

DAVID Y. IGE  
GOVERNOR



DOUGLAS MURDOCK  
CHIEF INFORMATION  
OFFICER

**OFFICE OF ENTERPRISE TECHNOLOGY SERVICES**

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

August 3, 2021

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

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

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

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within ten days of receiving the report, please find attached the IV&V report the Office of Enterprise Technology Services received for the State of Hawaii Department of Labor & Industrial Relations Hawaii Unemployment Insurance (HUI) Modernization Project.

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

Sincerely,

  
Douglas Murdock (Aug 3, 2021 13:51 HST)

DOUGLAS MURDOCK  
Chief Information Officer  
State of Hawai'i

Attachment (1)



# Hawaii Unemployment Insurance Modernization (HUI Mod) Project

Department of Labor and Industrial Relations (DLIR)

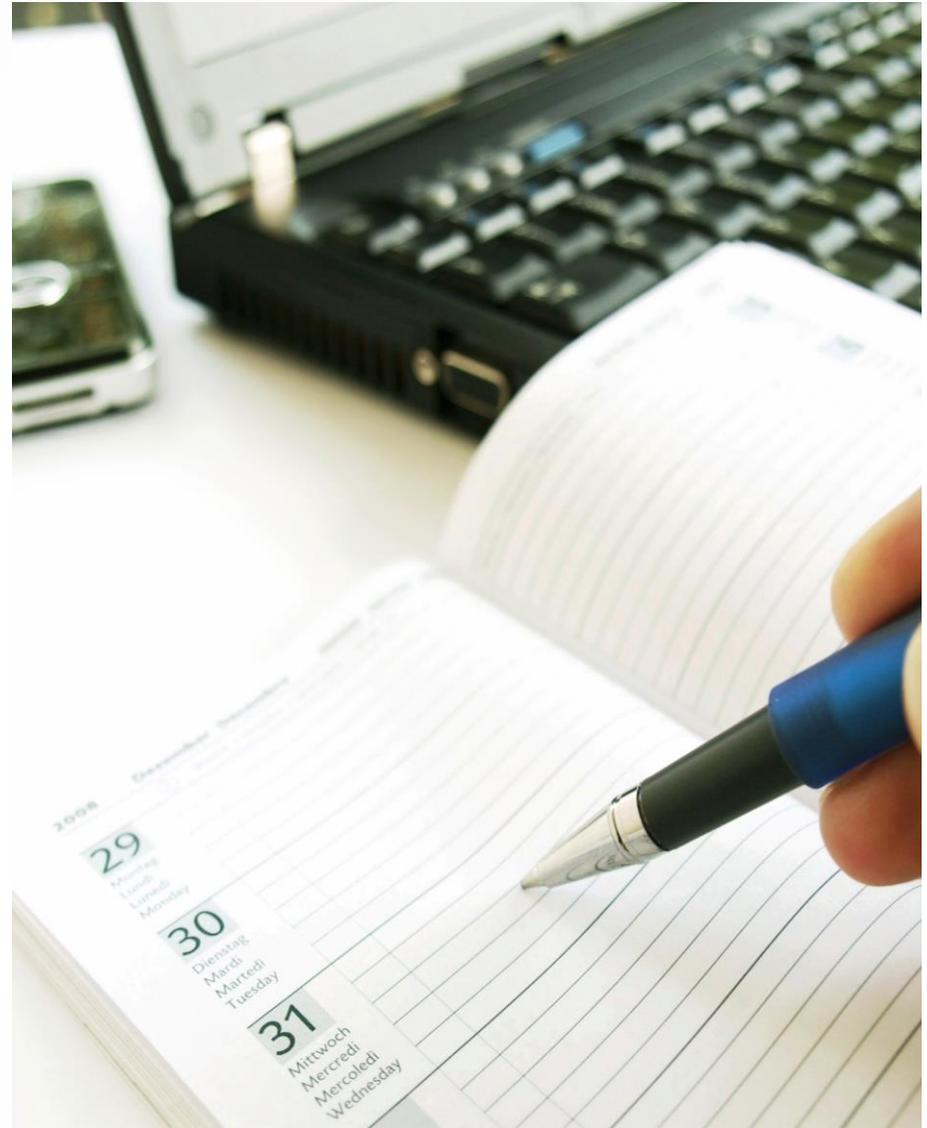
IV&V Monthly Status Report – Final  
For Reporting Period: **June 2021**

