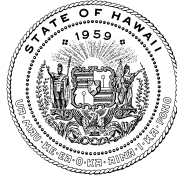


JOSH GREEN, M.D.  
GOVERNOR  
KE KIA ĀINA



KEITH A. REGAN  
COMPTROLLER  
KA LUNA HO'OMALU HANA LAULĀ

CHRISTINE M. SAKUDA  
CHIEF INFORMATION OFFICER  
LUNA 'ENEHANA

**STATE OF HAWAII | KA MOKU'ĀINA O HAWAII**  
**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

June 9, 2025

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 – **[Final]**  
For Reporting Period: **[March]**

*Draft Submitted: April 7, 2025*

*Final Submitted: June 2, 2025*

# Overview

- Executive Summary
- IV&V Findings and Recommendations
- Appendices
  - A – IV&V Criticality Ratings
  - B – IV&V Standard Inputs
  - C – IV&V Details
  - D – Hawaii UI PMO and Solution Vendor Comments on IV&V Report



# Executive Summary

The HUI Huaka'i Project is currently classified as low-risk with a **Green** status, but has project areas that are Yellow.

In March, three project areas moved from a green status to a yellow status: Cost and Schedule Management, Scope, and Testing. In addition, one project area, Project Management, is trending yellow.

Project Management is in a green status. IV&V has concerns about document management because established document standards are not being followed for the revision and maintenance of project management plans, strategies, and their related deliverables. IV&V has identified five (5) documents that are in review and considered past due.

Cost and Schedule Management has moved to yellow due to concerns about system permissions limitations and the ability to validate velocity and scope-related metrics independently. While IV&V has continued to engage in constructive discussions with the UI PMO, ETS, and the UI Solution Vendor, challenges remain that hinder a verifiable velocity and scope analysis.

Testing has moved to a yellow status due to persistent gaps in foundational testing documentation and IV&V permissions to create testing dashboards in the ADO to verify testing progress independently. While testing activities remain on schedule, the project is now 17 sprints into development while still lacking a fully approved Master Test Plan.

Consistent with IV&V's observations regarding Cost and Schedule Management, Scope has moved to yellow due to increasing concerns about system permissions, and the ability to validate scope-related metrics independently.

Despite the above concerns, other project areas are progressing well. IV&V continues to work collaboratively with the UI Solution Vendor and the UI PMO to understand data reporting and sources and document a consistent, verifiable methodology. During this reporting period, the project added IV&V-reported risks to the project risk log, creating a comprehensive risk-tracking approach. Additionally, the UI PMO reported that the vendor improvement plan is being closed due to improved performance with requirement gathering and traceability.

The IV&V team identified six (6) preliminary concerns, one (1) issue, and one (1) positive finding detailed in the IV&V Findings and Recommendations section of this report.

# Changes Since Last Period

Category	February Status	March Status	Notable Changes
<b>Project Organization and Management</b>	Green	Green	This category is Green, but IV&V has concerns about the lack of project management document standards and maintenance.
<b>Cost and Schedule Management</b>	Green	Yellow	This category is now Yellow due to increasing concerns about permissions and the ability to validate scope-related metrics independently. While IV&V has continued to engage in constructive discussions with the UI PMO, ETS, and the UI Solution Vendor, challenges hinder fully transparent and verifiable velocity and scope analysis.
<b>Testing</b>	Green	Yellow	This category is Yellow due to persistent gaps in foundational testing documentation and limitations in IV&V system permissions. While testing activities continue on schedule, the project is now 17 sprints into development and testing and still lacks a fully approved Master Test Plan. Additionally, it is unclear who the current party responsible for approving the plan is as of 3/31/2025. This long-standing gap raises concerns about the completeness and consistency of the testing framework across phases.
<b>Scope</b>	Green	Yellow	This category is now Yellow due to increasing concerns about IV&V system permissions and the ability to validate scope-related metrics independently. While IV&V has continued to engage in constructive discussions with the UI PMO, ETS, and the UI Solution Vendor, challenges have hindered a fully transparent and verifiable scope analysis.

# Executive Summary Dashboard

## Overall Rating

As of March 31, 2025

G

The project is currently in a green status.

