project team could expend significant resources preparing for and implementing department specific features only to find out that they will opt-out.	Medium

IV&V Findings and Recommendations (cont'd)

Project Management & Organization (cont'd) (L)

#	Key Findings	Criticality Rating
14	**Risk** - **Communications between the project and central operations groups (primarily HR and Payroll Operations) can be ineffectual which could lead to project delays and cost overruns**: IV&V has observed and has also been informed of communication challenges between the Project Team and business operations. IV&V was also informed that some business operation plans relevant to the project are not immediately being shared with the project team. Some business operations teams have stated their capacity is constrained due to lack of sufficient resources as well as challenges in filling open positions. However, even simple or basic project communications appear to go unanswered.	Medium
15	**Risk** - **Key project risks and issues management and escalation processes may not be effective**: Some risks and issues currently tracked in the RIOD process may not be actively worked or reported on. For example, the project is currently tracking several risks owned by payroll operations that show little to no progress. The lack of progress may unnecessarily cause a risk to be realized and triggered into an issue that could have lasting negative impacts to the project, when it could have been avoided.	Low

IV&V Findings and Recommendations (cont'd)

Project Management & Organization (cont'd) L

Recommendations	Progress
• Continue early efforts to document and track CBA rules (and union discussion topics) that may need clarification for departments.	In progress
• Closely monitor legislative and union actions and/or initiatives that could impact the project and provide them feedback as needed to ensure informed decisions and clear understanding of impacts to payroll and the time and leave project.	In progress
• Partner with Unions to clarify CBA rules so that in the end union objectives are met where ever possible within the scope of the Time and Leave project.	In progress
• Initiate early and often discussions with Unions for rule clarifications and general understanding and agreements on how CBA rules will be implemented.	In progress
• Work closely with departments that are unsure of their TL participation to assist with readiness and collaborate to remove any blocks to their full participation.	In progress
• Develop contingency plans for the possibility that some departments may not participate in TL.	In progress
• Work with executive leadership and business operations groups to address the root cause of these communication challenges and prepare a plan/strategy for corrective action.	In progress
• Establish a clear and detailed risk management plan for escalating risks and issues and follow defined escalation steps for risks/issues that are not actively being worked.	In progress

IV&V Findings and Recommendations (cont'd)

Quality Management L

#	Key Findings	Criticality Rating
12	**Preliminary Concern – Potential lack of consideration for unexpected or unintended impacts on payroll functionality when making T&L design decisions or configurations, could necessitate rework of T&L designs and/or impact Payroll quality:** If not adequately planned for and tested, system and configuration changes required to deliver the Time and Leave functionality may include unexpected impacts to the current Payroll solution. It is unclear how the changes will be managed and what level of regression testing is planned.	n/a

Recommendations	Progress
• Define and document the regression testing plan to ensure that any Time and Leave changes do not have an unexpected negative impact on production Payroll functionality.	In progress
• Assure Time and Leave design and configuration includes consideration for impacts on Payroll, prior to implementing the design or configuration. This may be accomplished, in part, using an effective and integrated configuration management plan.	In progress

IV&V Status

- **IV&V activities performed during the reporting period:**
  - Attended Scrums
  - Attended PCAB meeting
  - Attended RIO-D meetings
  - Attended Department Mentor Sessions
  - Attended project Mentor team meetings
  - Led Project Team Risk Review sessions
  - Attended Conference Room Pilots
  - Lead Monthly Status Report review session

- **IV&V next steps in the coming reporting period:**
  - Attend key project meetings
  - Interview key department stakeholders
  - Deliver IV&V Monthly Status Report

Appendix A – IV&V Criticality Ratings

This appendix provides the details of each finding and recommendation identified by IV&V. Project stakeholders are encouraged to review the findings and recommendations log details as needed.

See definitions of Criticality Ratings below:

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 implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

Appendix B – IV&V Standard Inputs

To keep abreast of status throughout the Time & Leave project, IV&V regularly:

- **Attends the project meetings**
- **Reviews the project documentation**
- **Utilizes Eclipse IV&V® Base Standards and Checklists**

PCG Eclipse IVV
Checklists

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.

