

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

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April 18, 2022

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 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 http://ets.hawaii.gov (see "Reports").

Sincerely,

Douglas Murdock Chief Information Officer

State of Hawai'i

Attachment (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: March 1 – 31, 2022

Submitted: April 14, 2022



Overview

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



Executive Summary

Executive Summary



The BES Project continued to focus on implementing the revised design sprint process in this reporting period. The project team identified improvements to the new design process and quickly adjusted the process. The ASI reported the design sprints are completing four days earlier than planned. While IV&V finds this encouraging, IV&V remains cautious because (1) the planned future design sessions include more complex business and technical functionality and (2) the designs using the new process have yet to be fully tested.

The lack of an agreed upon project schedule continues to be a high-risk to the Project. The timeline to approve the new schedule is unclear, and the two significant issues reported last month remain open:

- Identifying the number of concurrent design sprints that the project team can effectively manage.
- Determining the duration of the Final Acceptance Testing activity.

DHS and the ASI continue to work closely to identify and retain design staff. The ASI delayed updates to the schedule in anticipation of the identification of additional DHS resources. They are now incorporating DHS staffing commitments and updating the design sprint cadence in the project schedule. The ASI has not agreed to extend the time planned for Final Acceptance Testing and this issue remains at an impasse.

Jan	Feb	Mar	Category	IV&V Observations
Н	Н	Н	Project Management	IV&V maintains our concern about the lack of an agreed upon schedule. The lack of approved dates for Pilot and Go-Live create confusion within the Project. Tracking late deliverables is also obscured by an in-motion schedule. Three of the seven findings in this category remain at a high criticality rating, resulting in this category remaining high since July 2020 (21 months).

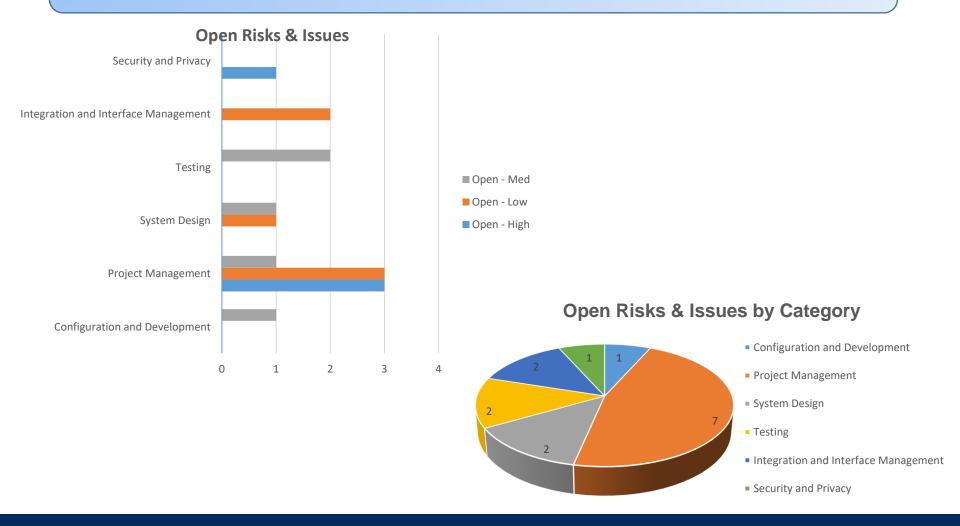
Executive Summary



Jan	Feb	Mar	Category	IV&V Observations	
M	M	M	System Design	For more complex Use Cases that went through the revised design process, the prototypes should provide additional evidence of designs meeting DHS business needs. The ASI has onboarded their new Lead Architect and is bringing in additional architects.	
M	M	M	Configuration and Development	The project team continues to evolve and improve the SDLC process, although it remains ime-intensive for DHS Subject Matter Experts (SMEs). IV&V remain concerned that less-experienced ASI Business Analysts are not getting the preparation and support needed to un effective design sessions, which can lead to frustrating meetings and development ework	
M			Integration and Interface Management	No material update for this reporting period. DHS continues to coordinate and establish the remaining required MOA's.	
M	M	M	Testing	IV&V continues to monitor testing activities and will shadow testing in the upcoming period. The ASI selected another ADA compliance tool and is working to set up a proof of concept. IV&V is concerned about the difficulty encountered in selecting an ADA compliance tool that works with BES.	
Н	Н	Н	Security and Privacy	DHS decided to move to the NIST 800-53 Rev 5 controls. Efforts to define the security boundary of BES is incomplete. IV&V remains concerned about the lack of a security architect, however, the ASI recruiting for this role.	

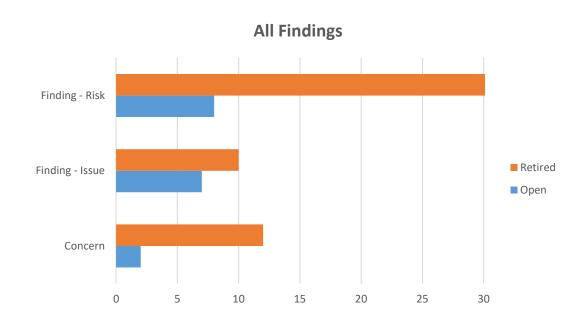


As of the March 2022 reporting period, PCG is tracking 15 open findings (8 risks and 7 issues) and has retired a total of 54 findings. Of the 17 open findings, 7 are related to Project Management, 2 in Integration and Interface Management, 2 in Testing, 2 in System Design, 1 in Configuration and Development, and 1 in Security and Privacy.





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





Findings Retired During the Reporting Period

#	Finding	Category
	None	



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
70	Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution. No material update for this reporting period.	Configuration and Development
	Volunteer DHS resources leaving the Project can lead to schedule delays, lower morale, and burnout.	
76	DHS SME's are not assigned to the Project as full-time resources. DHS testing resources are volunteers and can return to the operational positions at any time or may be called back to address BESSD operations needs. Currently a new resource is being evaluated for the DHS testing team. As additional DHS testing expertise becomes apparent in the revised SDLC process, losing resources will have increased impact on delivery and the project schedule.	Project Management



Findings Opened During the Reporting Period

#	Finding	Category
	None	



#	Key Findings	Criticality Rating
	Issue - Late Delivery of project deliverables has caused schedule delays.	
2	The ASI reported most design sprints were completing 4 days earlier than planned. IV&V observed instances where design sprints were not completed as planned, functionality shifting to future releases or paused due to resource challenges. While a certain amount of delay would be expected for some sprints due to the new process, it remains unclear if/where delays will occur in future sprints and what the effect those will have on the critical path.	Н
	The project team reported Release 7 Development was underestimated and is anticipated to delay Release 7 System Integration Testing. It is not yet known how this delay may impact the current proposed go-live dates.	
	The Project continues to meet regularly to discuss work in progress to anticipate and mitigate further project delays.	

Recommendations	Progress
 Despite not yet having a revised baseline schedule, continue monitoring and analyzing deliverables that may have impact to the critical path. 	In process



#	Key Findings	Criticality Rating
	Issue – Uncertainty and/or a lack of communication around long-term architecture decisions could impact the project budget, schedule, system design, and planning decisions.	
29	The ASI has onboarded a new Lead Architect who will be responsible for managing the system infrastructure which should improve clarity around governance, capabilities of the different infrastructure components and how they will be utilized.	L
	The strategy for 2 portal integration has been agreed to by DHS OIT, MQD, ASI, and ESI, and communicated to the architects and project leadership. The Change Request has been distributed to DHS leadership for review and approval, the related project decisions have been logged, and the high-level architecture is available to the project team.	

Recommendations	Progress
DHS should finalize the Portal strategy and communicate the strategy with the stakeholders and project teams.	Complete
 The Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), M&O, MQD, and BES systems before finalizing architectural decisions. 	In process
 DHS continue to request ASI perform due diligence in any recommendation for foundational architecture change decisions and continue to review with appropriate DHS stakeholders to assure a common understanding of the implications of these decisions. 	In process
 The Project should continue to ensure communication between development leads and architecture leads to assure optimal collaboration on possible architecture changes that could impact decisions in each area. 	In process
 Maintain current communication processes to ensure regular communication between the architecture team and the rest of the project team to assess impacts of architecture decisions to the Project. 	In process



	#	Key Findings	Criticality Rating
4	43	Issue – DHS PMO project team members have transitioned off the Project, which may cause gaps in knowledge transfer and leadership on the Project.	Н
		DHS continues to recruit for these positions but received minimal interest to-date.	

Recommendations	
DHS continue to work with the appropriate organizations to identify the funds necessary to fill these positions.	In process
 DHS consider other options (Contractors, State employees borrowed from other agencies) to fill these positions if there is ongoing difficulty in finding permanent hires. 	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	State leadership has rolled back most COVID mandates this month, however, most individual State departments have been given the option of not requiring their staff to work in-person. DHS will likely maintain remote work policies for the foreseeable future. IV&V recommends DHS consider strategically requesting in-person meetings for discussions that can be significantly more productive in-person.	L

Recommendations	
 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
 Send broad communications to stakeholders to assure clear understanding of changes to the Project with this regard to impacts of COVID as well as clarifying communications as to what will remain the same. 	In process
 Project leadership continue to encourage independent phone conversations to enhance and accelerate communications, and for team members not wait for meetings to converse. 	In process



#	Key Findings	Criticality Rating
49	Issue – Poor quality project deliverables may impact system design, testing artifacts and the project schedule. When Release 6 final test results are published, IV&V will re-evaluate this finding.	L

Recommendations	Progress
 ASI review the Quality Management Plan to ensure that the Project is working within the Quality guidelines. In particular, the ASI should evaluate and consider if it is in alignment with Section 3.1.2 Measure Project Quality, which states "ASI measures process and product quality by 1) selecting BES implementation process and product attributes to measure; 2) selecting component activities to measure; 3) defining value scales for each component activity; 4) recording observed activity values; and 5) combining the recorded attribute values into a single number called a process quality index." IV&V has not seen evidence indicating the ASI is utilizing metrics to measure its process and product quality. 	In Process
ASI verify that the information in design and testing artifacts is kept in sync and consistent.	In process



#	Key Findings	Criticality Rating
	Risk – The lack of the final agreement on the scope and costs of the GCP Change Request (CR) may lead to unanticipated DHS costs, schedule delays, and/or the need to reduce scope.	
71	DHS and the ASI have met to further define the scope of the CR and confirm the responsibilities of the ASI and ESI. DHS plans to have the Rough Order of Magnitude (ROM) done by April 15th, and then will engage the HI Attorney General. DHS has extended an opportunity for IV&V to participate in the writing of the change request.	M

Recommendations		Progress
 The ASI should document the current environment M&O active understanding of the "AS IS" and "TO BE" model for services Pilot/Implementation and M&O. 		In process
The ASI clearly document the scope of work and cost for the ODHS for approval.	GCP CR during DDI and M&O and provide to	In process



