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October 26, 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 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 Hawaii Department of Human Services' Systems Modernization Project.

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

Sincerely,

<u>...</u>

Douglas Murdock Chief Information Officer State of Hawaiʻi

Attachment (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: September 1 - 30, 2020

Submitted: October 13, 2020



Solutions that Matter

Overview

- Executive Summary
- IV&V Findings and Recommendations
- <u>IV&V Engagement Status</u>
- <u>Appendices</u>
 - <u>A IV&V Criticality Ratings</u>
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Solutions that Matter

Executive Summary



Executive Summary



In September, the activity level of the BES project increased in multiple areas, including requirements validation, system development and testing. Challenges continue in communications, schedule management and the project approach, where a schism between methodologies (Agile, as it relates to code development and Waterfall, specific to contractual milestones and deliverables) exists.

The project team is taking steps to remedy these challenges but the ASI stated progress will not happen quickly. While changes to the deliverable review/approval process are being executed and the final results are pending, discussions during the draft review sessions have proactively identified potential issues and provided DHS with a better understanding of the functionality under development in each release. Further, the State has asked the ASI to develop a proposal to improve the alignment of the Agile and Waterfall activities.

IV&V continues to be concerned about DHS' staffing levels, the persistent communication issues between DHS Leadership/BESSD/ASI, the teams' knowledge to effectively use the Solution Optimization tool set and its ability to meet project deadlines. IV&V recommends the project team collaboratively review the DDI approach, milestones, and specific functionality planned to be developed in each release so that there is a shared understanding, minimizing churn.

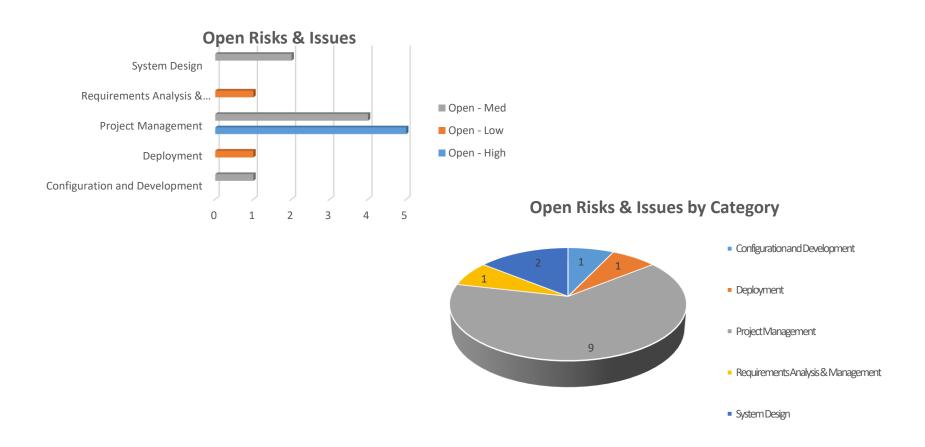
| Jul | Aug | Sept | Category | IV&V Observations |
|-----|-----|------|-------------------------------------|--|
| Н | Н | H | Project Management | The Project Management category continues to represent most (over 60%) of the IV&V findings, which consist of risks and issues specific to the project schedule, solution architecture, quality of project artifacts, communications, roles and responsibilities and DHS staffing. |
| M | M | Z | Configuration and Development | The project team is still attempting to understand the ASI's development approach. DHS will gain more insight as the ASI further defines the architecture, completes and delivers the remainder of the Release 0.1 and Release 2.0 deliverables, and UAT testing in October. |



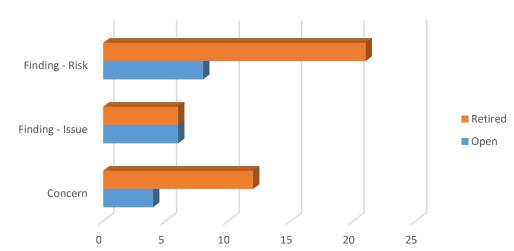
Executive Summary

| DHS and the ASI continued to 'break down' the project's functional requirements to eliminate the instance of 'partially met' requirements. The initial set of requirements is planned for completion in October; further validation will be incorporated into the schedule for each of the releases. | Requirements & sisylsnA fnemegeneM | ٦ | 7 | ٦ |
|--|--|------|-----|-----|
| There are no material changes to this category in this reporting period. Several Release Management improvements were identified during early M&O and Release 0.1, which the ASI is planning to apply to future releases. | Deployment | ٦ | ٦ | |
| This month, the criticality rating for this category was changed from high to medium based on: The draft architecture deliverables were available this month to the project team and the weekly architecture project meetings was expanded to include IV&V team members. Both of which are providing visibility to the planned BES architecture. | System Design | M | H | W |
| IV&V Observations | Category | 1q92 | βnĄ | լոՐ |

As of the September 2020 reporting period, PCG is tracking 14 open findings (8 risks and 6 issues) and has retired a total of 39 findings. Of the 14 open findings, 9 are related to Project Management, 2 in System Design and 1 each in Requirements Analysis and Management, Configuration and Development, and Deployment.



The following figure provides a breakdown of <u>all</u> IV&V findings (risks, issues, concerns) by status (open, retired).



All Findings



Findings Opened During the Reporting Period

| # | Finding | Category |
|---|--|----------|
| | No new risks or issues were opened during this reporting period. | |



Findings Retired During the Reporting Period

| # | Finding | Category |
|----|--|----------------------------------|
| 12 | Issue - Changes in direction regarding the preferred platform [Liferay vs. Adobe] for portal development may impact project schedule and cost. MQD recently kicked off their Liferay to Adobe portal migration project with Pacxa as the systems integrator. The BESSD portal will be developed in Liferay. Although the costs to develop and maintain 2 separate portals for benefit applications in 2 different technologies (Liferay for BES, Adobe for MQD) may be higher, DHS decided to move forward with both portals due to the timing of the projects and planned go-live dates. DHS may re-evaluate this and possibly merge the portals at some point in the future. Although IV&V cautions the State that this approach may impact enhanced federal funding, this finding is being retired during this reporting period. | Configuration and Development |



Preliminary Concerns Investigated During the Reporting Period

| # | Finding | Category |
|----|---|--|
| 55 | Test Case creation without functionality acceptance from JAD/JAR sessions . IV&V is researching how the JAD results, including acceptance criteria, are carried over or linked to the use cases and testing processes. | Project Management |
| 58 | New - The Data Conversion effort lacks Leadership, consistency in Data Governance, and effective communications. Data Conversion is often considered as one of the longest and most complex tasks in a DDI project. The lack of a DHS Conversion Lead, coupled with communication challenges on tasks, activities, and decisions lead to schedule delays. | Project Management |
| 59 | New - The Project's Critical Path does not include release / functionality dependencies . Most of the tasks and activities in the current Project Schedule are not on the critical path until Release 0.6. The intent of the critical path is to provide early warning of possible schedule delays. As it exists today, the value of the critical path to the project team is minimal. | Project Management |
| 60 | <i>New</i> - System Integration of the BES Modules (CMM, FMM, SSP) is planned to be developed in the later releases vs. continuous integration model within each release. The planned integration strategy may result in rushed and incomplete system testing and a system that focuses on individual components rather than overall system capabilities. | Integration and Interface Management |



| # | Key Findings | Criticality Rating |
|---|---|-----------------------|
| 2 | Issue – Late Delivery of project deliverables may result in schedule delays . This month some deliverables and work products were completed on-time, yet several were delivered late. IV&V acknowledges the project team adopted a revised pilot process for the Release 0.2 deliverables, causing multiple deliverables in the review process concurrently. DHS approved the SOAP BI-5 Project Schedule deliverable. However, the BI-5 Project Schedule has not been re-baselined and outstanding action items are expected to adjust some dates within the schedule along with additional new tasks. IV&V maintains this is a high-criticality finding to the project. | Н |

| Recommendations | |
|---|-------------|
| Prior to acceptance of the new baseline, finalize the needed updates to the project schedule to address the outstanding items/issues identified by DHS, the ASI, and IV&V. | In process |
| IV&V recommends the project team evaluate the estimating process to determine if changes should be made to reduce the number of late tasks and/or conduct a root cause analysis to determine and address the root cause(s). | Not started |



| # | Key Findings | Criticality Rating |
|----|---|-----------------------|
| | Issue - Uncertainty and/or a lack of communication around long term architecture decisions could lead to unexpected impacts to the project budget, schedule, system design, and planning decisions. IV&V has been invited to attend the weekly Project Architecture meetings, led by the ASI Solutions Architect. | |
| 29 | The stated purpose of this meeting is to provide technical stakeholders with a forum to gain insight into and discuss project-related technical architecture decisions and activities. The discussions appear to be productive and the topics are relevant to the project. Additionally, the BI-12 documents are being drafted and reviewed by the project team. Therefore, IV&V is lowering the finding criticality to Medium. | M |

| Recommendations | Progress |
|---|------------|
| The ASI should continue to document the architectural details in the BI-12 System Architecture Deliverable and if possible, review draft content with DHS and IV&V. | In process |
| • DHS should finalize the Portal strategy and communicate the strategy with the stakeholders and project teams. | Complete |
| The project should vet possible architectural change impacts to the platform, M&O, MQD, and BES systems before finalizing architectural decisions. | In process |
| • Efforts should be made to increase communication to create an awareness of possible architecture changes so that they can prepare for the possibility of a change. For example, if there is a possibility that the platform could change then analysis/design could focus on platform agnostic design and avoid extensive efforts in refining a platform specific design. | In process |



| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| 42 | Risk – Project delays and disruption in DHS operations may occur if ASI communications with DHS regarding key (urgent/time sensitive) project information does not improve. | |
| | The project continues to experience communication issues. Examples that occurred during this reporting period include: | |
| | DHS was surprised to learn that data conversion was not going to be performed as part of Release 0.2 and that it would only be done on paper. | н |
| | DHS leadership was surprised to learn that the requirement to allow the public to perform a preliminary eligibility assessment without logging into the portal was removed from scope. | |
| | DHS learned during the Release 0.2 UAT go/no go decision meeting that Liferay is not installed, meaning the full functionality it is not undergoing SIT or UAT. | |
| | IV&V does not support any of the above approaches. Considering the project is now into development and these communication issues continue to happen, we changed the criticality from Medium to High. | |

