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STATE OF HAWAIʻI | *KA MOKUʻĀINA O HAWAIʻI*
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA ʻOIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KEʻENA HOʻOLANA ʻENEHANA*

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

May 6, 2025

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

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

Aloha Senate President Kouchi, House 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 ten days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawaiʻi, Department of Human Services, Child Welfare Services Branch, HI-THRIVE Modernization 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 Hawaiʻi

Attachments (2)

Hawai'i Department of Human Services

Child Welfare Services

HI THRIVE (Comprehensive Child Welfare Information System)

HI THRIVE IV&V MONTHLY STATUS DASHBOARD

November 2024

IV&V Monthly Executive Summary

This IV&V Monthly Activity Report (MAR) covers the November 01 – 30 2024 reporting period.

November 2024 IV&V Summary

- One new active Low Observation for this reporting period.
- Technical Project Management IV&V Focus Area is subjectively YELLOW for this period due to lack of an approved Project Schedule. The Project is reporting Green for the November period.
- The Support Focus Area is Green due to efficient HI THRIVE PMO processes in place and managed.
- All other IV&V Focus Areas are Blue for not enough data to report.

The HI THRIVE Project IV&V Contract was executed September 01, 2024 in parallel with the Integration Vendor Cardinality.

The HI THRIVE Project is currently behind in the originally planned delivery of some project artifacts from the Vendor. Timed Vendor deliverable submissions defined by the contract have not been consistently met and quality of some of the provided deliverables has not met the expectations of the HI THRIVE Project Team. IV&V has observed that the HI THRIVE PMO is consistently providing feedback to the Vendor for improvement of timing and quality of deliverables, including feedback from IV&V reviews of Vendor artifacts.

Contributing factors to the documented lack of deliverable quality can be attributed to misunderstandings between the Vendor and the State of Hawaii on contract language and definitions of contract expectations. IV&V has not developed an official observation on contract language disagreements and acknowledges that the HI THRIVE PMO is working internally with Stakeholders to manage this item to closure before it becomes a project risk.

The HI THRIVE PMO has acknowledged and approved a later delivery schedule to Cardinality for SI-3 Solution Orientation Training Materials and SI-4 Vendor Project Management Plan that were due within 30 days of contract execution. IV&V has provided feedback to the HI Thrive PMO on improving contract deliverable management processes and accepts the PMO decision to allow a later delivery. IV&V believes that there are risks to delaying the delivery and implementation of foundational process plans such as the Vendor Project Management Plan, as they define the expectations for how the Vendor will manage and implement the processes necessary for a successful system implementation.

The Vendor has not provided a SI-5 Project Schedule that has been approved by the HI THRIVE PMO Team and the schedule is currently under an iterative review process. IV&V believes that a significant risk to the HI THRIVE PMO's ability to plan resources and assess project health exists without an actionable approved schedule in place. IV&V acknowledges that the HI THRIVE PMO is actively working with the Vendor to achieve approval of the schedule.

IV&V was not aware until the November reporting period that there were misunderstandings on contract requirements or deliverables that were later than expected due to extenuating circumstances related to IV&V onboarding. While the Vendor was involved in multiple project integration approach and deliverable planning sessions immediately after contract execution, IV&V was not able fully participate in project activities involving the Vendor until after November 1.

The IV&V team was able to provide limited engagement during the September and October reporting periods through the development and submission of multiple Deliverable Expectation Documents required by the IV&V contract (Status Report, Monthly IV&V Report, Initial Report, Risk Identification Report, DED Feedback, Deliverable Feedback). IV&V was also able to provide feedback on some of the early non-critical Vendor DEDs and Deliverables.

As of the November reporting period the IV&V team is now fully integrated into the HI THRIVE Project meeting cadence and has achieved visibility into Vendor meetings and integration activities. The IV&V Team is currently receiving all expected communications and documentation from the HI THRIVE PMO and Project as a whole and we are satisfied with our relationship.

IV&V is currently unable to develop an Initial Report with baseline quality, schedule, and other health metrics without an approved schedule. IV&V is contractually unable to develop an IV&V Management Plan and Schedule without an approve Vendor schedule. As a result, without the baseline health metrics from the Initial Report this current monthly report does not include actionable health metrics. IV&V anticipates an approved SI-5 Vendor Project Schedule in the December reporting period and subsequently an approved IVV.1 Management Plan and IVV.4 Initial Report in the January 25 reporting period.