#	Key Findings	Criticality Rating
	Risk – The lack of a BES project schedule based on accurate estimations diminishes effective planning and resource management, which could result in late deliverables, cost increases, and a late go-live.	
74	A revised schedule was not submitted in this reporting period, and the Project does not have an approved schedule. Updates to increase the Final Acceptance Testing duration and updates to the Design Sprint duration-to reflect current DHS resource levels are still pending.	Н

Recommendations	Progress
 Using the available tools, review the current estimates to complete each activity compared to past actual hours. 	In process
 Update as necessary and provide the DHS/ASI project managers with reports and data that accurately reflect the DHS/ASI resource needs along with over/under allocations of staff for the duration of the Project. 	In process
 Develop mitigation and contingency plans that are tracked/managed by DHS/ASI for all tasks that are behind schedule or are at risk of being behind schedule which includes resource management. 	In process
 Discuss, validate and address additional concerns within the project processes that may cause the project delays other than inaccurate estimates such as over reliance on POs, slow design sprints, and cadence of development teams. 	In process
DHS and the ASI agree to a revised schedule against which project deliverables can be managed.	In process



Integration and Interface Management

#	Key Findings	Criticality Rating
	Risk – System Integration of the BES Modules (CMM, FMM, SSP) will be developed in the later releases vs. a continuous integration model within each release which may cause schedule delays.	
60	The ASI has stated that system integration across the SSP, CMM, and FMM modules have been redistributed in a continuous integration modal as part of the new schedule. The integrations start in Release 9 and complete in Release 15. However, the ASI had previously stated that integrations would begin as early as Release 5 and is using stubbed interfaces to mitigate this risk.	L

Recommendations	Progress
• Prioritize the build and testing of integration points to assure integrations (through early end-to-end testing) meet expectations throughout development instead of waiting to perform them for the first time as go-live approaches.	In process
 The ASI plan and communicate the mitigation strategy for handling risks associated with their integration approach. 	In process



Integration and Interface Management

#	Key Findings	Criticality Rating
63	Risk – The lack of early planning and coordination with interface partners may result in schedule delays. There were no changes to the interface communication plans in this reporting period.	L

Recommendations	
Identify and document all interface partners' contacts.	Complete
Complete all MOAs and obtain approval.	In process
Confirm testing dates with interface partners in writing.	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.	
16	The Project appears to be making strides in implementing and refining their new SDLC process, though SMEs have indicated the process requires a significant amount of their time and participation in the Project can take away from their operational duties. DHS provided feedback to IV&V that the lack of senior Business Analysts (BAs) is causing confusion in the design process and ASI lack of expertise to design the user interface may result in a cumbersome design. IV&V remains concerned that some design sessions are being led by junior resources without the support of more experienced BAs.	M

Recommendations	Progress
 ASI make available their DDI approach documentation/materials for stakeholders to review and/or refresh their knowledge on demand. 	In process
 The Project monitor DHS product owner productivity, ability/willingness to provide effective feedback to the ASI for design and other important decisions and provide coaching as needed to assure their effectiveness in their role. 	In process



System Design

#	Key Findings	Criticality Rating
	Issue – Poorly executed JAD and "design sessions" could lead to inaccurate design and rev	work.
6	DHS and ASI continue to ramp up design sprints, with positive movement in addressing this finding recommendations. IV&V has observed some challenges, including Business Analyst confusion are Cases and needing to backtrack as new participants join design sprints mid-flight. Additionally, the facilitators have stated the JAR/JAD notes from those sessions are not useful, which results in the team revisiting requirements definition efforts already completed. Prototypes of more complex Use coming weeks should provide a clear picture if designs are meeting DHS business needs.	ound Use e ASI project

Recommendations					
 JAD and design sessions should be led by experienced senior BAs, with goals, objectives and results communicated to all participants. 	In process				
The facilitator should use their expertise to drive discussions through leading questions.	In process				
 The DHS and ASI product owners should actively participate to ensure the system meets the requirements, designed taking advantage of new technology and aligns to the 'to be' business process. 	In process				
 The ASI should back-track significant differences in design direction to determine the root cause to identify these items as early in the SDLC as possible. 	In process				



System Design

#	Key Findings	Criticality Rating
73	Risk – The planned BES infrastructure is complex which could be difficult to implement and maintain and could lead to schedule/cost impacts The ASI has onboarded their new Lead Architect who will be responsible for managing the system infrastructure which should improve clarity around governance, capabilities of the different infrastructure components and how they will be utilized.	L

Recommendations				
ASI clearly communicate the potential costs and schedule impacts to implementing the planned infrastructure.	In process			
 DHS work with the ASI to assess the potential challenges of maintaining a complex environment and consider scaled back options that could reduce this risk and reduce long-term support costs. 	In process			
 ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once updates are applied. 	In process			



Testing

#	Key Findings	Criticality Rating
	Issue – The number of issues/defects found during testing may cause planned work in the future sprints to be delayed due to the resolution and retesting of issues/defects.	
66	The positive trend of defects being detected and reported earlier in the SDLC continues. Using the updated design/development process has provided early identification of areas where design does not meet end user expectations and the ASI has adjusted the design to meet user needs and expectations. Coupled with the early inclusion of the DHS testing team and SMEs in the design process, improvement is noted by the IV&V team.	M

Recommendations				
 Adjust the project plan and provide reasonable scope for SIT in subsequent releases considering the number of defects and testing time needed. 	In process			
 If defect leakage worsens in the future releases, the ASI should consider a Root Cause Analysis (RCA) with DHS and IV&V to identify and take corrective actions. 	In process			



Testing

#	Key Findings	Criticality Rating
	Risk - The Americans With Disabilities Act (ADA) Section 508 compliance tool has not been installed for the Project, which may cause significant rework.	
67	The ASI testing lead confirmed that an ADA tool has been selected for consideration and a demonstration held. Next step is to execute a proof of concept within the BES application. To mitigate this risk, the ASI stated that problems identified by a tool or through manual evaluation to Section 508 criteria for web applications can be easily rectified with little impact to development and schedule.	M

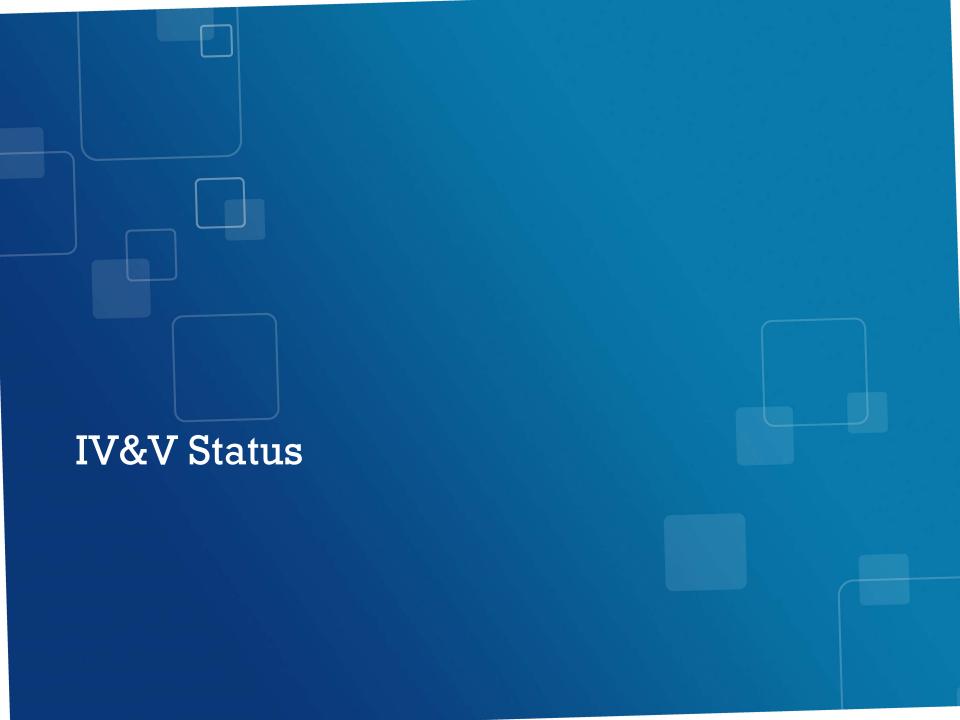
Recommendations	Progress
The ADA tool meets contractual and project requirements.	In process
The ASI communicates a plan for ADA test execution.	In process
 The ASI communicates how the tool will be used to report compliance and non-compliance and how non-compliance will be addressed/corrected 	In process
The ASI communicates how and when DHS/IV&V will be provided the reports from the ADA tool execution and how to interpret the results.	In process



Security and Privacy

#	Key Findings					
	Risk - Insufficient planning/execution of the BES Security Plan activities may lead to delays in gaining Federal Partner approval for the BES to begin the Pilot Phase.					
68	DHS has decided to use NIST 800-53 revision 5 moderate controls, and the ASI has been working on changing the control mappings in Confluence to the revision 5 standard. This significant effort is mitigated in part by the efforts the ASI already completed on the Rev 5 controls. The effort to define the security boundary of BES and the components that make up the system has taken a considerable amount of time and is incomplete. A security architect is essential to defining the security boundary of BES; however, the security architect position remains unfilled. Over the past month, no security SMEs from the ASI have attended the weekly meetings with DHS. The result is questions raised within the meeting not getting answered, and the response being deferred to the following week.	Н				

Recommendations				
The ASI continue to develop the BI-13 Security Plan in close collaboration with DHS.	In process			
 DHS and the ASI agree upon the tools and process that will be used to document and track security control implementation, such as security governance, risk, and control (GRC software). The process should define the level of detail needed to track progress (estimates, target dates, risks, issues, evidence) along with the Requirement Traceability Matrix, and plans of actions and milestones (POAM). 	In process			
 ASI, per DHS guidance, should begin to pivot toward the adoption of 800-53 Rev 5 since Rev 4 will be obsolete when the system goes live. 	Complete			
ASI add a Security Architect to the Project ASAP to assist with the Security Plan activities.	In process			
ASM have a security SME attend the weekly security planning meetings and workshops.	Not Started			



IV&V Engagement Status



IV&V Engagement Area	Jan	Feb	Mar	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final February IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				PCG submitted a signed Supplemental Agreement to DHS to exercise the contract's first two-year option period.