| Recommendations | Progress |
|---|-------------|
| Request ASI enhance processes and planning for project communications and include key project communications to DHS in the project schedule. For example, notifications in preparation for release activities. | In process |
| DHS work with the ASI to remove barriers of communication between the DHS stakeholders and the development team. | Not started |
| ASI increase dialog with the DHS project team individuals instead of relying on formal meetings to inform and discuss project topics. Update the project communications plan with enhanced communication processes. | In process |

| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| | Issue - Due to key DHS and BES Project Team members departing and/or transitioning from the project, succession planning and knowledge transfer is needed to ensure there are no gaps in knowledge and leadership on the project. | |
| 43 | The lack of DHS staff to support the BES project is negatively impacting the project. The last DHS PMO member retired at the end of this month. The initiation of the Pilot Deliverable review and approval process along with all other project work is straining the DHS project team. It is critical that additional staff be made available to work on the project to include managing the ASI contractual requirements. IV&V changed this finding from a risk to an issue in this reporting period. | Н |

| Recommendations | |
|--|------------|
| The state should develop a transition plan for the project and PMO resources as identified in the RFP, which includes DHS PMO and DHS DDI resources (reference RFP section 3.4.3 'DHS Staffing'). It should also include possible project resource impacts considering the COVID-19 economic impacts to the State. | In process |



| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| | Risk – The COVID-19 pandemic and the related "stay at home" order could hinder project activities and negatively impact the project schedule and budget. | |
| 47 | Effective October 15, 2020 the 14-day quarantine for transpacific travelers will no longer be required if travelers provide proof of a negative COVID-19 test. BESSD resources continue to be severely constrained due to an increase of people needing public assistance while maintaining the Federal performance metrics to include application processing times. As a result, BESSD has not been able to provide staff to fully support project tasks. | M |

| Recommendations | |
|---|------------|
| • Ramp up efforts to setup, train, and assist stakeholders on remote work devices and tools and make every effort to help them to become highly functional with remote access technology (e.g. MS Teams/Skype). | In process |
| Suggest the project and DHS create a detailed, documented risk mitigation strategy and plan that is reviewed regularly and revised to address the current state of the COVID-19 threat and related impacts over the next 6 to 12 months. The plan should include the possible economic impacts to the state budget directly related to project resources. | In process |
| Update the OCM Plan to include any new activities or updates to planned activities to aid the organization through this COVID-19 pandemic in the short and long term. | In process |



| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| 48 | Risk – The CMS Outcomes-Based Certification Requirements have not been published by CMS, which may impact the project schedule and funding. No material update this month, IV&V will continue to monitor. | M |

| Recommendations | Progress |
|---|------------|
| DHS to continue dialogue with CMS regarding the project's approach to OBC and MITA alignment to ensure all CMS requirements are met by the BES Project. | In process |

| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| | Issue – Poor quality project deliverables may lead to rework and negatively impact the system design, testing artifacts and project schedule. | |
| 49 | The ASI submitted multiple deliverables during September. While most were for Release 0.2, several were also submitted for Release 0.1. The ASI and DHS agreed to a revised 'Pilot Process' for deliverable reviews starting with Release 0.2 to increase quality and reduce review timeframes. In the Pilot Process, draft deliverables are submitted by the ASI to DHS prior to having ASI quality assurance reviews performed. This is followed by a walkthrough of the draft deliverable, and finally delivery of a deliverable for final review that is expected to meet the needs of the project. Since the Release 0.2 deliverables are still in Draft and the ASI QA activities have not been completed, it is too early to determine if quality will be improved. | м |
| | The ASI and DHS will review the outcome of the Pilot Process after the Release 0.2 deliverables are complete, and collaboratively determine the best path forward. IV&V will leave this finding open until Release 0.2 deliverables have been reviewed and quality has proven to be improved across all deliverable and work products. | |

| Recommendations | |
|--|------------|
| IV&V recommends that a facilitated root cause analysis be performed by the ASI with DHS and IV&V in attendance. Quality issues are rarely generated by a single entity in a project, so there could potentially be multiple causes or root causes of this current condition. Once the root cause(s) are identified, IV&V recommends immediate action be employed to resolve quality concerns on in-process deliverables prior to submission of subsequent deliverables | In process |

| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| | Risk – Poorly planned and executed UAT could lead to implementation delays and delivery of a solution that may not meet all business needs. | |
| | The ASI has taken additional mitigation steps to improve UAT for Release 0.2 including: | |
| 54 | Adding additional steps in the schedule that specifically identify pre-requisite steps for UAT, which were missing in Release 0.1; | н |
| | Providing more detail on the Release 0.1 Lessons Learned Action Plan to address UAT issues. | |
| | IV&V will observe the impact of the lessons learned with Release 0.2 UAT, planned to begin in early October, and provide an update in the next report. | |

| Recommendations | |
|--|--------------|
| The ASI further develop the action plan to include owners and target complete dates. Report progress in the weekly status meeting. | In process |
| All agreed upon actions to resolve issues called out in Lessons Learned should be added to project schedule so adequate timing is provided to support UAT preparation and execution. | e In process |

| # | Key Findings | Criticality Rating |
|----|---|-----------------------|
| | Risk – Roles and responsibilities of the BES "Product Owner" and communication of this role's activities with DHS and the project team is not clear. | |
| 57 | The ASI provided a RACI chart that shows the ASI staff filling the Product Owner/Manager roles and clarifies three formal touch points between the ASI and DHS. While these activities show improvement, some gaps remain. Therefore, the ASI and DHS continue to work on addressing the communication gaps - which will be critical for success in later, more complex releases. | Н |

| Recommendations | | Progress |
|-----------------|---|------------|
| • | Identify and execute to the communication path agreed to by DHS/ASI between the Product Managers and Product Owners and DHS/BESSD. | In process |
| • | The ASI to clearly define the staff assigned and the roles and responsibilities of the ASI Product Managers and Product Owners. | In process |
| • | DHS consider adding staff to the project team with 'deep' BESSD business knowledge to work hand-in-hand with the product owners and development team. | In process |



Configuration and Development

| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| | Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of all SDLC Processes. | |
| | As the project team completes Release 0.1 and begins work on Release 0.2 UAT, some misunderstanding of the DDI approach continue. Examples include: | |
| 16 | The ASI's subcontractor is using a different instance of the tools than the ASI; | M |
| | The approach and expected results from the Data Conversion within each release is not understood by all members of the project team. | |
| | IV&V will continue to monitor this finding in future reporting periods. | |

| R | ecommendations | Progress |
|---|---|-------------|
| • | ASI provide DDI approach documentation/materials for stakeholders to review and/or refresh their knowledge on demand; the materials could be made available via the project SharePoint. | Not started |
| • | Encourage ASI and DHS testers to consistently collaborate during SIT and UAT activities. | In process |



System Design

| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| 38 | Risk – Due to the sequencing of JADs addressing Workflow at the end instead of during current JAD sessions, the project could be faced with significant design rework, which may result in schedule delays, and impact the quality of solution design. | м |
| | No material update for this reporting period, the workflow JAD sessions are planned to be conducted in Release 0.4, December 2020. | |

| Recommendations | Progress |
|---|------------|
| The ASI to define how the workflow/task functionality will be refined and integrated into the system designs. Communicate this approach with the project team and train the Business Analyst session facilitators. | In process |

1

System Design

| # | Key Findings | Criticality Rating |
|----|---|-----------------------|
| | Issue – The System Architecture documentation is scheduled for completion after multiple releases are in development, and some releases are already completed. | |
| 53 | Although the System Architecture document has not been formally approved by DHS, the DHS CIO meets with the ASI architecture team on a weekly basis to discuss questions, issues, and provide guidance for progress on development. It is unclear how the items discussed on a weekly basis are communicated across the Case Management Module (CMM), Financial Management Module (FMM), and Self-Service Portal (SSP) project teams. In the absence of approved deliverables, the development teams refer to draft sections of the architecture as they are completed. | M |
| | IV&V will continue to attend architecture meetings, to gain a better understanding on how architecture decisions are communicated to the project team. IV&V is reducing the priority of this finding to Medium for the September reporting period. | |

| R | Recommendations | Progress |
|---|---|------------|
| • | Recommend completing and approving the BI-12 System Architecture deliverable prior to development of source code. | In process |
| • | If completing the BI-12 deliverable prior to development of code is not possible for any reason, ensure that all portions of the architecture that are directly or indirectly related to the source code development efforts, standards, and processes be submitted for approval by DHS in draft form prior to code development, and subsequently followed up with final completion of BI-12 in accordance with the project schedule. | In process |



Deployment

| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| | Risk - The planning and approach of the ASI Release Management practices were identified as an area to improve during early releases. | |
| 40 | In September, 5 of the 10 remaining deliverables for Release 0.1 are in progress. Release 0.2 SIT completed, and Release 0.2 UAT is scheduled to commence in early October. Although Release 0.2 deliverables are currently in progress none are complete. In late September, the ASI updated the Release 0.1 Lessons Learned results to provide more detail and track the progress of the action items. While these updates provide additionally visibility into the planned corrective actions, and most are targeted for implementation during Release 0.2, corresponding action item due dates have not been established and recorded. IV&V will continue to monitor in the upcoming reporting period. | L |

| Recommendations | |
|--|-----------------|
| Assign a Release Manager to manage all details of planned releases. | Complete |
| Develop a Release Plan document for each release, that provides details of the planned release and all associated configuration items, clear assignments for all staff involved in all tasks, a schedule for completion all tasks and activities, planned release status communications, and back out procedures should they be necessary. | n of In process |
| Update the Release 0.1 Lessons Learned action plan to include owners and due dates. | In process |



Requirements Analysis & Management

| # | Key Findings | Criticality Rating |
|----|--|-----------------------|
| 41 | Risk - Due to a lack of clarity regarding "Partially Met" requirements in design artifacts, full traceability of requirements may be hampered, and all requirements may not be fully met. Although the bulk of this activity is now complete, the ASI determined that each release may still need this activity to be performed for requirements that have not yet been split. As such, the project schedule will be updated to incorporate this activity to each release. As these tasks have not yet been added to the schedule, IV&V will continue to monitor. | L |
| | | |

| Recommendations | |
|---|------------|
| Determine a requirements management and design artifact that provides full accountability of where every component of a requirement that is listed as 'Partially Met' is satisfied, ensuring that each requirement is Fully Met and can be validated as such. | In process |

