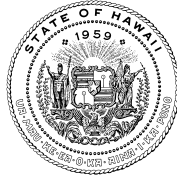


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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ
OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

November 19, 2024

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawai'i 96813

The Honorable Nadine K.
Nakamura Speaker and
Members of the House of
Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawai'i 96813

Aloha Senate President Kouchi, Speaker Nakamura, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within 10 days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawai'i, Department of Labor and Industrial Relations (DLIR) Hawai'i Unemployment Insurance Modernization (Hui Huaka'i) Project

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

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawai'i

Attachments (2)



HUI Huaka'i Project

Department of Labor and Industrial Relations (DLIR)

IV&V Monthly Status Report – **[Draft]**
For Reporting Period: **[September]**

Draft Submitted: October 7, 2024

Final Submitted: November 6, 2024

Overview

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



Executive Summary

*The HUI Huaka'i Project is in a low-risk **Green** status. Currently, the project is in requirement-gathering sessions for tax, benefits, and appeals. The Hawaii UI PMO received and approved the project schedule and project management plan. IV&V is analyzing the schedule and has not reviewed the final PMP submission. The UI Solution Vendor added three additional resources to their project team but has not submitted a final Resource Management Plan.*

The IV&V team reported two (2) preliminary concerns and seven (7) project risks detailed in the IV&V Findings and Recommendations section of this report.

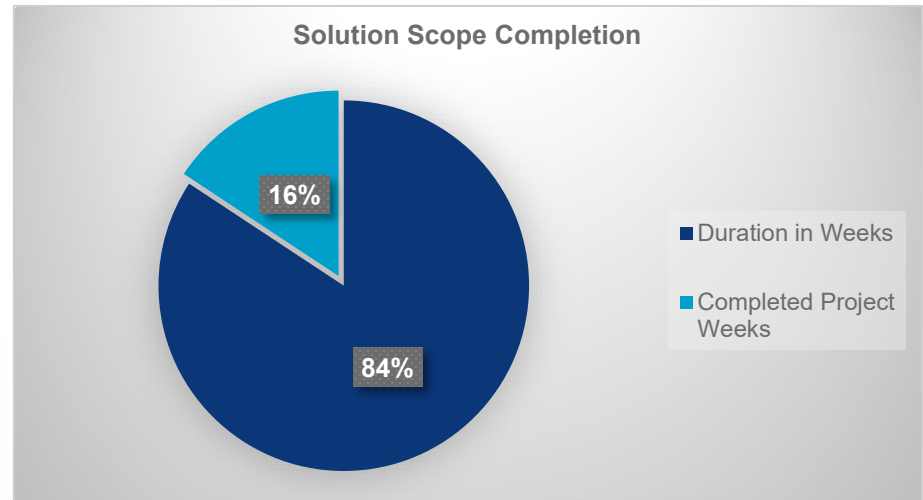
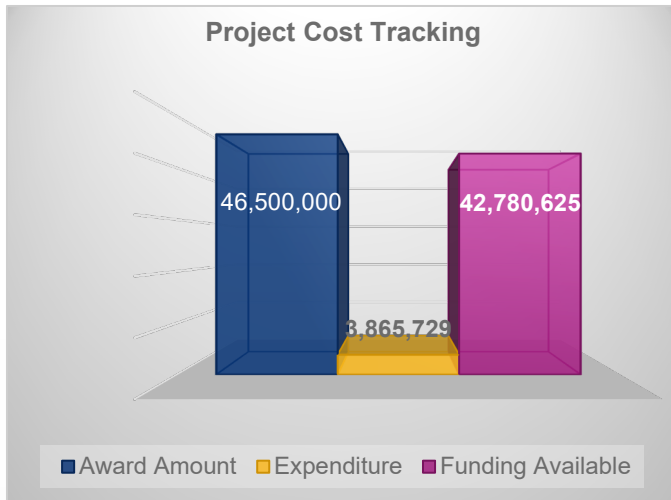
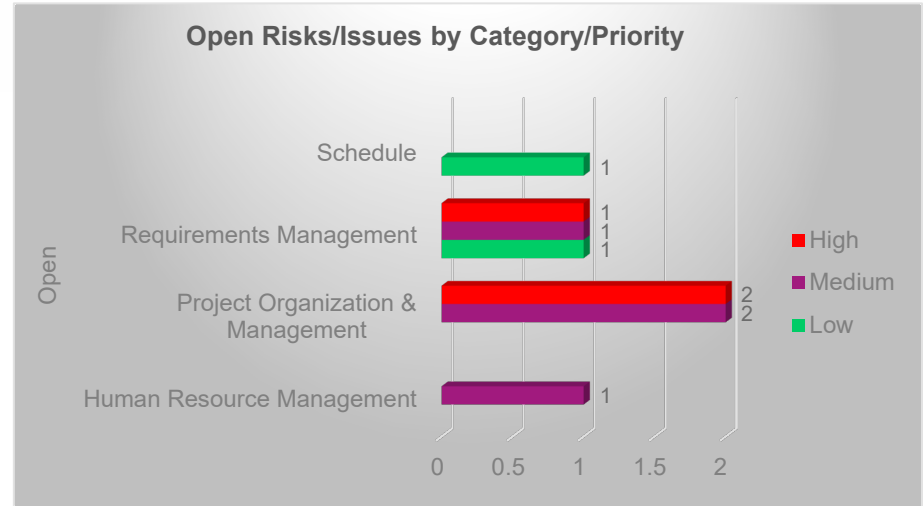
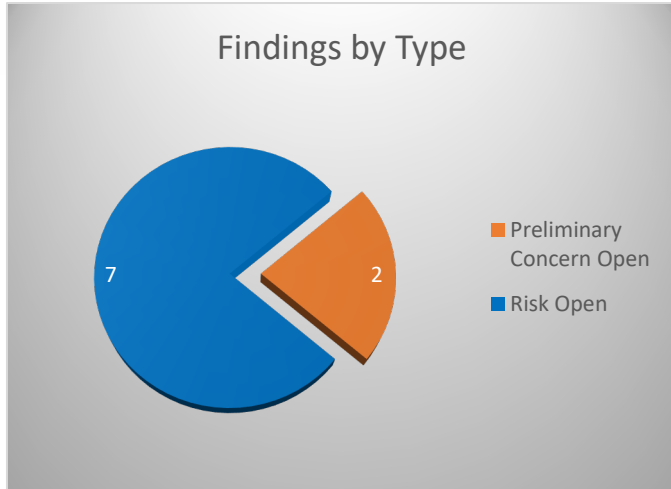
The IV&V team submitted the monthly report in August and completed the review and provided recommendations of five (5) final documents: Communications Plan 2.1, Netacent Risk Management Plan, OCM Strategy Plan, BPR Strategy, and Data Conversion Strategy.