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

IV&V Activities



- IV&V activities in the March reporting period:
 - Completed February Monthly Status Report
 - Ongoing Review the BES Project Artifacts and Deliverables
 - Ongoing Attend BES 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 April reporting period:
 - Ongoing Observe BES Design and Development sessions as scheduled
 - Ongoing Observe Bi-Weekly Project Status meetings
 - Ongoing Observe Weekly Architecture meetings
 - Ongoing Observe Weekly Security meetings
 - Ongoing 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
Design Sprint Variations Review - ICD Design Sprint Process (Iteration 1)	3/31/2022	NA
BI-29 Pilot Plan, Section 2.4 Data Readiness	3/30/2022	pre-draft
BI-06 System DDI Plan	3/23/2022	v3.2
BI-22 Release 0.6c System Test Report (Iteration 1)	3/21/2022	v1.0
BI-21 Release 0.4 Updated and Completed Detailed Functional and Technical RTM Deliverable (Iteration 2)	3/15/2022	v1.1
BI-14 Release 0.6b Technical Design Document – SSP – DRAFT	3/7/2022	v0.2
BI-10 R0.6c Admin Hearings (Iteration 2)	3/3/2022	v1.0
Design Sprint Variations Review	3/3/2022	NA
BI-10 R0.6c SSP Third Party Representatives, Locate Resources (Iteration 2)	3/1/2022	v1.0
BI-20 Release 0.6d Test Scenarios, Cases, and Scripts (Iteration 1)	3/1/2022	v1.0

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Unisys Contract Amendment 3	4/17/2020	N/A
FNS Handbook 901	01/2020	V2.4
BES Project Schedule (BI-5)	3/14/2022	V0.21
BES Weekly Status Report	3/30/2022 3/23/2022 3/16/2022 3/9/2022 3/2/2022	N/A
BES Risks and Issues Log	3/30/2022	N/A
BES Interface Communication Plans and Interface Control Documents	N/A	N/A
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	1/22/2015	Rev. 4

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. Weekly Platform Status Meeting 3/1/2022, 3/8/2022, 3/15/2022, 3/22/2022, 3/29/2022
- 2. Bi-Weekly Project Status Meeting 3/2/2022, 3/16/2022, 3/30/2022
- 3. Bi-Weekly BES PMO and IV&V Touch Base 3/2/2022, 3/17/2022, 3/31/2022
- 4. Weekly BES Dev Stand-up 3/2/2022, 3/9/2022, 3/16/2022, 3/23/2022, 3/30/2022
- 5. Weekly SSP Backlog Grooming Session 3/9/2022
- 6. Weekly BES Project Schedule Review Meeting 3/14/2022
- 7. IV&V Team Meeting 3/3/2022, 3/7/2022, 3/10/2022, 3/14/2022, 3/17/2022, 3/21/2022, 3/24/2022, 3/28/2022, 3/29/2022, 3/31/2022
- 8. Weekly DHS-Unisys Security Touchpoint 3/1/2022, 3/8/2022, 3/15/2022, 3/22/2022, 3/29/2022
- 9. BES Security Control Workbook 3/3/2022, 3/10/2022
- 10. BES Testing Touch base 3/9/2022, 3/23/2022
- 11. HI DHS BES February Draft IV&V Report Review 3/9/2022
- 12. Bi-Weekly DHS and IV&V Touch Base 3/8/2022, 3/23/2022
- 13. ASI/IV&V Mid-month Check-in 3/16/2022
- 14. ASI and IV&V Pre-Draft Report Review 3/2/2022
- 15. Executive Steering Committee Meeting 3/17/2022
- 16. HI BES ASI and IV&V Touch Base Functional Team 3/15/2022
- 17. HI BES ASI and IV&V Touch Base Technical Team 3/17/2022
- 18. Monthly Project Risk and Issue Review Meeting 3/30/2022
- 19. Implementation Planning 3/9/2022
- 20. CF12 Report Specs 3/2/2022, 3/4/2022, 3/8/2022, 3/10/2022,
- 21. CO23b Manage Interface Verifications 3/2/2022, 3/4/2022, 3/8/2022
- 22. CF20a Manage Generated Correspondence 3/1/2022, 3/3/2022, 3/7/2022, 3/9/2022, 3/11/2022, 3/15/2022, 3/17/2022, 3/21/2022, 3/23/2022, 2/28/2022
- 23. CF35 Create a Task 3/1/2022, 3/3/2022, 3/7/2022, 3/9/2022, 3/17/2022, 3/21/2022
- 24. CF23 Process Correspondence 3/1/2022, 3/3/2022, 3/7/2022, 3/9/2022, 3/11/2022

Additional Inputs – Continued



Meetings and/or Sessions Attended/Observed:

- 25. IF31 BES MDM 3/1/2022, 3/3/2022
- 26. FM50r Manage FIS Data -Card Inquiry 3/2/2022, 3/4/2022, 3/10/2022
- 27. CF46 Process a Renewal Workflow 3/2/2022, 3/4/2022, 3/8/2022, 3/10/2022
- 28. FM08 Manage Benefits Issuance History 3/3/2022, 3/9/2022, 3/11/2022, 3/15/2022, 3/29/2022, 3/31/2022
- 29. IF24 KEIKI Child Support Interface 3/7/2022, 3/9/2022
- 30. Manage Client Address Information 3/14/2022, 3/16/2022, 3/18/2022, 3/28/2022, 3/30/2022
- 31. Report Specs Group 2 3/14/2022, 3/16/2022, 3/18/2022, 3/22/2022, 3/24/2022
- 32. CO01b Manage Client General 3/14/2022, 3/16/2022, 3/18/2022, 3/22/2022, 3/24/2022
- 33. IF28 Lockbox Interface 3/15/2022, 3/17/2022
- 34. CF44 Manage Current (C!A) Data 3/17/2022, 3/21/2022
- 35. IF08 School Lunch 3/21/2022, 3/29/2022
- 36. CO01e Identify Possible Client Duplicates for Merge 3/22/2022, 3/24/2022, 3/28/2022, 3/30/2022
- 37. R0.10 Report Specs 3/29/2022, 3/31/2022
- 38. Weekly Functional PMO Meeting 3/7/2022, 3/14/2022, 3/21/2022, 3/28/2022
- 39. Data Conversion PMO meeting 3/7/2022, 3/14/2022, 3/21/2022, 3/28/2022
- 40. Weekly Interfaces PMO Meeting 3/1/2022, 3/8/2022, 3/15/2022, 3/29/2022
- 41. PMO Meeting Structure Testing 3/3/2022, 3/10/2022, 3/17/2022, 3/24/2022, 3/31/2022
- 42. PMO Meeting Structure BES Development 3/3/2022, 3/10/2022, 3/17/2022, 3/24/2022, 3/31/2022
- 43. PMO Meeting Structure AH/MDM/SSP Development 3/3/2022, 3/10/2022, 3/17/2022
- 44. KOLEA Demo 3/21/2022
- 45. Client Notes, Case Notes and Alerts 3/22/2022
- 46. HI DHS Interfaces 3/23/2022
- 47. Review Data Conversion Schedule A Source to Target Mapping 3/28/2022, 3/30/2022
- 48. [BES] R0.6b BI-14 Walk-Through: SSP Translations (Homepage & Prescreening) & Electronic Notices 2/28/2022

Additional Inputs – Continued



Meetings and/or Sessions Attended/Observed:

- 49. R0.8 Screen Prototype Review CF12 Manage Reports Prototype Part II 3/1/2022
- 50. [BES] RO.6 BI-14 BESSD INF Walk-Through IRS, NDNH, eDRS, SAVE, BEER 3/1/2022
- 51. Sprint Demo- 3/1/2022, 3/28/2022, 3/29/2022
- 52. Sprint Demo for Sprint 2R0.9 SSP 3/2/2022
- 53. R0.6c SIT Go/No-Go Exit SSP/Administrative Hearings 3/7/2022
- 54. [BES] CO05h Manage Income Sprint Demo 3/10/2022
- 55. R0.6d CMM & CF SIT Go/No Go Entry 3/11/2022
- 56. Sprint Demo for Sprint 3R0.9 SSP 3/14/2022
- 57. Junit test case Demo 3/16/2022, 3/30/2022