Id	Identified Date	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner
4	8/31/2019	**Payroll production support dependence on key Time and Leave Resources**	The concurrent DDI and production (M&O) support activities are over burdening Key Time and Leave resources which may degrade quality of work and resources could be unavailable at critical times of the Time and Leave project.	As a matter of best practice when delivering a new service, the service needs to be fully sustainable and self-supporting. For instance, the commonly used Information Technology Information Library (ITIL) practices recommend that the service has a fully functional and staffed post go live support mechanism. This mechanism should not heavily rely on or unnecessarily burden resources or tools dedicated to other projects or services. Key project time and leave team members remain significantly involved in providing Maintenance and Operations (M&O) support for Payroll Phase 1 solution. At least one key team member reports spending 60% of their time providing help desk support to Payroll. This level of involvement may reduce the availability and degrade work quality of the Phase 2 Time and Leave resources.	• Develop and implement a transition plan to allow the Time and Leave key resources to share their knowledge while significantly reducing the time spent on providing Payroll support. • Accelerate efforts to create and operationalize the Payroll Operations Technical Support Office (TSO) so that the project team can focus on TL project activities and ensure the TSO is ready to effectively support TL users before Group 1 go-live.	12/30/19 - The project has partnered with Payroll Operations to execute an informal plan for knowledge transfer and handover of payroll system duties from the project team to designated Payroll Operations points of contact. During the next reporting period, Central payroll is scheduled to start taking support calls and responding to user emails. This should result in the help desk expanding its support hours back to five days a week. A new process to escalate support issues has been put in place. However, significant challenges still exist related to the HawaiiPay help desk, as approximately 15,000 help desk requests were received between mid-October and mid-December 2019. The project noted that only half of these requests were addressed. The addition of staff, execution of formal knowledge transfer processes, and clear definition of responsibilities for Help Desk issues should help reduce the number of Help Desk issues not being resolved in the coming months. This should also help reduce the workload on the TL team which may allow them to focus on TL project objectives. 11/20/19 - The project no longer has contractor support for help desk and continues to rely on project team members, volunteers from other divisions, and the M&O SI. In order to reduce the impact to project team members, help desk operating hours have been reduced to 2 days a week and help desk voicemail has been turned off due to the high volume of calls and the inability of the existing resources to perform callbacks. The project has reported that help desk call volume is currently between 600-700 calls per day, approximately 250 of these are answered. Negative customer feedback has significantly increased, and the project is concerned this could negatively impact the TL project buy-in. Further, the state's lack of a centralized help or information desk has led to state employees calling any available phone numbers to get help with employee issues and some calls for basic information have reached executive management (e.g. the assistant comptroller). Once contracting challenges can be resolved and the new help desk resources can be onboarded (expected mid-December 2019), TL team members should be able to focus on the TL project. However, there appears to be little progress in establishing an effective long-term help	Knowledge Transfer	Risk	High	Open	Ken
5	8/31/2019	**Over reliance on a few skilled and overtaxed project resources could lead to significant project disruption**	There are currently 3-4 individuals who are relied on to a greater extent than others. Over reliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals, but also presents a risk of significant project disruption in the event of their departure. Resource losses from the Phase I team have not been backfilled and include the loss of the OCM manager and the SI project manager; their responsibilities have been transferred to existing team members who already appear to be at capacity.	The project currently relies on a few talented, and dedicated resources in leadership roles to drive most project activities and, more importantly, drive project quality, as evidence by their keen attention to minute project activity details. While most projects have this risk, the risk impact for this project, from IV&V's perspective, is higher than most, and while the project could be impacted by the loss of several key individuals, there are 3-4 individuals who are relied on to a greater extent than others. Loss of these individuals could lead to significant project disruption. Over reliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals, but also presents a risk of significant project disruption in the event of their departure. Attempts by other DAGS divisions to lure project team resources away have been reported, however, most project team members have indicated they are committed to project completion. Failure to staff the project to sufficient levels, thereby stretching them beyond their capacity, can lead to lack of job satisfaction, decreased productivity, decrease in quality, and increases the probably they could make critical mistakes that could negatively impact the project.	• Work quickly to increase state project team resources. Consider re-allocation of responsibilities from key resources, where possible, to transition key resources to supervisory roles which would provide increased capacity for them to perform coaching and quality control, thereby increasing the overall project quality. As responsibilities are transitioned, team members taking on new responsibilities typically have a greater sense of motivation, project ownership and commitment. • Develop a initial KM strategy to help ensure project knowledge (tacit and otherwise) is not lost when staff leave the project or state employment. • Survey project resources to determine job satisfaction and take appropriate steps to increase retention. • Conduct an exit interview for the departed CRT and state project resources and work quickly to address issues that negatively impact project participation and job satisfaction. • Develop an approach to expedite succession planning and identify near-term knowledge transfer activities.	