IV&V Status



IV&V Engagement Status



| IV&V Engagement Area | Jul | Aug | Sept | Comments |
|---|-----|-----|------|--|
| IV&V Budget | | | | |
| IV&V Schedule | | | | |
| IV&V Deliverables | | | | PCG submitted the final August IV&V Monthly Status Report. |
| Centers for Medicare and Medicaid Services (CMS) IV&V Progress Reports | | | | The first quarterly CMS Eligibility and Enrollment (E&E) IV&V Progress Report is on hold until IV&V and DHS determine the appropriate time to submit the report. |
| CMS Milestone Reviews | | | | The first CMS Milestone Review date has not yet been determined. |
| IV&V Staffing | | | | Ryan Tan joined the IV&V team to assist in the project deliverable reviews. |
| IV&V Scope | | | | DHS PMO and IV&V met on September 9 th and September 29 th to discuss the OBC plans and next steps. |

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

IV&V Activities



- IV&V activities in the September reporting period:
 - Completed August Monthly Status Report
 - Ongoing Review the BES Project Artifacts and Deliverables
 - Ongoing Attend ASI project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available ASI Original Contract and BES Optimization contract amendment documentation
- Planned IV&V activities for the October reporting period:
 - Ongoing Observe BES Development, JAD and Workgroup sessions as scheduled
 - Ongoing Observe Weekly Project Status meetings
 - Ongoing Observe Weekly Architecture meetings
 - Ongoing Observe Weekly/Monthly Security meetings
 - Ongoing Observe Agile Development 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 weekly DHS and IV&V Touch Base meetings
 - Ongoing Review BES artifacts and deliverables

Deliverables Reviewed



| Deliverable Name | Deliverable Date | Version |
|---|---------------------|---------|
| BI-02 Project Status Report Deliverable | Weekly as delivered | N/A |
| BI-05 Schedule | Weekly as delivered | N/A |
| BI-10 Release 0.2 FDD - SSP | N/A | DRAFT |
| BI-10 Release 0.2 FDD - CMM | N/A | DRAFT |
| BI-10 Release 0.2 FDD - FMM Role Based Access | N/A | DRAFT |
| BI-11 Release 0.2 Data Integration and Interface Design | N/A | DRAFT |
| ICD Release 0.2 IF06 US Census Bureau | N/A | DRAFT |
| BI-20 Release 0.2 Test Cases, Scenarios, Scripts | N/A | DRAFT |
| BI-20 Release 0.2 Test Scripts - SSP | N/A | DRAFT |
| BI-20 Release 0.2 Test Scripts – CMM | N/A | DRAFT |
| BI-20 Release 0.2 Test Scripts – FMM | N/A | DRAFT |
| BI-22b Release 0.1 UAT Evaluation Report | 08/12/2020 | 1.1 |
| BI-21 Release 0.1 RTM | 9/4/2020 | Draft |

Deliverables Reviewed - Continued



| Deliverable Name | Deliverable Date | Version |
|---|-----------------------|---------|
| Test Plan Release 0.2 Document | 9/17/2020 | 1.6 |
| Java Coding Standards | 9/22/2020 | 1.0 |
| BI-12 SSP System Architecture | 9/25/2020 | 1.4 |
| BI-13 Security Plan | 9/10/2020 | 1.5 |
| BI-15 Release 0.2 Fully Configured and Developed System | 9/9/2020 | .3 |
| BI-14 Release 0.2 TDD FMM | 9/9/2020 | Draft |
| BI-14 Release 0.2 TDD CMM | 9/9/2020 | .3 |
| BI-14 Release 0.1 TDD SSP | 9/9/2020 9/21/2020 | 1.0 |
| BI-10 Release 0.2 FMM – Role-Based Access | 9/17/2020 | .2 |
| BI-15 Release 0.1 Fully Configured and Developed System | 9/10/2020 | 1.0 |
| BI-12 FMM System Architecture | 9/15/2020 | Draft |
| BI-12 CMM System Architecture | 9/24/2020 | Draft |
| BI-14 Release 0.2 SSP | 9/24/2020 | Draft |

Additional Inputs – Artifacts



| Deliverable Name | Artifact Date | Version |
|---|---------------|---------|
| Unisys Contract Amendment 3 | 4/17/2020 | N/A |
| 2019-11-22 HI Test Plan - FNS Comments.xlsx | 11/22/2019 | N/A |
| FNS 901 Handbook | 01/2020 | V2.4 |

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. DHS PMO/IV&V OBC Meeting x2 (09/09/2020, 09/29/2020)
- PCG Internal BES Project Meetings x12 (09/03/2020, 09/08/2020, 09/10/2020, 09/10/2020, 09/14/2020, 09/14/2020, 09/17/2020, 09/21/2020, 09/21/2020, 09/28/2020, 09/29/2020, 09/30/2020)
- 3. PMO, IV&V Weekly Meeting x5 (09/02/2020, 09/09/2020, 09/16/2020, 09/23/2020, 09/30/2020)
- 4. BES Status Meetings x5 (09/02/2020, 09/09/2020, 09/16/2020, 09/23/2020, 09/30/2020)
- 5. BES Schedule Review Meetings x5 (09/01/2020, 09/08/2020, 09/15/2020, 09/22/2020, 09/29/2020)
- 6. BES Functional Meeting x2 (09/01/2020, 09/22/2020)
- 7. BES Data Conversion Meetings x3 (09/01/2020, 09/08/2020, 09/22/2020)
- 8. BES CCB Meeting (09/02/2020)
- 9. BES Security Data Conversion Server Access Meeting (09/01/2020)
- 10. BESSD Indiana SIRT Meeting (09/03/2020)
- 11. BES Deliverable BI-22b Meeting with ASI (09/08/2020)
- 12. BES Draft August Report Review with DHS and ASI (09/09/2020)
- 13. BES R0.2 Draft BI-11 Walkthrough Meeting (09/14/2020)
- 14. ASI Touchpoint Meetings (09/15/2020)
- 15. BES Jira Meeting with ASI (09/16/2020)
- 16. BES R0.2 Draft BI-10 SSP Walkthrough Meetings x2 (09/17/2020, 09/24/2020)
- 17. BES Critical Path Review Meeting with ASI (09/17/2020)
- 18. ASI September Pre-Draft Review Meeting (09/29/2020)
- 19. R0.3 SSP Requirements Validation Meeting (09/22/2020)
- 20. BES Development Standup Meetings x2 (09/23/2020, 09/30/2020)
- 21. BES R0.2 Draft BI-20 Meetings x2 (09/23/2020, 09/30/2020)
- 22. BES Sprint Demo Team 1 SSP Meeting (09/28/2020)
- 23. BES R0.2 UAT Go/No Go Meeting (09/29/2020)
- 24. DHS DDI Architecture Review x4 (09/01/2020,09/08/2020, 09/15/2020, 09/22/2020, 09/29/2020)

Appendices





Appendix A – IV&V Criticality Ratings

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

Appendix B – Findings Log



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

Appendix C – Acronyms and Glossary



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

Appendix C – Acronyms and Glossary

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

Appendix C – Acronyms and Glossary

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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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



Solutions that Matter

| Category | Observation | Similicance | Recommendation | Event Horizon | Impact | Probability | Analyst Priority | Finding Status | Date Retired Status Update | Client Comments |
|--------------------|---|---|--|---------------|--------|-------------|------------------|----------------|---|---|
| | ASI has yet to demonstrate integration of the modules and end-to-end functionality. | System Integration has Nationically followed a 'big bang' model where all system components arrive simultaneously bisually towards the end of the project involving in a flawed and immutum delivery. In theory, integration is expected to accour interactional system (bank), a "big bang' impairation tracting results in a nahed and incomplete system toti process and a system that is focused on individual components rather their acidem called billion. | team on each development team to ensure one team owns the integration and delivery of the BES system in its entirety. Each release demo should be a collaborative effort across all modules (end-to- | N/A | 4 | 4 | High | Open | | |
| Project Management | The Projert's Critical Path does not include release / functionality dependencies, resulting in most tasks and activities not being on the critical path until 10.6. Considerations a. Resource estimates an ext maintained by the XSI within the project schedules. The schedule has minimal to no dependencies between releases (such is being performed on multiple releases simultaneous)) c. The volume of own planned to be accompliabled in parallel releases increases in the releases (SUC). | A critical path is determined by identifying the longest stretch of dependent activities and measuring the time required to complete them from start to finish. As the project progresses with the 7 planned releases, the volume of available stack time decreases in the later releases. It is potential that downstream delays in the project will impact the critical path and push the schedule, <i>ind(or cause</i>) | showing the 'big Picture', including key milestone dates for each release, the concurrent overlap of releases, and resource allocations across all releases to identify potential additional risks to the | Q4 2020 | 4 | 4 | High | Open | | |
| Project Management | | | | Q4 2020 | 3 | 3 | Med | Open | | |
| Project Management | Due to the studing construints, the AU (11 Hing) for relie of Product Down and Product Manager. The product manager and produce shares that a close studies for studies functionality of this role is to be filled by the AQ, tenedlege of DHTS basiness functionality of studies and an annut. Toware, MY, Vicual and Trid evidence of a communication path of these discussions and decisions with DHS. | Owners to ensure the functionality required is being met. | Stenfly and execute to the communication path append to by DORA'DD between the Product Managers and Product Stensor and DORA'DDSS. The ADD Stearky of their to all assignment and their roles and responsibilities of the AD Product Managers and Product Commen. DFG consider adding staff on the snort stear with Stearky ESD Stearks includings to work hand-in-hand with the product owner/Imanagers and development team. | ASAP | 4 | 4 | High | Open | \$1/2020-Tex dip products 4 NO Calor the short hard Notal filling the Product Development register and adding theory multicultural point short and Ada 2dd T. While these activities short improvement, some gaps maries. Therefore, the Ad and TCS control was not addining the communication gaps - whereas the other short for control and the control of the point resistant. All 2020/2dd Adhead prime Ad-Ad add mining that points exist between TD edit of the Product Development points (TD Edit dust control or constraints) and the prime of the point of Development points (TD Edit dust control or constraints) and the point of the constraint for the point of the Development points (TD Edit dust control or constraints) and the point of the point for an interact and is in find the reads to gap ment the the point of the point of the Advance market and the find the reads to gap ment the the point of the point of the failer minimum and is in find the reads to gate mitigation plane. Resettly, the Ad incegorial this is a Reset Ad Mark action . | |
| Project Management | It appears that that cause are being caused and encoded without acceptance criteria from the design based of the project the sequence that a provident is a 2006 without the sequence of the provident that the sequence of th | | YCG recommends that detail, resulting from JAD/M assiss to provided in the Year Result documentation to help assure that acceptance ontenis that was agreed upon is met. | Immediate | 3 | 4 | Med | Open | \$42,0205- Construct montaining of this access may aproved additional dealsh appending instructs where the protopologic training loss on the given hLing/M state dealsh appending instructs also and the state of the discovery and the state of the state of the state of the discovery and the state of the state of the state of the sta | |
| Project Managament | and delivery of a solution that may not meet all business needs. During this reporting period, UAT was initiated. However, several deliverables that support the UAT process were not provided and/or | conducted to ensure that system requirements meet business needs and allowing for any issues to be finde before the system park. We . LMU this is not comprehensive could neutril in defects being found poor go-live, leading to expensive solution updates and reduction of user confidence in the solution. | schedule so adequate timing is provided to support UAT preparation and execution The ASI further develop the action plan to include target complete dates. Report progress in the weekly status | immediately | 4 | 3 | High | Opun | including, Adding, additional steps in the schedule that specifically identify gen-enquisite steps for UAT, which were mining in Meases 0.1, The ASI provided more datali on the Relaxa 0.1 Lessons Learned action plan, with a majority focusing on addressing UAT issues. VV will observe the impact of the issues learned with Meases 0.2 UAT, planned to bagin in early October and posted in the new negotie. 8/2/302-10: The XAT conduct of Lessons Learned actions with the project team | This Teal case will tragge defects, and CDS WILL and defects into 3 Mining these negociarity in the paral definition. Note an era Project should will be no signed by ensure that producement as the structure of the structure of the structure of the producement Process for potential exceptions for deliverable approach has not y |