Open Findings – 8  
Open Recommendations - 29

## Project Budget

\$39,346,409.12

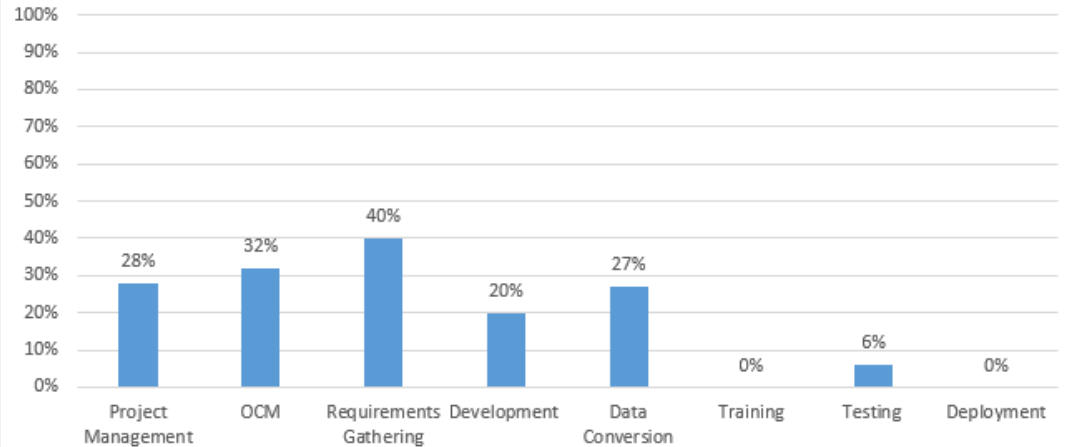
\$7,153,590.88

■ Expenditure ■ Remaining

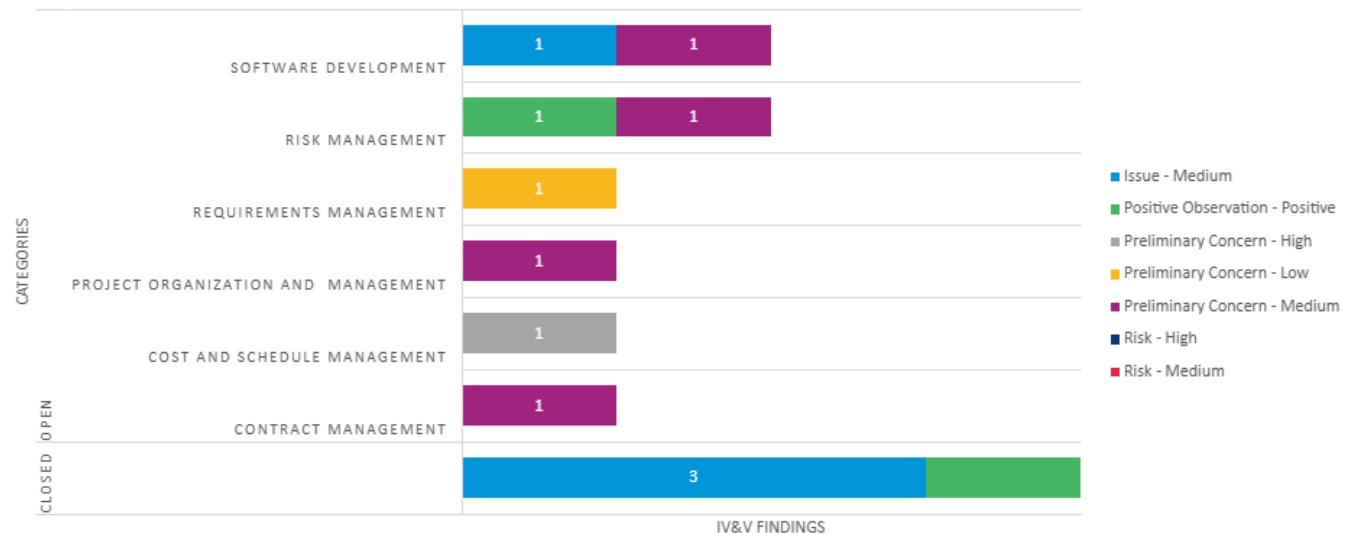
% COMPLETE

24%

\* IV&V cannot verify or validate the percentage.



## TOTAL IV&V FINDINGS



# STANDARD REPORT SECTIONS

# Project Organization and Management

January	February	March	IV&V Observations
L	L	L	<p>Project Organization Management is <b>Green</b> with the following <b>Observations</b>:</p> <p>IV&amp;V identified a preliminary concern with the project document maintenance: no standard is being followed for the revision and maintenance of project management plans, strategies, and their related deliverables. IV&amp;V has identified five (5) documents in review and considered past due. Additionally, IV&amp;V is unable to locate two (2) documents that are considered completed. Document management is the backbone of a project's lifecycle. Effective document management streamlines workflows, reduces misunderstandings, improves transparency, and promotes collaboration in a project.</p> <p>IV&amp;V has observed improvement in meeting management. The meeting schedule is consistent, meeting cancellations are minimal, and agendas and meeting notes are sent to stakeholders within the required timeframe. IV&amp;V will continue to monitor.</p> <p>IV&amp;V is also  <b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Creating a consistent meeting schedule and minimizing meeting cancellations.</li> <li>• Expand the document maintenance process to include timelines, version number thresholds, responsible parties, and a clear format for the document maintenance section of project management plans.</li> </ul> <p><b>Related Findings:</b></p> <ul style="list-style-type: none"> <li>• <b>Finding #32</b> – Preliminary Concern - Lack of standards for document maintenance</li> </ul>



# Cost and Schedule Management

January	February	March	IV&V Observations
L	L	M	<p>Cost and Schedule Management is <b>Yellow</b> with the following <b>Observations</b>:</p> <p>The current Schedule Performance Index (SPI), as reported in the Microsoft Project Schedule is <b>.99</b>.</p> <ul style="list-style-type: none"> <li>• This category is Yellow due to concerns about system permissions and the ability to validate scope-related metrics independently. While IV&amp;V has continued to engage in constructive discussions with the UI PMO, ETS, and the UI Solution Vendor, challenges remain that hinder fully transparent and verifiable scope analysis.</li> <li>• The vendor relies on a Power BI-based reporting solution developed in-house to report on project scope, schedule, and progress. This report is intended to serve as the authoritative view of the project's alignment to RTM-linked work. However, the three most recent Power BI reports were not available, and IV&amp;V had little insight into the underlying data sources, filtering logic, or calculation methodology used to generate scope-related metrics. The unavailability of the Power BI reports limits IV&amp;V's ability to independently verify project scope completion percentages or compare them against planned delivery schedules.</li> <li>• Additionally, while the vendor has stated that only RTM-linked user stories define project scope, unfiltered inclusion of internal vendor work and bugs in the Azure DevOps backlog complicates scope transparency. Without structured separation or tagging of internal vs. project work, analysis of the true scope and progress is inherently limited.</li> <li>• <b>Despite these gaps, multiple conversations with project leadership have occurred this month to clarify reporting responsibilities and improve transparency. These ongoing discussions represent a positive step toward establishing a shared understanding of scope reporting expectations.</b> ** IV&amp;V has received Power BI reports and has also had multiple meetings to understand the underlying data. Meetings continue to create a mutual understanding of reporting metrics and permissions to access project reporting.</li> </ul> <p>IV&amp;V will continue to monitor the schedule's implementation, particularly project velocity, as the backlog evolves. Any concerns or discrepancies identified in future reporting periods will result in new findings if necessary.</p> <p>(Continued on next slide)</p>

# Cost and Schedule Management (continued)

January	February	March	IV&V Observations
			<p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Publish all Power BI reports used for official reporting to enable independent verification and informed analysis.</li> <li>• Document and share the structure, filtering logic, and data sources used in the Power BI reports to promote transparency and reproducibility.</li> <li>• Separate or clearly tag internal vendor work vs. project-related items in ADO to support accurate tracking of project scope and progress.</li> <li>• Establish a regular reporting cadence that includes a clear summary of scope expansion, reduction, or reclassification.</li> <li>• Continue discussions with stakeholders to formalize and align expectations for tracking and reporting scope moving forward.</li> </ul> <p><b>Related Findings:</b></p> <p><b>Finding #34</b> – Preliminary Concern - Initial Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable</p>

# Requirements Management

January	February	March	IV&V Observations
L	L	L	<p>Requirements Management is <b>Green</b> with the following <b>Observations</b>:</p> <p>This category remains Green as IV&amp;V has observed progress across different UI domains, including Tax, Benefits, Appeals, Systems, and Security. The RTM continues to align with Azure DevOps, ensuring traceability and scope control. The project team has upheld consistent governance practices, and the previously developed queries remain effective in monitoring and validating traceability.</p> <p>Domain-Specific Observations:</p> <ul style="list-style-type: none"> <li>• <b>Tax:</b> The Tax team is currently in Sprint 17 and has completed 10 sprints. To date, 93 user stories in the tax domain have been developed and delivered.</li> <li>• <b>Benefits:</b> During March, DLIR, the UI Solution Vendor, and PX Global eliminated some requirements due to the inability to establish use cases. IV&amp;V asked about the process for eliminating requirements and was told they use “best practices” however, there’s “no natural process”. IV&amp;V requested any documentation related to the elimination of requirements on March 21, 2025.</li> <li>• <b>Appeals:</b> In March, Appeals development began with the first Appeals-specific sprint (overall Sprint 16). The team completed reviews of Decisions, Judicial Appeals, and DUA/Special Programs requirements, and began reviewing requirements for Appeals Management, including the Claimant and Employer Portals. The Appeals Chief expressed appreciation for the SI's Appeals Business Analyst and UI Systems Consultant for their clear understanding of the Appeals process and awareness of the potential impacts of requirement changes. A joint session with the UI Benefits team highlighted key takeaways including current challenges with manual entry of appeal decisions and lack of system integration for Quality Control (QC)/Benefit Accuracy Measurement (BAM) teams, resulting in notification gaps. The session also emphasized the need for targeted notifications, enhanced system functionality and integration, improved UI review and reopening processes, overpayment and appeal interactions, and legal considerations such as the Brooks Decision. The primary concern centered on the risk that automated updates from appeal decisions could result in overpayments or incorrect employer charges if not properly flagged and reviewed.</li> <li>• <b>Security:</b> During March, weekly security sessions were ongoing to review project requirements and state-specific security needs with the state UI SMEs.</li> </ul> <p>(Continued on next slide)</p>