12/31/19 - The project continues efforts to mitigate the loss of a key project resource. Despite efforts to transfer their knowledge before departing, the project has reported some challenges recalling the departed BA's guidance, plans, and artifacts. The project has made progress in adding new resources to the project team, including a TL Analyst and a dedicated Application Security Analyst and has reported progress in acquiring additional resources. However, Payroll Operations has reported interviews for their new hires have been put on hold due to the holidays, therefore efforts to form the new Payroll Operations Technical Support Office (TSO) could be delayed. Standing up a highly functional TSO is intended to be an important step towards weening Payroll Operations from utilizing project team members for operations support. 11/30/19 - The project is making efforts to mitigate the loss of a key project resource. The departing lead BA has spent the last 2 weeks doing knowledge transfer to other project team members. The project has recently posted for 4 new resources but could face challenges in finding quality resources in a timely manner. 11/20/19 - The project has reported the departure of a key project resource who played a critical role on the project team and was a key factor for project success. As of 12/2/19, this resource will no longer be available to the project, which could pose a significant risk to the project. 10/31/19 - The project has added addition resources to the project team this reporting period, including the addition of an analyst to the Technical Team. Business operations has also reported the addition of 6 new resources. However, due to recent problems with the HIP Help Desk contract, key project resources (primary the PMO) have taken on the additional burden of answering phones for the HIP Help Desk, further detracting project leadership from important project tasks. Therefore, IV&V is maintaining this as a High risk to the project. 9/30/19 - With the recent departure of one of the project department mentors, other key resources have taken over their responsibilities. As key resource workloads increase with no clear	Human Resource Management	Risk	High	Open	Michael
6	8/31/2019	**Lack of dedicated leads filling key roles could impact the effectiveness of the project team and reduce quality of deliverables**	The project currently lacks dedicated leads filling key roles resulting in existing resources serving multiple roles which may impact their overall effectiveness, quality, and timely execution of tasks. The project does not have single, dedicated Management Leads for key areas such as OCM, Project Management, Training, and Testing. Additionally, the project decided that a full time SI project manager was unnecessary. Current designated leads manage multiple Phase 2 project tracks and functional areas and have the added burden of supporting Phase 1 M&O. IV&V had identified Phase 1 OCM risks that were eventually realized siting the lack of a dedicated OCM Strategic Manager and a single OCM Operations Manager. Phase 2 saw the departure of the OCM Operations Manager which lead a transfer of OCM operational and strategic activities to the PMO.	Lack of dedicated leads could negatively impact the effectiveness of the project team and reduce the quality of deliverables and system design. For example, executive leadership has deemed OCM as a top Phase 2 priority. The lack of a dedicated leader to drive and take ownership of the overall strategic OCM vision (measuring quality and progress and who can be a point of escalation when issues arise) could diminish OCM effectiveness and overtax PMO resources. This risk could be "hidden" due to the commitment and dedication of team members who lead multiple tracks/areas, however, failure to recognize the need to fully staff the project with dedicated leads could contribute to resource burn out and attrition of key resources (see risk #2). IV&V is aware that a project decision was made to reduce the involvement of the SI project manager in exchange for additional SI functional resources. This decision may increase the workload of the state project manager.	• Evaluate which project resources are needed to allow for dedicated strategic leadership in key positions (e.g. OCM and Training) and to alleviate existing project resources with multiple project leadership responsibilities. • Assign a single, dedicated strategic management lead for key areas such as OCM and Training. • Create and utilize a resource management plan to assure planful, instead of reactive, addition and management of resources. Plan should address movement of resources as project transitions to different phases (e.g. moving from DD&I to M&O). • Formalize and document (e.g. org charts, POC lists/directories) all leadership roles and project points of contact for key areas and ensure stakeholders have easy access to comprehensive project role lists that include contact info.	12/31/19 - The project has recently hired a Systems Analyst and a dedicated Applications Security Administrator that will assist with TL project activities. Efforts are underway to hire an additional Systems Analyst. 11/20/19 - This risk has recently been exacerbated by the imminent departure of a key project resource who was the lead for multiple functional areas (primarily testing, training, and the department mentors). IV&V recommends the project accelerate efforts to recruit to backfill not only this position but other positions in order to provide the project with dedicated leads. Much of the projects ability to mitigate this risk was likely due to the high level of productivity and ability of primarily 3 key resources. With the departure of one of these 3 individuals, the project may be hard pressed to effectively replace this resource. It is likely the project will need to replace this key resource with 2-3 resources in order to effectively match the level of skill/productivity this individual provided to the project. 10/31/19 - The project and business operations has added additional resources during this reporting period. IV&V will monitor for the narrowing of responsibilities for project leads so they can focus on leading their project functional areas. Due to recent problems with the Help Desk vendor contract, some functional area leads have taken on the additional burden of answering phones for the HIP Help Desk. This could further detract them from effectively leading their	Human Resource Management	Risk	Medium	Open	Michael