IV&V Active Observations Summary

IV&V Observation Number	Observation Title	IV&V Recommendation	Priority	Observation Type	Status	Date Identified
2.5.1	Limited HI THRIVE PMO Risk and Issue Management Processes	"Recommendation 2.5.1.1 IV&V recommends that the HI THRIVE PMO develop more robust and mature processes for risk and issue management that includes criteria for risks and issues being managed at the workstream level and for workstream and for risks and issues being elevated to project-wide management."	Low	Risk	In Progress	11/01/24

Project and Focus Area Health Summary

This area provides stoplight indicators of overall IV&V assessd Project Health and also indovidual Technical Process Areas that are evaluated by the IV&V Team during the reporting period.

The IV&V Project and Focus Area Health assessments have not formally started, pending the approval of SI-5 Vendor Project Schedule and the subsequent development of the IVV.1 IV&V Management Plan that documents the metrics, processes, and data used to measure and report on the Project Health attributes. IV&V anticipates that the SI-5 Vendor Project Schedule will be approved in the December reporting period and the IVV.1 Management Plan and supporting processes will be available 30 days after SI-5 approval, allowing IV&V to start a baseline Project Health assessment.

IV&V Monthly Overall Project Health

Overall Project Status	Monthly Budget Health	Monthly Quality Health	Monthly Schedule Health	Monthly Scope Health

IV&V Monthly Project Health by Focus Area

IV&V Focus Area	Previous Month's Health	Current Month's Health	Comments
1.0 Technical Project Management			YELLOW due to no approved Vendor Project Schedule.
2.0 Support Process IV&V			
3.0 Solution Architecture			
4.0 Continuous Delivery			
5.0 Product Increment Planning			
6.0 Development IV&V			
7.0 Implementation IV&V			
8.0 Project Closure			

IV&V Monthly Project Health Legend

GREEN	YELLOW	RED	BLUE
Satisfactory – No corrective actions necessary. All life cycle activities conform to requirements. Implemented processes are satisfactory. Risks or issues may exist and contain appropriate mitigation or resolution steps and the project is adequately addressing them. The current technical risk to the project and software quality is low. <10% Variance	Caution – There may be a need for corrective action now or quite soon. Some life cycle activities are not in alignment with requirements. Some processes may require process improvements. Risks or issues are often not identified or contain stale mitigation or resolution steps. The current technical risk to the project and software quality is moderate. > 10% and < 20% Variance	Critical – Escalated for immediate action. Many life cycle activities are not in alignment with requirements. Many processes require corrective action. Risk mitigation is not effective, or issue resolution is not timely. Critical processes are not effective and are resulting in delays or rework. The current technical risk to the project and software quality is significant. >20% Variance	Not enough data is available to make a determination about project health.

Observations Active During Reporting Period

This section provides detail on all IV&V Observations that were opened, closed, or active and their type Risk, Issue, or Neutral.