# Requirements Management Continued

January	February	March	IV&V Observations
L	L	L	<p><b>Interfaces:</b> During this reporting period, weekly system requirements sessions continued with state UI SMEs to review high-level project requirements and discuss state-specific needs. The focus was on ICON and external system interfaces - for example, the State and National Directories of New Hires; the State of Hawaii Department of the Attorney General, Investigation Division; IRS 940 Crossmatch; the U.S. Department of Justice, FBI (Hawaii); DLIR Research and Statistics, the Oahu Metropolitan Planning Organization, and Pandemic Unemployment Assistance (PUA).</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Establish a clearly defined process for eliminating requirements that include: <ul style="list-style-type: none"> <li>• Specific criteria for determining which requirements should be eliminated.</li> <li>• A standardized method for documenting and communicating the rationale for eliminating requirements.</li> <li>• Clearly defined roles and responsibilities, ensuring that all relevant stakeholders are involved in and informed about requirement elimination decisions.</li> <li>• This process should be aligned with industry standards and the project's overall governance framework.</li> </ul> </li> <li>• Continue leveraging the RTM initiative to ensure ongoing maintenance and accuracy of traceability as the project progresses.</li> <li>• Utilize the developed queries to routinely monitor traceability and promptly address any emerging gaps or inconsistencies.</li> <li>• Maintain collaborative governance practices to prevent future misalignments and strengthen resource planning.</li> </ul> <p><b>Related Findings:</b></p> <p><b>Finding #39</b> – Preliminary Concern -There is no defined process for the elimination of requirements</p>

# System Architecture and Design

January	February	March	IV&V Observations
			<p>System Architecture and Design is <b>Green</b> with the following <b>Observations</b>:</p> <p>During this reporting period, weekly security and system requirements sessions were held with state UI SMEs to review general system requirements. Security sessions focused on state-specific security needs, while system requirements sessions addressed high-level and state-specific considerations related to general system requirements such as business continuity, disaster recovery, and error handling.</p>

# Testing (Sprint, Unit, System Integration, UAT)

January	February	March	Category	IV&V Observations
L	L	M	Testing (Sprint, Unit, System, Integration, UAT)	<p>Testing (Sprint, Unit, System, Integration, UAT) is <b>Yellow</b> with the following <b>Observations</b>:</p> <p>This category is Yellow due to persistent gaps in foundational testing documentation and IV&amp;V tool permission settings. While testing activities remain on schedule, the project is now 17 sprints into development and testing and still lacks a fully approved Master Test Plan. Additionally, it is unclear who the current party responsible for approving the plan is as of 3/31/2025. This long-standing gap raises concerns about the completeness and consistency of the testing framework across phases.</p> <p>IV&amp;V still does not have system permissions to several key dashboard widgets and features in Azure DevOps (ADO). Although initial permissions has been granted, IV&amp;V cannot view some components necessary for independent monitoring and analysis of test progress and defect trends.</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Finalize and approve the Master Test Plan.</li> <li>• Clarify roles and responsibilities across all testing activities in the Master Test Plan.</li> <li>• Implement quality control metrics.</li> </ul>
L	L	L	Operational Preparedness	There are no updates for this period.

# Data Conversion/Management













January	February	March	IV&V Observations
L	L	L	<p>Data Conversion / Management is <b>Green</b> with the following Observations:</p> <p>Weekly Data Cleansing meetings continue to progress well. The project remains in the <b>Transformation</b> phase of the Extract-Transform-Load (ETL) process, with efforts focused on finalizing L1P and L1Z mapping and consumption—both of which are nearing completion. Current transformation progress for key data sources is as follows:</p> <ul style="list-style-type: none"> <li>• L1P: ~40% complete</li> <li>• L1Z: ~10% complete</li> <li>• WebAdmin: ~3% complete</li> </ul> <p>The Data Cleansing vendor is leveraging SAP Information Steward to define optimal business rules that ensure high-quality data to support HI DLIR's modernization initiatives. As part of this, a monthly Data Scorecard is produced, highlighting records that fail cleansing rules. Each table receives a quality score between 0 and 10, based on the number of failed data points. Discrepancies are reviewed collaboratively with the HI DLIR UI Team, and rules or actions are adjusted accordingly. For March 2025, all tables scored between 9.82 and 10.</p> <p>Data management tools in use:</p> <ul style="list-style-type: none"> <li>• Conversion Traceability Matrix (Excel): Tracks Data Dictionary tasks</li> <li>• Azure DevOps (ADO) Sprint Boards: Used for Data Cleansing task tracking</li> <li>• IV&amp;V does not currently have permissions to the Data Cleansing, and Data Conversion Sprint Boards</li> </ul> <p>IV&amp;V cannot provide further reporting on Data Conversion activities, as no Data Conversion meetings were held during March 2025. IV&amp;V has assessed the Data Conversion Plan document as generally adequate but expects the next iteration to include more detailed information on key aspects such as user training, communication, downtime, and potential business disruptions.</p> <p>Although a Business Glossary has not been developed, the project intends to utilize information in the Data Dictionary and the glossary of terms in Attachment C, Glossary of Terms and Abbreviations of the RFP documentation package. As a result, IV&amp;V has closed this finding for the current reporting period.</p> <p><i>(Continued on next slide)</i></p>

# Data Conversion/Management

January	February	March	IV&V Observations
			<p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"><li>• A rollback plan and process are included in future documentation.</li><li>• Including a project schedule detailing data conversion processes in future documentation.</li><li>• Creating a risk to the project for the lack of legacy data documentation, such as a data dictionary.</li><li>• Including legacy data source information in future documentation.</li><li>• Including a more in-depth training approach for conversion procedures and activities in future documentation.</li></ul>



# Security, Training/Knowledge Transfer, Interfaces, Quality Management

December	January	February	Category	IV&V Observations
			Security	Security is <b>Green</b> with the following <b>Observations</b> :  Security Requirements Gathering is in progress. The UI Solution Vendor is presenting the requirements and documenting the requirements that the core product meets.
			Training / Knowledge Transfer	<b>There are no updates for this period.</b>
			Interfaces	<b>There are no updates for this period.</b>
			Quality Management	<b>There are no updates for this period.</b>