Id	Identified Date	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner
8	8/31/2019	Detailed processes to integrate Time & Leave Maintenance and Operations support with production Payroll support not finalized	A strategy to integrate Time and Leave M&O with the ongoing Payroll M&O then transition support of both solutions to DAGS operations is not yet available.	The lack of a documented process to integrate Time and Leave M&O support with Payroll production support may cause unnecessary risk at Time and Leave Phase 1 go live. Changes to the current Help Desk support vendor was planned but stopped prior to execution. The lack of an executable strategy may be adding unnecessary risks to the Time and Leave project. IV&V has also logged a related risk (#4) that TL resources are over burdened with Payroll service M&O support activities.	• Develop and implement a long-term strategy for providing effective ongoing M&O support for both Time and Leave and Payroll solutions. This strategy should ensure that there is sufficient capabilities and capacity to provide the required support without drawing on resources already allocated to other projects.	12/31/19 - The project continues to operate without a documented M&O plan to fully transition payroll system support to the Payroll Operations group. While the outsourced help desk contract has recently been renewed for 6 months, it is currently set to expire near the date for go-live. If procurement issues are not resolved in time and the contract lapses, go-live may have to be delayed due to an inability provide users with sufficient help desk support. IV&V recommends DAGS work to proactively resolve outstanding contract/procurement issues and prevent disruption of help desk services during go-live. Further, Payroll Operations has reported interviews for their new hires have been put on hold due to the holidays, therefore efforts to form the new Payroll Operations Technical Support Office (TSO) could be delayed. Standing up a highly functional TSO is intended to be an important step towards weening Payroll Operations from utilizing project team members for operations support.