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



Appendix C – Acronyms and Glossary

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



Appendix C – Acronyms and Glossary

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

Ending Slide



Solutions that Matter

			Time	Identified			B	S	ek Probabilis.	Analyst	Finding	Parks Hadan	Clina Communia	Vendor Community
	Title	Reporter	Туре	Date Category	Ubservation	The replacement of DHS resources in project roles (e.g., testers and product	Consider adding DMS parameter as pended, a Allocate more time for the	Event Horizon Impac	ct Probability	Priority	Status	3/28/2022 - DHS SME's are not assigned to the project as full time	Lient Comments	Vendor Comments
						owners) is not guaranteed and DHS already stated that no additional	PHS team members to dedicate time to the project. • Carefully plan for all project activities with reasonable hour allocations for the DHS resources and					resources. DHS testing resources are volunteers and can return to the		
					The DHS resources assigned to work with the ASI on the BES Project are all	resources will be assigned to the test team. It is a risk to the Project that the remaining DHS resources will be overallocated, risking burnout, and creating a cycle of more DHS resources leaving the Project. If additional DHS staff are	project activities with reasonable hour allocations for the DHS resources and adjust dates in the integrated project plan accordingly. • Add cushion time					operational positions at any time or may be called back to address BESSD operations needs. Currently a new resource is being evaluated for the DHS		
	Volunteer DHS resources leaving the Project can lead to schedule delays, lowered			Project	volunteers except one. Resources are not in dedicated roles within the team and have the ontion of returning to their previous operational roles at any	a cycle of more DHS resources leaving the Project. If additional DHS staff are provided, their training will add to the workloads of current DHS project	to the schedule for unexpected project delays. • Provide incentives for the					testing team. As additional DHS testing expertise becomes apparent in the revised SDLC process, losing resources will have increased impact on		
7	5 morale, and burnout.	Earl Burba	Concern	3/3/2022 Management	time.	resources.	from the team and possibly increase the number of volunteers to the team.	Immediate	4 5	High	Open			
												3/31/2022 - A revised schedule was not submitted in this reporting period, and the Project does not have an approved schedule. Updates to increase		
												the Final Acceptance Testing duration and updates to the Design Sprint duration to reflect current DHS resource levels are still pending. Even with		
												an updated Design Sprint schedule to accommodate existing DHS resource levels, it remains unclear if the Project will be able to meet the revised date		
												due to: 1) the complexity of the design sprint process, 2) the availability of		
												DHS SMEs and POs when needed, and 3) the Design Sprint participants being able to competently perform in their respective roles. 2/28/2022		
												The updated target for DHS to approve the project schedule is early March 2022. The ASI provided a version 20 draft schedule but is adjusting the		
												schedule to increase the length of Final Acceptance Testing and to		
												accommodate the estimated capacity of DHS resources during the Design Sprints. Even with a less aggressive Design Sprint schedule, it remains		
												unclear if the Project will be able to meet the revised dates due to 1) the complexity of the design sprint process, 2) the availability of DHS SMEs and		
												POs when needed, and 3) the Design Sprint participants being able to		
												competently perform in their respective roles. 1/28/2022 - The ASI provided several draft schedules and is responding to comments from		
							Using the available tools, review the current estimates to complete each activity compared to past actual hours • Update as necessary and provide					reviewers. The schedule has not been approved by DHS. The ASI stated that development, technical design and functional design estimates were all		
					DHS and the ASI have tried multiple times to rework the schedule with		the DHS/ASI Project Managers with reports and data that accurately reflect the DHS/ASI resource needs along with over/under allocations of staff for					reviewed and assigned levels of efforts which fed directly into the revised		
	The lack of a BES project schedule based on				results that have not yielded improvement. Concerns with the structure, estimating practices, and ability to manage to the schedule persist. The use of multiple tools to track resources obfuscate resource management.	If estimates for project schedule activities are not accurate, this can lead to	the DHS/ASI resource needs along with over/under allocations of staff for the duration of the Project • Discuss, validate and address additional					schedule. However, it remains unclear if the current level of DHS and/or A resources is appropriate for the anticipated workload. 12/30/2021 - The A provided a new draft schedule on 12/20/2021 based on in-depth analysis	i Si	
	accurate estimations diminishes effective planning and resource management, which				of multiple tools to track resources obfuscate resource management. Previous N&V findings focused on specific schedule components such as	If estimates for project schedule activities are not accurate, this can lead to	concerns within the project processes that may cause the project delays					provided a new draft schedule on 12/20/2021 based on in-depth analysis		
	could result in late deliverables, cost	_		Project	resource management and critical path analysis, all of which were	constant schedule changes, resources not being available when needed, rushed activities, and general frustration which can lead to schedule delays,	sprints, and cadence of development teams. • DHS and the ASI agree to a				_	and revised estimates of remaining use cases. DHS and IVV reviewed the schedule and provided significant feedback, including concerns about DHS		
7	increases, and a late go-live.	Kyan	Finding - Risi 1	11/29/2021 Management	addressed and closed.	low quality output, scope changes, and budget issues.	revised schedule against which project deliverables can be managed.	Immediate	4 4	High	.,.	having enough resources to cover all planned tasks. The revised schedule is 03/31/22 - The ASI has onboarded their new Lead Architect who will be		
												responsible for managing the system infrastructure which should improve clarity around governance, capabilities of the different infrastructure		
												components and how they will be utilized. 02/28/22 - The ASI is		
												onboarding their replacement Lead Architect in the coming weeks. The AS has stated that the infrastructure, while complex, is sufficiently understood		
												and manageable. The revised project schedule provides additional time to implement the BES infrastructure and could mitigate the risk of		
						If the level of effort to implement and manage the complexities of the BES infrastructure is not accurately accounted for and staffed by the ASI, the						infrastructure delays. IV&V is lowering the criticality rating to 'Low'. 01/28/22 - The ASI stated that the proposed revised/extended schedule		
						project could be met with unexpected costs and schedule delays. Delays in						allows enough time to build the complex environment. The ASI continues t	,	
						finalizing the components being implemented could exacerbate this risks and lead to further delays. Complex platforms often present system						maintain that the components they are using, though complex, will reduce		
						and lead to further delays. Complex platforms often present system maintenance and operations challenges as system changes can hold the increased potential for system failure (i.e., due to the significant number of						person-hours for maintenance and improve system support. The ASI is making efforts to refine their patching strategy for the large number of components that will have to be updated and patched throughout the life of		
						"moving parts") and increase the level of time and effort to resolve						the system. 12/31/21 - The ASI stated they believe they will continue to	t	
						infrastructure and application-level bugs. Further, some components remain in an immature state compared to their legacy counterparts. For						provide BES maintenance and operations (M and O) support for the foreseeable future, reducing the risk of turning over a complex system to		
						example, the project recently experienced a system failure because Google						the State or another vendor. However, it remains unclear how long the ASI		
						Cloud failed to clearly communicate a change that led to failure in another component (i.e., Nexus). Google Cloud is generally viewed as a less mature						will continue to provide M and O support. The ASI continues to make progress in defining their final environment architecture. 11/29/21 - The		
						product offering, compared to their rivals (Amazon Web Services, Microsoft Azure). IV&V remains concerned that this could lead to failures at critical	ASI clearly communicate the potential costs and schedule impacts to implementing the planned infrastructure. • DHS work with the ASI to assess.					ASI stated that, though their infrastructure is complicated and cutting edge the risk is acceptable given the long-term benefits as they expect the final		
					Current ASI infrastructure plans include a significant number of	points in the project (including post-go live production failures) that could	the potential challenges of maintaining a complex environment and consider					platform will be highly functional, efficient, resilient, automated, and could		
	The planned BES infrastructure is complex				sophisticated components that make up a complex cloud infrastructure. Further, the Project Team has yet to finalize components that will make up	be difficult to resolve and lead to project disruption. If DHS intends to eventually reduce M&O outsourcing costs turning over M&O tasks to State	scaled back options that could reduce this risk and reduce long-term infrastructure costs. • ASI develop a process to closely monitor cloud and					reduce long term maintenance costs. IVV remains concerned with the leve of effort and component costs of implementing and maintaining this sophisticated technology and the potential schedule delays if the work is		
7	which could be difficult to implement and lead to schedule/cost impacts.	mfors	Finding - Rist 1	n/28/2021 System Design	the BES infrastructure and the additional costs and time to configure, test, and implement the planned complex environment remain unclear.	employees, they could face challenges supporting tools they may not be	other product changes (software updates/new releases), manage changes,	Next several month	2 2	Low	Open	sophisticated technology and the potential schedule delays if the work is more than expected.		
						·								9/9/2021 - RAP: Point
														of clarification. The
														SOAP agreement did not establish that the
												3/31/2022 - DHS and the ASI have met to further define the scope of the C		not establish that the project would be
												and confirm the responsibilities of the ASI and ESI. DHS plans to have the Rough Order of Magnitude (ROM) done by April 15th, and then will engage		not establish that the project would be deployed to the Cloud. SOAP provided that
												and confirm the responsibilities of the ASI and ESI. DHS plans to have the Rough Order of Magnitude (ROM) done by April 15th, and then will engage the HI Attorney General. DHS has extended an opportunity for IVV to participate in the writing of the change request. 27/88/2022 - IVV has		not establish that the project would be deployed to the Cloud. SOAP provided that development be done in the Cloud and
												and confirm the responsibilities of the ASI and ESI. DHS plans to have the Rough Order of Magnitude (ROM) done by April 15th, and then will engage the HI Attorney General. DHS has extended an opportunity for IVV to participate in the writing of the change request. 2/28/2022 - IVV has requested a Copy of the GCP change request from the DHS Enterprise		not establish that the project would be deployed to the Cloud. SOAP provided that development be done in the Cloud and specifically that
												and confirm the responsibilities of the ASI and ESI, DHS plans to have the Rough Order of Magnitude (ROM) done by Aprill 15th, and then will engage the H Attorney General. DHS has extended an opportunity for IVV to parti		not establish that the project would be deployed to the Cloud. SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise
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												and confirm the responsibilities of the ASI and ESI. DRS plans to have the Rough Order of Magnine (DRI) does by April 150, and the will register than 150 to 150		not establish that the project would be deployed to the Cloud. SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise environment. However, we did acknowledge that deployment may move to the Cloud service to the control of the control of control of the control of control of control control of control of
					In April 2003, the DHS/ANS SDAP contract amendment coeffied the migration of some of the BES environments from an on-prent to cloud based solution							and confirm the responsibilities of the ASI and ESI. Disk plans to have the Rough Oxford Magning (EXI) does by Ayi (TSI), and the will registed the IH ASI from General. Disk has extended an opportunity for IV to participate in the writing of the changer request. The TSI ASI (TSI) ASI (TSI) and the set imposite requested as copy of the ESC Pulsage request from the ESC interpote requested as copy of the ESC Pulsage request from the ESC interpote request from the ESI Estimatory. What is respected as opply of the ESC Pulsage request from the ESI Estimatory (TSI) and the ESI (TSI) and the ESI and as a set of the ESI and as a comparison of the ESI and the ESI and as and a comparison of the ESI and as a comparison of the E		not establish that the project would be deployed to the Cloud. SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise environment. However, we did acknowledge that deployment may move to the Cloud. The final decision to move to GCP for production
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7	and costs of the Google Cloud Fairform (COTY Change Regues (CO) any lead to unanacquated first costs, at health delays, and/or the need to reduce scope.		Finding - Ris		of some of the BLS environments from an on-prem to cloud based subslicions where verted at the price in time. In the black were verted at the price in time. In the black was considered 2000 timefarme. Dick and the ASI agreed to bave all BLS environments 2000 timefarme. Dick and the ASI agreed to bave all BLS environments to the black and the project decided to move all BLS environments to the Cloud solution —more than english time to document, price and neglishes the scope of work. The BLS is being developed in GCP and Drick/SIC consistently report they are working on the CO, however, it is not final. The BLS CDI Plan Deliverable, Section 5.2 establishes the framework for the Configuration Management Plan, however, it remains unclear if sufficient progress has been waster established by Concess, selecting off off Lobi.	maintenance of clued environments from the Est both was included in April 2020. The New ADQIPS SUBJAC Contract Amendment Intelled in April 2020. The New ADQIPS SUBJAC Contract Amendment Intelled in April 2020. The Halfy-Mapan 2020 timertum. DBSF intent is for this CR to be cost-necrizat. While the EST Supplication to being developed in the Cloud, detailer apparing the specific services to be provided and by which windor during the BES DBI and Maintenance and Operations Phases have not been finalized. Configuration Management is a set of processes and procedures that ensure the BES is understood and works correctly. The BES solution and conducts tools that map provided is review of amendments for Configuration includes tools that map provided is review of amendments for Configuration.	ensure all activities are known with a clear understanding of the "As 5" and "As 5" of "As 5" and "As 5" of "As 5" o	АЅАР	3 3	Med	Open	and confirm the responsibilities of the ASI and ESI. DRS glains to have the Riskoph Order of Magnifes (DNI) does by Asign (ESI), and the will register the INITIATION of INITIATIO		not establish that the project would be deployed to the Cloud. The project would be deployed to the Cloud and specifically that the Cloud and specifically that development would be development would be environment. However, we did acknowledge that move to the Cloud. The final acknowledge that one to the Cloud. The final decision to move to GCF for production was made in July 2007. The Cloud that the Cloud. The final managing the UAT, production, and Disaster Recovery among the Cloud that the Clou
7	and costs of the Google Cloud Platform (GCP) Change Request (CR) may lead to unanticipated DHS costs, schedule delays,	Joe Fraxca		M/23/2021 Management	of some of the BES environments from an on-prem to cloud based substitution between control and the service of the BES environments from an on-prem to cloud based substitution between control and the BES environments of the Control and the BES environments to the cloud substitution - more than the legislated by the ALI, this base now set your control since the project of decided on more all BES environments to the Cloud substitution - more than enough them to document place and negligible the scope of work. The BES environment to the Cloud substitution - more than enough them to document place and negligible the scope of work. The BES environment to the Cloud substitution - more than enough the control of the Control	maintenance of cloud environments from the ESI to the AM was included to the AM was included the AM was included the AM was included to the AM was included	ensure all activities are known with a clear understanding of the "As 5" and "Ost "Amount of the common of the common of the "As 5" and "Ost if model for excess beginning with the CLO, through. "Ost if model for excess beginning with the CLO, through, the common of t	ASSP	3 3	Med	Open	and confirm the responsibilities of the ARI and ESL DRS plants to have the Ringh Order of Magnitade (DRS) does by Ari (ESL), and the swill response the 18 attention (ESR) than (ESR) and the SWI (ESR). And the swill response the 18 attention (ESR) has called an apportunity for VIV to VIV t		not establish that the project would be deally level to the Cold. The cold of the project would be deally level to the Cold. The cold of t