# Software Development

January	February	March	IV&V Observations
L	L	L	<p>Software Development is <b>Green</b> with the following <b>Observations</b>:</p> <ul style="list-style-type: none"> <li>• This category remains Green, though IV&amp;V continues to observe concerns that may limit collaboration and data transparency. During a management meeting on March 28, the UI Solution Vendor confirmed that Sprint Retrospectives and Backlog Grooming sessions occur on a regular cadence, but they are conducted internally, without the inclusion of Hawaii (HI) stakeholders or project oversight. The vendor explained this is due to the presence of internal product discussions and sensitive intellectual property.</li> <li>• They further stated that HI priorities are represented by UI Solution Vendor Business Analysts, but IV&amp;V cannot independently verify whether this representation is sufficient or accurate. The lack of direct stakeholder engagement in these Scrum ceremonies poses a risk to alignment and transparency in prioritization and continuous improvement.</li> </ul> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Assess the current approach to Sprint Retrospectives and Backlog Grooming to determine if limited participation adequately supports project-specific needs.</li> <li>• Include HI stakeholders or designated representatives in occasional retrospectives and backlog sessions relevant to the project to promote transparency and ensure alignment with business priorities.</li> <li>• Establish a recurring reporting mechanism to share the outcomes and decisions of internal vendor ceremonies with HI stakeholders and project oversight.</li> <li>• Continue to evaluate the implementation timeline for code quality tools, ensuring these are introduced early enough to detect failures, improve security, and reduce deployment risks.</li> </ul> <p><b>Related Findings:</b></p> <p><b>Finding #26</b> – Issue - Sprint Retrospectives  <b>Finding #31</b> – Preliminary Concern - Lack of Transparency in Backlog Management</p> <p>IV&amp;V has documented finding #26 as a watch item and will continue to monitor the finding closely to determine whether the finding should be re-opened.</p>

# Human Resources Staffing Management

January	February	March	IV&V Observations
L	L	L	<p>Human Resources Staffing Management <b>Green</b> with the following <b>Observations</b>:</p> <p>No new resources were added to the project. All current positions are stable. IV&amp;V will continue to monitor resource management activities.</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"><li>• Define specific capacity planning metrics (e.g. FTE estimates)</li><li>• Add a mechanism to track changes in resource allocation during iterative planning sessions</li><li>• Provide quantitative resource forecasts for key project activities like implementation and testing</li><li>• Define specific skill sets required for each role to improve clarity</li><li>• Establish a structured reporting cadence to share resource status updates with the steering committee and other stakeholders</li></ul>




# Scope Analysis

January	February	March	IV&V Observations
L	L	M	<p>Scope Analysis is <b>Yellow</b> based on the following <b>Observations</b>:</p> <p>IV&amp;V has continued to engage in constructive discussions with the UI PMO, ETS, and the UI Solution Vendor; however, challenges remain that hinder fully transparent and verifiable scope analysis. The vendor continues to rely on a Power BI-based reporting solution, developed in-house, to report on project scope, schedule, and progress. This report is intended to serve as the authoritative view of the project's alignment to RTM-linked work. However, three most recent Power BI reports were unavailable, and IV&amp;V has little insight into the underlying data sources, filtering logic, or calculation methodology used to generate scope-related metrics. The unavailability of the reports limits IV&amp;V's ability to independently verify project scope completion percentages or compare them against planned delivery schedules. Additionally, while the vendor has stated that only RTM-linked user stories define project scope, unfiltered inclusion of internal vendor work and bugs in the Azure DevOps backlog complicates scope transparency. Without structured separation or tagging of internal vs. project work, analysis of the true scope and progress is inherently limited. IV&amp;V opened preliminary concern #34 due to the aforementioned complications.</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• See the Cost and Schedule Management section of this report.</li> </ul> <p><b>Related Findings:</b>  <b>Finding #34</b> – Preliminary Concern - Initial Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable</p> <p>*After creating this report, the UI solution vendor shared methodology, and Power BI reports. IV&amp;V is reviewing the information.</p>


# Contract Management, Communication Management

January	February	March	Category	IV&V Observations
L	L	L	Contract Management	<p>Contract Management is Green but is trending Yellow with the following <b>Observations</b>:</p> <p>The HUI Huaka'i Project gave the UI Solution Vendor a Vendor Improvement Action Plan early in the project to establish a common understanding of the State's expectations.</p> <p>The UI PMO reports that the Vendor Improvement Action Plan is being closed due to improved performance. IV&amp;V received no updates on the Vendor Improvement Action Plan in March.</p> <p><b>IV&amp;V Related Findings:</b></p> <p><b>Initial Observation #30:</b> UI Solution Vendor PIP follow-up</p>
L	L	L	Communication Management	<p>There are no updates for this period.</p>

# Risk and Issue Management

January	February	March	IV&V Observations
			<p>Risk and Issue Management is <b>Green</b> with the following <b>Observations</b>:</p> <p>This category remains Green, as the project team continues to demonstrate strong risk management practices. The twice-weekly risk meetings on Tuesdays and Thursdays, with one session dedicated to risks and the other to the AID (Action, Issue, Decision) log, remain effective and well-structured. IV&amp;V has observed that these meetings continue to provide visibility into risks and issues, reinforcing the project's commitment to proactive risk management and control measures. IV&amp;V findings were incorporated into the state's RAID log to ensure risks and issues identified by IV&amp;V are formally tracked and reviewed.</p> <p><b>To strengthen this project area, IV&amp;V Recommends:</b></p> <ul style="list-style-type: none"> <li>• Grant IV&amp;V permissions to ADO equivalent to that of state project members, including read permissions for all relevant dashboards, the ability to create dashboards, and the ability to generate reports independently</li> <li>• Ensure IV&amp;V Inclusion in key discussions related to vendor processes, particularly those involving backlog grooming, testing practices, and defect resolution.</li> <li>• Clarify expectations with the vendor regarding transparency and oversight requirements, ensuring that information critical to project evaluation is not withheld from IV&amp;V or the state.</li> </ul> <p><b>Related Findings:</b></p> <p><b>Finding #36</b> – Preliminary Concern – Limited permissions to view project information restricts IV&amp;V oversight</p> <p><b>Finding #40</b> – Positive Observation – The state added the IV&amp;V Risk Findings to their RAID Log</p>

# Technical Architecture

January	February	March	IV&V Observations
			There are no updates for this period.

# Organizational Change Management

*Organizational Change Management is Green with the following observations:*

*The current OCM meetings are running smoothly without any issues. The OCM Team continues to conduct the Change Impact Analysis with the Appeals Team. The OCM Team has created a new term for Change Champions, now Change Ambassadors. The project has given staff lanyards with the phrase “Change Champion”, to create an atmosphere of positive change. The OCM team is preparing to assign Change Ambassadors.*

**To strengthen this project area, IV&V recommends:**

- Update foundational project management documentation to incorporate the change from “Change Champions” to “Change Ambassadors”
- Provide more clarification and information about “Change Ambassadors” and how they differ from “Change Champions”
- Include awareness campaigns to reduce confusion among staff

## OCM Activities

### Date

The OCM Team’s March accomplishments included:

- B-Y-O-Cup Engagement Session
- Monthly Project Intranet Post
- RESEA Meeting

March 19, 2025  
March 14, 2025  
March 18, 2025





# IV&V Findings and Recommendations

## L Project Organization and Management

#	Key Findings	Criticality Rating
32	<p><b>Preliminary Concern – There is a lack of standards for the approval, revision, and maintenance processes for Project Management Plans.</b></p> <p>Initial Observations:</p> <ol style="list-style-type: none"><li>1. The format of the document maintenance section of Project Management Plans is not consistent between documents. For example, the Implementation Strategy contains "Effective Date" and "Approver," whereas other documents do not.</li><li>2. There are discrepancies between document version numbers. For example, the implementation strategy's file name reads version 2.0; however, the document maintenance section only contains versions up to 1.3.</li><li>3. Document maintenance sections within approved Project Management Plans are incomplete. For example, the Document Maintenance table within the approved Data Conversion Strategy only depicts version 1.0 - Draft.</li><li>4. There are discrepancies between version number thresholds. It is unclear which version number indicates when IV&amp;V Feedback is incorporated. For example, the UIS Implementation Strategy includes IV&amp;V updates in version 1.2, whereas Business Process Reengineering includes IV&amp;V updates in version 1.5.</li></ol> <p>Analysis:</p> <p>In order for the project to be successful, the project management plans and governing documents should be up-to-date and the single source of truth. Additionally, if the document maintenance process is not adhered to, the project is at risk of losing valuable input and tracked changes.</p>	Medium

# IV&V Findings and Recommendations

## Project Organization and Management

Recommendations	Status
<p>IV&amp;V recommends:</p> <ul style="list-style-type: none"><li>• Expand the document maintenance process to include timelines, version number thresholds, responsible parties, and a clear format for the document maintenance section of project management plans.</li><li>• Review previously approved and finalized project management plans to adhere to the abovementioned process.</li></ul>	Open
Update(s)	

# IV&V Findings and Recommendations

## M Cost and Schedule Management

#	Key Findings	Criticality Rating
34	<p><b>Preliminary Concern – Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable</b></p> <p>IV&amp;V conducted a velocity-based projection of backlog completion using industry-standard Agile forecasting methods. This analysis, based on available Azure DevOps backlog data, indicated the project may be at risk of exceeding its scheduled timeline. However, during a subsequent management meeting, the UI solution vendor clarified that the backlog should be treated as a draft space or “scratch pad,” and only items linked to the Requirements Traceability Matrix (RTM) should be considered in-scope for forecasting purposes.</p> <p>Additionally, the vendor stated that work-in-progress (WIP) is difficult to report and should be interpreted cautiously. This limits the effectiveness of standard Agile metrics (e.g., cycle time, throughput, and velocity) for independent schedule analysis. The vendor emphasized that their internally produced Power BI report reflects valid scope and velocity metrics based on the RTM and will be the official tool for tracking schedule progress.</p> <p>IV&amp;V has not been provided system permissions to the data structure, filtering logic, calculation methodology, or source queries underpinning this Power BI report. As a result, IV&amp;V has not been able to validate the accuracy or completeness of the reported velocity or scope progress. Without transparency into the scope definition, backlog filtering process, and calculation logic, IV&amp;V cannot independently confirm the validity of the vendor’s projected delivery timelines or RTM completion statistics.</p> <p><i>**IV&amp;V received methodology documentation for the UI Solution Vendor’s reporting at the end of this reporting period and is currently analyzing it.</i></p> <p>Continued on the next slide.</p>	High

# IV&V Findings and Recommendations

## M Cost and Schedule Management

#	Key Findings	Criticality Rating
34	As a result of unclear scoping boundaries, lack of visibility into vendor-reported metrics, and difficulty isolating in-scope work from internal development activity, IV&V is unable to validate whether delivery is on track or whether schedule risk remains. The inability to independently confirm or replicate reported velocity and progress metrics limits transparency and confidence in project reporting and hinders effective risk management by the State and IV&V.	High
Recommendations		Status
<p><i>IV&amp;V Recommends:</i></p> <ul style="list-style-type: none"><li>- Ensure the vendor documents and shares the calculation logic, data sources, and filters used in the Power BI report used to track RTM progress and velocity.</li><li>- Clarify how RTM-linked stories are identified in Azure DevOps and establish a reproducible method for isolating in-scope backlog items.</li><li>- Establish clear tagging or structural separation between internal vendor work and project deliverables to support independent analysis.</li><li>- Provide IV&amp;V with permissions to sufficient metadata or queries used in the Power BI report to allow for schedule validation using Agile metrics.</li></ul>		Open

# IV&V Findings and Recommendations

## L Requirements Management

#	Key Findings	Criticality Rating
39	<p><b>Preliminary Concern</b> – There is no defined process for the elimination of requirements.</p> <p>The Benefits Requirements Sessions are typically the initial phase where stakeholders discuss and outline the desired features and functionality of a system, with an emphasis on understanding the goals and needs of the end-users and business. Without a formalized process, different stakeholders may interpret the need for requirement elimination differently. A documented process makes the decision-making process transparent, allowing all stakeholders to understand why certain requirements were removed and ensuring accountability. If the elimination of requirements is not well-documented, there is a risk of losing traceability, making it difficult to explain why specific decisions were made during the later stages of the project. The process of requirement elimination is integral to the overall success of any project. Unclear or undocumented processes can lead to Scope creep, quality issues, and risks to the project schedule.</p> <p>During the Benefits Requirements Session DLIR, IV&amp;V observed the UI Solution Vendor, and PX Global eliminate some requirements due to the inability to establish a use case. IV&amp;V asked about the processes for the elimination of requirements. The UI Solution Vendor and PX Global claimed to use "best practices" when eliminating requirements however, there's "no natural process". It is assumed that the state of Hawaii meets internally to discuss and approve eliminations. IV&amp;V requested documentation outlining the process for elimination on Friday, March 21, 2025.</p>	Low
Recommendations		Status
<i>Recommendations founds on the following slide*</i>		Open

# IV&V Findings and Recommendations

## Requirements Management

Recommendations	Status
<p><i>IV&amp;V Recommends:</i></p> <ul style="list-style-type: none"><li>- <i>Establish a clearly defined process for eliminating requirements that includes:</i><ul style="list-style-type: none"><li>- <i>Specific criteria for determining which requirements should be eliminated.</i></li><li>- <i>A standardized method for documenting and communicating the rationale for eliminating requirements.</i></li><li>- <i>Clearly defined roles and responsibilities, ensuring that all relevant stakeholders are involved in and informed about requirement elimination decisions.</i></li></ul></li><li>- <i>This process should be aligned with industry standards and the project's overall governance framework.</i></li></ul>	Open

# IV&V Findings and Recommendations

## Software Development

#	Key Findings	Criticality Rating
26	<p>Issues – <b>Sprint Retrospectives:</b> <i>The absence of a Sprint Retrospective in an agile IT project can have several negative impacts.</i></p> <p>A Sprint Retrospective is one of the key ceremonies in Scrum and other agile frameworks, focused on continuous improvement. It is an agile meeting held at the end of each sprint to allow the team to reflect on their performance, discuss what went well, identify areas for improvement, and agree on actionable changes for future sprints.</p> <p>Currently, the UI project lacks Sprint Retrospectives at the end of each development sprint.</p> <p>Some of the primary consequences of absence of a Sprint Retrospective in an agile IT project are:</p> <ol style="list-style-type: none"><li>1. Missed Opportunities for Continuous Improvement.</li><li>2. Increased Frustration and Low Morale of team members.</li><li>3. Lack of Team Alignment and Communication.</li><li>4. Reduced Product Quality and Customer Satisfaction.</li><li>5. Missed Innovation and Learning.</li></ol> <p>Retrospectives are essential for fostering continuous improvement, ensuring agile processes are truly iterative and adaptive. Without a Sprint Retrospective, an agile IT project risks becoming static and inefficient, with reduced quality, team cohesion, and customer satisfaction.</p>	Medium
Recommendations		Status
<i>Recommendations found on the following slide*</i>		Open