11/30/2019 As noted in Risk # 4 above, the HawaiiPay help desk has reduced its capacity and capabilities. Restoring capacity and capabilities has become the current focus of the project. IV&V has noted that completing the staffing and contractual issues should remain a priority.

10/31/19 - Long term support plans for TL have not been release. Current staffing, contractual and work load issue related to the support of HawaiiPay continue to dominate the support discussions. Project team members continue to spend significant amounts of time providing operations support for HawaiiPay. Although the TL team continues to provide sufficient support, the burden of this effort is not allowing them to focus on TL project concerns. This preliminary concern is being elevated to a risk.

9/30/19 - Payroll operations has recently indicated they have a plan/proposal for long term payroll system help desk support, however, this plan was not shared with the project team even though the project currently manages the payroll system help desk for payroll operations. | Operational Readiness | Risk | Medium | Open | Ken |
| 9 | 8/31/2019 | Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope | Changes mandated by Unions or Legislative actions may drive changes to the TL solution thereby impacting the project's scope, schedule, and budget. | The State Legislature and Unions may make laws or change Collective Bargaining Agreements (CBA) that could require significant system changes thereby disrupting the project's progress, activities, schedule, and/or budget. These laws could change SOH processes without consideration of impact to the project or providing the project time to react to such changes. | • Closely track union/legislative actions and legal cases that could impact the T&L project and be proactive in preparation for them.
• Initiate early and often discussions with Unions for rule clarifications and general understanding and agreements on how CBA rules will be implemented. | 12/31/20 - The project continues to have productive consultation meetings with stakeholder unions and has recently met with UPW and HGEA unions. Initial concerns that unions would push back on project efforts to standardize and streamline processes, thus far, have not been realized. Still, while annual pay may not be affected, monthly paycheck amounts could vary for some employees due to working day rate fluctuations. The project has stated their OCM efforts will address this. The project will seek final Union approval for changes being discussed before the May go-live date.

11/30/19 - The project has met with many of the smaller unions but have yet to meet with UPW, HGEA, and UPA. Union consultation meetings thus far appear to be productive and have not unveiled any insurmountable issues or significant impacts to the project. There were concerns that HSTA (teachers) unions would raise significant concerns due to DOE complexities, however, no significant issues have been identified.

10/31/19 - Union consultation letters have been sent requesting individual union meetings to resolve outstanding issues and clarify CBA rules. The project plans to setup meetings between 10/28-11/8/19, fire fighter and HSTA union meetings have already been scheduled. Waiting on UPA, HGEA (AFCME), and UPW.

10/25/19 - DHRD leadership has expressed concern around risks related to unions response to changes to existing TL processes the TL project will impose. For example, project attempts to standardize TL processes could negatively impact some of their constituents. The project has stated the intend to make every attempt to ensure minimal disruption to employees and will work closely with the unions to minimize the negative union reactions.

10/22/19 - The project has initiated the formal process for union consultation and has begun sending consultation letters to unions. The intent of these consultation meetings is for project Q&A and to clarify CBA rules the project will implement in the new TL system.

9/30/19 - The project seems to be making good efforts to keep appraised of legislative and union decisions that could affect the project. Therefore, this risk rating remains a "Low". | Project Organization & Management | Risk | Low | Open | Michael |
| 11 | 8/31/2019 | Collective Bargaining Agreements (Union time/leave rules) complexity could prove problematic and lead to project delays and result in an overly complex system that may be difficult to support | Collective Bargaining Agreements (CBA) drive time and leave rules and are very complex. Rule complexity may have led to departments inconsistent rule interpretation. | Implementation and long-term support of an extensive set of complex rules could prove to be difficult to implement and manage/support long-term. Further, inconsistent rule interpretation could lead to extensive OCM efforts and some departments may struggle to adopt clarified CBA rules and require the project to initiate extensive OCM efforts to assure departmental adoption of clarified rules implemented in the new system are feasible and are managed effectively. | • Continue efforts to document and track CBA rules that may need clarification for departments. Socialize a list of union discussion topics with stakeholders so they are aware and can validate and provide comments.
• Initiate early and often discussions with Unions for rule clarifications and general understanding and agreements on how CBA rules will be implemented by departments (process-wise) and in the system. | 12/31/19 - While the project continues to identify additional complex processes, none of them appear to be insurmountable. The project continues to identify processes that may be better off implemented manually rather than attempting overly complicated automation processes that could negatively impact user adoption and long-term support. IV&V will continue to monitor user feedback from testing and other system demonstrations for possible negative impacts to system usability and user adoption.

11/20/19 - The primary resource responsible for tracking and coordinating Union issues will soon leave the project. With their departure, the project team may struggle to fully articulate and mitigate each issue. IV&V recommends the project develop a plan for transferring this knowledge to a capable project team resource and have the departing resource document details of these issues to pass on to the project in order to ensure this knowledge is not lost.

10/31/19 - Project is currently maintaining a list of union/CBA issues and are in the process of scheduling union meetings to discuss and clarify complex rules.