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		F	inding Identified					Analyst	Finding			
ID Title		Reporter	Type Date Category	Observation	Significance	Recommendation	Event Horizon Impact Pr	bability Priority	Status	Status Update Cl 03/31/2022 – DHS has decided to use NIST 800-53 revision 5 moderate	lient Comments	Vendor Comments
										controls, and the ASI has been working on changing the control mappings in Confluence to the revision 5 standard. This significant effort is mitigated in		
										part by the efforts the ASI already completed on the Rev 5 controls. The effort to define the security boundary of BES and the components that make		
										up the system has taken a considerable amount of time and is incomplete.		
										A security architect is essential to defining the security boundary of BES; however, the security architect position remains unfilled. Over the past		
										month, no security SMEs from the ASI have attended the weekly meetings		9/9/2021 - RAP: The
										with DHS. The result is questions raised within the meeting not getting answered, and the response being deferred to the following week.		decision to move to GCP for deployment
						OPEN - The ASI continue to develop the BI13 Security Plan in close				2/28/2022 - DHS and the ASI continue to populate the in-scope controls.		has driven the need for a complete rewrite
						collaboration with DHS DHS and the ASI agree upon the tools and proce	is			There is renewed discussion regarding the use of Rev 5 controls as required by the IRS, while Rev 4 controls are required by FNS. DHS continues to		of the security plan
						that will be used to document and track security control implementation, such as security governance, risk, and control (GRC software). The process				determine the FNS requirements for go live and FNS' timelines for security approval. 2/2/22 - The format of the security and privacy controls		per DHS. The ASI is in the process of
						should define the level of detail needed to track progress (estimates, target dates, risks, issues, evidence) along with the Requirement Traceability				documentation in Confluence has been approved by DHS, and the ASI continues to work on populating the in-scope controls. The process for		planning the effort to make these updates.
						Matrix, and plans of actions and milestones (POAM) ASI add a Security				reviewing the controls implementation in Confluence has been refined and		The effort required to
					The BES project must have a clear plan to define, implement, test, and	Architect to the Project ASAP to assist with the Security Plan activities AS have a security SME attend the weekly security planning meetings and	=			fields have been added to more accurately reflect the current status of each control. DHS has provided ASI with the latest SSA materials for the SRTM		complete this work will be included in
				Over the last several months, the BES project team has been working	validate all Security and Privacy Requirements/Controls prior to entering the	e workshops. COMPLETE - DHS and the ASI agree and finalize the BI-13 DED. 1/4/22 Complete - ASI, per DHS guidance, should begin to pivot toward the				and ASI has acknowledged that their work is based on the same. DHS is meeting with FNS on 2/2/22 to determine requirements for go live.		either the GCP change request or a new
				through the planning efforts to develop the BI-13 Security Plan while also	team plans to utilize the BES Security Control Implementation Workbook to	adoption of 800-53 Rev 5 since Rev 4 will be obsolete when the system go	s			12/31/21 - The BES Security Plan DED has been approved, and work		change request We
Insu Secu	ficient planning/execution of the BES rity Plan activities may lead to delays in	1		managing through ASI Security Lead staffing changes. DHS and the ASI agreed to modify the BI-13 Security Plan Deliverable Expectation Document	document the status of each control. The Security Control Implementation t Workbook must be detailed and allow for ease of referencing to the Securi	live. COMPLETE 3/31/2022 -DHS should determine the FNS requirements fi y go live based on their meeting and provide ASI with proper guidance. FNS	or			continues on the documentation of security controls. 11/30/2021 - The BI- 13 DED is not finalized as DHS has requested verblage that explicitly states		look forward to additional discussions
gain	ng Federal Partner approval for the BES igin the Pilot Phase.	s	Security and ding - Ris 7/28/2021 Privacy	(DED) last month and are currently revising it to align to the requirements and changes to the project since inception.	Policies, Standards, Controls, and Implementation plan along with evidence for each control.	requirements should be documented as part of BI-13 Security Plan			Open	that federal approval is part of the acceptance criteria. The ASI believes that their contract already states that they must meet federal standards as		with IV&V and DHS.
68 10 0	giii the Pilot Pilase.	Jeremy Kiley Find	ding - Kis //28/2021 Privacy	and changes to the project since inception.	TO ESCH CORD OL	COMPLETE 3/31/2022	ASAP 4	3 High	Open	3/28/2022 - The ASI testing lead confirmed that an ADA tool has been		
										selected for consideration and a demonstration held. Next step is to execute a proof of concept within the BES application. To mitigate this risk, the ASI		
										stated that problems identified by a tool or through manual evaluation to		
										Section 508 criteria for web applications can be easily rectified with little impact to development and schedule. 2/25/2022 - The ASI team identified a		
										new ADA tool to conduct 508 compliance testing. While a demonstration is planned to confirm the tool can work with the BES architecture, the ASI has		
										stated that if an appropriate ADA tool is not found, a manual ADA testing		
					There is a contractual obligation and requirement for BES to be ADA					effort will be conducted along with the ASI's use of an accessibility validation tool used during development. 1/31/2022 - No further		
					compliant to obtain State and Federal funds for the development of the BE The ADA Section 508 Intent is to make electronic and information					demonstrations or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding is mitigated		
					technology accessible to people with disabilities (e.g., color blindness,	1/31/2022 - The following recommendations will be evaluated for this				by the ASI using a desktop ADA compliance checking tool during		9/9/21 - RAP: The ASI
					vision and hearing disabilities), in a way that is comparable to the access available to others. Part of the system acceptance criteria for BES is to me	t The ASI communicates a plan for ADA test execution The ASI				development. 12/30/2021 - No further demonstrations or communication regarding the use of the AccessiBe tool occurred during the reporting		has invited the IV&V to
					"all applicable State and federal policies, laws, regulations, and Standards, including without limitation the Electronic and Information Technology	communicates how the tool will be used to report compliance and non- compliance and how non-compliance will be addressed/corrected The				period. It was communicated that the ports have been opened to allow the tool to be executed. However, the ASI reported that there was a		make contact with the development team to
				While R0.3 and R0.4 reported that Section 508 compliance had been	Accessibility Standards associated with Section 508 of the Rehabilitation	ASI communicates how and when DHS/IVV will be provided the reports fro the ADA tool execution and how to interpret the results. Superseded	n			configuration issue with the tool, which they are discussing with the vendor. While IVV remains concerned that there could be unknown impacts to		review the results of the desk-top tool to
				successfully completed the ASI confirmed that there is currently no working	Act., which was verified in the ASI proposed Technical Requirements Approach that states "The system complies with DHS branding standards a	s 8/30/2021 - The ASI should gain DHS' approval on the tool selected after ti	ie			existing code/page, the ASI is mitigating this by utilizing a desktop tool		gain insight. To date,
				tool installed and that Section 508 compliance testing has not been performed. This risk has been discussed with the ASI over the past several	defined by DHS and adheres to W3C level 2 accessibility guidelines, sub-	ASI validates it will perform as expected within the BES architecture, meeting all contractual and project requirements. The ASI create and				during development that scans code for ADA compliance. Therefore, IVV has reassessed the criticality rating of this risk to medium. 11/28/2021 - The ASI		the IV&V has not contacted the
				months, but there have been evidence of results to-date. The ASI did state	nondiscrimination safeguards in 45 CFR 85.". If the Hawaii guidelines	communicate the plan for when the ADA compliance tool will be put into				demonstrated of the capabilities of the AccessiBe tool as provided by the		development lead to
	Americans With Disabilities Act (ADA) on 508 compliance tool has not been			that they are coding to some of the ADA requirements and are using a desk-	 (https://www.hawaii.edu/access/uh-guidelines-for-accessibility/), FNS 	action, how the tool will report compliance or non-compliance, how non-				tool vendor. The demonstration showed that the tool can identify		have further
				top tool for ADA compliance as an interim solution. IVV has not received	Guidelines from the 901 Handbook, and contractual obligations to adhere to	 compliance will be corrected, and how and when DHS/IVV will be provided 				accessibility issues based on the chosen or configured rules. The ASI also		discussions on this
insta	lled for the Project, which may cause	Ford Brooks - Flore	de- Di 7/13/2013 T-10-	top tool for ADA compliance as an interim solution. IVV has not received any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those		1.16-4	0	accessibility issues based on the chosen or configured rules. The ASI also generated a report to document compliance. It is not clear that this tool will		discussions on this topic.
insta	lled for the Project, which may cause	Earl Burba Finc	ding - Risi 7/12/2021 Testing	top tool for ADA compliance as an interim solution. IVV has not received any data to demonstrate the desk-top tool results nor if it provides coverage for all ADA compliance items.	Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may be a significant amount of rework to the solution.	 compliance will be corrected, and how and when DISf, IVV will be provided the reports from the ADA compliance tool and how to interpret those reports for the code from previous, current and future releases. 	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not clear that this tool will work successfully with the architecture of the BES solution. IVV looks		topic.
insta	lled for the Project, which may cause	Earl Burba Find	ding - Risi 7/12/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not clear that this tool will		
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insta	lled for the Project, which may cause	Earl Burba Finc	ding - Ris 7/12/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not claser that this tool will work successfully with the architecture of the ESI solution. NO Wooks 3/38/2022— The positive trend of effects being detected and reported earlier in the SDIC continues. Using the updated design/development process has provided early identification of areas where design does not meet end user expectations and the ASI has adjusted the design to meet user needs and expectations. Coupled with the early inclusion of the DHS testing team and SMISs in the design process, improvement is noted by the		7/20/21 RAP - In response to the specific recommendations, we are taking the
insta	lled for the Project, which may cause	Earl Burba Finc	ding - Risi 7/12/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not clear that this tool will work successfully with the arthreture of the BES solution. VM books: 3/38/2022. The possitive trend of affects being detected and reported earlier in the SDC continues. Using the updated design) development process has provided early identification of areas where design does not make the superior of the user meets and expectations can't the ASI and suplated the design of the meet user meets and expectations. Complete with the early includion of the the user meets and expectations. Complete with the early includion of the MES 40% Visual, 24/25/2022. The Protects is underlying the SDC 40% Visual, 24/25/2022. The SDC 40% Visual, 24/25/2022. The SDC 40% Visual, 24/25/2022. The SDC 40% Visual, 24/25/2022. The SDC 40% Visual, 24/		7/20/21 RAP - In response to the specific recommendations, we
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insta	lled for the Project, which may cause	Earl Burba Find	ding - Ris 7/22/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage for all AOA compliance items.	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a ripport to document compliance. It is not clear that this tool will work successfully with the critications of the Sciolation, NV looks 37/87/2022. The positive trend of effects being descent and origoned carrier in the SECC controls. Using the positive disprof development and the second original controls of the second original controls or the second original controls original controls or the second		topic. 7/20/21 RAP - In response to the specific recommendations, we are taking the following actions: Recommendation 1: We will perform a RCA led by the testing leads this month.
insta	lled for the Project, which may cause	Earl Burba Finc	ding - Ris 7/22/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage for all ADA compliance Items. During discussions of ULIX progress and metrics the number of deflects found during this phase of testing appears greater than what would be	ge the Section SBE compliance guidelines (https://sectionfolis.gov) there may be a significant amount of rework to the solution.	the reports from the AGA compliance tool and flow to Interpret those reports for the code from previous, current and future releases.	As soon as possible 3	2 Med	Open	generated a ripport to document compliance. It is not clear that this tool will war successfully with the articleture of the file. Solden Mr. NV looks and was successfully with the articleture of the file of solden that the solden of the so		topic. 7/20/21 RAP - In response to the specific recommendations, we are taking the following actions: Recommendation 1: We will perform a RCA led by the testing leads this month. Recommendation 2: In Recommendation 2: In
insta	lled for the Project, which may cause	Earl Burba Finc	ding - Ris 2/32/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage for all AGA compliance Items. During discussions of ULM progress and matrics the number of defects fround during this phase of training appears gratter than what would be expected during ULA, On 3/19/2001 at the conclusion of 613 Sprint 3 Hower 30% reported defects (4 High, 10 MeVIL, and 29 20 coverage).	e the Section SBE compliance guidelines (https://section/SBE.gov/) there may be a significant amount of rework to the solution.	the reports from the AGA compliance tool and how to interpret those reports for the code from previous, current and future releases. Against the project plan and provide reasonable scope for Srl in subsequent referees considering the number of directs and testing time	As soon as possible 3	2 Med	Open	generated a ripport to document compliance, it is not clear that this tool will work successfully with the articleture of the Sizulation, AV tools 37,247,022. The positive trend of effects being detected and reported carrier in the SUC contracts. Using the positive design (development process has provided early (development) and area where design development process has provided early (development) and area where design development process. Improvement is not self-or the contract of the self-or the self-o		topic. 7/20/21 RAP - In response to the specific recommendations, we are taking the following actions: Recommendation 1: We will perform a RCA led by the testing leads this month. Recommendation 2: In progress, we are currently planning to
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The test of the te	number of issue/defects found during important processes of the control of the co	Eaf Butba Foc	ding-loss 3/29/2021 Testing	any data to demonstrate the deck-top bod results nor if it provides coverage for all ADA compliance items. During discussions of UAT progress and matrics the number of defects found during this phase of testing appears greater than what would be expected during UAT. On 1/3/2/2012 at less conclusion of 81.3 Spiret 3 here were 26 fragorized defects (4/m), 10 Medium, and 251 Los Servity) are marked and the provision of the 1/m of 1/m	the Section SSB compliance guidelines (https://section/SSB,gov/) there may be a significant amount of rework to the solution. Be a significant amount of rework to the solution. Size BST to the webside for owns to extent that the functionality developed and effort of the solution of t	the reports from the AGA compliance tool and how to interpret those reports for the code from previous, current and future releases. - Adjust the project plan and provide reasonable scape for STI in subsequent releases considering the number of effects and testing time review. - Adjust the project plan and provide reasonable scape for STI in subsequent releases considering the number of effects and testing time review. - The Adjust the project plan and provide reasonable scape for STI in subsequent releases. - The Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release and provide scape for STI in subsequent releases. - Adjust the project plan and provide reasonable scape for STI in subsequent releases and provide scape for STI in subsequent releases and provide scape for STI in subsequent releases and release scape for STI in subsequent releases and releases and releases schedule for each interface partners (order the during and commental state for partners released to the scape and rework by the STI and UAX fatures Coast of 7/10/2021 - OPPRIS. Complete all MOSs and abbins approval. E. Conferent setting distance with interface partners (order the scares and collection for scales and releases and rel		3 Med	Open	generated a risport to document compliance. It is not clear that this tool will see six successfully with the articleture of the Six Sulption, NV looks exist successfully with the articleture of the Six Sulption. NV looks exist in the SiX continues. Using the updated design/development process has provided exist of exist of the SiX continues. Using the updated design/development process has provided exist of exist of the SiX continues. The six SiX continues		Typic. 2 RaP - In response to the specific response to the following actions: Recommendation 1: We will perform a RC response to the specific resp