| | | | comparised in the order required by the control and COD Frac, Used of energy installquarks mining on the utf process (and code) and proceedings of the code (and code) and proceedings (and code) installquarks to environment (low) - Later (and code) and proceedings (low) - Later (and code) process by the ASL. This Also monthise to instrum (1) the function of the USE process by the ASL. This Also monthise to instrum (1) the function of the USE process by the ASL. This Also monthise to instrum (1) the function of the USE material and and and improvement is the planning spaceus (process) for the Alson of the Alson of the Alson material and alson of improvement is the planning spaceus (process) for englished dimensions in Market materials. |
|---|--|--|---|
| 31 The System Architecture documentations scheduler for completion dam multiple John Finding-Naue 5/21/2020 System Design releases as in divergement, and come releases are already completed. | the durators. The fundational discourse shauld be completed and spring to prior to any costs development, its answer the costs much with the architectural processes and despri- | development of works dev For any project by the 22 addresses provide the development of cachin is regressive for any revenues that addresses in the construction that an advectory on address the provide the development, and addresses of the development, and addresses of the development of the any project behavior. | 00/2002: Altiguing to grant base and second grant base an |
| 4 Poor quiling projet adviounden ma fault o reveals with regardingly impact the Darmo Finding Source 4/15(222) Projet Management system deeps setting artifacts and projet takedul | Latimiter for each value of the sample of B common under the for each of the distribution. The distribution which are encourse interval in the A star of the sample of th | interdance, Cuality losane are needly provided by a subject with the regard provided by the indication of the subject of the s | BD/2022: Nax A submitted multiple diversited diversited multiple diversited multiple diversited multiple dive |
| 48 The CAS Concerns Ased Cardinaton Regimments have not been published by Joine Finding-Telak 3/35/2020 Project Management CAX, which may impact the project schedule and funding. | OAS has not published the Ocazame Associated Certification (DAD) requirement/process, which allows if the OAD process and requirements are not published by CAD prior to the Stank is approved of the tatates to receive SOS FPF for Medical functionality of the MES solution. In additional requirements, the prior of sality to receive enhanced federal funding me beat made. | The State contrast to Elibors with CMS to the status of the relates of the OCC Process and val and Technical Requir 5 4 he requirements and discretion with only with CMS to determine if there will be any regions, available to enninear the risk to the State. | %20/2020. The number data update during the importance generals. All 202020 - The update during the importance generals. Call 202020 - The update during the importance generals. Call 202020 - The update during the importance generals. Call 202020 - The update during the importance generals. Call 202020 - The update during the importance general Call 202020 - The update during the importance general Call 202020 - The update during the importance general Call 202020 - The update during the importance general Call 202020 - The update during the importance general Call 202020 - The update during the importance general Call 202020 - The update during the importance general general and general gene |
| | | | |

1

Title

con of the BES Modules (CMM, FMM, SSP) will be developed in the s. a continuous integration model within each release. 59 The Project's Critical Path does not include release / functionality dependencies. Darren Concern 9/30/2020

58 The Data Convenion effort lacks Leadership, consistency in Data Governance, and Darren Concern 9/30/2020 effective communications.

57 Roles and responsibilities of the BES "Product Owner" and communication of this Brad Finding - Risk 7/22/2020 role's activities with DetS and the project team is not clear.

55 Test Case creation without functionality acceptance from JAD/JAR sessions. Earl Burba Concern 7/29/2020

Poorly planned and executed User Acceptance Testing (UAT) could lead to
 Brad
 Finding - Risk 6/24/2020
 implementation delays and delivery of solution that does not meet business need.

Reporter Finding Type Identif

Vendor Comments

te is late. Discussed the pre-n verables being circulated for n ate spreadsheets and provide lina, working towards agreeme

8/4/2020 - Paul Oliver and Rob Plummer. There are 3 formal touch points for communication with BESS and DES PMO: The Nelesse Preparation activities, Requirements Validation and Prototype review. The Protoc Unema do engages with Kat and Jessica to assist with questions or concerns as they are raised by the development team.

8/4/2020 - Paul Oliver and Rob PlanmerThe results of the JAD sessions are the direct input to the Use Cases. IVV to schedule a session with Nicole to review our specific questions. IVV will cc Rob/Paul and Gary as we work through this concern with Nicole.