9/30/19 - The project seems to be making good progress in vetting CBA rules and has had productive discussion regarding the more complex/problematic rules. | Project Organization & Management | Preliminary Concern | n/a | Open | Michael |

Id	Identified Date	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner
12	8/31/2019	Potential lack of consideration for unexpected or unintended impacts on payroll functionality when making T&L design decisions or configurations, could necessitate rework of T&L designs and/or impact Payroll quality	System and configuration changes required to support the Time and Leave functionality may include unexpected impacts to the current Payroll solution. It is unclear how the changes will be managed and what level of regression testing may be necessary.	While the project team has plans to address the risk of Time and Leave changes that could impact the payroll system, due to the system complexity and the significant number of PeopleSoft customizations in the current system, there could be unexpected negative impacts on the Payroll system when T&L is implemented in the current system. The project also intends to implement regression testing, however, it could be difficult to account for and test for unexpected impacts to the system due to the high level of customizations in the existing system.	• Ensure that the configuration and functionality changes required for Time and Leave are vetted with the current Payroll solution to determine any impact or required changes to the Payroll solution during the Time and Leave design and testing phases. • Define and document the regression testing plan to ensure that any T&L changes do not have an unexpected negative impact on production Payroll functionality. • Assure Time and Leave design and configuration planning includes consideration for impacts on Payroll, prior to implementing the design or configuration. This may be accomplished, in part, using an effective and integrated configuration management plan.	12/31/19 The project noted that the planned full end-to-end comparison test for the January payroll should help to reduce potential unexpected payroll system issues related to the TL changes. IV&V has not yet reviewed the regression test plan. Best practice indicates that comparison test results should match to the penny with the exception of any "known" differences. 11/30/2019 The regression test plan is still pending. No change to this finding. 10/31/2019 The project noted that regression test plan will be available in upcoming reporting periods. Current efforts to ensure that both teams (CRT operations and the TL project team) are up to speed with TL design or configurations that may affect HawaiiPay.	Quality Management	Preliminary Concern	n/a	Open	Ken
13	9/30/2019	Departments choosing not to participate in the TL project could lead to unnecessary costs to the state as well as project team wasting valuable time to onboard departments who eventually decide to opt-out.	Departments choosing to opt-out of the TL project will require DAGS to continue to maintain the system for inputting gross pay (ePCS) that was intended to be a temporary solution until TL was implemented. IV&V is not aware if budgets, resources, and plans to continue ePCS support beyond TL project completion have been developed. Further, departments could initial decide to participate in TL and the project team could expend significant resources preparing for and implementing department specific features only to find out that they will opt-out.	Costs to continue to maintain/support ePCS could be significant and already constrained DAGS and project resources may have difficulty maintaining ePCS support. If departments opt-out, a good deal of project team time and effort could be wasted supporting their onboarding and implementing their department specific features. Resources may also need to be expended removing these department specific features. If departments decide at a later date to opt-in, a new RFP will likely need to be issued at significant cost to the state and be a significant effort for DAGS. Further, the ongoing workload and costs for both the DAGS operational and project team could be significant given they will now be tasked with maintaining two systems for payroll and may have to contend with the possibility that the two systems could calculate payroll differently. Ultimately, the original expected return on investment (ROI) for the project could be diminished and draw scrutiny from the public and governing bodies (e.g. legislature) and make it difficult to acquire funding for future planned systems (ERP and other).	• Contingency planning for ePCS maintenance and support should be developed to prepare for the possibility that some departments may not participate in TL. • Work closely with departments that are unsure of their TL participation to assist with readiness and collaborate to remove any blocks to their full participation. • Develop contingency plans for the possibility that some departments may not participate in TL. • Assure that executive leadership is made aware of details of the negative impacts of departments that chose to opt-out. • Initiate efforts to mitigate risks around having 2 payroll systems that may calculate payroll differently.	12/31/19 - The project has reported that it is highly likely that some departments will not participate in the TL project/system, therefore IV&V has raised this finding to an issue. The project is preparing for the eventuality that the project team and payroll operations will need to maintain 2 different processes for processing TL and payroll. The project (and DAGS) is making efforts to plan for and properly staff these processes. The project is also looking for ways to make operational support processes more efficient including weening users off dependence on the labor intensive Data Mart mainframe system by transitioning them to PeopleSoft for some reporting. The project continues to support operational readiness activities for departments that may op-out of the TL project. State budget impacts remain unclear. 