Part		Finding Identified						Finding			
Part	ID Title Repor	orter Type Date Category	Observation	Significance	Recommendation	Event Horizon Impact	Probability Priority	Status	Status Update (Client Comments	Vendor Comments
Marchest									3/30/2022 - DHS and ASI continue to ramp up design sprints, with positive		
Part									observed some challenges, including Business Analyst confusion around Use		9/9/21 RAP - The IV&V
Part									Cases and peeding to backtrack as new participants join design sprints mid-		
Part									flight. Additionally, the ASI facilitators have stated the JAR/JAD notes from		
Part									those sessions are not useful, which results in the project team revisiting		
Part									requirements uninition efforts already completed. Prototypes of more complex like Cases in coming weeks should provide a clear picture if decimal		un reviews hacklon
A Company of the Co									are meeting DHS business needs. 2/28/2022 - The Project adopted the		grooming sessions.
Part									recommendation to include DHS SMEs in the design process. DHS and IVV		and Sprint demo's.
Part									have observed improved DHS/ASI team collaboration and design session		Product owner
Part					- JAD and design sessions should be lead by experienced senior BAs, with				results. IVV notes that DHS may be taking on more responsibility than		
March 1998					goals, objectives and results communicated to all participants The facilitator should use their expertise to drive discussions through leading				observe/review the results of the sorial prototypes to determine if the		
Part					questions The DHS and ASI product owners should actively participate to				number of key issues raised by the stakeholders are reduced. 1/31/2022 -		team is concerned
Part					ensure the system meets the requirements, designed taking advantage of				Based on progress by ASI, two of the recommendations are complete. The		about the participation
A purple of the purple of th					new technology and aligns to the 'to be' business process The ASI should				revised Design Sprint process will kick-off on 1/31/2022, which both ASI and		of the IV&V for two
Part											
Part			ASI-led Workflow JAD sessions have been held for CMM, with the following						ASI on design decisions made later in design sprint process - causing		
Marked M					development team, proactively seeking collaboration. 10/5/21 Complete -				frustration on both sides of the conversation. The ASI and DHS started		design despite
Part			goal of the IAD, overview on the process and the importance of their	some concern regarding the CMM Workflow JAD sessions, specifically; (1)	The Functional Design Document process, to include the Design Sprint				working on re-defining the design sprint process in this reporting period.		
March Marc			participation On many occasions the conversation needed to be driven by	up the JAD participants understand now the case will be managed through	concept, should be clearly defined and shared with all project team members (Closed 1/21/2022), Invite 80/to all future derive services and				reduce these missignment concerns 11/20/2021 - IVA/ continuer to came		
Part			Too much pause time when participants did not know the answer to a	the users and clients? Incomplete or unclear JAD sessions with insufficient	design sprints to allow IVV to observe and assess the effectiveness of the				up participation in design sprint meetings. IVV observed that		participtation typically
Part			question; several occasions where complete silence on the call for 30								
Part			seconds or more - Lack of thought leadership from the ASI on how	support business requirements; as well as missing opportunities to improve	together to vet the in-progress design with all SMEs for the area of focus.				request a revisit of prior decisions, and in some cases, the replacement PO		
A	61 could lead to inaccurate design and rework. Brad	d Finding - Isst 11/30/2020 System Design	worldlow could be designed to ease/improve process for client	workflow and related system design.	(being met by new design sprint process, closed 2/28/2022)	ASAP 2	2 5 Med	Open	will have a different opinion on how to design the solution. IVV will 02/21/22. The ASI hav stated that surface integration accord the SSR CMMA.		processes to more
March Marc											
March Marc									modal as part of the new schedule. The integrations start in Release 9 and		
Marchan Marc									complete in Release 15. However, the ASI had previously stated that		Integration of the core
Part									integrations would begin as early as Release 5 and is using stubbed		
Part											
Marchan Marc									interfaces that return relevant data that could mitigate this risk to some		future releases. R0.6
Marchan Marc									extent, therefore, IVV is reducing the criticality rating of this finding to 'Low'.		will demonstrate the
Part									Note - 'Stubbing' out interfaces can be an effective mitigation strategy when		first integration points
Part									the implemented interfaces return sample data that can be consumed by		Detween CMM & SSP.
Mathematical Part Math											releases before the
Part									effectively and efficiently addressed. The ASI has also stated that they have		final planned
Marche 1964 1965									moved up some integration tasks in the schedule to further mitigate this		
Part									risk. 12/31/21 - The ASI delivered an updated BES project schedule on		
Part									12/20/2021. IVV will review the schedule to assess any updates that may impact this finding. 11/29/21 - The ASI stated that communications.		Current will begin to
Part									between their development teams have improved, and as result, moved		R0.7. 3 releases before
March Marc									some integration components into earlier releases. However, most of the		the final development
Math Mark									integrations are scheduled for implementation shortly before go-live based		release. The ASI team
Section of the Control of the Contro											
March Marc	System integration of the BFS Modules				Prioritize the build and testing of integration points to assure integrations				Asi's development teams is improving each team's understanding or integration requirements and impacts to each team's code hase. Therefore		
Section of the companies of the compan	(CMM, FMM, SSP) will be developed in the		The BES Modules (CMM, FMM, SSP) are developed by separate teams and								agreement from both
Part Contact Part	later releases vs. a continuous integration		demo's are conducted separately with each release. Integration points	development could result schedule slippage if components do not integrate	development instead of waiting to perform them for the first time as go-live	e			concerned that implementation of some integrations will occur in later		development teams on
Septimination of the control of the			between the modules are currently stubbed and the ASI has yet to	as expected and additional testing time is required once repairs are					releases which could lead to unexpected issues and leave the project little		
And the state of t	60 schedule delays. mfors	rs Finding - Risi 9/30/2020 Management	demonstrate integration of the modules and end-to-end functionality.	completed.	handling risks associated with their integration approach.	N/A 2	2 2 Low	Open	3/30/2022 - When Release 6 final test results are published IVV will re-		methods, and service
March Marc									evaluate this finding. 2/28/2022 - IVV continues to review the Release 0.6		
A											
Part									which is encouraging since Release 0.6 has the most complex functionality		respond to this issue
May											
									this finding will be addressed. 1/31/2022 - Based on ASI and DHS testing		IV&V. We also
## Part									and defect validation progress, IVV's root cause recommendation is		recommend the
In the part of the									complete. If remaining testing for all sub-releases in Release 0.6 shows a		rethinking of the first
contact of the contac											
As the base of profession profession and profession pro						-					
As the base of profession profession and profession pro					single entity in a project, so there could potentially be multiple causes or				be addressed. 12/31/2021 - The completion of Release 0.6 testing should provide clarity on overall defects, specifically on those related to design.		based on the
For expelling project deliverable responses from the formal project					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, IVV recommends immediate action be employed to resolve quality concerns				provide clarity on overall defects, specifically on those related to design. Results consistent with already completed SSP testing for Release 0.6 could		based on the assessment from the IV&V that this is a low
Service of the control of the contro					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, IVV recommends immediate action be employed to resolve quality concerns on in-process deliverables prior to submission of subsequent deliverables)	, s			provide clarity on overall defects, specifically on those related to design. Results consistent with already completed SSP testing for Release 0.6 could address the scope of this finding. 11/30/2021 - The results of the system		based on the assessment from the IV&V that this is a low risk. The tone, tenor,
In the control of the					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, IVV recommends immediate action be employed to resolve quality concerns on in-process deliverables prior to submission of subsequent deliverables] (Closed 7/30/2021 - ASI reviews its Quality Management Plan to ensure tha	, s			provide clarity on overall defects, specifically on those related to design. Results consistent with already completed SSP testing for Release 0.6 could address the scope of this finding. 11/30/2021 - The results of the system test for release 0.6 showed a significant reduction in defects compared to		based on the assessment from the IV&V that this is a low risk. The tone, tenor, and substance of that
Part					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 recommends immediate action be employed to resolve quality roccernic on in-process deliverables prior to submission of subsequent deliverables] Closed 7/30/2021 - ASI reviews its Quality Management Plan to ensure that the Project is working within the guidelines of this Plan document. In	, s			provide clarity on overall defects, specifically on those related to design. Results consistent with already completed SSP testing for Release 0.6 could address the scope of this finding. 11/30/2021 - The results of the system test for release 0.6 showed a significant reduction in defects compared to prior releases, which could reflect improvement in the quality of prior releases, which could reflect improvement in the quality of the prior releases.		based on the assessment from the IV&V that this is a low risk. The tone, tenor, and substance of that recommenation is out
define the term a temporary of the special process of the process of the special process of the					single entity in a project, so there could potentially be multiple causes or not causes of this current condision. Once the root causely are identified, not recommends immediate action be employed to recolve quality concernment on in-process determined perior to submission of subsequent deliverables; and considerables prior to submission of subsequent deliverables; Closed 7/30/2021 All reviews its Quality Management Plan to ensure the Project is working within the guidelines of this Plan document. In particular, the ASI should evaluate and consider if it is in alignment with section 3.1.2 Measure Project Quality with states, ASI measure process.	, s			proude clarity on overall defects, specifically on those related to design. Results consistent with a fready completed SS besting for Relases 0.6 could address the scope of this finding. 11/30/2021. The results of the system test for release 0.6 showed a significant reduction in defects compared to prior releases, which could reflect improvement in the quality of deliverables. NEW will review the root cause analysis when provide by the AS\$ 1.0/31/2021 bits stellig team reported inconsistenties between		based on the assessment from the IV&V that this is a low risk. The tone, tenor, and substance of that recommenation is out of step with a risk perceived by the IV&V