HI DHS Monthly IVV Status Report Final - September 2020

| ctivities and negatively impact the project schedule and budget. | On \$122222, the down of Hasse Industrial - Story at home, work them home' where has an indexed state doptimized in the particular down of the state and the stare particular down of the state (has and the stare particular down of the state (has and the stare particular down of the state (has and the stare particular down of the state (has and the stare particular down of the state (has and the stare particular down of the state (has and the stare particular down of the state (has and the stare particular down of the state (has and the stare particular down of the state (has and the stare the state (has and the state (has and the state (has and the state (has and the state))). The state (has and the state (has and the state)) and the state (has and the state) and the state (has and the state). The state (has and the state) is a state (has and the state) is a state (has and the state) and the state (has and the state) is a state (has and the state). The state (has and the state) is a state (has and the state). The state (has and the state) is a state (has and the state) | Ramp up efforts to setup, train, and assist stakeholders on remote work devices and tools and make every effort to help them to become highly functional with remote access technology (e.g. M5 | ASAP 3 | 5 M | ted C | pen | 00/28/2020 - Effective October 55, 2020 the 14 day quaratine for transpacific travelers in no longer 06/20/2020 - Office opening may be delayed until September/October. 18D. napured 16 Torvelen provide pord 4 a negative COVID-31 Nat | 5/5/2020 - Paul Oliver stated that DHS requested the ASI limit BESSD staff needs during the month o May 2020 due to the focus of state staff to work with cliens. Unknown if this will estend to |
|---|--|---|------------|-------|-------|-----|---|--|
| • | required to work from home/remotely at least until the end of May and some offices may be completely shut down until that time as well. Unclear if the order will extend beyond that data. | Teams/Skype) Suggest the project and DHS create a detailed, documented risk mitigation strategy is and plan that is reviewed regularly and revised to address the current state of the COVID-10 threat | | | | | severely constrained due to an increase of people needing public assistance while maintaining the Federal performance metrics to include application processing times. As a result, BESSD has not | June/July. This is more of a risk for DHS; Unisys used to working off-site. State staff availability to work on the project in the future may impact the schedule - ASI will need to look at options if this |
| | critics passes. The DPG project team will scon loss some key members of the PMO, the PMO lead w estimate an AUCOM and parallela the management in the parallela score and the total scored | If and related impacts over the next 6 to 12 months. The plan should include the possible economic impacts to the chief herborie directly extend to extend to extend to extend to be OCM that to include | | | | | been able to provide staff to fully support project tasks. 08/27/2020 - Henolalu City and County Instruction in more more only any existing first starting and the provide starting for a county of the starting of the starting for a county of the starting of the starting for a county of the starting of the starting for a county of the starting of the starting for a county of the starting of the s | risk is realized. |
| | retore or 4/30/24 and another kay memory in Jane 2020. Units fait control the state could experience a significant loss of hereina due to CVD, which could elade to DHS budget challenges. | If any new activities or updates to planned activities to aid the organization through this COVID-19 | | | | | watering announced an opeaned stary at nome once tenginming 0/21/2020, planting for 2 weeks. COUND-19 related hiring freezes may hinder the DTS ability to replace project PMO viazinis as well | |
| | the statu/2HS institutes a hiring freeau, DHS PMD may not be able to replace these key resources. Additionally, if the state institutes functions. DHS provide sources could be further | If and mixed impacts over the next to 12 membrs. The plan should include the possible ecconenci: impacts to the state budget intercly index to project resources. To budget the DOM them to include if any new activities or spokes to planeed achieves to ad the organization through the DOM to DOM to pandemic in the budget and ong terms. Section 50 advances to stakeholders to assume Cara understanding of changes to the project with this regula to impacts of COVD as well as clarifying communications at the same. | | | | | as other potential hires to meet project needs and to support the new system post-golves. DHS and the ASI have manaed the porticient impacts of COVID-39 efficiently over the late if months. Herefore | 3/31/2020 - Per Paul Oliver, The project has also logged a risk for COVID-39, ASI main concern is th impact to BESSD organization and ability to continue to support the project moving forward. ASI h less concern regarding their staff since Unitys is used to working remotely and it overall has less of transmission and ability of the staff since Unitys is used to working remotely and it overall has less of transmission. |
| | constrained. Unclear if the state budget challenges will impact overall project funding. | communications as to what will remain the same. | | | | | I/V is changing the priority to Medium. 7/31/2020 - On July 13, the Governor has announced plans. | less concern regarding their staff since Unitys is used to working remotely and it overall has less of a |
| | | | | | | | Takefor generation and the second sec | inquict on oneys man. |
| | | | | | | | preparations and plans for some level of remote UAT and Training. 6/30/2020 - The State has recently opened inter-island travel, and transpacific travel is currently slated for August 2020 with | |
| | | | | | | | COVID testing constraints. The ASI's local office is allered to reopen in September or October, perding all experts State. Initian, and Trans Towar and estabel that which they don't have a | |
| | | | | | | | documented risk mitigation plan, they have made efforts to develop an informal plan and risk | |
| | | | | | | | mitigation steps. DHS has also stated that while they are concerned about the execution of remote | |
| | | | | | | | UAT and training, they have a greater concern that the increase in workload due to citizens loss of some COVID benefits will increase their volume of applications and support. DHS has additional | |
| | | | | | | | concerns that possible furloughs and budget cuts could limit their ability to expand their capacity to handle the additional workload and support the project. The ASI has gained insights into remote UAT | |
| | | | | | | | from their M/O team experience in performing remote UAT for MQD/XOLEA. 05/27/2020 - There are | |
| | | | | | | | indications that the Stay-AI-Home mandate will be extended through June 30, 3020. The project team is considering impacts to the project, including UAT and training if they will not be able to | |
| | | | | | | | participate in-person. 4/30/2020 - The Governor's "stay-at-home" mandate has been extended through Mar 31, 2020, which major the majority of project nucleicipates will continue to work from | |
| to key DHS and BES Team members departing and/or transitioning from the Jolene Finding - Issue 1/10/2020 Project Management | A regretation homes arguing metry and wells (FMA) EAL and Add Jargerist team metrices. The terr measures in length (HE) Firstlar provide homeshape and home y 40% and add Jargerist team metrices are placeding to their tables and the strategist and the strategis | The state should document a transition plan for the project and PMO resources as identified in the | ASAP 5 | 4 Hi | igh c | pen | antispin sprane. Af 202025 - No decimant's have a benef methods in basis methods in the second of the sprane. The second of the second of the sprane is the second of the sprane is the second of the sprane is the | d 3/3/2020 - The ASI PM stated the Project Coordinator position is filled and they will begin work on |
| successor paining and encoursege transmis is needed to encoure there are in knowledge and leadership on the project. | are pairning to here or wave the project within the next see months or have areasy summaries on souther, and busines processe, along with a week or considering with a seven or considering with a sev | ntry, which includes bits you and bits but resources (remember my section 3.4.3 bits starting). If The plan should include the possible COVID-19 economic impact to the state budget, directly in | | | | | and approval process along with all other project work is straining the DHS project team. It is critical Emerald. We have no insight into other DHS staffing. | S/9/2020, transition activities from Donna Will begin next week. ASI PM and Stated tray are currently filling the ASI PM and ASI Engagement Manager Roles and is committed to the project in |
| | not been documented. In January, the ASI did announce and introduce an interim Project Manager, planning efforts for BES Maintenance and Operations activities. but a join for a cerminent exclassment is not currently known. | relation to the project resources. The ASI should document a transition plan for each key resource as required by the RFP (reference RFP section 3.5.1.2 'Benefits Elizibility Solution Project Staffine'.) | | | | | that additional staff be made available to work on the project to include managing the ASI contractual requirements. Therefore, NYC hanned this finder from a risk to an issue in this recording | these roles for the next 6 months. |
| | | | | | | | period. 8/31/2020 - Progress was made this month in that the Data Steward position was filled and | |
| | | | | | | | planned to begin work on the project §1/J2020. The Data Conversion Lead and the DHS PMO positions continues to be in an open status. The DHS PMO team is working with DHS and BESSD | |
| | | | | | | | Executive Leadership to identify new owners of some of the tasks. Concurrently, DHS is working to asia anomy in the fill of our positions and recentrater is concurrently. This finder was | |
| | | | | | | | moved from the DCM Knowledge Transfer to Project Management category as requested by DHS to | |
| | | | | | | | avoid contrainon with the OCM work being performed by the ASI. Transition plans for the DNS PMO staff are in place and the DRS PMO team is working with DRS and ESSD Executive Leadership to | |
| | | | | | | | identify new owners of some of the tasks. Concurrently, DHS is working to gain approval to fill all owner publices and executing is service. This much then used for the Duta's Streamed and DHS. | |
| | | | | | | | Conversion Lead was realized, these are both key positions to aid the conversion activities and the | |
| | | | | | | | the ASI announced the addition of a technical resource to work with eWorld, however that person | |
| | | | | | | | and if an in place and the DH PM Cent Work working with the state of the state of the DH Cent Working Cent Cent Cent Cent Cent Cent Cent Cent | |
| | | | | | | | the PMD Team. IVV is unaware of any documented transition plans, and it is unclear if the positions ran or will be back-filled at this time. VL12/0201. The BSI filled the Solution Architect noticing. Cml | |
| | | | | | | | can or will be back-intered at this time. by 32/2020 - The ASI Intered the Solution Architect position. Units continues to execute the exception process to back-fill the DHS PMO position and execute the | |
| | | | | | | | transition plan. 4/30/2020 - DMS continues to execute the transition plan for those staff planning to setter. The ASI continues to recruit for the Solution Architect Position. With the COVID-19 Parlemin, | |
| | | | | | | | the state has instituted a hiring freaze and may take other actions (furloughs, salary adjustments) to address the normal financial instants the state. The State has and insteads the follow the averaging | |
| | | | | | | | address the overall financial impact to the state. The State has and intends to follow the exception approval process to here critical BES project staff. The State's ability to align the required resources to | |
| ct delays and disruption in DHS operations may occur if ASI communications mfors Finding - Risk 10/28/2019 Project Management DHS regarding key (urgent/time sensitive) project information does not | IVV has observed that ASI communication to DHS regarding key project information is at times insufficient and/or delayed. Recent examples include: - DHS reported that changes to the JAD respond, prepare for, or plan their resources for time sensitive activities. Failure to improve | DHS work with the ASI to remove barriers of communication between the DHS stakeholders and the development team Request ASI enhance processes and planning for project communications and | ASAP 4 | 4 Hi | igh C | pen | 09/29/20 - The project continues to experience communication issues. Examples that occurred during this reporting period include: DHS was surprised to learn that data conversion was not going. | 6/2/2020 - The delay was due to the adding the communications plan updates into the overall PMP |
| w. | calendar are being made by the ASI without notifying stakeholders PMO and BES Project Team did. communications can strain DHS resources that are already at or beyond capacity and can further | include key project communications to DHS in the project schedule. For example, notifications in preparation for release activities. • ASI establish a single communications channel to manage all ASI | | | | | to be performed as part of Release 0.2 and that it would only be done on paper. DHS leadership was surprised to learn that the requirement to allow the public to perform a preliminary eligibility | updates. The Org chart was sent before Paul had a chance to talk to Gary. Paul did chat with Gary and will follow-up today. To improve the informal communications, the ASI and DHS PMO now have |