IV&V Observations Active During the Month

Observation Title	IV&V Observation Description	IV&V Impact Description	IV&V Recommendation	IV&V Ongoing Update	State Initial Response	Observation Type	Priority
Deliverable Tracking Log	Observation Description 1.1.2 Observation Tracking Log and Use unclear IV&V has observed that an Observation Tracking log is currently being used to track Vendor deliverables until the Vendor Schedule is approved. It is unclear if the log will be used after the schedule is established. Use of a tracking log for deliverables and work products for all entities on a large complex project is a best practice to centralize visibility of all reviewable and/or contract items from multiple entities. The log should be a PMO ongoing artifact to assist in the visibility and management of project artifacts. In the event that the log continues to be used IV&V observed other items that may need updates or clarification: 1. Unclear Frequency data field. 15 different Frequency data fields exist within the tracking log, with several duplications. 2. Lack of defined/consistent naming schemas and dropdown data selection makes it challenging to determine updates and progress on vendor deliverables.	"Impact 1.1.2 Not using a central tracking log for all project artifacts reduces the visibility of artifact due dates, ownership, and impacts on other areas of work within the project. Duplicate data fields, along with additional comments added to data field attributes, increase the risk of data inconsistency, misinterpretation, and processing delays. This may hinder accurate tracking of contract vendor deliverables, which could impact effective reporting to project stakeholders and delay project milestones if not resolved. The lack of clearly defined data fields reduce the ability to easily and quick reference the status on deliverables and may result in error and mistaken information. This may hinder accurate tracking of contract vendor deliverables, which could impact effective reporting to project stakeholders and delay project milestones if not resolved."	"Recommendation 1.1.2.1 IV&V recommends the HI THRIVE PMO use the deliverable tracking log for all Vendor and project entities that develop artifacts, work products, or deliverables necessary for the completion or implementation of the project. Recommendation 1.1.2.2 IV&V recommends the HI THRIVE PMO identify and consolidate duplicate Frequency data fields, removing redundant fields and ensuring consistency across all entries. Implement standardized naming conventions for data fields to avoid future duplication. Consider using the following seven (7) data fields: Once ; Weekly ; As Needed ; Initial Release ; On-Site ; Per Release; Quarterly. Recommendation 1.1.2.3 IV&V recommends the HI THRIVE PMO define clear data field attributes within the tracking log and establish a clear, documented schema for data attributes, ensuring each data field has a unique, unambiguous purpose. This will prevent misinterpretations and improve data quality."	"The HI THRIVE and IV&V Team met in the first Observations review on 11/21/2024 and discussed the merits of using an ongoing Deliverable Tracking Log. The HI THRIVE Team stated that the log was initially created to help facilitate deliverable management until the Vendor completed a working schedule. The HI THRIVE Team has decided to continue using the Deliverable Tracking Log going forward and will be updating it to improve usability. IV&V will report on this Observation in the November period, as ""Resolved"". IV&V informally recommends that the HI THRIVE Team use the ""Deliverable Tracking Log"" through the life of the project."	"November Update: No State Response Required."	Neutral	Low

		resolved.					
HI THRIVE APDU Status	Observation 2.0.1 IV&V was not able to observe an APDU newer than 2014, however the latest correspondence from ACF requires submission of feasibility study amongst many other supporting artifacts in support of a COTS waiver. IV&V observed items in the previous APDU that did not support the use of a COTS. A current APDU should be developed, or provided to IV&V for review. The latest APDU provided to IV&V that is dated 2014 linked below: Rejects COTS in favor of building out existing SACWIS to meet CCWIS https://hawaiioimt.sharepoint.com/ Based on the wording of the last feasibility study it would appear that a COTS solution was not viable. The HI THRIVE PMO has performed a formal RFP process, vetted Vendors, and accepted a COTS solution for implementation. Typically a feasibility study would have been required before the RFP process was implemented and/or a Vendor solution accepted that was not in accordance with the last approved feasibility study. IV&V understands that the HI THRIVE Team is in the process of developing a CCWIS COTS waiver for the implementation. This waiver upon acceptance by ACF would allow for continuation of the COTS implementation, however, the best practice would have used a feasibility study to establish the merits of the solution prior contracting the Vendor.	"Impact 2.0.1 Project funding and FFP match funds at risk if a more favorable and recent feasibility study has not been completed or a defendable waiver has not been developed. Establishing a waiver after the fact may increase the risk that the COTS solution may have unknown characteristics that are not congruent with State or Federal expectations."	Recommendation 2.0.1.1 IV&V recommends that the HI THRIVE PMO update and or develop a current APDU. Recommendation 2.01.2 IV&V recommends that the HI THRIVE PMO work closely with the IV&V team while developing the APDU in order for IV&V to provide consultative and collaborative feedback through the process.	"November Update: IV&V and the HI THRIVE Team met on November 21, 2024 in the initial Observations meeting and discussed the status of current APDU development and filings. IV&V did not initially have access to the most recent APDU documentation and the HI THRIVE team explained that APDU development is current and ongoing and IV&V will be given access. IV&V has received access to the APDU folders and documentation at this time. This neutral Observation will be reported in the November report as Resolved. IV&V continues to informally recommend that the HI THRIVE Team collaborate with the IV&V team for review of future APDU's. "	"November Update: No State Response Required."	Neutral	Low
Limited HI THRIVE PMO Risk and Issue	"Observation 2.5.1 The Risk Management Plan and Issue	"Impact 2.5.1 Without a more robust and better	"Recommendation 2.5.1.1 IV&V recommends that the HI THRIVE	"November Update: IV&V met with the Hi Thrive Team on	"November Update: The HI THRIVE team	Risk	Low