11/30/19 - Early indications are that DOE and UH may have significant challenges with migrating to the TL system. DOE has indicated that mobile access to the TL system could be a critical requirement, however, this would require they adopt an Multi-factor Authentication (MFA) solution that is a significant recurring expense. Further, onboarding their employees onto TL would require a significant effort to resolve issues with their "reports to" tracking (specifically related to substitute teachers). Onboarding DOE could require significant effort on the part of DOE leadership to resolve issues and required changes to their processes for them to utilize the TL system. Further, DOE leave balance accuracy remains unclear, a key TL system onboarding requirement. IV&V recommends DAGS leadership work closely with DOE and UH leadership to determine (as soon as possible) if they will be able to participate in the TL project. If these departments decide to opt-out, project team efforts to onboard them could be wasted. 10/31/19 - DHRD has initially stated their intention to op-out of utilizing the TL system as their system of record for Time and Leave. New details around onboarding DOE may indicate that bringing them onboard for TL could prove difficult if not insurmountable.	Project Organization & Management	Issue	Medium	Open	Michael
14	9/30/2019	Communications between the project and central operations groups (primarily HR and Payroll Operations) can be ineffectual which could lead to project delays and cost overruns.	While the project has demonstrated productive communications with state line agencies (departments), primarily due to their department mentor strategy, IV&V has observed and has also been informed of communication challenges between the Project Team and central operations business units (primarily HR and Payroll Operations). IV&V was also informed that some business operation plans relevant to the project are not immediately being shared with the project team. Some business operations teams have stated their capacity is constrained due to lack of sufficient resources as well as challenges in filling open positions. However, even simple or basic project communications appear to go unanswered.	Central operation groups failure to fully engage and effectively communicate with the TL project team can slow project team productivity, leave important questions (guidance) unanswered, and result in a system that does not effectively meet business needs which could ultimately lead to project delays and disrupt business operations and users post-go live. The SI has already indicated that project delays will incur additional cost and may require additional state funding.	• Work with executive leadership and central operations groups to address the root cause of these communication challenges and prepare a plan/strategy for corrective action. • Log unresponsive communications in order to provide stakeholders with a clear understanding of the extent of communication deficiencies. Escalate to executive leadership where appropriate. • Work with HR and Payroll Operations (PO) to identify an appropriate resource from their departments and integrate them into the project team. This highly capable and productive single point of contact would ideally own their department/division activities and risks and would work within their department to ensure project tasks are completed in a timely manner and department needs are clearly identified and communicated to the project.	12/31/19 - The project has reported that communication challenges continue between the project and Payroll Operations, which has hindered resolution of some challenges that could pose risks to the project. For example, Payroll Operations has recently stated that they will no longer approve/add non-executive branch payroll users (a task they previously performed) and attempts to collaboratively work together to better solution this problem has been unsuccessful. Further, productive communication with regard to resolving the outsourced help desk contract issues have reportedly stalled. Failure to resolve help desk issues before the projects go-live period could lead to project disruptions and/or a delayed go-live, which could increase project costs. Monthly project/DHRD meetings continue. The project and DHRD have made good progress in resolving DHRD concerns, effectively addressing 3 of 4 key DHRD identified concerns/issues. 11/30/19 - The project and DHRD have made good efforts to improve communications and collaboration on key system design topics. IV&V observed productive Project team/DHRD collaboration sessions that produced what appear to be good results. The project has begun vetting DHRD topics with the Executive Governance Committee (EGC) in order to gain a broader consortium on important TL system and governance decisions. 10/31/19 - IV&V has recently received additional details as to the extent of these communication challenges and is therefore raising this finding to a Medium Risk, but will monitor the results of recent plans for improvement. As of 10/23/19, Payroll Operations (PO) has replaced their project point of contact (POC) that attends the project RIOD meeting and has stated their intention to expand this role to increase TL project engagement. IVV has already observed an increase in productive project/PO communications. IV&V will also continue to monitor DHRD's latest commitment to improve communications, to assure TL/DHRD working sessions prove effectual. 10/25/19 - The project met with DHRD to address admitted ongoing communication challenges. Among other concerns, DHRD has expressed frustration that HRMS permissions have been reduced due to executive decisions related to Phase 1 which has led to a significant increase in DHRD workload. The project has committed to initiating working sessions with DHRD to resolve their concerns.	Project Organization & Management	Risk	Medium	Open	Michael