| | October MDM Release. The topic was discussed ad hoc during the 8/28/2019 ASI Weekly Status Meeting Keek Meeting Minutes from DDI Status Report 8/28/2029 and project Action Item #797]. | to DHS communications and ensure regular communication to DHS. • ASI increase dialog with the DHS project team individuals instead of relying on formal meetings to inform and discuss project | | | | | assessment without logaing into the nortal was removed from scores. DNS learned during the | established a weekly meeting. 5/5/2020 - Faul Oliver indicated the updated Communication Plan and PMP (BI-04) will be delivered |
| | | DHS project team individuals instead of relying on formal meetings to inform and discuss project topics. | | | | | Release 0.2 UAT go/no go decision meeting that Liferay is not installed, meaning the full functionality it is not undergoing SIT or UAT. WWW does not support any of the above approaches. Considering | on the 5/15/2020. ASI PM questions why Unisss is not represented at the ESC - currently working |
| | multiple instances of ASI communication challenges, including: Little to no communication during the design phase of the release | | | | | | the project is now into development and these communication issues continue to happen, we changed the criticality from Medium to Neth. 08(27)/2020. The ASI has made changes to the | with DHS to have Unitys included. 03/03/2020 - The ASI PM stated the updates to the Communications Plan will be submitted next |
| | unprepared to begin UAT testing. It is important to note that while MO is not in RVVs scope, many of | | | | | | format and content of the project status report to address DHS concerns. For the most part, weekly | wink. |
| | the ASI's release resources and processes are shared between MO and DOI, making the challenges experienced during MO activities relevant DOI. These instances of insufficient communication | | | | | | status meetings have involved the XAI reading the status report to DHS without much discussion or elaboration. DHS leadenship has statust drey paid to see the value in this method and have asked the | 11/18/19 S8: The ASI would like to clarify the global nature of this new item raised by IV&V. This communication was all related to the October Kolea release which included DDI content, and not to |
| | caused confusion amongst the project, and in some cases resulted in project risks, issues, and/or action berns being opened. Insofficient and untimely communications can confide and strain notient. | | | | | | ASI to explore ways to encourage productive conversations during this meeting. DHS has also recursted the data: record include tarest dates and surgested combines the schedule meetine with | the entirety of all project communication as an unfamiliar reader may assume. This was the first release with DDI content which included submittal of DDI related deliverables which were new to th |
| | During the 2012/212 Merein kennes kennes (interpretative) periodic, DCB USF participants databated multiple instances of the communitation changes (see Section). Science (see Section) and science (section) and science (s | | | | | | the project Ratus meeting. DHS also expressed concern that the project is maintaining multiple | Kolea team. There were a number of circumstances that arose out of this being the first time a |
| | missiones, and impact the quarity of our pranting and statution. | | | | | | action isem tagi, venint obla cheare comulati. Not all Acli start vene avant there were separate top. and are currently revelving for mergin as mostly in the main project action item log. | cycles given this was a new process for the team. With that accommodation, deliverable review and |
| | | | | | | | 7/31/2020 - The Reliase 0.1 Lessons learned session: identified several areas where communications must improve. The ASI is currently working with DFS to devise an action path to address the | week. The paid is made like to easily the paid base models are submer sources have easily a NGM NML and NML |
| | | | | | | | Nations 4.2.1 At photop the dotted methods are submitted in the strength of the dotted possible to an antienging of TAL. If which are submitted and the strength of the dotted possible the possible takes are into the dotted possible takes are antiended and the strength of the dotted possible the possible takes are into the dotted possible takes are antiended and the strength of the dotted possible takes are possible takes are antied to the strength of the dotted possible takes are antied to the strength of the dotted possible takes are antied to the strength of the | meetings each week where status is provided. |
| | | | | | | | June, NV noted a lack of communication regarding deliverable submission. Although the ASI is required to notify DFS when deliverables are submitted, this did not always accurate (e.g. BES Optimization subject). When thought to the XY statettori, this was corrected. TV alian ontek that | |
| | | | | | | | the ASI has updated their Communications Plan to address changes resulting from the BES | |
| | | | | | | | Optimization. IVV will continue to monitor this finding to ensure that the process is consistently followed. 05/27/2020 - There continues to be a lack of timely communication between the ASI and | |
| | | | | | | | | |
| lack of clarity regarding "Partially Met" requirements in design artifacts, full Darren Finding - Risk 9/23/2019 Requirements Analysis & Managem | and Regimments are table to Regis schedules to Periodic Model with Schedules of phonon design and thirts, it is under a comparison schedules are phonon design and an and an anti- schedules are schedules and an anti- table aller phonon design and an anti- schedules are phonon and and anti- schedules are phonon and anti- schedules are phonon and anti- schedules are phonon anti- schedules are pho | Determine a requirements management and design artifact that provides full accountability of where each and every component of a requirement that is listed as "Partially Met' is satisfied, ensuring that | Q4 2019 4 | 3 Lo | ow C | pen | Con S MAC. Change May, Yor weet the following: The AS publicle changes: there for phreasonal Machina principle, Machi Schelster party argumption. The Machina Schelster Machina Machina Machina principle, Machina Schelster, Party argumption, Machina Machina, Machina Makan ang Qil Inted Na Astholy Esh Bayedine ta Machina Schelster Ball, Aa Machina Schelster, Machina Machina, Machina Machina, Machina Machina, Machina Machina, Machina Machina Machina, Machina Machina, Machina Machina, Machina Machina, Machina Machina, Machina Machina, Machina Machina Machina, Machina Machina, Machina Machina, Machina Machina, Machina Machina, Machina Machina, Machina Det Is base schedule Machina, Machina Machina, Machina | 11/18/19 SB: The ASI appreciates IV&V clarifying that IM had noted this concern while onsite rather than FNS. The ASI does not see any comments related to the FNS visit and their assessment of the |
| of requirements may be hampered, and all requirements may not be | artifacts, it is unclear how complete transability for each requirement will be accomplished within functionality and reduced scope. The desire artifects and 4.0M. Although the AD has deadhound a method of scotting environments in | each and every component of a requirement that is listed as 'Partially Met' is satisfied, ensuring that each remissment is fully Met and can be validated as such | | | | | release may still need this activity to be performed for requirements that have not yet been split. As such the noriset transfold will be understart and this activity to each noise. As have taken have | than FNS. The ASI does not see any comments related to the FNS visit and their assessment of the project presents to date - much of which was projitive. |
| | ALM, the process does not address the management and traceability of 'one-to-many' relationships | | | | | | not yet been added to the schedule, IVV will continue to monitor. 08/31/2020 - There were no | h der hefter er er er er her er her er e |
| | (u.e., when a requirement is satisfied by multiple reactives or functions). | | | | | | substantive changes on this intentig reported for August. The state project schedule anticipated this to be to be completed by R/S/2020, however the work is not complete. Or (7/31/2020 - The ASI and | 10/10/19 SB: The ASI believes the current process tracks requirements appropriately and will work |
| | | | | | | | DHS continued this effort during the reporting period. Per the latest project schedule, this is activitiated to be completed for latest across (BES/2020). UNIT for considerments still | with DHS and the IV and V to address their remaining concerns. |
| | | | | | | | remaining to be split being limited, IVV has reduced the priority of this finding to Low. 6/30/2020 - The ASI and DHS continued the effort to break down the requirements into singular, traceable, and | |
| | | | | | | | testable requirements by eliminating all partially met requirements, and to request and obtain | |
| | | | | | | | approval from DHS via Controlled Convespondence (CC). DHS reports that this effort is still not completed with the ASI, and that they continue to work towards agreement. IVV will continue to | |
| | | | | | | | monitor the project's progress towards finalization of requirements. 05/31/2020 - The ASI and DHS | |
| | | | | | | | continued the effort to break down the requirements into singular, traceable, and bestable requirements by eleminating all partially met requirements, and to request and obtain approval from Dids via Controller Correspondence (C). To delar, free (S) concurnits have been written and | |
| | | | | | | | DHS via Controlled Correspondence (CC). To date, five (S) CC documents have been written and accorded for this activity. DeS states they are awaiting additional CC's for Accessis. SSP, and a few | |
| | | | | | | | | |
| | | | | | | | others. IV&V notes that these required tasks and activities are not included in the BI-S Project | |
| | | | | | | | others. N&V notes that there required tasks and activations are not included in the Bi-5 Project Schedule however, the ASI is working with DHS to plain the activity details and add them to the schedule. 0.4/3/2020 - The ASI commonsties lifetims that IDMS tESSID to be teak down the | |
| | | | | | | | others. TWA stocks that there regardle tasks and activities are not included in the BLS Pojocit Schedule Answere, MLS TOR Stati working with DFS again the activity default and a them to the schedule. A QUIQ22020 - The ACI contrasts its effects with DFB ESSION to lower down the regardments. Its sing spaces, frankask, we default regardments and primarily mer. | |
| | | | | | | | edher, 15% rahms hat have required tank and exhibitions are not included in the 8.6 Proget includes. The Proget Section 2014 and 2014 Proget Section 2014 and 2014 Proget Section 2014 and 20 | |
| | | | | | | | edham. Kifk vans but hom regionel kaa sid achtinka aven ein kindelaa die hale 8-5 Papet Schlach kanneer, ein Kindense gaar beit kaan siden kindelaa aven ein kindelaa die hale 8-5 Papet Schlach kanneer, ein Kindense gaar beit kaan siden kindelaa siden kaan siden kaan siden kaan meginnemen, kaan te maarta delaak spravel mensen siden kaan siden kaan siden kaan siden kaan siden kaan siden meginnemen, kaan te maarta delaak spravel mensen siden kaan | |
| | | | | | | | edimes. Table Yanes that there regioned tasks and activities are not included in the B-5 Payed Edited altowards (most payed) the Del grading activity delta and activity delta and activity delta and tabledia. J (App22)2022). The AD (antimized table activity delta and activity delta activity delta activity and completed activity delta activity delta activity delta activity delta activity and activity and activity delta activity delta activity delta activity delta activity activity delta activity and activity delta activity delta activity delta activity delta activity activity delta activity activity delta activity activity delta activity delta activity delta activity activity delta activity activity delta activity activity activity delta activity delta activity delta activity activity activity delta activity activity delta activity activity delta activity delta activity delta activity activity activity activity delta | |
| w planning and approach of the AD Melese Management practices ware identified. Dames Finding -Ruk 9/23/0519 Deployment | Nases planning data not appen to be sufficient to meet the mode of the project. VV observed that insufficient visual management process can lead to implementation schedula delays and poor | - Auge a Netware Manager to manage all datals of planet invitions. Develop a Netware Plan | OCT 2019 3 | 2 10 | ow (| pen | Diff via Controlled Contegenitaries (CC). To face, file, IBC CE documents have been written and general de totta science, file, and the science written and the science written and provide totta science, file, and the science written and the science written and science written and the science written and the science written and and then to the science written and the science written and the science written and and then to the science written and the science written and the science written and and then to the science written and science written and the science written and and then to the science written and the science written and the science written and and then to the science written and science written and the science written and and then to the science written and the science written and the science written and and the science completion dates is science written and science written and the science of the scienc | \$5,0225 Pad Oher regented this finding is a rule, role an insur. The AD is consolidating KOLA |
| ng planning and approach of the AS Materian Management practices were identified. Darme Finding - Bok 9/23/2023 Deployment at an as 3 to suppose during and y mission. | Materia planning data not appear to be software to march the ranged of the project. YV colored that insufficient observe management processes can bad to explanementation schedule delays and poor We there use a tool of tempy reaso gamming to the COLM Materia, and the communications | - Ange a Matsas Manager to mange all datals of planod volume. Scening a Masae Ran configuration home, dara segmente for all call involute in all tasks, schedule for completion of | OCT 2019 3 | 2 i.e | ow C | pen | Release 0.2 SIT completed, and Release 0.2 UAT is scheduled to commence in early October. Release 0.2 deliverables are currently in progress, although none have been completed. In late September, | 57/2020 Pad Oliver regeneral des linding is a risk, cola misura. The ADI is consolidating IEDEA and IEST riskes menugement teams and processes to be the serve. |