Management Processes	Management Plan deliverables do not have the detail of processes or activities that are necessary for managing risks and issues in a complex development project. The existing ""plans"" are more of an instruction for forms for reporting individual risks and issues. IV&V observes that there are some references to risk and issue management steps in the Communications Plan, there is not a clear link between those steps and the instructions for the associated forms and also the Project Management Plan. successful risk and issue management in a project the magnitude of HI THRIVE requires a more robust and better documented process."	documented process for risk and issue management risks and issues impactful to project success may not be surfaced in a timely manner. "	PMO develop more robust and mature processes for risk and issue management that includes criteria for risks and issues being managed at the workstream level and for workstream and for risks and issues being elevated to project-wide management."	November 21, 2024 to discuss IV&V& Observations and the Limited HI THRIVE Risk and Issue Management Processes. IV&V acknowledged the work that the HI THRIVE Team has invested so far in the PMO Management and Support Processes and described that what was there served as a good baseline but some processes may need additional definition in addition to ensuring that there are clear expectations of what processes the Vendor will develop and/or support. The outcome was to establish a meeting between HI THRIVE and IV&V at a later date after the Thanksgiving holidays to discuss Project Management and Supporting Plans (Risk, Issue, Communication, etc.) and areas that may need either refinement or clarification of Vendor roles in the processes. IV&V will work the HI THRIVE Core Team to determine attendance and timing. IV&V will publish this Observation the November IV&V Report. This is considered by IV&V a low risk item that if not resolved may increase the risk of miscommunication or misidentification of risk/issue trigger events and ownership. IV&V does not believe that the future discussion or implementation of possible process changes would be resource intensive and should reduce resource loading for the PMO team during the life of the project. IV&V acknowledges that the	acknowledges the IV&V observation 2.5.1 regarding the Risk and Issue Management Plans and agrees that robust and well-documented processes are critical for effective risk and issue management in a complex IT project such as HI THRIVE (CCWIS). The HI THRIVE core team is committed to [OPTION 2] collaborating with IV&V to further refine and clarify the processes and expectations around risk and issue management, including the roles of the vendor and the State. To that end, the HI THRIVE core team wishes to continue collaboration with IV&V and will facilitate a meeting to review HI THRIVE project artifacts (Risk, Issue, Communication, and other related plans). During this meeting, we will discuss whether additional refinements are needed to ensure these processes sufficiently support the project's success. Michael Armstrong will be facilitating mitigation efforts and response to IV&V Observation 2.0.1. Contract Management and common expectations."		

				State has updated the Initial Response and collaborative discussions are planned for mid December.			
Meeting Minutes and Action Items	"Observation 2.0.2 IV&V has not observed meeting minutes and action items being captured consistently to date. This may be due to just being reintegrated back into the project. IV&V is are aware that there is SI-8 to capture these activities. IV&V is not aware of where that information is stored from the vendor at this time, but has seen folders in the sharepoint labeled communication that IV&V assumes is for the purpose of storing these documents. IV&V is aware that there is an IV&V meeting register Smartsheet that could contain this information as well but has not seen a project level sheet for minutes. "	"Impact 2.0.2 Without meeting minutes, there is no permanent record of project meetings. While some meetings are recorded for the consumption of project participants who are unable to attend the meeting, meeting minutes would provide a convenient record of meeting topics and results both for attendees and non-attendees. Similarly, capturing action items from meetings and, ideally, reviewing them before closing the meeting provides accountability and serves as a reminder for those to whom action items are assigned. Without these artifacts, knowledge of what was discussed at a meeting as well as resulting tasks may be lost."	"Recommendation 2.0.2.1 IV&V recommends HI THRIVE PMO adopt the practice of documenting meeting minutes and action items for all HI THRIVE project meetings."	"November Update: IV&V and HI THRIVE Team met on November 21, 2024 to discuss initial IV&V Observations and the Meeting Minutes and Feedback Observation. The HI Thrive Team explained the Project expectations that meetings and communication events shall be documented, shared with the appropriate distribution lists, and memorialized in the Sharepoint. The Vendor has SI-8 deliverable as a medium for documenting meetings. The HI THRIVE Team contacted the Vendor after this meeting and reinforced the project expectations on documentation. IV&V was also informed of where to store and record meeting and communication documentation. IV&V considers this Observation resolved and will report it in the November report."	"November Update: No State Response Required."	Neutral	Low

Project Level IV&V Risk, Issues, and Decisions

These 2 sections provide a list of all IV&V Risks, Issues, and Decisions that have been escalated to the HI THRIVE Project Risk, Issue, or Decision Reports. If any section is blank there are no identified Project Level IV&V Risks, Issues, or Decisions.