The IV&V team will continue to attend requirement sessions, review project documentation and ADO boards, and make recommendations.



Executive Summary

IV&V identified 9 findings (2 preliminary concerns and 7 risks) for this reporting period. Findings, Risks and Issues, Project Cost, and Scope Completion are represented below.



Executive Summary

2 Months Prior	Prior Month	Current Month	Category	IV&V Observations
L	L	L	Project Organization Management	<p>Project Organization Management is Green with the following Observations:</p> <p>A final draft of the Project Management Plan (PMP) was delivered on September 6, 2024. The Hawaii UI PMO reported in the Project HUI Huaka'i Weekly Project Status Meeting on October 2, 2024, that the PMP was approved. IV&V has not reviewed the final project plan.</p> <p>IV&V has observed improvements in the misalignment of elicitation session agendas. These agendas are now centrally stored in a repository, a positive step towards improving organization and accessibility. However, challenges persist with aligning the agendas with actual meeting content. See finding #10 for the full update.</p> <p>IV&V is concerned that the current agile ceremonies are too brief, which can lead to several drawbacks. While brevity can be advantageous, it's crucial that ceremonies like Sprint Planning facilitate meaningful dialogue and effective collaboration. If discussions are overly short, transparency around team progress and challenges may decrease, negatively affecting collaboration.</p> <p>IV&V Recommends:</p> <ul style="list-style-type: none"> • Based on Scrum Alliance guidelines, additional questions should be asked to ensure the proper execution of a Scrum meeting and Sprint Planning meetings. • As a guideline, IV&V recommends, based on PMBOK Best Practices, the durations for key Scrum events for 2-week Sprints (refer to Finding #20) <p>Related Open Findings:</p> <p>Finding #10 – Misalignment of Elicitation Session Agendas Finding #15 - Project Management Plan – Closed as the PMP was delivered and approved. Finding #19 – Defining a Business Glossary during the Data Conversion Phase Finding #20– Insufficient sprint planning and coordination could lead to inefficient development processes, poor system designs, and project delays.</p>



Executive Summary

2 Months Prior	Prior Month	Current Month	Category	IV&V Observations
L	L	L	Cost and Schedule Management	<p>Cost and Schedule Management is Green with the following Observations:</p> <p>The final project schedule was delivered on September 6, 2024, and the Hawaii UI PMO reported in the Project HUI Huaka'i Weekly Project Status Meeting on October 2, 2024, that the schedule is approved. IV&V is reviewing the approved schedule.</p> <p>IV&V Recommends:</p> <ul style="list-style-type: none"> • Thoroughly reviewing and validating the project schedule with the project team and stakeholders, considering resource availability, constraints, and potential risks. • Obtaining stakeholder approval and setting the schedule as the baseline, i.e., the official project plan, once the schedule is approved. • All tasks that are on the critical path should be highlighted in a different color • Include the eta for completion of the Project Plan date. • Assigning resources to the detailed tasks. <p>Related Findings:</p> <p>Finding #22 - Enhancing Project Clarity: Identifying Critical Tasks in the Project Schedule</p> <p>To maintain schedule clarity, all critical tasks on the project schedule should be explicitly identified using a clear and consistent method (e.g., highlighting). By explicitly identifying critical tasks using a clear and consistent method, the Project Manager can ensure everyone involved is aware of the most important tasks, leading to better prioritization, communication, and, ultimately, a higher chance of project success. The project schedule should follow proper formatting to ensure all stakeholders understand the critical path and are aligned.</p> <p>Finding #9 - Baseline project schedule – Closed as the project schedule has been approved</p>



Executive Summary

2 Month s Prior	Prior Month	Current Month	Category	IV&V Observations
L	L	L	Requirements Management	<p>Requirements Management is Green with the following Observations:</p> <ul style="list-style-type: none"> • There are anomalies with the traceability and linking of the Requirements Traceability Matrix to Feature items in Azure DevOps • Inconsistent use of status tracking fields across requirements gathering teams in the ADO. <p>IV&V Recommends:</p> <ul style="list-style-type: none"> • Including application demonstrations to provide context to requirements sessions would provide valuable context for staff and may benefit OCM • Establishing a standardized process for tracking user story statuses in ADO across all teams, ensuring that both the "Requirement State" and "State" fields are used consistently. <p>Related Findings: Finding #4 – Traceability Concerns in Requirements Traceability Matrix and Azure DevOps Feature Items Finding #11 – Pace of Requirement Completion – Closed 9/26 Finding #18 – Inconsistent Use of Status Fields in ADO Boards for Benefits and Tax Teams</p>



Executive Summary

2 Months Prior	Prior Month	Current Month	Category	IV&V Observations
L	L	L	System Architecture and Design	<p>There are no updates for this period.</p> <p>In July, IV&V reviewed and provided recommendations on the Implementation Strategy document, versions 1 and 2. Overall, the Implementation Strategy document creates a good framework for their approach and future documentation. High-level strategy and objectives were provided, and the expectation was that more detailed plans and information would be contained in the Go Live Playbook. Until the Go Live Playbook is finalized, IV&V cannot validate many of its observations and findings. Several recommendations were made for inclusion in the Playbook.</p> <p>IV&V Recommends:</p> <ul style="list-style-type: none"> • Include physical posture for user readiness in the Go Live Playbook or future documentation. • The Go Live Playbook or Implementation plan should include information regarding operational readiness. • Inclusion of an implementation strategy checklist.