*Draft Submitted: 7/14/2021*

*Final Submitted: 7/26/2021*

# Overview

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



# Executive Summary

The HUI Mod Project is off to a fast start and targeting an aggressive schedule with a Go-Live date in October 2022. This month, PCG came on board as the Independent Verification and Validation (IV&V) vendor to provide oversight of the Project. The Project previously completed initial startup activities to onboard their development vendor and progressed through the first two of eight planned phases, the Integration Phase and Infrastructure/Data Analysis Phase. The current focus is on wrapping up gap analysis activities to close out the Investigation Phase, and will be moving right into the Scoping Phase with the start of Sprint planning activities next month.

April 2021	May 2021	June 2021	Category	IV&V Observations
N/A	N/A	M	Project and Schedule Management	<p>The Project Management (PM) team has ramped up quickly and established processes and procedures to guide the Project, including detailed risk management processes and daily PM stand up meetings. Solid State Operations (SSO) has been onboarded as the implementation vendor and is working to staff the Project with key lead positions.</p> <p>Four (4) risks were identified in this initial period, including one High priority risk around managing the schedule in multiple locations (#7) and two (2) Medium risks related to incomplete vendor deliverables (#1) and key milestones lacking schedule dates in the project plan (#4).</p>
N/A	N/A	M	Requirements Management	<p>The first pass of the gap analysis process completed, but DLIR SMEs were unclear about exactly what they were reviewing or approving. This led to re-work as SMEs had to be re-engaged to understand the gap analysis process in further detail, and additional sessions held to confirm gaps. The Project acknowledged this risk and has since successfully held follow-up sessions which continue to go smoothly.</p>
N/A	N/A	L	Design and Development	<p>Sprint planning activities are underway and will begin with Sprint 1 on 7/14/21. The IV&amp;V team is monitoring planning activities to understand SSO's process and how the full product backlog will be prioritized and scheduled over the 26 Sprints planned for the Project.</p>



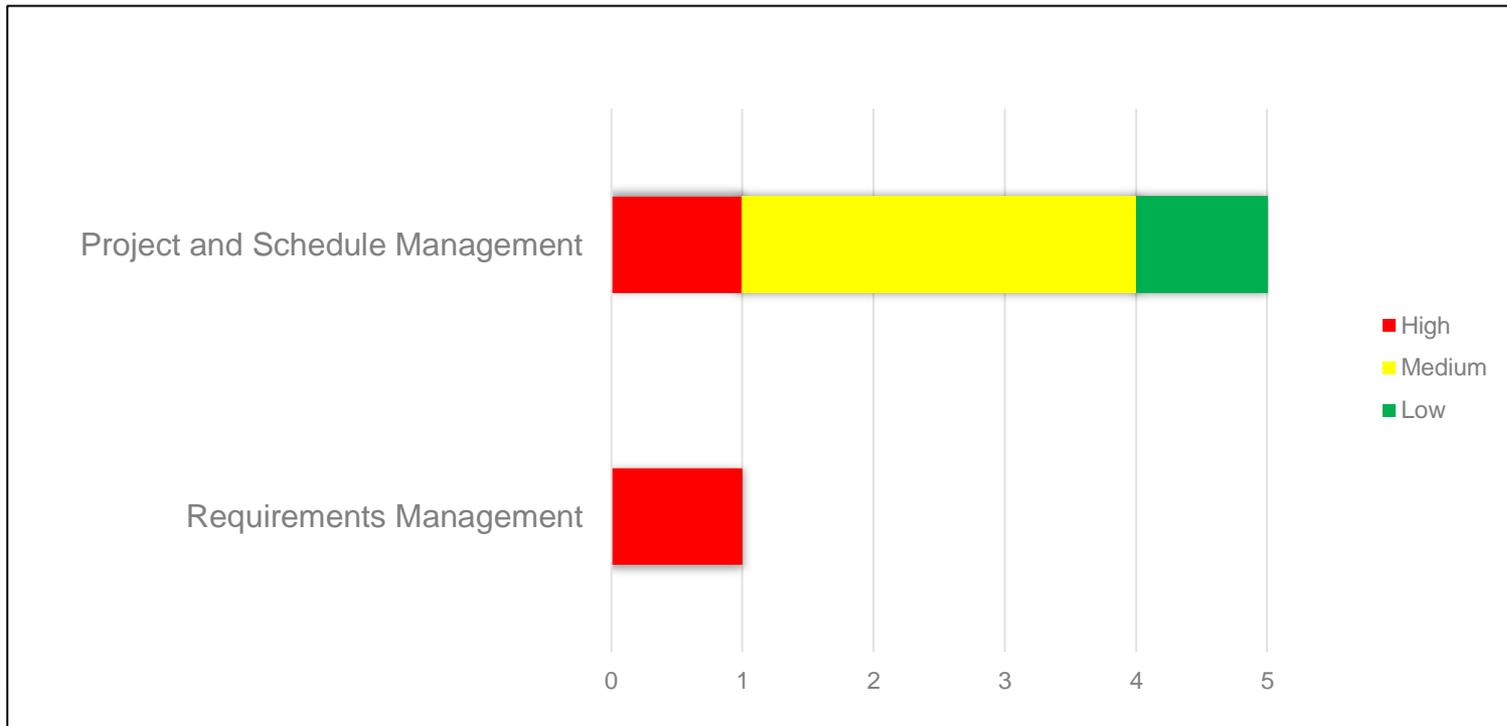
# Executive Summary (cont'd)