In an office report or relating designation of the confidence for the					single entity in a project, so there could potentially be multiple causes or more caused of the current condision. Other here not causely a few sile-entitled, NV recommends immediate action be employed to resolve guality occurred in process deliverable point to submission of subsequent deliverables (Closed 7)(3)(2021 - 4.5) reviews its Clushly Mixinggement Final to ensure that protecting the control of the c	, s			provide clarity on overall defects, specifically on those related to design. Results consistent with irradey compelence's by Eurolign Fellows to 6 could address the scope of this finding. 11/30/2021. The results of the system test for release 6.5 showed a significant eviduction in defects compared to prior releases, which could reflect improvement in the quality of deliverables. AND will reserve the rost cause analysis when provide by the AS. 10/31/2021 DNS testing team reported inconsistencies between writerfames and Persical Deliving Document, cassing challenges in		based on the assessment from the IV&V that this is a low risk. The tone, tenor, and substance of that recommenation is out of step with a risk perceived by the IV&V for a number of
weakther of controls in the first day prospect of desired prospects and prospect of desired prospects and prospect			in April, four 81-10 design deliverables and one interface Control Document		single entity in a project, so there could potentially be multiple cause or not cause of this current condition. Once the not causely are desired NV recommends immediate action be employed to receive quality concerning. NV recommends immediate action be employed to receive quality concern Concert (20,002.1 & All reviews is Subality Management? Find to ensure that the Project is working within the guidelines of this Find occurrent. In particular, the Ast Paul Southeauth condition of it is an alignment with Section 1.1.2 Measure Project Caulity, which states, NO measures process articular to the Ast Paulity of the Confidence of the Paulity of the Confidence of articular thread to the Confidence of the Paulity of the Confidence of articular thread the Confidence of the Confidence of articular thread thread thread thread thread thread articular thread thread articular thre	, s			provide clarity on overall defects, specifically on those related to design. Results consistent with irready completed 59 betting for Release 06 could address the scope of this finding. 11/30/2021. The results of the option test for release 0.5 showed a aggification resultion in defects compared to continue to the compared of the compared to college and the compared to the compared to college and the compared to 28. 10/11/2012 Intelligent to the compared to continue the compared to the		based on the assessment from the IV&V that this is a low risk. The tone, tenor, and substance of that recommenation is out of step with a risk perceived by the IV&V for a number of months now to be low.
For the part of all prompted and permanents are prompted. The proper displacement of the prompted and permanents are prompted. The prompted and permanents are prompted and permanents are prompted and permanents are prompted. The properties are prompted and permanents are prompted a			deliverable were submitted for client review. There was an average of 85	The staff time spert on reviewing deliverables is exceeded the vian for all	single entity in a project, so there could potentially be multiple causes or not caused if the current condision. Of these hero causely are just evidentially, five recommends immediate action be employed to resolve quality occurrent on just one provided provided by the country of the countr	, s			provide Carty on overall diffects, specifically on those related to design. Results consistent with hardest prompleted Stating for felerate to Grade destination of the stating for felerate to Grade the state of the state of the state of the state of the state for release. As the state of		based on the assessment from the IV&V that this is a low risk. The tone, tenor, and substance of that recommenation is out of step with a risk perceived by the IV&V for a number of months now to be low. 4/33/21 ray - The AS
Figure a pulse prompted deliverable may impact. Program program for the case along with program of course analysis, employed and countered with the fact of the program of counter strains and countered with the fact of the program of counter strains and countered with the fact of the program of counter strains and countered with the fact of the program of counter strains and countered with the fact of the program of counter strains and countered with the fact of the program of counter strains and countered with the fact of the program of counters strains and countered with the fact of the p			deliverable were submitted for client review. There was an average of 85 comments submitted for each of these deliverables. The documents exhibited erroneous information, a lack of a logical organizational flow, an	project entities and has caused schedule delays due to the associated	single entity in a project, so there could potentially be multiple causes or not caused of the current couldion. One there was clearly all entitled (IV recommends immediate action the employed to recibe quality occurrent (IV recommends immediate action the employed to recibe quality occurrent (IV recommends immediate action the employed to recibe quality occurrent (IV recommends immediate action to employed to recibe quality occurrent (IV recommends immediate action (IV rec	, s st			provide Cattry on overall diffects, specifically on those related to design. Results consistent with aniesty completed Stating for finitence to G-could address the scape of this finding. 1,176/27021. The results of the system provides of the scape of the finite of the system of the system provides of the scape of the state of the scale of the system provides of the scale of the scale of the scale of the scale of the scale of the scale of the scale of the scale of the scale of the white scale of the scale of the scale of the scale of the white scale of the scale of the scale of the scale of the scale of the scale of the scale of the scale of the scale of scale		based on the assessment from the INWA that this is a low risk. The tone, tenor, and substance of that recommenation is out of step with a risk perceived by the INWA for a number of months now to be low. 4/23/21 rap - The ASI team agrees that the full embrace by the
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49 project schedule. Bridge Finding 1 May 1/2020 Management process. Finding 1 Management process. Finding			deliverable were submitted for client review. There was an average of 85 comments submitted for each of these deliverables. The documents exhibited erroneous information, a lack of a logical organizational flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a functional and technical perspective. DHS logged this issue in	project entities and has caused schedule delays due to the associated rework needed for remediation. If poor quality deliverables continue to be produced and submitted for review, this can continue to result in	single entity in a project, so there could potentially be multiple cause or not caused of this correct condition. One there is not caused in several condition. For extra condition, of the NV recommends immediate action be employed to recolor quality concerned (Code of 12/02/02.1). As derivenes is Quality Management Fish to extra the the Project is working within the guidelines of their Fish document. In particular, the AS I sold evaluate and condition of it is in alignment with Section 13.1 Measure Project Quality, which states, AS measures process articular to the AS I sold evaluate and condition of it is in alignment with Section 13.2 Measure Project Quality, which states, AS measures process articular to the AS I selecting component activities to research articular to the AS I selecting component activities or near control activity values; and SI combining the recorded distribute values into a single number called a process quality rider. AV has not seen evidence indication whereas that the information in design and reside graffices its leg in year.	, s st			provide clarity on overall defects, specifically on those related to design. Results consistent with invalved promjeted Set Sterling for felores to 6 could address the scope of this finding. 1/10/2/021. The results of the system to the results of the sterling of the sterling of the system for the sterling of the sterling of the sterling of the system for the sterling of the sterling of the sterling of the sterling of the deflereables. Wild will review the root cause analysis when provide by the AS. 10/11/2/2011 Sets less the sterling sterling result of the consistencies between wireframes and franctional Design Documents, causing challenges in creating test cause and resulting in defects in development. If Van defect a concerned that as the project moves to begin and more complex releases, rectangle state cause and designatively impact in project. If Van defect a new three quality issues could registatively impact in project. Will valided a new three quality issues could registatively impact in the project in Vanderda and 19/10/2011. No material spoksters in this reporting period. The ASI reported he poil 2011 that the Vanderdalphilm period quality metrics. Use this has seen and the sterling of the sterling of the sterling of the sterling of 19/10/2011 that the ASI reported and 19/10/2011 that the work of publishments.		based on the assessment from the N&V that this is a low from the control of the recommenation is out of step with a risk perceived by the V&V for a number of months now to be low. 4/23/21 rap 7 The ASI team agrees that the full embrace by the project of the Confluence tool has
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ID Title							Analyst Finding		
	Reporter	Type Date Category	Observation	Significance	Recommendation	Event Horizon Impact Probabilit	ty Priority Status	Status Update Client Comments	Vendor Comments
								3/31/2022 - DHS continues to recruit for these positions but received minimal interest to date. 2/28/2022 - DHS posted the PMO positions but	4/23/21 RAP - From the ASI perspective.
								minimal interest to date. 2/28/2022 - DHS posted the PMO positions but are having difficulty identifying candidates. While online metrics show there	the ASI perspective, the changes to the
								is interest and the positions are being viewed, as of this date, there has only	nroject management
								been one application. 1/28/2022 - No material updates in this reporting	project management of the BES project
								period. 12/30/2021 - No material updates in this reporting period.	have provided little
								11/26/2021 - No material updates in this reporting period. 10/31/2021 -	impact on the overall project. At this point,
								No material updates in this reporting period. 9/30/2021 - The BESSD Administrator, serving as the interim DHS BES Project Manager resigned	project. At this point, the knowledge
								from DHS. To mitigate the knowledge and leadership risk, DHS backfilled	transfer gaps have
								the DHS BES Project Manager with a contractor possessing extensive BES	been closed and the