# IV&V Findings and Recommendations

## Software Development

Recommendations	Status
<p>IV&amp;V recommends:</p> <ol style="list-style-type: none"><li>1. Introducing regular Retrospectives: Schedule a Sprint Retrospective at the end of each sprint to give the team dedicated time to reflect on the sprint's successes, challenges, and areas for improvement.</li><li>2. Setting clear goals for retrospectives: Define specific objectives for retrospectives, such as improving processes, enhancing team communication, or identifying technical obstacles.</li><li>3. Encouraging open and constructive feedback: Foster a safe environment where team members feel comfortable sharing their thoughts and concerns.</li><li>4. Using structured formats: Adopt retrospective formats that guide discussions, like "Start, Stop, Continue" or "What Went Well, What Didn't, What Can Be Improved." These structures help keep discussions focused and actionable.</li><li>5. Assigning action items: Document key takeaways and assign clear action items with owners and deadlines. Follow up on these items in subsequent retrospectives to ensure improvements are implemented.</li><li>6. Involving stakeholders: Occasionally, involve key stakeholders to gain additional perspectives.</li><li>7. Leveraging Retrospective Tools: Use tools like Jira, Miro, or MURAL's retrospective feature to streamline and record feedback.</li><li>8. Making retrospectives consistent: Consistently holding retrospectives builds a rhythm and habit within the team, making continuous improvement a natural part of the development process.</li><li>9. Encouraging small, iterative Improvements: Small adjustments or incremental changes often lead to sustained improvements and are easier to adopt.</li><li>10. Monitoring the impact: Track whether changes from retrospectives improve team velocity, quality, or collaboration. Reviewing the impact helps refine the process and shows the value of retrospectives to the team.</li></ol> <p><i>Updates found on the following slide*</i></p>	Open



# IV&V Findings and Recommendations

## Software Development

### Update(s)

**3/31/2025**

The Solution Provider has not yet implemented Agile sprint retrospectives at the end of each sprint. Additionally, IV&V has observed that certain Agile ceremonies—such as Sprint Planning and Sprint Reviews—are conducted only briefly. IV&V has documented a related finding as a watch item and will continue to monitor these ceremonies closely to determine whether the finding should be re-opened.

**2/28/2025**

The Solution Provider has stated that they conduct regular internal retrospectives focused on product-related discussions, including identifying issues and areas for improvement. However, IV&V has not attended these sessions, and the project is not conducting Agile project management sprint retrospectives.

**1/31/2025**

IV&V was informed that Sprint Retrospectives are being conducted, and the UI solution vendor indicated that these retrospectives are occurring independently of the project and are being used to inform the core product and its enhancements. There are concerns regarding the scope, operational **methodology**, and stakeholder inclusion, or lack thereof, of these retrospectives in their current state. These retrospectives appear to operate independently from the project, state, and oversight, potentially introducing risks and limiting the project's ability to achieve effective process improvements.

**12/31/2024**

The project is yet to incorporate Sprint Retrospectives at the end of every development sprint. IV&V is concerned that the absence of sprint retrospectives at the end of each sprint could result in missed opportunities for continuous improvement, increased frustration and low morale among team members, misalignment and poor communication within the team, reduced product quality and customer satisfaction, and missed opportunities for innovation and learning.

# IV&V Findings and Recommendations

## Software Development

#	Key Findings	Criticality Rating
31	<p><b>Preliminary Concern – Lack of Transparency in Backlog Management</b></p> <p>The backlog grooming process is occurring outside of formal Agile ceremonies, led primarily by the solution vendor’s development manager/lead architect without active state agency participation. As a result, the agency’s priorities and business needs may not be adequately considered in backlog decisions.</p> <p>As a result of the backlog grooming process being conducted independently by the vendor without state agency involvement, there is a risk that prioritization may not fully align with business needs, potentially leading to misallocated development effort and reduced stakeholder satisfaction.</p>	Medium
Recommendations		Status
<p>1.) <i>Increase State Agency Engagement in Backlog Refinement—Before sprint planning, the state should have visibility into and input on backlog prioritization.</i></p> <p>2.) <i>Establish a Structured Refinement Process—To ensure alignment, consider formalizing a backlog review process with key stakeholder representatives.</i></p> <p>3.) <i>Improve Transparency – The vendor should provide backlog updates and justifications for prioritization before presenting finalized work in sprint planning.</i></p>		Open

# IV&V Findings and Recommendations

## Software Development

### Update(s)

**3/31/2025**

At a management meeting on 3/28, the UI Solution Vendor shared that backlog grooming occurs regularly but is an internal process and meeting. No HI stakeholders or IV&V are present or are expected to have input in these internal grooming sessions. The desires and priorities of the state are expected to be represented by the UI Solution Vendor BA's.

# IV&V Findings and Recommendations

## L Contract Management

#	Key Findings	Criticality Rating
30	On 9/5/2024 The Hawaii PMO setup weekly meetings with the vendor to discuss progress on the PIP. The progress meetings are not happening weekly. The Vendor has not submitted a mitigation plan to the Hawaii UI PMO.	Medium
Recommendations		Status
<i>IV&amp;V Recommends:</i> <ul style="list-style-type: none"><li>- <i>Require the Vendor to submit a mitigation plan with actionable goals and set up check-in meetings to assess progress.</i></li><li>- <i>Monitor and report on progress and revise the PIP as necessary to ensure performance is improving.</i></li></ul>		Open
Update(s)		
<b>3/31/2025 – Closed.</b> The Hawaii UI PMO reported that this PIP is closed due to improved performance.		

# IV&V Findings and Recommendations

## Risk Management

#	Key Findings	Criticality Rating
36	<p><b>Preliminary Concern – Limited System Permissions to Project Information Restricts IV&amp;V Oversight</b></p> <p>IV&amp;V has identified instances where permissions to view project data has been restricted, impeding the ability to conduct effective independent oversight. IV&amp;V does not have sufficient permissions to work with several features within ADO that are available to state project members, including read permissions for various dashboards and the ability to create dashboards or reports. For example, permissions to view various dashboards has been requested but remains unfulfilled despite vendor assurances that it is "in the works."</p> <p>Without full system permissions to work with project data, IV&amp;V cannot independently verify project progress, assess risk areas, or ensure transparency in reporting. This limitation increases the likelihood that potential project risks and inefficiencies remain undetected, impacting the state's ability to make fully informed decisions.</p> <p>As a result of limited system permissions to ADO features, testing data, and critical meetings, IV&amp;V cannot independently verify the completeness and accuracy of the UI Solution vendor's reporting. This creates the risk that project risks, schedule impacts, or quality concerns may go undetected or unreported, resulting in a lack of transparency and accountability in project oversight. The inability to track backlog management and testing progress in real-time could lead to delayed risk identification, reduced confidence in reporting accuracy, and ultimately, uninformed decision-making by the state.</p>	Medium
Recommendations		Status
<i>Recommendations on following slide.</i>		Open




