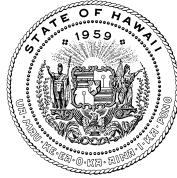


JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



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LUNA 'ENEHANA

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

July 1, 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,

A handwritten signature in blue ink, appearing to read "CSakuda".

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: **[April]**

Draft Submitted: May 5, 2025

Final Submitted: June 22, 2025

Overview

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



Executive Summary

The HUI Huaka'i Project is currently classified as low-risk with a Green status, but has one (1) project area that is in Yellow.

In April, some reporting categories were consolidated to reduce redundancy and create reporting that more closely mirrored the project activities.

The Testing project area was moved from a yellow status to a green status following the approval of the Master Test Plan on April 28, 2025. Scope and Schedule Management remain in a yellow status due to limitations in the ability to independently validate velocity and scope-related metrics. 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.

Project Management is in a green status. IV&V has reported concerns about project 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 identified document deliverables that were past due in March, but during the April reporting period, all scheduled deliverables have been received by the Hawaii UI PMO.

Most project areas are progressing well, and the UI Solution Vendor continues to collaborate with the Hawaii UI PMO and IV&V to create project metrics that are meaningful, accurate, and independently verifiable.

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

Changes Since Last Period

Category	March Status	April Status	Notable Changes
Project Organization and Management	Green	Green	This category is Green, but IV&V has concerns about the inconsistency of project management document standards and maintenance.
Testing	Yellow	Green	The Master Test Plan was finalized on April 28, 2025, marking a key milestone in formalizing the project's testing strategy. IV&V received the final document and has begun its review to evaluate alignment with prior recommendations and industry standards.
IV&V Report Changes			IV&V made some report changes and consolidated some reporting areas to reduce redundancy and create reporting that more closely mirrored the project activities.

Executive Summary Dashboard

Overall Rating

As of April 30, 2025

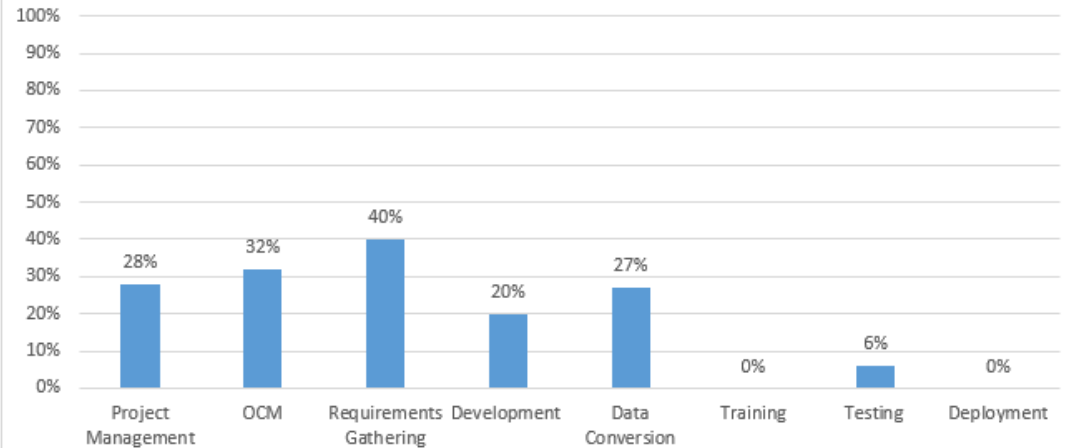
G

The project is currently in a green status.