Executive Summary

2 Months Prior	Prior Month	Current Month]	Category	IV&V Observations
L	L	L	Testing (Sprint, Unit, System, Integration, UAT)	<p>There are no updates for this period.</p> <p>In July, IV&V reviewed and provided recommendations on version 1 of the Testing Strategy document. The strategy document created a good baseline, but IV&V expects additional information to be included, as reflected in the comments and recommendations.</p> <p>IV&V Recommends:</p> <ul style="list-style-type: none"> • Including more details about how tools will be utilized, as well as information on environments and configuration/data posture. • Including additional information in future documentation regarding the traceability of requirements and how these requirements will influence the definition, creation, and execution of test cases. • Including more details on methodology and phases, or planned levels, of testing that will be executed (unit testing, regression, system integration, acceptance, etc.) • Including a high-level testing schedule detailing activities, milestones, and retesting activities, in future documentation. • Including information regarding a regression strategy in future documentation.
L	L	L	Operational Preparedness	<p>There are no updates for this period.</p>



Executive Summary

[2 Months Prior]	[Prior Month]	[Current Month]	Category	IV&V Observations
L	L	L	Data Conversion / Management	<p>Data Conversion / Management is Green with the following Observations:</p> <p>The weekly Data Conversion and Data Cleansing meetings are progressing well. Data Conversion activities continue to be focused on completing the Data Dictionary (DD). The Data Cleansing vendor is identifying optimal business rules that will ensure high-quality data for HI DLIR's modernization efforts. They are leveraging SAP Information Steward, a robust software solution designed to enhance data quality through profiling, monitoring, and policy management. Each month, the Data Cleansing vendor executes data rules and delivers a data quality scorecard.</p> <p>The project manages Data Dictionary tasks through a Conversion Traceability matrix maintained in Excel. Data Cleansing tasks are managed through sprint boards in Azure DevOps (ADO). IV&V anticipates the Data Cleansing vendor providing IV&V access to the Data Cleansing Boards. However, the UI Solution vendor is not going to provide IV&V access to the Data Conversion Boards in favor of using the Conversion Traceability matrix. IV&V has lowered the priority from "High" to "Low".</p> <p>IV&V reviewed the Final version of the Data Conversion Strategy document and had similar comments to versions 1 and 2. Overall, IV&V found the strategy document to be sufficient and expects some areas, such as error tracking and staffing, to be elaborated upon in future documentation such as the Data Conversion Plan.</p> <p>IV&V recommends:</p> <ul style="list-style-type: none"> • A rollback plan and process are included in future documentation. • Including a project schedule detailing data conversion processes in future documentation. • Creating a risk to the project for the lack of legacy data documentation, such as a data dictionary. • Including legacy data source information in future documentation. • Including a more in-depth training approach for conversion procedures and activities in future documentation. • Defining a business glossary during data conversion. While defining a business glossary is not always the primary focus of the conversion process itself, integrating one into the data conversion phase can enhance overall data management. It is a strategic and beneficial practice.
L	L	L	Security	There are no updates for this period.












Executive Summary (cont'd)

2 Months Prior	Prior Month	Current Month	Category	IV&V Observations
L	L	L	Training / Knowledge Transfer	<p>There are no updates for this period.</p> <p>In July, IV&V reviewed and provided feedback on the UI Solution Vendor's Training Plan, Version 2. The updated version includes a high-level timeline for training analysis, training development, train-the-trainer preparations, train-the-trainer training, final training, and refresher training.</p> <p>IV&V Recommends:</p> <ul style="list-style-type: none"> Define the scope of work to be accomplished as the project progresses and recommend including a more detailed timeline for conducting each activity and when classroom, online, in-person, and webinar training classes will occur. Ensure all training participants are informed; a definitive list of prerequisites and pre-assessments should be identified and communicated to all the training participants ahead of time for effective planning. In Version 1 of the plan, a list of six (6) deliverables (Training Plan, Training Needs Assessment, Training Curriculum, Training Artifacts, Training Assessment, and Training Performance Monitoring Report) were included. However, this list was missing in version 2. The latest version should be updated to include this list and the due dates for each deliverable. Include the roles and responsibilities of key UI Solution Vendor training personnel to better understand the UI Solution Vendor's role in providing training.
L	L	L	Interfaces	<p>There are no updates for this period.</p>
L	L	L	Quality Management	<p>There are no updates for this period.</p>



Executive Summary

2 Months Prior	Prior Month	Current Month	Category	IV&V Observations
			Software Development	There are no updates for this period.
			Human Resources Staffing Management	<p>Human Resources Staffing Management is trending Yellow with the following Observations:</p> <p>The Resource Management Plan is being revised. The project has added three (3) new contractors who will initially assist with Appeals Requirements Gathering. Typically, Hybrid Agile projects require an increased level of customer engagement through all phases. Overreliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals but also present a risk of significant project disruption in the event of their departure.</p> <p>IV&V is concerned that the lack of sufficient resources in other areas may introduce several risks:</p> <ol style="list-style-type: none"> 1. Delays in Project Timeline: Key tasks may remain incomplete, resulting in overall project delays. 2. Resource Shortages: A lack of manpower could overburden existing team members, negatively impacting productivity and quality. 3. Scope Creep: Struggling to meet original goals may lead to scope changes that complicate timelines and budgets. 4. Lower Quality Deliverables: Insufficient skills and expertise may compromise the quality of work, affecting project success. 5. Increased Risk of Burnout: Increased workloads may lead to burnout among existing staff, leading to turnover and further resource challenges. 6. Stakeholder Dissatisfaction: Delays or poor-quality outcomes can frustrate stakeholders, potentially damaging relationships and trust. <p>IV&V Recommends:</p> <ul style="list-style-type: none"> • Monitoring and tracking project resourcing as resources are onboarded/offboarded and the impact onboarding/offboarding has on team dynamics, team morale, project momentum, productivity, re-assignment of responsibilities, and knowledge transfer (KT). • Hire the planned contractors <p>Related Findings:</p> <p>Finding #3 – Monitor and Track Project Resourcing</p>
			Scope Analysis	There are no updates for this period.