# IV&V Findings and Recommendations

## Risk Management

Recommendations	Status
<p><i>IV&amp;V recommends the following actions:</i></p> <ul style="list-style-type: none"><li><i>- Grant IV&amp;V permissions to work with ADO equivalent to that of state project members, including read permissions for all relevant dashboards, the ability to create dashboards, and the ability to generate reports independently.</i></li><li><i>- Ensure IV&amp;V inclusion in key discussions related to vendor processes, particularly those involving backlog grooming, testing practices, and defect resolution.</i></li><li><i>- Clarify expectations with the vendor regarding transparency and oversight requirements, ensuring that information critical to project evaluation is not withheld from IV&amp;V or the state.</i></li></ul>	Open

# Appendix A – IV&V Criticality Ratings

See definitions of Criticality Ratings below:

Criticality Rating	Definition
	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.
	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.
	A low rating is assigned if there is a possibility of a slight impact on 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:

February 2024 Project HUI Huaka'i Weekly Status Reports

Project Management Plan

CATCH and HI DLIR Cleansing Meeting Agendas for the weekly meetings in March 2025.

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

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

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

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

[DLIR Traceability Matrix Team Epics Backlog - Boards](#)

Appeals Requirements Sessions agendas and Meeting Notes

Benefits Requirements Sessions agendas and Meeting Notes

Epic 28163 System

Project Schedule

Data Conversion Plan

Decision Log

RAID Log



# 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.



# Appendix D – Hawaii State PMO and Solution Vendor Comments on IV&V Reporting

## IV&V Observations

### Cost and Schedule Management

Cost and Schedule Management is Yellow with the following Observations:

The current Schedule Performance Index (SPI), as reported in the Microsoft Project Schedule is .99.

This category is Yellow due to concerns about system permissions and the ability to validate scope-related metrics independently. While IV&V has continued to engage in constructive discussions with the UI PMO, ETS, and the UI Solution Vendor, challenges remain that hinder fully transparent and verifiable scope analysis.

The vendor relies on a Power BI-based reporting solution developed in-house to report on project scope, schedule, and progress. This report is intended to serve as the authoritative view of the project's alignment to RTM-linked work. However, the three most recent Power BI reports were not available, and IV&V had little insight into the underlying data sources, filtering logic, or calculation methodology used to generate scope-related metrics. The unavailability of the Power BI reports limits IV&V's ability to independently verify project scope completion percentages or compare them against planned delivery schedules.

Additionally, while the vendor has stated that only RTM-linked user stories define project scope, unfiltered inclusion of internal vendor work and bugs in the Azure DevOps backlog complicates scope transparency. Without structured separation or tagging of internal vs. project work, analysis of the true scope and progress is inherently limited.

Despite these gaps, multiple conversations with project leadership have occurred this month to clarify reporting responsibilities and improve transparency. These ongoing discussions represent a positive step toward establishing a shared understanding of scope reporting expectations. \*\* IV&V has received Power BI reports and has also had multiple meetings to understand the underlying data. Meetings continue to create a mutual understanding of reporting metrics and permissions to access project reporting.

IV&V will continue to monitor the schedule's implementation, particularly project velocity, as the backlog evolves. Any concerns or discrepancies identified in future reporting periods will result in new findings if necessary.

To strengthen this project area, IV&V Recommends:

Publish all Power BI reports used for official reporting to enable independent verification and informed analysis.

Document and share the structure, filtering logic, and data sources used in the Power BI reports to promote transparency and reproducibility.

Separate or clearly tag internal vendor work vs. project-related items in ADO to support accurate tracking of project scope and progress.

Establish a regular reporting cadence that includes a clear summary of scope expansion, reduction, or reclassification.

Continue discussions with stakeholders to formalize and align expectations for tracking and reporting scope moving forward.

Related Findings:

Finding #34 – Preliminary Concern - Initial Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable

### Client Comments

The State acknowledges the concerns raised by IV&V; however, based on our review of the current reporting processes and available tools, we do not share the same level of concern regarding transparency or access to scope-related data. The vendor's current use of RTM-linked backlog items, differentiated reporting of internal versus project work, and accessible Power BI dashboards published to the UI Project Share appear sufficient to support effective monitoring of project scope and progress.

We recognize that discussions have been ongoing to clarify reporting expectations, and we appreciate the continued collaboration between all parties. The State encourages continued engagement to ensure that all stakeholders are aligned on the use and interpretation of the available reporting tools and data sources.

The State acknowledges the observations shared by IV&V and appreciates the focus on transparency and traceability of scope and schedule reporting. However, the State does not share the concern that current limitations materially hinder the ability to validate project progress or reporting accuracy.

From the State's perspective, the vendor has provided appropriate tools and dashboards to support traceable scope reporting, including clearly linked RTM items, Power BI dashboards published to the UI Project Share, and differentiated tagging of internal and RTM-related work within the backlog. These tools have been available and accessible, and the vendor has demonstrated a willingness to collaborate and refine reporting expectations as needed.

The State encourages continued communication to ensure that all project stakeholders, including IV&V, are aligned on how to navigate and interpret the available data and reporting tools.

### Vendor Comments

It appears that access and scope visibility are functioning correctly from the vendor's perspective. Each RTM requirement includes a "Related" link to the product-backlog items needed to satisfy it, and our project-backlog tool differentiates RTM-related work from other tasks. The tool can be used to independently export source data directly from the project backlogs, and all Power BI dashboards are published to the UI Project Share for easy access. The vendor is prepared to collaborate on any reporting requirements.

It appears that access and scope visibility are functioning correctly from the vendor's perspective. Each RTM requirement includes a "Related" link to the product-backlog items needed to satisfy it, and our project-backlog tool differentiates RTM-related work from other tasks. The tool can be used to independently export source data directly from the project backlogs, and all Power BI dashboards are published to the UI Project Share for easy access. The vendor is prepared to collaborate on any reporting requirements.

# Appendix D – Hawaii State PMO and Solution Vendor Comments on IV&V Reporting Continued

## IV&V Observations

### Testing (Sprint, Unit, System Integration, UAT)

Testing (Sprint, Unit, System, Integration, UAT) is Yellow with the following Observations:

This category is Yellow due to persistent gaps in foundational testing documentation and IV&V tool permission settings. While testing activities remain on schedule, the project is now 17 sprints into development and testing and still lacks a fully approved Master Test Plan. Additionally, it is unclear who the current party responsible for approving the plan is as of 3/31/2025. This long-standing gap raises concerns about the completeness and consistency of the testing framework across phases.

IV&V still does not have system permissions to several key dashboard widgets and features in Azure DevOps (ADO). Although initial permissions has been granted, IV&V cannot view some components necessary for independent monitoring and analysis of test progress and defect trends.

To strengthen this project area, IV&V Recommends:

Finalize and approve the Master Test Plan.

Clarify roles and responsibilities across all testing activities in the Master Test Plan.

Implement quality control metrics.