% OF THE RTM DEVELOPED AND RELEASED TO SANDBOX

21%

* As reported through the project PowerBI tool



Open Findings – 9
Open Recommendations - 36

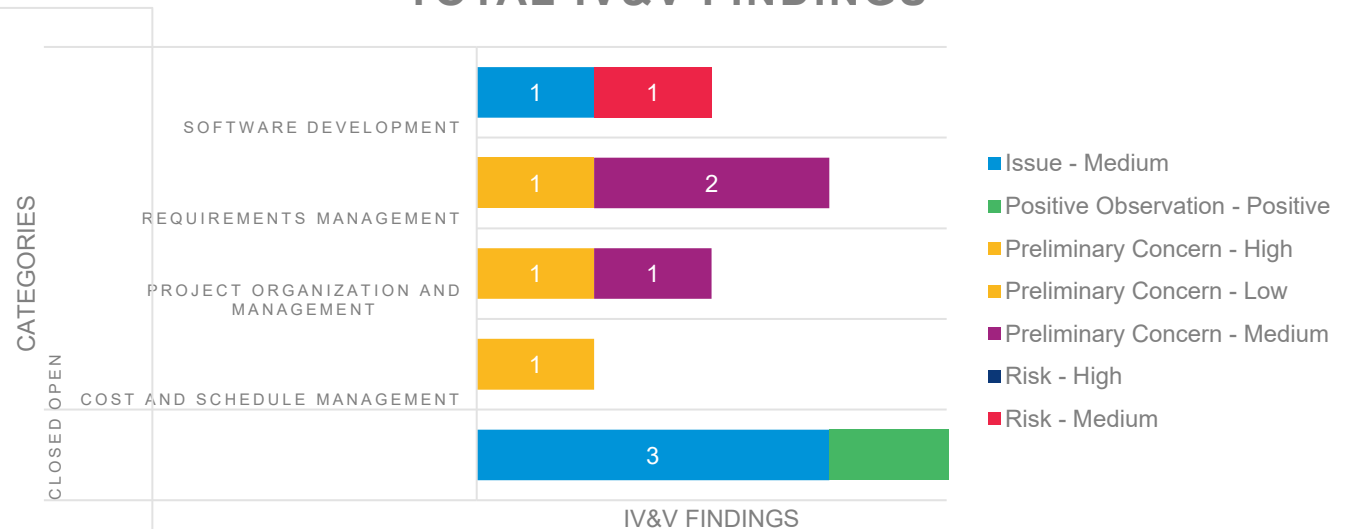
Project Budget

\$38,245,156.60

\$8,254,843.40

■ Expenditure ■ Remaining

TOTAL IV&V FINDINGS



STANDARD REPORT SECTIONS




Project Organization and Management

February	March	April	IV&V Observations
L	L	L	<p>Project Organization Management is Green with the following Observations:</p> <p>IV&V identified a preliminary concern with the project document maintenance: there are inconsistencies with the revision and maintenance of project management plans, strategies, and their related deliverables. 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. IV&V previously identified six (6) documents that were considered past due. These documents were delivered in April.</p> <ul style="list-style-type: none"> - Business Process Re-engineering Plan: Draft submitted on 04/01/2025; UI PMO Comments sent on 04/23/2025 - End User Training Strategy: Submitted on 04/01/2025; UI PMO Approved on 04/29/2025 - System Security Plan: Submitted on 04/01/2025; UI PMO Approved on 04/07/2025 - Project Team Training Plan: Submitted on 04/01/2025; UI PMO Approved on 04/04/2025 - Security Architecture Strategy: UI PMO Approved on 10/02/2024 - Master Test Plan: Submitted on 04/23/2025; UI PMO Approved on 04/28/2025 <p>IV&V received the following documents for review from the state on April 7, 2025, and are currently reviewing them for feedback:</p> <ul style="list-style-type: none"> - Data Conversion Plan - Project Team Training Plan - System Security Plan <p>To streamline reporting, Communication, and Contract Management will now be reported under Project Organization and Management.</p>

Project Organization and Management

February	March	April	IV&V Observations
L	L	L	<p>To strengthen this project area, IV&V Recommends:</p> <ul style="list-style-type: none">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. <p>Related Findings:</p> <ul style="list-style-type: none">Finding #32 – Preliminary Concern - Lack of standards for project document maintenanceFinding #43 – Preliminary Concern – Gaps in Project Document Reporting Structure