April 2021	May 2021	June 2021	Category	IV&V Observations
N/A	N/A	L	Testing	There were no findings for this assessment period.
N/A	N/A	L	Data Management	Data Conversion activities are underway and progressing as expected. The Project meets daily to discuss tasks and coordinate between the DLIR and SSO leads. There were no findings for this assessment period.
N/A	N/A	N/A	Security	This area was not assessed in this reporting period and will be a focus of upcoming assessment periods.
N/A	N/A	L	Organizational Change Management	The Project is holding weekly working sessions with DLIR stakeholders from all affected program areas which is useful to communicate status, share upcoming processes, and gain buy-in from staff.
N/A	N/A	L	Knowledge Transfer	Activities have not yet started but are planned in the project schedule and will be monitored.



# Executive Summary

## Open IV&V Findings by Category and Priority



# IV&V Findings and Recommendations

## M Project Schedule and Management

#	Key Findings	Criticality Rating
7	<b>Risk – Use of Multiple Schedule Tracking Locations May Lead to Confusion:</b> SSO is tracking project progress in DevOps instead of the Smartsheets tool identified in the Time Management Plan, which has made it difficult for Project leadership to understand project progress and schedule variance at any given point.	H
1	<b>Risk – Initial Vendor Deliverables Not Completed:</b> SSO did not complete their initial deliverable of a project work plan and project charter on time. As part of completing the Integration Phase, these deliverables were required and expected by the start of the Infrastructure Phase on 5/5/2021.  Once identified by the IV&V team and DLIR PM, a charter was drafted and delivered in mid-June, but key expected details were not included.	M
4	<b>Risk – Baseline Schedule Is Missing Key Milestone Dates:</b> The schedule is missing dates for key milestones including UAT, Training, OCM, Deployment Preparation, Go-Live, Stabilization, and Maintenance and Operations (M&O). This makes it difficult to determine the critical path, accurately report on project progress, and identify downstream dependencies.	M
8	<b>Risk – Vendor Resource Assignments are Unclear:</b> The project schedule has tasks that are not assigned to individual resources, which could lead to misallocation of resources and potential project delays.	L