| te planning and oppraach of the 3D Massa Management practices were identified. Darmon Finding -Bok 5/23/2023 Deployment un mere ils improve during early indicase. | Near printing form red region to be adforded to reach of the project XV descend field. Insoftware devices management processors can bed to implementation of soluble delays or down there as non a SPCC below. Manage assigned to manage the first attacked \$400,000 Visioned Bits there was a list of them/y stress printing for the CGSA Minus, and the communications. Complexities challings when construct a of release are well decommend. Use and any whole regarding the release we construct. Indifferent decourses for Visioned PM States Teles Teles Teles are assigned for the release and well decommend. Use and any whole regarding the release we construct. Telesconder and executes the Visioned PM States Telesconder States and the release and well decommend. Use and any exolate and the release are assigned to the release the Visioned PM States Telesconder States are assigned to the release are not well decommend. Use and any exolate and the release are assigned to the release the Visioned PM States Telesconder States are assigned to the release are not well decommend. The release are assigned to the release are assign | Anges A Money Money to manage all dottics of planeter relations. Rounding a Money Mone and eccounted for each visions, that provides dottics of an iplaneter division and all manocinetic configurations thems, down approvates and an additionation and all and a subschick for completions of the lastics and activities, and an additionation and an additionation wheat the approximate and the lastic and activities and money and additionation and and additionation wheat they are additionation and a subschick for additionation and additionation wheat they are additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation and additionation additionation and additionation and additionation and additionation and additionation additionaddition addition additionation addited additionation addition | OCT 2019 3 | 2 10 | ow C | pen | Relaises 02 SIT completed, and Relaises 02 JUN is schedulid to commence in early October. Relaise 0.2 deliverables are corrently in progress, although none have been completed. In late September, the ASI updated for Relaises 0.2 tessons Learned results to provide more detail on the action items, | and BES release management teams and processes to be the same. |
| rplanning and approach of the AD Malase Management practices were identified. Darrow Product_No. 8,721,7019 Deployment as not 1 improve during any reduces. | Reare planning does not appear to be address to even the seaded of the pages. Violational that the seader of the seader of the seader of the pages of the seader of the pages of the seader of the se | | OCT 2019 3 | 2 LO | ow C | pen | Netware 2.3 21 completed, and Netware 22 UAI's schedulated to commence in early Cottber. Netware C2 advinuables are controlly in payors, Mahagin non ken beste con completent. In las September, the AS updated the Netware O1 assess Learned involution provide more defail on the action Items, and to track the parage of the Lacto Items." | and BES release management teams and processes to be the same. 03/03/2020 - The ASI PM stated some BES functionality was included in the KOLEA releases and the 3rd KOLEA release was successful last week. ASI PM requested RV to evaluate the priority induce |
| spinning and apprach of the AD Matasa Management practices ware identified. Durine : Realing. Rok : 5/23/2023 Deptymenen in ans to improve during eaily relaxes. | Mater planns dan set apper to is selficient to next the webs of the project. Windowed their before as const SPCC Mater. Manager assigned to manage the first instease 14 CULA. With sevent that there as as lack of finally instease and assign the first instease 14 CULA. With sevent the fitters are as lack of finally instease and the CULA. With sevent the fitters are as lack of finally instease and the CULA. With sevent comparison bulkages and excession of a value and and the communication in the fitter are as lack of finally instease fits of the communication in the fitter and the communication in the communication has been fit dynamication of the instease in the difference of excession of the communication in the sevent has been fitter dynamication of the instease in the difference of excession of the communication in the sevent and accession during the solar does 2000. | Ange a National Menager to manage all databili of planned relations. Develop a National Res document for each relates, their provides databili of the planned relates and all associated configuration tames, their provides datability of all configuration of the relation of the planned of the second second second second second second relationships and the relation of the second second second second second relationships and the relation of the second second second second second the otherwave efforts - liquides the National 2 Liscond Lamon Lamond action plan to include means and the datability. | OCT 2019 3 | 2 Lo | ow C | pan | National 2521 completed, and Natures 212 UTL's subshaled as commences watery Conton:: Natures 222 deformandames and unampleted as a substance completed in Landowski substances. A substance of the substance of | and BES release management teams and processes to be the same. |
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| 38 Due to the sequencing of JADs addressing Workflow at the end instead of during current JAD session, the project could be faced with significant design rework, which may result in schedule delays, and impact the quality of solution design. | mfors Finding - Risk 8/29/2019 | | ASI-led IAD sessions are currently divided up into functional areas (Portal, Admin Appeals, Core, Financial, etc.) and have been engoing since approximately March 2019. Workflow/back IAD's have use to basis, formethy used working all user divide divide divide involve a workflow back the | incomplete understanding of future processes. Uninformed design decisions could lead to significant | - ASI work quickly to define how the workflow/task functionality will work, train BA session leads - Introduce SME's to workflow/task functionality and integrate into system designs. | ASAP | 4 4 | Med | Open | 09/28/2020 - No material update for this reporting period, the workflow JAD sessions are planned to be conducted in Release 0.4, December 2020. 08/27/2020 - No material update for this reporting enrical. 07/20200 - The Workflow JAD sessions planned to be conducted in JaVe 2020 (see the ASI | | 5/5/2020 - Paul Oliver did not realize there was a follow-up activity. Addressing workflow in the IAD sessions was inconsistent. Need to determine (1) which IAD sessions already completed did or did not include workflow (2) if workflow was covered in the IAD. will in the IAD will in the Octimization |
|---|----------------------------------|-------------------------------|---|---|--|---------|-----|------|-----------|--|---|---|
| which may result in screedar delays, and impact the quarty of screetar delight | | | yet to begin. Currently, when functional area design discussions involve a workflow/task, the discussion is tabled because the ASI has yet to define how the workflow/task will be implemented. | poor design. Further, if DHS is asked to sign off on designs that lack clear workflow/task functionality, | | | | | | BI-5 Project Schedule dated 7/27/20201, however they have been delayed and a new planned date | s | Solution? (3) if workflow was not covered in the JAD session, how will these requirements be |
| | | | The ASI has stated that once the workflow/task functionality is defined, they will go back and update | they could be signing off on a poor or incomplete design. | | | | | | has not been published. 06/30/2020 - IVV has no material update for this finding in June, as the schedule has not yet been finalized. 05/27/2020 - The ASI stated efforts are being made to identify | in the second | included in the solution? Further, per Paul the plan moving forward for CMM/FMM is to include |
| | | | the existing designs to include this functionality. | | | | | | | schedule has not yet been finalized. 05/27/2020 - The ASI stated efforts are being made to identify | v | workflow as it is developed |
| | | | | | | | | | | design gaps due to workflow functionality being tabled during some JAD sessions. The ASI has also stated their intention to address these gaps in an Agile fashion as more implementation details | | |
| | | | | | | | | | | become available. As details become available, IVV will update this finding. 04/29/2020 - As part of | , | 3/31/2020 - Paul Oliver did not have a chance to talk to his team, he will do so and get back with |
| | | | | | | | | | | the BES Optimization re-planning effort, the ASI is adjusting the project schedule to ensure Workflow is designed across the BES solution consistently. This risk will remain open until IVV receives/reviews | | IW. |
| | | | | | | | | | | is designed across the BES solution consistently. This risk will remain open until IVV receives/reviews the project artifacts. 03/29/20 - The project continues to work with the ASI to neeptiate the terms | | |
| | | | | | | | | | | the project artifacts. 03/29/20 - The project continues to work with the ASI to negotiate the terms and scope of the BES Optimization. At this time, the plan for how Workflow will be incorporated into | | 03/03/2020 - The ASI PM stated workflow is being addressed in some of the JAD sessions. ASI and |
| | | | | | | | | | | IADs is unknown IVV will review news for the revised RFS Ontimization effort, specifically as they | | IVV will follow-up with the project team to gain a clear understanding of how workflow will be |
| | | | | | | | | | | pertain to JADs, once they become available. 02/27/2020 - The project continues to work with the | | addressed. |
| | | | | | | | | | | ASI to negotiate the terms and scope of the BES Solution Optimization. At this time, the plan for how Workflow will be incorporated into JADs is unknown. IVV will review plans for the revised BES | | |
| | | | | | | | | | | Workflow will be incorporated into JADs is unknown. IVV will review plans for the review BES Solution Optimization effort, specifically as they pertain to JADs, once they become available. | , | 10/10/19 58: The ASI meets with DHS multiple times a week and there has been no request to alter |
| | | | | | | | | | | 01/31/2020 -In the January reporting period, the IVV Team reviewed the existing BES Optimization | | the sequence of upcoming sessions. |
| | | | | | | | | | | proposal documentation and met with the DHS PMO to discuss. It is understood that work continues | | |
| | | | | | | | | | | to further refine the BES Optimization details. IVV does not have the information needed regarding | | 09/12/19 SB: The ASI will work with DHS in assessing whether to change the current schedule for |
| | | | | | | | | | | scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS. Therefore, updates and ratings are suspended for this | | 09/12/19 S8: The ASI will work with DHS in assessing whether to change the current schedule for these functional areas |
| | | | | | | | | | | finding until additional information is provided to NV. NV will continue to monitor the progress of | | |
| | | | | | | | | | | the BES Optimization, and will readdress this finding in February. 12/31/2019 - In the December | | |
| | | | | | | | | | | reporting period, the IVV Team reviewed the existing BES Optimization proposal documentation and met with the DHS PMO to discuss. It is understood that work continues to further refine the BES | | |
| | | | | | | | | | | Optimization details. IVV does not have the information needed regarding scope, architecture, | | |
| 29 Uncertainty and/or a lack of communication around long term architecture | mfors Finding - Issue 5/28/2019 | Project Management | Some platform and BES system architecture decisions have yet to be made and socialized to the | The current project architecture and design should be as representative and inclusive of all known | - The ASI continue to document the architectural details in the BI-12 System Architecture Deliverable | ASAP | 4 5 | Med | Open | 09/28/2020 - IVV has been invited to attend the weekly Project Architecture meetings, led by the ASI 05 | 5/30/2020 - Combined application is still planned. App still not finalized by DHS. From Arch | |
| decisions could lead to unexpected impacts to the project budget, schedule, system | | | project. For example, the ASI and DHS have stated that they have reached agreement that the | future solution plans as possible. As an example, if KOLEA and BES are to move to a single instance of | and if possible, review draft content with DHS and IVV. DHS request ASI perform due diligence in any | | | | | Solutions Architect. The stated purpose of this meeting is to provide technical stakeholders with a pe | erspective, we are building in Liferay. Future Integration of the portals is still to be determined, but 0 | 07/10/2020 - The ASI provided DHS and IVV feedback on this finding via email. A subsequent |
| design, and planning decisions. | | | project will move forward with implementing two Siebel instances (one for KOLEA, one for BES), but this is not currently reflected in the project change log or the project decision log. It remains unclear | Swelet in the future, planning for that integration should be incorporated into the project now. If such simplicated future characterizes and educated for energy the project in likely to can incorporate another integration. | recommendation for foundational architecture change decisions The project should wet possible ambituditural shares immediate to elatiferen. M and O. MOD. and BEI customs indexe familiaire. | | | | | forum to gain insights into and discuss project related technical architecture decisions and activities. Is in The discussions appear to be productive and the topics are relevant to the project. Additionally, the | not more complex than originally planned for data sharing. If change is made to Adobe, this would ic | conference call with the ASI, BES PM and IVV team on 7/14/2020 was conducted to discuss the |