Executive Summary (cont'd)

2 Months Prior	Prior Month	Current Month	Category	IV&V Observations
L	L	L	Contract Management	<p>Contract Management is Green with the following Observations:</p> <p>The HUI Huaka'i Project gave UI Solution Vendor a Vendor Improvement Action Plan early in the project to establish a common understanding of the State's expectations. Additionally, they established a weekly review process to ensure the vendor remediated issues. Delivering a Vendor Improvement Action Plan early in the project clearly establishes the vendor's expectations so that small problems don't become larger issues as the project progresses.</p> <p>The Hawaii UI PMO meets with the UI Solution Vendor weekly to assess performance. IV&V did not attend remediation meetings between the UI Solution Vendor and the Hawaii UI PMO in September.</p> <p>IV&V Related Findings:</p> <p>Finding #16: Project Vendor on a PIP</p>
L	L	L	Communication Management	<p>Communication Management is Green with the following Observations:</p> <p>In September, IV&V reviewed the Communications Plan. The documents were measured against standards, including CMMI-DEV, PMBOK, and ISO/IEC. The Communications Plan is a comprehensive guide for communicating information, detailing what to share, when, with whom, and how. The plan identifies stakeholders and describes the creation of a quadrant graph as a stakeholder register, capturing details such as engagement, influence, and impact levels. Additionally, the plan outlines methods for reporting project status, issues, risks, and mitigation strategies.</p> <p>IV&V Recommends:</p> <ul style="list-style-type: none"> The Project develops a Stakeholder Management Plan to identify and prioritize stakeholders, ensuring their needs and expectations are effectively addressed to enhance communication and increase project success. While the Communications Plan outlines performance measurement, IV&V suggests implementing tools such as variance analysis and forecasting methods to further assess project performance.



Executive Summary (cont'd)

2 Months Prior	Prior Month	Current Month	Category	IV&V Observations
L	L	L	Organizational Change Management	<p>Organizational Change Management is Green with the following Observations:</p> <p>The current OCM meetings are running smoothly without any issues. The Bento sessions started with Employer Registration Part 1 on 09/18/24, with additional meetings scheduled in October. The Project HUI Huaka'i Intranet site was updated on 9/13/24. The September 2024 project update email was sent out on 9/13/2024.</p>
L	L	L	Risk & Issue Management	<p>Risk and Issue Management is Green with the following Observations:</p> <p>The UI project team has bi-weekly Risk Management Meetings on Fridays. The Risk Management Plan was measured against standards such as the PMBOK. IV&V has reviewed the Final Risk Management Plan, which now incorporates several of IV&V's earlier recommendations. IV&V has provided additional feedback through a document review checklist.</p> <p>IV&V Recommends:</p> <ul style="list-style-type: none"> • Defining all relevant inputs and outputs in the risk management process in an appendix. • Considering risks at two levels (i.e., individual and overall) within the project. • Detail the five steps of the vendor's risk management framework and include all relevant inputs and outputs for each step. • Incorporating stakeholder risk appetite and thresholds into the plan. • Outlining the communication plan for risk management. • Listing all relevant vendors, related state agencies, and third-party administrators (TPAs) with the relevant stakeholder types when defining the different roles and responsibilities. • A section that lists the tools and software used for risk management is included. • Including a section that outlines the training requirements for the project team on risk management practices and initiatives.



Executive Summary (cont'd)

2 Months Prior	Prior Month	Current Month	Category	IV&V Observations
L	L	L	Technical Architecture	<p>There are no updates for this period.</p> <p>In July IVV reviewed the Technical Architecture Strategy Version 1.0 document. The Final Technical Architecture Strategy document should include the following:</p> <p>IV&V Recommends:</p> <ul style="list-style-type: none"> • Documenting how the technical architecture supports the business vision, business objectives, and goals. • Clarifying Data Station's .NET design framework and version. • Elaborating on modern Angular or React-based UI development or moving in that direction. • Provide an overview of the different Data Station modules and illustrate how they interact/ flow with each other. • Including an appendix with an inventory of technologies, databases, tools, services, and third-party applications to be used. • Provide information about data sources. • Provide examples or evidence of how scalability is achieved. • Documenting how the architecture would address potential single points of failure, redundancy, unexpected traffic spikes, and failover scenarios. • Providing more information about Data Management. • Documenting the governance policies that would be established and the maintenance responsibilities.



Organizational Change Management

The current OCM meetings are running smoothly without any issues. The Bento sessions started with Employer Registration Part 1 on 09/18/24, with additional meetings scheduled in October. The Project HUI Huaka'i Intranet site was updated on 9/13/24. The September 2024 project update email was sent out on 9/13/2024. All UI Solution Vendor and Hawaii UI PMO OCM roles are filled and there are no vacancies to report.

OCM Activities

	Date
Project kick-off	3/20/24
Site visits to internal groups (17 Sessions)	4/17/2024 - 5/14/2024
Stakeholder interviews/analysis (15 Interviews)	7/2/2024 – 7/19/2024
Bento Sessions	
• Claim and Claimant	5/30/24
• Tax	6/4/24
• Appeals	7/8/24
• Monetary Determination	8/7/24
• Employer Registration	9/18/24
Project Advisory Committee (PAC)/External Stakeholders outreach	
• Initial PAC meeting held	8/28/24
Project HUI Huaka'i Intranet site	
• Site Live email sent	8/9/24
• Update published	9/13/24
Project Update Communications	
• September 2024 project update email sent	9/13/24



IV&V Findings and Recommendations

L Project Organization Management

The following slides list the findings in each category (focus area) that IV&V tracks throughout the project. Criticality ratings are provided by category and finding. Findings are itemized and described, including the impact on the project and recommendations for mitigating risk. A separate findings log spreadsheet can be referenced as supporting documentation to provide greater detail on each IV&V finding.