# IV&V Findings and Recommendations

## M Project Schedule and Management

Recommendations	Status
<ul style="list-style-type: none"> <li>PCG understands the Agile nature of the project and that exact delivery dates for each user story may change as the product backlog is prioritized and worked. However, a periodic snapshot on at least a weekly basis extracted from DevOps into Smartsheets would help provide better visibility to the management team and ensure variance reporting is accurate, and any dependencies and constraints can be identified and mitigated at the earliest.</li> </ul>	In Progress
<ul style="list-style-type: none"> <li>The IV&amp;V team reviewed the HUI Mod Project Charter delivered by SSO and recommends including the following sections in the Charter:               <ul style="list-style-type: none"> <li>Business need</li> <li>Agencies impacted and key stakeholders</li> <li>Dependencies</li> <li>Project assumptions and constraints</li> <li>Success criteria</li> <li>Operations and maintenance</li> </ul> </li> </ul>	Complete
<ul style="list-style-type: none"> <li>The project schedule on Smartsheets should be completely baselined with dates for all milestones, as it currently includes only the dates for the first few phases. This should also include updating the Project Schedule to include the schedule of user stories by Sprint, adding realistic schedule dates for data conversion and start/end dates for tasks, and including timelines for the requirements that are gathered prior to each development Sprint. This will help better evaluate any changes, track the progress of tasks and monitor potential impacts to the project.</li> </ul>	In Progress
<ul style="list-style-type: none"> <li>While many tasks on the schedule have resources assigned to them, there are certain tasks, namely under Data Conversion, that are currently In Progress and have a scheduled start date of 04/30/21 that do not have individual resources assigned. SSO should assign individual resources to all tasks to provide clarity on the effort required, to prevent overallocation of resources and potential project delays.</li> </ul>	In Progress
<ul style="list-style-type: none"> <li>Merge the two project charters to create a single unified project charter that can be shared by all stakeholders and ensure that all stakeholders understand the content and purpose of the charter.</li> </ul>	Complete



# IV&V Findings and Recommendations

## M Requirements Management

#	Key Findings	Criticality Rating
3	<p><b>Risk – Incomplete Gap Analysis:</b> The first pass of the gap analysis process completed, but DLIR SMEs were unclear about exactly what they were reviewing or approving. This led to re-work as SMEs had to be re-engaged, explained the gap analysis process more fully, and additional sessions held to confirm gaps.</p> <p>The Project acknowledged this risk and has since successfully held follow-up sessions which continue to go smoothly.</p>	

Recommendations	Status
<ul style="list-style-type: none"><li>The Project should continue to diligently conduct Gap Analysis sessions to ensure all of DLIR's requirements are accurately captured and documented by SSO. This will help to minimize potential impacts and delays to the completion of detailed use cases and development activities, prior to signing off on the deliverable.</li></ul>	In Progress



# Appendix A – IV&V Criticality Ratings

See definitions of Criticality Ratings below:

Criticality Rating	Definition
 H	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
 M	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely and a different approach may be required. Mitigation strategies should be 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 – IV&V Standard Inputs

Meetings attended during the reporting period:	
1. Daily Project Management meetings	8. UI SME Meeting – Monetary Processing – 06/25
2. Data Conversion Scrum meetings	9. UI SME Meeting – Quality Control/BAM - 06/28
3. Working Group meetings	10. Data Station Demo – 06/29
4. UI SME Appeals – 06/17	11. SME Issues meeting – 06/30
5. BTQ DevOps meeting – 06/22	12. Benefits User Story Review and Acceptance meeting – 07/01
6. UI SME Data – 06/22	13. Benefits Inquiry Demo – 07/06
7. Collections/Overpayment SME Issues – 06/24	14. Collections/Overpayment DevOps meeting – 07/07



# Appendix B – IV&V Standard Inputs

## Artifacts reviewed during the reporting period:

1. Communications Management Plan	
2. Project Charter delivered by SSO	

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

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



PCG Eclipse IVV  
Checklists



# Appendix C – IV&V Details

- What is Independent Verification and Validation (IV&V)?
  - Oversight by an independent third party that assesses the project against industry standards to provide an unbiased view to stakeholders
  - The goal of IV&V is to help the State get the solution they want based on requirements and have it built according to best practices
  - IV&V helps improve design visibility and traceability and identifies (potential) problems early
  - IV&V objectively identifies risks and communicates to project leadership for risk management
- PCG IV&V Methodology
  - Consists of a 4-part process made up of the following areas:
    1. **Discovery** – Discovery consists of reviewing documentation, work products and deliverables, interviewing project team members, and determining applicable standards, best practices and tools
    2. **Research and Analysis** – Research and analysis is conducted in order to form an objective opinion.
    3. **Clarification** – Clarification from project team members is sought to ensure agreement and concurrence of facts between the State, the Vendor, and PCG.
    4. **Delivery of Findings** – Findings, observations, and risk assessments are documented in this monthly report and the accompanying Findings and Recommendations log. These documents are then shared with project leadership on both the State and Vendor side for them to consider and take appropriate action on.

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





**Solutions that Matter**