IV&V Project Risks & Issues - Active in Month

ID	Created	**Summary**	Description	Owner	Status	Closed Date	Risk Score

IV&V Project Decisions - Made this Month

ID	**Summary**	Description	Decision Maker	Decision Date

IV&V Activity Status

These 5 sections provide a summary of IV&V budget, planning, and task activities for the reporting period. IV&V work plan and schedule information is not available with subsequent development dependent on the approval of the SI-5 Project Schedule.

IV&V Monthly Budget Summary

Development Project Costs	Total Contract Amount	Actual To Date	Remaining on Contract	Quarter 1 Oct - Dec Total	Quarter 2 Jan - March Total	Quarter 3 Apr - Jun	July	August	Sept	Quarter 4 July - Sept	Reason for Variance or Action Plan to Correct
	Total Contract Amount	**Actual To Date FFY 2025**	**Remaining on Contract**	**Q1 Oct - Dec 2024**	**Q2 Jan - March 2025**	**Q3 April - Jun 2025**	**July 2025**	**August 2025**	**Sept 2025**	**Q4 July - Sept 2025**	**Reason for Variance**
Contractor: TMS IV&V	$2,095,322	$122,192	$1,973,130	$122,192	$0	$0	$0		$0	$0	

IV&V Monthly Project Summary

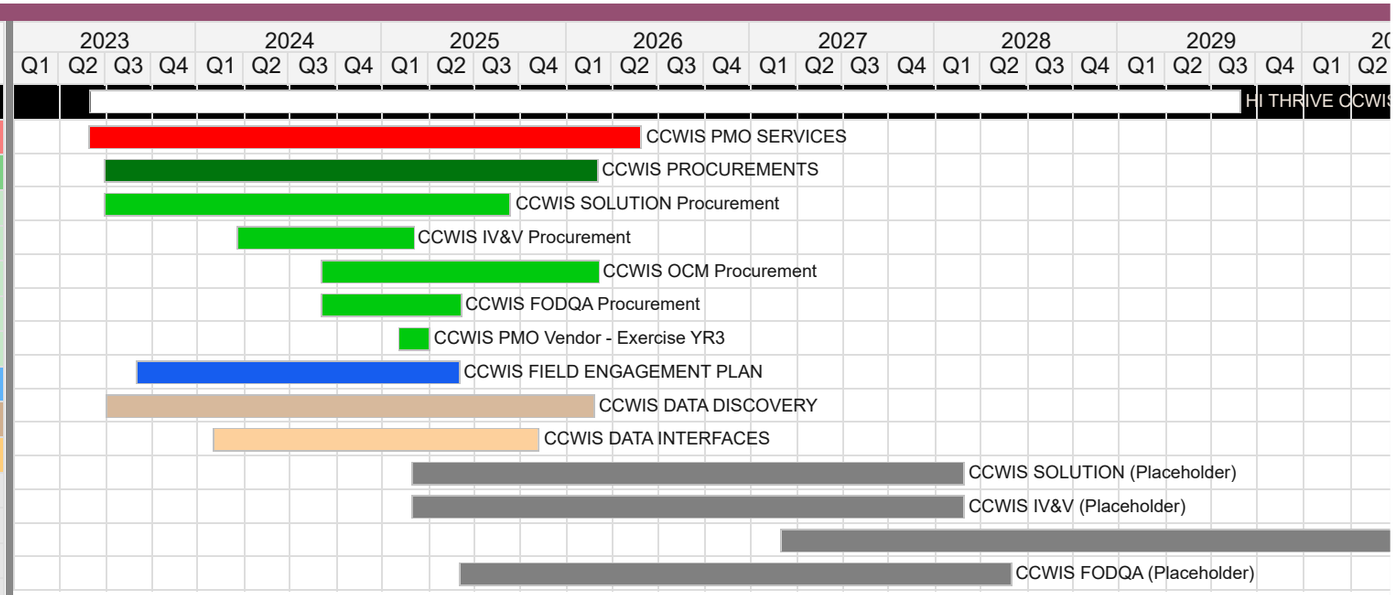
Year/Month	Monthly Summary
2024 - 11	PROJECT PLAN SUMMARY: IVV.1 IV&V Management Plan is under development but dependent on approval of SI-5 Vendor Project Schedule. WORK COMPLETED: IVV.5, IVV.7, IVV.8, IVV.9, IVV.10 DEDs IVV.8 DED Feedback Reviews SI-1, SI-2, SI-5, SI-6, SI-8, SI-10 IVV.9 Deliverable Feedback Reviews SI-1, SI-2, SI-6, SI-8 Pending Approval IVV.4 WORK IN PROGRESS: IVV.1 Under Development. Review of SI-5 UNPLANNED OR AD-HOC WORK: No unplanned work. PLANNED WORK NOT ACCOMPLISHED: IV&V anticipated SI-5 to be approved to allow for completion of IVV.1 in the November reporting period. ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: Development of IVV.4, IVV.5, IVV.7, IVV.10 for the Initial Report and the ongoing Monthly reporting. Development of IVV.1 upon approval of SI-5 Review of Vendor artifacts SI-5, SI-3, SI-14 and others as delivered.