Findings will include Issue Analysis (Open/Closed Issues), Risks/Concerns/Observations/Deficiencies, and Recommendations for Remediation.

#	Key Findings	Criticality Rating
10	<p>Preliminary Concern – Misalignment of Elicitation Session Agendas: IV&V observed that the agendas provided for the elicitation/requirements sessions are not consistently provided and not consistently accurate. This often leads to misalignment with the actual discussions during the meetings. Participants are instructed to prepare by reading and familiarizing themselves with the user stories and features to be discussed. However, the sessions often diverge from the prescribed agenda.</p> <p>Additionally, the meeting minutes, while accurately reflecting the discussions that took place, need to match the agenda distributed beforehand. This inconsistency hinders participants' engagement, leading to inefficiencies and a lack of productive engagement.</p> <p>Analysis and significance: As a result of inconsistent and inaccurate agendas, participants are unable to adequately prepare for sessions, leading to ineffective discussions and a lack of productive engagement. The discrepancies between the meeting minutes and the agenda further exacerbate these inefficiencies, potentially hindering the progress of elicitation activities.</p>	Medium

Recommendations	Status
Recommendations found on the following slide*	

IV&V Findings and Recommendations

L Project Organization Management

Recommendations	Status
<p>IV&V Recommends:</p> <ol style="list-style-type: none">1. Ensuring that meeting agendas are closely followed during Elicitation sessions to provide structure and allow participants to prepare and engage effectively.2. Communicate any changes to the agenda in advance to give participants ample time to adjust their preparations.3. Implement feedback to gather participant input on meeting effectiveness	Open
Update(s)	
<p>9/26/2024</p> <p>During this reporting period, IV&V observed similar issues with the misalignment of agendas and meeting minutes. Over a four-week period, IV&V observed that of the 14 user stories listed in the agenda, 0 were discussed during the sessions. The meeting minutes reported 15 different user stories that were discussed. Additionally, one week of agendas and meeting minutes uploaded to the repository and emailed out were for the incorrect week.</p> <p>No actions to resolve have been taken this reporting period.</p>	

IV&V Findings and Recommendations

L Project Organization Management

#	Key Findings	Criticality Rating
12	<p>Risk – IV&V has identified several concerns during the initial development phase kickoff, first benefit sprint planning meeting, and daily scrum meetings:</p> <ul style="list-style-type: none">- Short Meeting Duration: The Benefit Sprint Planning meeting lasted only 15 minutes, raising concerns about the depth and effectiveness of discussions. It is unclear if all key participants were involved in this critical meeting, which ties to another finding regarding the involvement of stakeholders.- Lack of Discussion on Story Movement: There was no discussion about the reasoning behind stories being moved from the backlog to the current sprint cycle. This lack of clarity could lead to confusion regarding prioritization, decision-making processes, and the project's alignment with its goals.- Ineffective Scrum Meetings: The first daily scrum meeting lasted two minutes, with no substantial updates shared. This suggests that the scrum meetings may not be utilized effectively to track progress, which could delay the identification and resolution of potential issues.- Lack of Detail in Stories: The stories presented in the sprint lacked sufficient detail. This could lead to misunderstandings, incomplete work, and difficulties in estimating the effort and resources required for tasks.	High
Recommendations		Status
<i>Recommendations found on the following slide*</i>		



IV&V Findings and Recommendations

L Project Organization Management

Recommendations	Status
<p>IV&V recommends: The HUI Huaka'i project has 2-week development Sprints. IV&V recommends:</p> <ul style="list-style-type: none">- Based on Best Practices, the following durations for key Scrum events for 2-week Sprints:<ol style="list-style-type: none">1) Sprint Planning, up to 4 hours.2) Daily Scrum, 15 minutes.3) Sprint Review, 2-4 hours.4) Sprint Retrospective, up to 1.5 hours.- Leveraging the Stakeholder register and RACI to ensure adequate participation and approval from state staff.- Extending the duration of sprint planning meetings to ensure thorough discussion and involve all key stakeholders.- Incorporating a detailed review of story movement from the backlog to the current sprint during sprint planning to clarify prioritization and decision-making.- Utilizing daily scrum meetings to provide meaningful updates on progress, blockers, and next steps. Ensure full team participation.- Enhancing the level of detail in stories to improve clarity and accuracy in execution and planning.	Open - Initial Report/ Recommendation

Update(s)

N/A



IV&V Findings and Recommendations

L Project Organization Management

#	Key Findings	Criticality Rating
15	Risk – IV&V had concerns that the PMP was not delivered during the August reporting period, however, a final draft was delivered on 9/6/2024 and is currently under review. PMBOK best practices recommend developing the Project Management Plan (PMP) during the planning phase to ensure that teams meet vital benchmarks for project completion. The PMP establishes the project scope granularly and establishes risks, timelines, milestones, and budget. Without a PMP, there is no blueprint for project completion and no control over the execution of project phases. The lack of a finalized PMP could lead to uncertainty around project scope and uncertainty about how the project will be executed or managed, which can reduce overall project cadence, productivity, and accountability.	High

Recommendations	Status
IV&V recommends finalizing the project management plan as soon as possible.	Open - Initial Report/ Recommendation

Update(s)
Draft PMP was delivered to the Hawaii UI PMO on 9/6/2024. The Hawaii UI PMO reported in the Project HUI Huaka'i Weekly Project Status Meeting on October 2, 2024, that the PMP was approved. IV&V has not reviewed the PMP.