| | | | if the details of the rationale for this decision or the plan for integrating the two instances post go- | rework, and costs when integrating the two systems in the future. | architectural decisions Efforts should be made to increase communication to create an awareness | | | | | B-12 documents are being drafted and reviewed by the project team. Therefore, IVV is lowering | queero. 5 | 5/5/2020 - Paul Oliver stated the Architecture documents to include high-level and lower level detail |
| | | | live have been thoroughly witted and/or documented. Further, there may be some uncertainty | | of possible architecture changes so that they can prepare for the possibility of a change. For | | | | | finding to Medium. 08/27/2020 - In August, DHS is considering changing the cloud platform from | | are being incorporated into the BI-12 Architecture Deliverable. |
| | | | around whether when/if all environments (including KOLEA and BES production) will be moved to the | | example, if there is a possibility that the platform could change then analysis/design could focus on | | | | | Azure to Google and a Change Request is currently in progress. The ASI appears to be making plans to | | |
| | | | cloud. | | platform agnostic design and avoid extensive efforts in refining a platform specific design DHS should finalize the Portal strategy and communicate the strategy with the stakeholders and project | | | | | migrate their existing environment to the new platform as the ASI's subcontractor (eWorld) is currently developing the system using their own environments. The ASI is making some progress in | | 10/10/19 SB: The ASI is working on the KOLEA specific content of BI-12 and this has been relayed to |
| | | | | | teams. Establish nervesses to ensure regular communication between the architecture team and the | | | | | the communication of architecture decisions. The new ASI lead architect holds a weekly Architecture | - | DHS. |
| | | | | | rest of the project team to assess impacts of architecture decisions to the project. | | | | | meeting which provides DHS a forum to discuss and/or clarify architecture plans and decisions. | | |
| | | | | | | | | | | However, it remains unclear if these architecture plans and decisions are broadly communicated to appropriate stakeholders including the project team. Additionally, project leadership recently | | 06/11/19 S Brown: The ASI requests clarity on what long term architectural decisions are being |
| | | | | | | | | | | appropriate stakeholders including the project team. Additionally, project leadership recently clarified the role of the ESI given the change of platforms from Siebel to Java in the cloud; the ESI will | a | 06/11/19 S Brown: The ASI requests clarity on what long term architectural decisions are being referred to |
| | | | | | | | | | | not be responsible for any stand-alone BES environments, only the KOLEA/BES shared service | | |
| | | | | | | | | | | environments. 07/31/2020 - DHS and the ASI have noted some lack of communication around the | | |
| | | | | | | | | | | portal strategy. For example, some stakeholders were unclear whether the portal online applications | | |
| | | | | | | | | | | for Medicaid and BESSD would be combined and/or replicated in both portals or if they would remain separate. 06/30/2020 - The ASI drafted updates to the BI-12 System Architecture | | |
| | | | | | | | | | | Deliverable and performed a walkthrough of the Overview Chapter of the deliverable in late June. As | | |
| | | | | | | | | | | an example, DHS reported that contract award to migrate the KOLEA portal to Adobe is imminent. | | |
| | | | | | | | | | | Although the ASI will implement the BES portal on the Liferary platform, the ASI states that this will | | |
| | | | | | | | | | | be transparent to end-users, presenting a 'combined application' for which the design has yet to be Social to's coll continues to manifer this discussion to only clucks on PMC' particl interaction | | |
| | | | | | | | | | | Enalized IVV will continue to monitor this discussion to gain clarity on DHS' portal integration strategy. 05/31/2020 - The BES Architectural details are planned to be documented in the BI-12 | | |
| | | | | | | | | | | System Architecture Deliverable and published in phases. The first iteration of the deliverable is | | |
| | | | | | | | | | | planned to be complete on 08/27/2020. NV will review the provided documentation as it becomes available. 04/29/2020 - The BES Optimization contract amendment was completed, and it provides | | |
| 16 Lack of clear understanding of the DDI approach may reduce effectiveness of all | mfors Finding - house 12/17/2018 | | Several DHS stakeholders have commented that the SI Design. Development, and Implementation | | | | | Med | 0000 | and the second | | |
| | | | | | | 1/31/19 | | | | | 17/10: Note: During the 01.02.18 [sir] status meeting: DHS did not decline the offer and made | |
| SDLC Processes | | Configuration and Development | (DDI) approach is unclear. While stakeholders can observe SI activity and have participated in some | may reduce the effectiveness of JAR and JAD sessions as well as other BES project activities and | DDI approach overview session for stakeholders and allow for QA • ASI provide DDI approach | 1/31/19 | 4 3 | | open | there continues to be some misunderstandings on the DDI approach. Examples include: the ASI's su | (7/19; Note: During the 01-02-18 [sic] status meeting, DHS did not decline the offer and made 1 aggestions. To my understanding, Univys offered to present the orientation during each JAD session. II | Iteration 3 artifacts. In addition, the ASI has produced a literal big picture and walked DHS and the |
| SDLC Processes. | | | (DDI) approach is unclear. While stakeholders can observe SI activity and have participated in some SI activities, they do not understand how it all fits together and some activity objectives seem | may reduce the effectiveness of JAR and JAD sessions as well as other BES project activities and decisions. | DDI approach overview session for stakeholders and allow for QA - ASI provide DDI approach documentation/materials for stakeholders to review and/or refresh their knowledge on demand; the | 1/31/19 | 4 3 | | open | there continues to be some misunderstandings on the DDI approach. Examples include: the ASI's su subcontractor is using a different instance of the tools than the ASI; The approach and expected It | aggestions. To my understanding, Unisys offered to present the orientation during each JAD session. It was suggested by DHS that the pre-JAD packet be placed in the SharePoint project site. For new P | Iteration 3 artifacts. In addition, the ASI has produced a literal big picture and walked DHS and the |
| SDLC Processes. | | | (DDI) approach is unclear. While stakeholders can observe SI activity and have participated in some SI activities, they do not understand how it all fits together and some activity objectives seem unclear. The SI conducted a DDI approach overview session during an initial AR session. however | may reduce the effectiveness of JAR and JAD sessions as well as other BES project activities and decisions. | DDI approach overview session for stakeholders and allow for QA - ASI provide DDI approach documentation/materials for stakeholders to nerview and/or refresh their knowledge on demand; the materials could be made available via the project SharePoint - Knocurage ASI and DHS testers to | 1/31/19 | 4 3 | | open. | there continues to be some misurderstandings on the DDI approach. Examples include: the ASI's su subcontractor is using a different instance of the tools than the ASI; The approach and expected in results from the Data Convention within each refease is not understood by all members of the project pa | ggestions. To my understanding, Univys offered to present the orientation during each JAD session. It was suggested by DHS that the pre-JAD packet be placed in the SharePoint project site. For new P striparts in the JADs, a separate orientation before the JAD should be held for those new | Iteration 3 artifacts. In addition, the ASI has produced a literal big picture and walked DHS and the |
| SDLC Processes. | | | (DDI) approach is unclear. While stakeholders can observe SI activity and have participated in some SI activities, they do not understand how it all fits together and some activity objectives seem unclear. The SI conducted a DDI opproach overview session during an imital AS waskin, however not all stakeholders were present. If V did not locate any DDI approach documentation or materials that could be referred by stakeholders who may have inside to the overview session. It is never that could be referred by stakeholders who may have inside to the overview session. It is never that could be referred by stakeholders who may have inside to the overview session. | may reduce the effectiveness of JAR and JAD sessions as well as other BES project activities and decisions. | DDI approach overview session for stakeholders and allow for QA - ASI provide DDI approach documentation/materials for stakeholders to review and/or refresh their knowledge on demand; the | 1/31/19 | 4 3 | | open | there continues to be some misunderstandings on the DCI approach. Examples includer the ASY's us subcontractor is using a different instance of the tools than the AS; The approach and expected in results from the Data Conversion within each release is not understood by all members of the project pa team. 08(27)/2020 - DNS takeds continue to express concerns with the efficiency of the ASI totismic amount efficiency of the ASI totismic amount on the ASI to miscroe | ggestions. To my understanding, Univys offered to present the orientation during each JAD session. It was suggested by DHS that the pre-IAD packet be placed in the SharePoint project site. For new P urticipants in the JADs, a separate orientation before the JAD should be held for those new stricipants. | Iteration 3 artifacts. In addition, the ASI has produced a literal big picture and walked DHS and the |
| SDLC Processes. | | | (DDI) approach is unclear. While stakeholders can observe SI activity and have participated in some SI activities, they do not understand how it all fits together and some activity objectives seem unclear. The SI conducted a DDI approach overview session during an initial IAX session, however not all stakeholders were present. W/v did not locate any DDI approach documentation or materials | may reduce the effectiveness of JAR and JAD sessions as well as other BES project activities and decisions. | DDI approach overview session for stakeholders and allow for QA - ASI provide DDI approach documentation/materials for stakeholders to nerview and/or refresh their knowledge on demand; the materials could be made available via the project SharePoint - Knocurage ASI and DHS testers to | 1/31/19 | 4 3 | | - Copenie | there continues to be some misunderstandings on the DDI approach. Examples include: the ADY subcontractor to using a different interact of the tool that har HAS (The approach and examples) and the ADY approach and the ADY approach and the ADY approach and the ADY approach | ggestions. To my orderstanding, Univys offered to present the orientation during each ADS session. It was suggested by DNA that the priv-AD pack to be placed in the Sharehort project site for new pricipants in the JADs, a superate orientation before the JAD should be held for those new pricipants. | Iteration 3 artifacts. In addition, the AQI has produced a letral big picture and walked DPS and the PMO through it. The whiteboard big picture is being produced for team consumption. 0/12/19 St. The UF & DDI Plan Deliverable has been accepted by DPS. The AQI is currently addressing comments on the interation of 12 of uncircular blengin deliverable provided for review to |
| SELC Processes | | | (DDI) approach is unclear. While stakeholders can observe SI activity and have participated in some SI activities, they do not understand how it all fits together and some activity objectives seem unclear. The SI conducted a DDI opproach overview session during an imital AS waskin, however not all stakeholders were present. If V did not locate any DDI approach documentation or materials that could be referred by stakeholders who may have inside to the overview session. It is never that could be referred by stakeholders who may have inside to the overview session. It is never that could be referred by stakeholders who may have inside to the overview session. | may reduce the effectiveness of JAR and JAD sessions as well as other BES project activities and decisions. | DDI approach overview session for stakeholders and allow for QA - ASI provide DDI approach documentation/materials for stakeholders to nerview and/or refresh their knowledge on demand; the materials could be made available via the project SharePoint - Knocurage ASI and DHS testers to | 1/31/19 | 4 3 | | - Cyran | there continues to be some minudestandings on the DD approach. Examples include: the AGY is with construction taining a different instance of the tools that MAX for K. The approach and equation of the project means that and the relation of the project means that the disclosence of the project means. Other 27:000-D test last disclosence to approximate the disclosence of the project means that the disclosence of the project means th | ggentions. To my onderstanding, Univys offered to present the orientation during each ADS session. It was suggested by DNA that the priv-AD pack to be placed in the Sharehort project site for new pricipants in the JADs, a superate orientation before the JAD should be held for those new pricipants. | Iteration 3 anflats. In addition, the A3 has produced a Iteral by picture and walked DHS and the PMO through it. The whiteboard big picture is being produced for team consumption. 09/12/19 38: The BF 6 DDI Plan Deliverable has been accepted by DHS. The A5I is currently |
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