### Scope Analysis

Scope Analysis is Yellow based on the following Observations:

IV&V has continued to engage in constructive discussions with the UI PMO, ETS, and the UI Solution Vendor; however, challenges remain that hinder fully transparent and verifiable scope analysis. The vendor continues to rely on a Power BI-based reporting solution, developed in-house, to report on project scope, schedule, and progress. This report is intended to serve as the authoritative view of the project's alignment to RTM-linked work. However, three most recent Power BI reports were unavailable, and IV&V has little insight into the underlying data sources, filtering logic, or calculation methodology used to generate scope-related metrics. The unavailability of the reports limits IV&V's ability to independently verify project scope completion percentages or compare them against planned delivery schedules. Additionally, while the vendor has stated that only RTM-linked user stories define project scope, unfiltered inclusion of internal vendor work and bugs in the Azure DevOps backlog complicates scope transparency. Without structured separation or tagging of internal vs. project work, analysis of the true scope and progress is inherently limited. IV&V opened preliminary concern #34 due to the aforementioned complications.

To strengthen this project area, IV&V Recommends:

See the Cost and Schedule Management section of this report.

Related Findings:

Finding #34 – Preliminary Concern - Initial Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable

\*After creating this report, the UI solution vendor shared methodology, and Power BI reports. IV&V is reviewing the information.

## Client Comments

The State acknowledges IV&V's observations regarding foundational test documentation and tool access; however, we do not fully align with the assessment that current gaps materially hinder validation or monitoring efforts. The Master Test Plan has since been finalized and approved, and roles and responsibilities across the testing lifecycle have been clarified and communicated.

From the State's perspective, data and dashboards required to support test progress tracking are accessible, and the vendor has demonstrated a willingness to collaborate on any additional reporting needs. The State believes that current visibility into test metrics is sufficient to support informed oversight and coordination.

In addition, the State continues to refine the rigor with which the solution is being tested and remains committed to maintaining transparency, traceability, and accountability as the testing framework matures.

The State acknowledges the continued dialogue around scope analysis and reporting transparency. However, based on our internal assessments and available tools, the State does not share IV&V's concerns regarding the ability to validate scope-related metrics.

From our perspective, the reporting solution in place—including the use of RTM-linked backlog items, accessible Power BI dashboards, and differentiated tagging of internal versus project-related work—provides the necessary visibility to monitor scope and progress. The vendor has demonstrated a willingness to support ongoing reporting requirements and has made relevant data and documentation available.

While we recognize that differences in interpretation or tool familiarity may impact how reporting is consumed, the State is confident that the necessary artifacts and mechanisms are in place to support independent validation. We remain committed to continued collaboration and clarification as needed.

## Vendor Comments

It seems there may be a misunderstanding about data validation. From the vendor's perspective, all data is accessible, and the vendor is prepared to collaborate on any reporting requirements. Vendor believes there are no obstacles preventing data validation. The Master Test plan has been approved since the findings in this report.

It seems there may be a misunderstanding about data validation. From the vendor's perspective, all data is accessible, and the vendor is prepared to collaborate on any reporting requirements. Vendor believes there are no obstacles preventing data validation.



# Appendix D – Hawaii State PMO and Solution Vendor Comments on IV&V Reporting Continued

## IV&V Observations

### Cost and Schedule Management

Cost and Schedule Management is Yellow with the following Observations:

The current Schedule Performance Index (SPI), as reported in the Microsoft Project Schedule is .99.

This category is Yellow due to concerns about system permissions and the ability to validate scope-related metrics independently. While IV&V has continued to engage in constructive discussions with the UI PMO, ETS, and the UI Solution Vendor, challenges remain that hinder fully transparent and verifiable scope analysis. The vendor relies on a Power BI-based reporting solution developed in-house to report on project scope, schedule, and progress. This report is intended to serve as the authoritative view of the project's alignment to RTM-linked work. However, the three most recent Power BI reports were not available, and IV&V had little insight into the underlying data sources, filtering logic, or calculation methodology used to generate scope-related metrics. The unavailability of the Power BI reports limits IV&V's ability to independently verify project scope completion percentages or compare them against planned delivery schedules. Additionally, while the vendor has stated that only RTM-linked user stories define project scope, unfiltered inclusion of internal vendor work and bugs in the Azure DevOps backlog complicates scope transparency. Without structured separation or tagging of internal vs. project work, analysis of the true scope and progress is inherently limited. Despite these gaps, multiple conversations with project leadership have occurred this month to clarify reporting responsibilities and improve transparency. These ongoing discussions represent a positive step toward establishing a shared understanding of scope reporting expectations. \*\* IV&V has received Power BI reports and has also had multiple meetings to understand the underlying data. Meetings continue to create a mutual understanding of reporting metrics and permissions to access project reporting.

IV&V will continue to monitor the schedule's implementation, particularly project velocity, as the backlog evolves. Any concerns or discrepancies identified in future reporting periods will result in new findings if necessary.

To strengthen this project area, IV&V Recommends:

Publish all Power BI reports used for official reporting to enable independent verification and informed analysis.  
Document and share the structure, filtering logic, and data sources used in the Power BI reports to promote transparency and reproducibility.  
Separate or clearly tag internal vendor work vs. project-related items in ADO to support accurate tracking of project scope and progress.  
Establish a regular reporting cadence that includes a clear summary of scope expansion, reduction, or reclassification.  
Continue discussions with stakeholders to formalize and align expectations for tracking and reporting scope moving forward.

Related Findings:

Finding #34 – Preliminary Concern - Initial Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable

## Client Comments

The State appreciates IV&V's continued focus on schedule and scope transparency; however, we do not concur with the assessment that current limitations materially restrict the ability to validate project progress. From the State's perspective, reporting mechanisms—including RTM-linked backlog tracking, Power BI dashboards, and associated access permissions—are functioning as intended and provide sufficient visibility to support oversight and verification activities.

While there may be differing interpretations regarding how reporting data is accessed or used, the vendor has made relevant data sources available and has participated in multiple working sessions to support alignment. The State believes that existing tools and documentation are adequate to validate schedule and scope metrics, and we encourage continued collaboration to ensure shared understanding across all stakeholders.

The State appreciates IV&V's recommendations to enhance reporting clarity and traceability. However, we do not share the concern that current practices materially hinder validation or oversight. From the State's perspective, the vendor has demonstrated consistent responsiveness in publishing dashboards upon request, maintaining accessible Power BI reports, and providing clarity around RTM-linked tracking and backlog structure.

We believe that the tools and reporting currently in place offer sufficient transparency to support ongoing monitoring of scope, schedule, and progress. The vendor has also expressed ongoing willingness to collaborate and address any emerging reporting needs.

The State remains committed to continued coordination across stakeholders to ensure shared understanding and alignment in the use of reporting tools and data sources.

## Vendor Comments

It seems there may be a misunderstanding about data validation and permissions. From the vendor's perspective, all data is accessible, and the vendor is prepared to collaborate on any reporting requirements. Vendor believes there are no obstacles preventing data validation.

Vendor believes there are no obstacles preventing data validation. The vendor is prepared to collaborate on any reporting requirements.



**Solutions that Matter**