								project experience. The Assistant BESSD Administrator will provide an active	leadership of the
								decision-making role in the project. IVV will monitor the impact of these project management changes. The remaining DHS PMO positions continue	project remains strong hands from DHS. We
								to be unfilled. 8/30/2021 - No material update in this reporting period.	recommend that the
								7/28/2021 - No material update in this reporting period. 6/30/2021 - No	IV&V reassess the
								material update in this reporting period. 5/31/2021 - No material update in	probability of impact
					2/28/2022 - DHS consider other options (Contractors, State employees borrowed from other agencies) to fill these positions if there is ongoing			this reporting period. 4/30/2021- DHS reported the 'hiring freeze' has been lifted and are working to secure the budget for these positions. IVV will	and severity of impact and lower the overall
					difficulty in finding permanent hires. 5/31/2021 - DHS continue to work			continue to monitor. 3/31/2021 - No material update to this finding in this	rating for this
					with the appropriate organizations to identify the funds necessary to fill			reporting period. 2/28/2021 -No material update to this finding in this 02/08/2021 - Brian Donohoe does not agree with IVV's high-criticality r.	nting risk.3/3/2020 - The AS
			As reported in various project meetings, several key DHS PMO, BES and ASI		these positions In progress The state should document a transition plan			reporting period. Note - Previously this finding was addressing DHS PMO on this Finding (#43) and DHS rolled out the DHS Product Owner Roles a	nd PM stated the Project
			project team members are planning to retire or leave the project within the		for the project and PMO resources as identified in the RFP (reference RFP			and DHS BESSD staff, they were split during this reporting period to Responsibilities to the DHS team on January 29, 2021. (Gary provided the	e Coordinator position is
DHS PMO project team members have			next rew months or nave aiready transitioned off the project. While there	The key resources leaving the BES Project provide knowledge and history of DHS and its software, solutions, and business processes, along with a level	section 3.4.3 'DHS Staffing'). The plan should include the possible COVID-19			accommodate different status updates and criticality ratings. The BESSD Final DHS Product Owner Roles and Responsibilities document to IVV or Staff are now in finding #65, 01/31/2021 - DHS assigned several BESSD staff 02/8/2021, 06/30/2020 - Mark Choi is becoming more involved in the	filled and they will begin work on
transitioned off the Project, which may			not been documented. In January, the ASI did announce and introduce an	of consistency and continuity to the extended project team. This experience	resources Closed The ASI should document a transition plan for each key			to the project team this month and they are in the onboarding process. The project. Involved in Arch decisions and PM decisions around tool sets,	3/9/2020, transition
cause gaps in knowledge transfer and		Project	interim Project Manager, but a plan for a permanent replacement is not	and knowledge is critical for the BES DDI and KOLEA Modifications, and	resource as required by the RFP (reference RFP section 3.5.1.2 'Benefits			DHS PMO positions remain in an open status. Although many new staff future vision, etc. Day to day PM working closely w/ Gary and Emerald. were added to the project in January, IVV retains this as a high-priority until	We activities from Donna
43 leadership on the Project.	Ryan	Finding - Isst 1/10/2020 Management	currently known.	planning efforts for BES Maintenance and Operations activities.	Eligibility Solution Project Staffing".) - Closed	ASAP 3	5 High Open	were added to the project in January, IVV retains this as a high-priority until have no insight into other DHS staffing. 03/31/22 - The ASI has onboarded a new Lead Architect who will be	will begin next week.
								responsible for managing the system infrastructure which should improve	4/23/21 rap - The ASI
								teapprinter to mininging our system manufacture or industrial mining over clarity around governance, capabilities of the different infrastructure components and how they will be utilized. The strategy for 2 portal	and DHS continue to refine the final plan
								components and how they will be utilized. The strategy for 2 portal	
								integration has been agreed to by DHS OIT, MQD, ASI, and ESI, and	for the two portal
								communicated to the architects and project leadership. The Change Request has been distributed to DHS leadership for review and approval, the related	vision. We expect that final decisions will
								project decisions have been logged, and the high-level architecture is	likely be made during
								available to the project team. 2/28/22 - IVV remains concerned that details	this reporting period
								of the proposed change requests have not been fully communicated to all project stakeholders. If DHS is not able to fund these changes, stakeholders	and communicated to
					- The ASI continue to make updates to the BI-12 System Architecture			project stakeholders. If DHS is not able to fund these changes, stakeholders could be left with little time to respond if exclusions are discovered late into	the project. The ASI refers the IV&V to our
					Deliverable with additional details as they become available and with any			the development phase. The ASI has stated they are close to ophoarding a	refers the IV&V to our February update
					architectural changes are finalized Complete - DHS should finalize the Portal strategy and implementation details and communicate clearly			new lead architect; however, this resource will likely roll off the Project after 6 months. 1/31/22 - The ASI has yet to fully share and vet details of key	regarding
					Portal strategy and implementation details and communicate clearly			6 months. 1/31/22 - The ASI has yet to fully share and vet details of key	Recommendation #3.
					communicate out to stakeholders and project teams. Complete 3/31 - The			change requests with all relevant stakeholders. The ASI plans to review	From our perspective
					Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), MandO, MQD, and			these details with PACXA (subcontractor) in the coming weeks. 12/31/21 - Details of the outstanding draft Change Requests (CRs) have yet to be fully	all necessary actions are complete. If the
			Some platform and BES system architecture decisions have yet to be made		BES systems before finalizing architectural decisions DHS continue to request ASI perform due diligence in any recommendation for foundational			Shared and vetted by all stakeholders and project impacts remain unclear. Delays in providing these details could leave the project and stakeholders	IV&V does not believe
			and socialized to the project. For example, the ASI and DHS have stated that		request ASI perform due diligence in any recommendation for foundational			Delays in providing these details could leave the project and stakeholders	it is Complete we
			they have reached agreement that the project will move forward with		architecture change decisions and continue to review with appropriate DHS			little time to react to significant architecture or other CR changes. 11/29/21 The ASI reported progress in finalizing details of the Two-Portal and GCP	request supporting
				The current project architecture and design should be as representative and inclusive of all known future solution plans as possible. As an example, if	stakeholders to assure a common understanding of the implications of these			The ASI reported progress in finalizing details of the Two-Portal and GCP change requests (CRs) and vetted several key details with DHS. They are	detail.
			It remains unclear if the details of the rationale for this decision or the plan	KOLEA and BES are to move to a single instance of Siebel in the future,	development leads and architecture leads to assure optimal collaboration			also working to finalize some of the architecture components. However, it 06/30/2020 - Combined application is still planned. App still not finalize	nd by 4/23/21 rap - The ASI
Uncertainty and/or a lack of communicati	rtion		for integrating the two instances post go-live have been thoroughly vetted	planning for that integration should be incorporated into the project now. If	on possible architecture changes that could impact decisions in each area.			remains unclear if these changes are fully communicated and vetted by the DHS. From Arch perspective, we are building in Liferay. Future Integrat	on and DHS continue to
around long term architecture decisions could impact the project budget, schedule			and/or documented. Further, there may be some uncertainty around	such significant future changes are not planned for now, the project is likely to see increased complexity, rework, and costs when integrating the two	Maintain current communication processes to ensure regular			larger project team. 10/28/21 - IVV remains concerned with the significant of the portals is still to be determined, but is not more complex than delays in finalizing the Two-Portal, GCP, and Rescheduling change requests	refine the final plan
29 system design, and planning decisions.		Finding - Isss 5/28/2019 Management	whether when/if all environments (including KOLEA and BES production) will be moved to the cloud.	to see increased complexity, rework, and costs when integrating the two systems in the future.	team to assess impacts of architecture decisions to the Project.	ASAB 2	2 Low Open	onlys in trinaizing the Iwo-Portal, GLP, and Rescheduling change requests originally planned for data sharing. If change is made to Adode, this wo (CRs). The Rescheduling CR was previously tracked as the KOLEA ATC CR. require a CR.	vision. We expect that
23 System design, and parining decisions.	IIIIOI3	Telung-124 3/20/2023 Wallagement	WIII DE HIOTEL LO LIVE CIONO.	systems in the locale.	team to assess impacts or architecture decisions to the Project.		2 tow Open	03/31/22 - The Project appears to be making strides in implementing and	9/9/21 RAP - The most
								refining their new SDLC process, though SMEs have indicated the process	recent updates on the
								requires a significant amount of their time and participation in the Project	SDLC have been added
								can take away from their operational duties. DHS provided feedback to IVV that the lack of senior Business Analysts (BAs) is causing confusion in the	
								can take away from their operational duties. DMS provided feedback to NVV that the lack of senior Business Analysts (BAA) is causing conditions in the design process and ASI lack of experite to design the user interface may	SDLC have been added to Confluence as promised. The testing lead will continue in
								can tals away from their operational distinc. Diris provided feedback to NV that the lack of serior Business Analysis ((Bas) is causing condicion in the design process and ASI lack of expertise to design the user interface may result in a cumbernom design. NV remains concrered that cambe design	SDLC have been added to Confluence as promised. The testing lead will continue in her role as testing lead
								can take away from their operational duties. Dick provided feedback to NV that the lack of entry feedbackers sharings fall is causing confusion in the design process and foll lack of engenthe to design the user interface may see the confusion of the confusion are being they planter resource whethout the support of more seedings are being they planter resource whethout the support of more	SDLC have been added to Confluence as promised. The testing lead will continue in her role as testing lead and will also continue
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4