IV&V Findings and Recommendations

L Project Organization Management

#	Key Findings	Criticality Rating
19	<p>Risk – Defining a Business Glossary during the data conversion phase: <i>Not defining a Business Glossary during the data conversion phase can lead to several disadvantages.</i></p> <p>A Business Glossary is a comprehensive repository that defines key business terms, concepts, and relationships within an organization, and has clear definitions for data. It provides clear and consistent definitions to ensure that everyone in the organization understands and uses the same terminology in the same way. Developing and documenting standard data definitions reduces ambiguity and improves communication.</p> <p>The project commenced data conversion and data cleansing activities in June 2024 and these activities are on-going. However, no work has commenced on defining a Business Glossary. While defining a Business Glossary is not always the primary focus of the conversion process itself, integrating one into the data conversion phase can enhance overall data management. It is a strategic and beneficial practice.</p> <p>Business glossaries have the following objectives:</p> <ol style="list-style-type: none">1. Foster a shared understanding of key business concepts and terminology.2. Minimize the risk of data misuse caused by inconsistent interpretations of these concepts.3. Improve alignment between technical assets and the business organization by bridging naming conventions <p>Not defining a Business Glossary during the data conversion and data cleansing phase can lead to several disadvantages:</p> <ol style="list-style-type: none">1. Miscommunication: Without a shared understanding of terminology, team members may interpret data differently, leading to confusion and errors. (continued on the next slide)	Medium

IV&V Findings and Recommendations

L Project Organization Management

#	Key Findings	Criticality Rating
	<ol style="list-style-type: none"> 2. Inconsistent Data: Variations in terms can result in inconsistencies in data mapping and conversion, compromising data quality. 3. Increased Errors: Ambiguities in definitions may lead to mistakes in data extraction, transformation, and loading processes. 4. Inefficiency: Team members may spend extra time clarifying terms and resolving misunderstandings instead of focusing on critical tasks. 5. Stakeholder Disagreement: Different stakeholders may have varying interpretations of terms, leading to conflicts and delays in decision-making. 6. Poor User Adoption: If end users encounter unclear or inconsistent terminology in the converted data, it may hinder their ability to effectively use the new system. 7. Difficulty in Compliance: Regulatory or compliance requirements may be harder to meet without clear definitions, increasing the risk of non-compliance. (continued on the next slide) 8. Limited Data Governance: A lack of a business glossary can weaken data governance efforts, making it challenging to maintain data integrity and accountability. 9. Longer Training Time: New users may require more extensive training to understand the data, as they lack a reference point for definitions. 10. Compromised Reporting and Analytics: Inconsistent terminology can lead to inaccurate reporting and analysis, impacting strategic decision-making. <p>Based on Best Practices (in the <i>DAMA - DMBOK 2nd edition</i>), establishing a business glossary is necessary. It helps ensure clarity, consistency, and effective communication throughout the data conversion and data management processes. (continued on the next slide)</p>	Medium
Recommendations		Status
<i>Recommendations found on the following slide*</i>		

IV&V Findings and Recommendations

Project Organization Management

Recommendations	Status
<p>IV&V recommends establishing a Business Glossary as it helps ensure clarity, consistency, and effective communication throughout the data conversion process. Incorporating a Business Glossary during data conversion and cleansing not only ensures the success of the project but also lays the groundwork for ongoing data quality, governance, and effective communication within the organization.</p>	Open



IV&V Findings and Recommendations

L Project Organization Management

#	Key Findings	Criticality Rating
20	<p>Risk – Having agile ceremonies that are too brief can lead to several disadvantages: <i>Insufficient sprint planning and coordination could lead to inefficient development processes, poor system designs, and project delay.</i></p> <p>There is currently a lack of depth of questions being asked during the Daily Scrum. There are missing standard questions that address an understanding of what is being completed from the previous day and understand if any issues need to be addressed. This could lead to missed issues and work not being completed within the project schedule. This could result in missed deadlines and extended timelines due to issues not being addressed.</p> <p>IV&V has noted that at least in one meeting, no developers attended the meeting.</p> <p>Brevity can be beneficial but it's important to ensure that agile ceremonies, e.g., Sprint Planning, allow for meaningful dialogue and effective collaboration. If discussions are too brief, transparency regarding team progress and challenges may diminish, impacting collaboration.</p> <p>After reviewing the UI Solution Provider's RFP Response Without OF11-Netacent_RFPResponse_WithoutOF11_Redated.pdf page 45, it is shown that the UI Solution Provider explains what happens while utilizing a hybrid approach but does not convey the practice of a hybrid approach. Based on the Scrum Alliance, some basic questions such as:</p> <ul style="list-style-type: none">• What did you do yesterday to support the team's progress toward the sprint goal?• What will you do today to support the team's progress toward the sprint goal?• Are there any impediments blocking your progress or the team's progress toward the sprint goal?	Medium

IV&V Findings and Recommendations

L Project Organization Management

#	Key Findings	Criticality Rating
	<p>Having agile ceremonies that are too brief can lead to several disadvantages:</p> <ol style="list-style-type: none">1. Inadequate Discussion: Key topics may be rushed, preventing thorough discussion and leading to unresolved issues.2. Lack of Engagement: Team members may feel pressured to speak quickly, resulting in less meaningful participation and lower engagement.3. Missed Insights: Important insights or feedback may be overlooked if there isn't enough time to delve into details.4. Poor Decision-Making: Quick decisions may be made without sufficient information or input, increasing the risk of errors.5. Increased Frustration: Team members may feel frustrated if they can't fully express their thoughts or concerns, potentially leading to dissatisfaction.6. Incomplete Action Items: There may not be enough time to clearly define action items or follow-ups, leading to confusion about responsibilities.7. Limited Team Cohesion: Brief ceremonies can hinder relationship building, reducing team cohesion and trust over time.8. Higher Risk of Misalignment: Brief meetings may fail to ensure that everyone is on the same page regarding goals and priorities.	Medium
Recommendations		Status
<p>IV&V recommends, based on Scrum Alliance guidelines, that additional questions should be asked to ensure the proper execution of a Scrum meeting and Sprint Planning meetings. As a guideline, IV&V recommends based on PMBOK Best Practices, the following durations for key Scrum events for 2-week Sprints:</p> <ol style="list-style-type: none">1. Sprint Planning, up to 4 hours.2. Daily Scrum, 15 minutes.		Open