IV&V Plan Milestones - This/Next Month

WBS	**Summary Task / Milestone**	Start Date	End Date	Duration	% Complete	2025 Q1	Q2	Q3	Q4	Q1	Q2	Q3

HI THRIVE Comprehensive Project Plan Summary

Summary Task / Milestone	Start Date	End Date	Duration	% Complete
HI THRIVE CCWIS Project	12/01/22	02/28/29	1617d	
CCWIS PMO SERVICES	12/01/22	11/28/25	769d	76%
CCWIS PROCUREMENTS	12/30/22	09/01/25	677d	81%
CCWIS SOLUTION Procurement	12/30/22	03/14/25	556d	95%
CCWIS IV&V Procurement	09/18/23	09/01/24	238d	100%
CCWIS OCM Procurement	03/01/24	09/01/25	385d	36%
CCWIS FODQA Procurement	03/01/24	12/02/24	190d	100%
CCWIS PMO Vendor - Exercise YR3	08/02/24	10/01/24	41d	100%
CCWIS FIELD ENGAGEMENT PLAN	03/01/23	11/29/24	444d	95%
CCWIS DATA DISCOVERY	01/02/23	08/27/25	673d	42%
CCWIS DATA INTERFACES	08/01/23	05/07/25	443d	76%
CCWIS SOLUTION (Placeholder)	09/01/24	08/30/27	782d	67%
CCWIS IV&V (Placeholder)	09/01/24	08/30/27	782d	67%
CCWIS OCM (Placeholder)	09/01/26	09/02/30	1045d	0%
CCWIS FODQA (Placeholder)	12/01/24	11/30/27	783d	0%

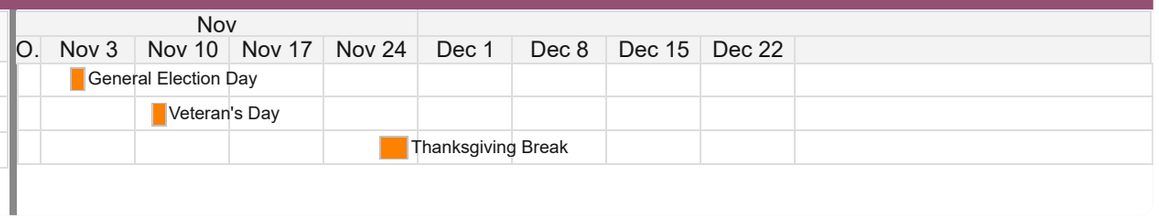


IV&V Calendar and Meetings Attended

This area provides a summary of IV&V out of office dates, ongoing meetings, and scheduled ad-hoc meetings.