Id	Identified Date	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner
15	9/30/2019	Key project risks and issues management and escalation processes may not be effective which may result in negative impact to project goals.	Some risks and issues currently tracked in the RIOD process may not be actively worked or reported on. For example, the project is currently tracking several risks owned by payroll operations that show little to no progress. The lack of progress may unnecessarily cause a risk to be triggered into an issue that could have lasting negative impacts to the project.	Although the project actively and appropriately recognizes, tracks and monitors risks and issues. Some risks assigned to non-project resources are not showing consistent updates or progress. It is unclear if the project has formally escalated this lack of progress, based on good risk management practices, or if escalation has proved to be ineffective. IV&V will continue to monitor the risk and issues management process to help assure regular updates to the current status of the action items associated to these risks as well as if any escalation has been formally requested.	• Establish a clear and detailed risk management plan for escalating risks and issues and follow defined escalation steps for risks/issues that are not actively being worked. • Monitor risks and issues by severity and due date in order to ensure RIOD meetings focus on the most critical items. • Track critical path tasks and report (early and often) to tasks owners when due dates appear to be at risk.	12/31/19 - The project has reported progress in escalation of risks to executive management. With the recent loss of a key project resource, executive management has taken steps to address related project risks, including mobilizing Payroll Operations to take on additional payroll operations support responsibilities. Still, other risks have not been fully addressed, including risks around the help desk contract procurement (see risk #8). 11/30/2019 - IV&V noted that the focus to resolve outstanding operational risk and issues increased in this reporting period. Project leadership worked with project sponsors to facilitate resolutions to open issues and improve the process to address new issues. IV&V will continue to monitor the risk management process and report accordingly. 10/31/2019 The project reported that additional DAGS operations staff will be attending weekly RIOD meetings. The additional staff may help to reduce the open risks. IV&V will continue to monitor RIOD meetings to determine if risks and issues are being addressed in a timely manner.	Project Organization & Management	Risk	Low	Open	Ken
17	11/26/2019	Non-intuitive user interface (UI) could reduce user adoption and satisfaction and lead to user error and frustration at go-live.	The project has elected to minimize PeopleSoft (PS) customizations in order to increase long-term system maintainability (ease system upgrades and system maintenance). However, some out-of-the-box (OOTB) PeopleSoft user interfaces and functionality are non-intuitive.	While minimizing PS customizations will help mitigate system complexity and other M&O risks, it can negatively impact user adoption, training, OCM level of effort and effectiveness, help desk call volume, and system usability. For example, the help desk could get flooded with calls at go-live from users that remain confused with some non-intuitive interfaces. Further, some training challenges could be difficult to overcome and leave users with a perception that the system is overly complex. This could erode user adoption and buy-in as well as lead to a negative perception of the systems usefulness/effectiveness and ultimately lead to a negative legislative and/or public perception of the project. If the OCM plan does not effectively address this risk, users could have trouble at go live and lead to significant user complains/errors/frustration. Ultimately departments slated for Group 1 go-live could opt for a later go-live group or pull out altogether, which could lead to schedule slippage as well as negative budget impacts.	• Update the OCM strategy and plan to address challenging user interfaces that includes milestones/gates that get early user feedback to ensure they understand the complex elements of the system. • Develop a plan for identifying the most challenging UI components and for implementing customizations to address these on a limited basis.	12/31/19 - The project recognizes this risk and has plans to mitigate through extensive training efforts. They have also indicated that, based on user and tester feedback from UAT and other system demonstrations, they may customize some elements of the out-of-the-box PeopleSoft UI to improve usability. IV&V has elevated this finding to a risk.	Organizational Change Management	Risk	Low	Open	Michael