IV&V Findings and Recommendations

L Project Organization Management

Recommendations	Status
<p>3. Sprint Review, 2-4 hours.</p> <p>4. Sprint Retrospective, up to 1.5 hours.</p> <p>These timeboxes are recommended to keep the events efficient and focused, ensuring the team spends most of their time on value-adding work while still having enough time for planning, inspection, and adaptation.</p>	Open



IV&V Findings and Recommendations

L Project Schedule and Cost Management

#	Key Findings	Criticality Rating
9	Risk—Baseline the Project Schedule: The Project Milestone Performance section in the HUI Huaka'i Weekly Status report for the week ending September 29, 2024, has the baseline completion date of the project schedule as 9/29/2024. IV&V had concerns that the schedule was not delivered during the August reporting period. However, a draft project schedule was delivered on September 6, 2024, and is currently under review. The target date of 9/20/2024 for finalizing the baseline has not been met.	High
Recommendations		Status
<p>Baselining a project schedule is a critical step in project management. It ensures that the planned schedule is set as the standard for measuring progress and performance.</p> <p>IV&V recommends:</p> <ul style="list-style-type: none"> • Conducting a thorough review of the schedule with the project team and stakeholders. • Validating the schedule's feasibility. Resource availability, constraints, and potential risks should be considered when validating feasibility. • Obtaining stakeholder approval. • Setting the baseline: Once the schedule is approved, set it as the baseline, i.e., the official project plan. Ensure that the baseline is clearly documented and communicated to all stakeholders. 		Open
Update(s)		
Draft project schedule was delivered to the Hawaii UI PMO on 9/6/2024. The Hawaii UI PMO reported in the Project HUI Huaka'i Weekly Project Status Meeting on October 2, 2024, that the Project Schedule was approved. The Project Schedule is still being reviewed by IV&V.		



IV&V Findings and Recommendations

L Project Schedule and Cost Management

#	Key Findings	Criticality Rating
22	Risk—Enhancing Project Clarity: Identifying Critical tasks in the Project Schedule: To maintain schedule clarity, all critical tasks on the project schedule should be explicitly identified using a clear and consistent method (e.g., highlighting). By explicitly identifying critical tasks using a clear and consistent method, the Project Manager can ensure everyone involved is aware of the most important tasks, leading to better prioritization, communication, and, ultimately, a higher chance of project success. The project schedule should follow proper formatting to ensure all stakeholders understand the critical path and are aligned.	Low
Recommendations		Status
IV&V recommends: <ul style="list-style-type: none">All tasks that are on the critical path be highlighted in a different color.		Open
Update(s)		

IV&V Findings and Recommendations

L Requirements Management

#	Key Findings	Criticality Rating
4	<p>Risk – Traceability Concerns in Requirements Traceability Matrix and Azure DevOps Feature Items: <i>IV&V identified anomalies with the traceability and linking of Requirements Traceability Matrix items to Feature items in Azure DevOps. During the review of the tax backlog features, IV&V found that 91 out of 149 Tax Features had no link to an existing Requirement. Several features were identified with the same title as an existing Requirement but were not linked (e.g., T1.71 is not linked to a feature, yet there is a feature with the same title within the tax backlog that isn't linked, such as Feature #39125). Numerous work items in Azure DevOps displayed related items listed as "Work item not found or no permission." Lack of traceability and proper linking can lead to incomplete or inaccurate tracking of project requirements and features. Potentially corrupted links may hinder project progress and cause delays. Misalignment between requirements and features could result in unmet project objectives.</i></p>	Medium

Recommendations	Status
<p>IV&V recommends conducting a thorough review of all related items in Azure DevOps to identify and correct any corrupted or missing links. Additionally, IV&V recommends establishing a routine audit process to ensure ongoing traceability and proper linking of requirements to features. If needed, additional training or guidance to team members on the importance of maintaining accurate and consistent links between requirements and features in Azure DevOps could be helpful.</p>	Open

Update(s)
<p><i>Updates found on the following slide*</i></p>



IV&V Findings and Recommendations

L Requirements Management

Update(s)

9/26/2024 –

During this reporting period, IV&V executed a similar analysis for the Benefits RTM and found that of the total 248 features, 125 lack a link to an existing requirement in the RTM. IV&V recommendations remain the same to review the RTM and address traceability concerns.

8/26/2024 –

IV&V reviewed the tax backlog again and found that two more features have been added to the backlog, bringing the total to 151 tax features. Of these, 92 features still need a link to an existing requirement, further exacerbating the traceability concerns. Limited progress has been identified with this risk. According to the 20240901 Project HUI Huaka'i Weekly Status Report, the UI Solution Vendor has partnered with a subcontractor to supplement in the areas of Requirements Gathering. Recommendations remain consistent.



IV&V Findings and Recommendations

L Requirements Management

#	Key Findings	Criticality Rating
11	<p>Closed 9/26/2024 – Risk – Pace of Requirement Completion: <i>At the current pace of completing User Stories in the Tax Backlog, IV&V is concerned that the team will not be able to complete all 186 user stories in the allotted 120 days without adding additional resources.</i></p> <p><i>Supporting Evidence with current resources (As of 7/24/2024):</i></p> <p><i>Current Progress</i></p> <ul style="list-style-type: none"> - <i>Current Duration Completed: 20% of 120 days = 24 [business] days</i> - <i>User Stories Started: 11% of 186 = 20 items</i> - <i>User Stories Completed: 1% of 186 = 2 items</i> <p><i>Planned (Expected Completion Rate at the current 20% duration mark, ideally):</i></p> <ul style="list-style-type: none"> - <i>User stories that "should" have been completed: 20% of 186 = ~37 items</i> <p><i>Required/Ideal completion rate for timeliness:</i></p> <ul style="list-style-type: none"> - <i>Weekly Rate: Remaining Items/Remaining Weeks = 13.5 User Stories per week (184/13.6)</i> <p><i>This rate is significantly higher than the current pace of completion.</i></p> <p><i>As a result of the current pace of completing User Stories, the project is at risk of significant delays. The discrepancy between the ideal and actual rates of completion could lead to extended timelines and cascading impacts on dependent project activities such as development and testing. If not addressed, these delays may affect the overall project delivery and success.</i></p> <p><i>IV&V understands that these metrics are based on planned and expected, or ideal, rates. The project and completion rates will realistically vary throughout the requirements phase.</i></p>	High
Recommendations		Status
Recommendations found on the following slide*		