IV&V Monthly Calendar

Resource	Start Date	End Date	Days	Forward Contact
General Election Day	11/05/24	11/05/24		N/A
Veteran's Day	11/11/24	11/11/24		N/A
Thanksgiving Break	11/28/24	11/29/24		N/A



IV&V Monthly Meeting Register

Meeting Name	Type	Purpose / Topics Discussed	Meeting Minutes	Minutes Approved	Feedback & Follow-ups	Mandatory Attendance	Optional Attendance	Date - Time
No Additional Meetings Held								11/01/24 - 10:00 - 11:00 AM HST

IV&V Recurring Meeting Register

Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Cadence (Frequency)	Meeting Length (Minutes)
IV&V Observations	Weekly Check-In with TMS (IV&V) vendor to discuss weekly observations and if applicable adhoc items	Recurring	Core Team PMO IV&V Vendor		Weekly Tuesdays 9:00-9:30 am HST & Thursdays 10:00 - 10:30 am HST	30
IV&V Review of Monthly Report	Review of all observations for the month and discussion of items to be included in the Monthly Report that will be distributed to ACF/ETS/DHS Executive Leadership/HI THRIVE project team	Recurring	Core Team PMO IV&V Vendor		3rd day of the first week of the following month	60

Project Meeting Register with IV&V Attendance

Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Meeting Date	Meeting Length (Minutes)
User Discovery/Configuration Session Overview	Meeting will focus on reviewing the "training slides" presented at the start of User Discovery/Configuration sessions for the HI THRIVE configuration sessions. Purpose is to make sure the CORE team understands what information is presented, questions asked of participants and the plan for resolution/actions after the sessions. Can also answer questions regarding SI-10.	Topic	Core Team PMO SME - Business SME - System Training	IV&V Vendor	11/14/24	90
TMS/HI Weekly Check-In Kickoff	-Discuss the purpose and details of these recurring meetings. -Outline the agenda for our weekly check-ins and schedule through the year. -Recommendation for Controlled Correspondences -Discuss how IV&V reporting plays into actionable outcomes	Topic	Core Team PMO IV&V Vendor		11/18/24	60
HI/TMS Smartsheet Walkthrough	Conduct walk-through of current project processes within Smartsheet	Topic	Core Team PMO IV&V Vendor		11/19/24	60
Configuration/Sprint Overview	Walk the HI THRIVE Core team through Cardinality's definition of Configuration and Sprint flow in preparation for the Disc/Configuration Sessions and future sprints starting. Review of how changes are made to the system, workflows, etc. Lead by our Tech Leads for the project.	Topic	Core Team PMO SME - Business SME - System Training	IV&V Vendor	11/20/24	90
TMS/HI THRIVE	Discuss roadblocks to IV&V DED approval	Ad Hoc	Core Team PMO IV&V Vendor		11/20/24	30
PMO/IV&V Smartsheet Working Session	ANSA and TMS to walk-through Smartsheet capabilities and begin developing observation and status reporting workspaces	Ad Hoc	PMO IV&V Vendor		11/22/24	60
DHS/TMS Smartsheet Corrections	Walk through Observations sheet and associated reports for feedback and updates	Ad Hoc	PMO IV&V Vendor		11/26/24	30

IV&V Scope and Purpose

This report documents observations that the Technology Management Solutions, Inc. (TMS) Independent Verification and Validation team (IV&V) made on the HI THRIVE Comprehensive Child Welfare Information System (CCWIS) Project during the current reporting period.

The objective of the IV&V efforts is to review and/or test selected HI THRIVE Project processes and products to assure that the associated systems meet functional and non-functional requirements, and are successfully implemented within the processes, time frames, and constraints identified in the HI THRIVE Project contracts. The IV&V team determines whether project staff members are following planned processes, and whether contractor work meets project requirements. The IV&V team provides independent technical review and verification of project deliverables, independent testing and auditing of project deliverables against requirements, and a special emphasis on deliverable quality assurance and reviews of information security control.

The TMS IV&V team approach encourages these positive outcomes:
1. Collaborative identification and communication of successes and recommended improvements.
2. Detection and correction of errors early in the project life cycle.
3. Reduction in development risks, costs and adverse schedule impacts.
4. Enhancement of project products' quality, integrity, and security.
5. Increased visibility into and greater understanding of the project and processes.

IV&V evaluations will include:
1. Review of content quality
2. Review of conformance to standards and best practices
3. Quality assessments of work products
4. Quality assessments of work practices
5. Process improvement identification
6. Recommendations for deficiency remediation

For the detailed scope and approach of the IV&V reviews, assessments and evaluations refer to the IV&V Deliverable: IVV.1 IV&V Management Plan and the IV&V guiding process document IEEE 1012-2016 Standard for System, Software, and Hardware Verification and Validation.