IV&V Findings and Recommendations

L Requirements Management

Recommendations	Status
<p>IV&V recommends:</p> <ol style="list-style-type: none">1. Assessing the current resources and their allocation, creating a recovery plan to reach the expected progress.2. Optimizing meeting agendas and format of elicitation sessions to allow for efficient preparation and turnaround of User Stories.3. Ensure individuals are held accountable and responsible for different stages of the User Story, in that they are responding and approving in a timely manner.	Closed
Update(s)	
<p>Close this finding as of 9/26/2024: During this reporting period, an official project schedule was delivered to IV&V, which provided different dates for requirements gathering. IV&V is closing this finding as the calculations and empirical evidence are no longer accurate. IV&V will be analyzing the new schedule to determine if requirements gathering is still on track.</p>	



IV&V Findings and Recommendations

L Requirements Management

#	Key Findings	Criticality Rating
18	<p>Preliminary Concern – Inconsistent Use of Status Fields in ADO Boards for Benefits and Tax Teams: <i>The Benefits and Tax teams are utilizing different fields and categories to track the status of their user stories in Azure DevOps (ADO). Specifically, the Benefits team is using both the "Requirement State" and "State" fields, sometimes in combination, to track the progress of user stories. In contrast, the Tax team appears to be using these fields differently or some fields not at all. This inconsistency may result in discrepancies in project reporting. For instance, several user stories on the Benefits ADO board were found with a "State" field marked as "Review," while the "Requirement State" field was marked as "Done." Alternatively, in the Tax ADO board, a Requirement State field of a user story may be marked as "Done", but the State field displays as "New". These discrepancies raise concerns about the accuracy of project status reports if the teams continue to use their ADO boards inconsistently.</i></p> <p><i>As a result of inconsistent usage of status fields across the Benefits and Tax teams in ADO, there is a potential for inaccurate reporting on project progress and user story statuses. This lack of uniformity could lead to miscommunication, misinterpretation of project status, and potential delays in addressing issues, as stakeholders may not have a clear and accurate picture of project progress. This could result in degraded quality of project tracking and oversight, potentially leading to missed deadlines or unrecognized project risks.</i></p>	Low
Recommendations		Status
Recommendations found on the following slide*		Open



IV&V Findings and Recommendations

L Requirements Management

Recommendations	Status
IV&V recommends establishing a standardized process for tracking user story statuses in ADO across all teams, ensuring that both the "Requirement State" and "State" fields are used consistently. Conduct training sessions for both the Benefits and Tax teams to align their usage of ADO fields. Implement regular reviews of ADO board usage to ensure compliance with the standardized process. Update project reporting procedures to reflect any changes in ADO board usage and ensure accuracy.	Open
Update(s)	
NA	



IV&V Findings and Recommendations

M Human Resource Staffing Management




#	Key Findings	Criticality Rating
3	Risk – Monitor and track project resourcing: <i>It is the nature of IT projects that resources can be onboarded/offboarded during the project's duration. Onboarding/offboarding impacts project areas such as team dynamics, project momentum, and productivity.</i>	Medium

Recommendations	Status
IV&V recommends that the HUI Huaka'i project <ul style="list-style-type: none"> • Monitor and track project resourcing as resources are onboarded/offboarded and the impact onboarding/offboarding has on areas such as team dynamics, team morale, project momentum, productivity, re-assignment of responsibilities, and knowledge transfer (KT). • Provides a Resource Management Plan. 	Open

Update(s)
09/30/2024 - The project has added three (3) new contractors that are going to initially assist with Appeals Requirements Gathering. IV&V is concerned that the lack of sufficient resources in other areas, may introduce several risks: <ol style="list-style-type: none"> 1. Delays in Project Timeline: Key tasks may remain incomplete, resulting in overall project delays. 2. Resource Shortages: A lack of manpower could overburden existing team members, negatively impacting productivity and quality. 3. Scope Creep: Struggling to meet original goals may lead to scope changes that complicate timelines and budgets. 4. Lower Quality Deliverables: Insufficient skills and expertise may compromise the quality of work, affecting project success. 5. Increased Risk of Burnout: Existing staff may face burnout from increased workloads, leading to turnover and further resource challenges. 6. Stakeholder Dissatisfaction: Delays or poor-quality outcomes can frustrate stakeholders, potentially damaging relationships and trust.
08/31/2024 - The UI Solution Provider is updating the Resource Management Plan. IV&V has not reviewed the final Resource Management Plan.

Appendix A – IV&V Criticality Ratings

See definitions of Criticality Ratings below:

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



Appendix B – IV&V Standard Inputs

Artifacts reviewed during the reporting period:

September Project HUI Huaka'i Weekly Status Reports

NetacentRiskManagementPlan_FINAL.

CATCH and HI DLIR Cleansing Meeting Agendas for the weekly meetings in September 2024.

Data Cleansing meeting notes (sent by email) for the weekly meetings in September 2024

[Ongoing UI Data Conversion Weekly.docx](#)

[Development \(Appeals\) Features Backlog - Boards \(azure.com\)](#)

[Development \(Benefits\) Team Epics Backlog - Boards \(azure.com\)](#)

[Development \(Benefits\) Team Sprint 4 Taskboard - Boards \(azure.com\)](#)

Data Conversion Strategy _ FINAL

BPR Strategy _ FINAL

OCM Strategy _ FINAL

Communications Plan 2.1 _ FINAL



Appendix C – IV&V Details

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

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





Solutions that Matter