Scope and Schedule Management

February	March	April	IV&V Observations
			<p>Scope and Schedule Management is Yellow with the following Observations:</p> <p>The Schedule Performance Index (SPI) reported in the Project Schedule is .99.</p> <p>Scope Analysis is Yellow based on the following Observations:</p> <p>This category remains Yellow, as IV&V continues to partner with the UI Solution Vendor and Hawaii UI PMO to ensure a mutual understanding of project data and validation of scope and progress reporting. Notably, during a collaborative meeting on April 14, 2025, the vendor reiterated that their Power BI report, which is based on RTM-linked user stories, is the official tool for tracking scope completion and schedule progress.</p> <p>As a positive step forward, IV&V was granted edit access to Azure DevOps dashboards, and the vendor proposed coordination between IV&V and the Hawaii UI PMO to replicate the outputs of the Power BI reports.</p> <p>IV&V has not yet received all supporting details—including metadata, filtering logic, query structure, and calculation methodology—to fully validate or replicate the report's outputs. Without this detail, IV&V cannot independently confirm project progress or determine whether the reported schedule aligns with delivery targets. The inability to distinguish internal vendor work from RTM-tracked items in ADO limits scope validation.</p> <p>To strengthen this project area, IV&V Recommends:</p> <ul style="list-style-type: none"> • Provide IV&V with complete documentation and metadata related to the Power BI report, including calculation logic, data sources, and filters used to derive scope completion and velocity. • Establish clear tagging or structural separation between internal/non-project work and deliverables tied to the RTM. <p>Related Findings: Finding #34 – Preliminary Concern - Initial Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable</p>

Requirements Management




February	March	April	IV&V Observations
L	L	L	<p>Requirements Management is Green with the following Observations:</p> <p>This category remains Green as IV&V continues to observe progress in requirements traceability across domains, with active engagement in RTM refinement and validation. Three open preliminary concerns have been identified or updated this reporting period in this area:</p> <p>Elimination of Requirements during Benefits Sessions (Finding #39): IV&V identified that some requirements were eliminated during the Benefits sessions without a clearly defined or documented process. The UI Solution Vendor stated that they use best practices for elimination, but acknowledged there is no "natural process." IV&V has requested supporting documentation but has not received confirmation or evidence of a formalized approach.</p> <p>User Stories Linked to "Adoption" GAP Type Requirements (Finding #41): IV&V observed 14 Adoption GAP-type requirements with 22 user stories linked, which contradicts the stated expectation that Adoption-type requirements should not be linked to development activities.</p> <p>Missing Requirement and Test Case Traceability (Finding #42): IV&V identified several instances where User Stories and Features are not linked to corresponding requirements or test cases in the RTM. This represents a gap in traceability and undermines the project's ability to ensure that all requirements are being fully built and validated.</p> <p>Domain-Specific Observations:</p> <ul style="list-style-type: none"> • Tax: As of 4.28, the Tax area has completed 47% of their requirements, 31% of those requirements are marked as delivered according to the Power BI report. • Benefits: The UI Solution Vendor recently added a Business Analyst to run the Benefits Requirements Sessions. There is no update on the documentation IV&V requested about eliminating requirements. <p>(Continued on next slide)</p>

Requirements Management Continued

February	March	April	IV&V Observations
L	L	L	<p> •Appeals: Appeals requirements are nearing completion. The team reviewed Claimant and Employer Portal requirements and screens and is finalizing RTM clean-up and associated user stories. •Additionally, the team walked through the design process for each Request Type and is actively collaborating with the development team to refine user stories for: <ul style="list-style-type: none"> • Filing an appeal • Appeal-related requests • Decision writing </p> <p> • Security: As the project team has completed 100% of the RTM security requirements, no security requirements sessions were held during this reporting period. Beginning in May 2025, the project team will schedule a weekly meeting to validate the design approach of security controls. </p> <p> • Interfaces: During this reporting period, there were no requirements sessions related to interfaces. </p> <p> To strengthen this project area, IV&V Recommends: <ul style="list-style-type: none"> • Establish a clearly defined process for eliminating requirements that include: <ul style="list-style-type: none"> • Specific criteria for determining which requirements should be eliminated. • A standardized method for documenting and communicating the rationale for eliminating requirements. • Clearly defined roles and responsibilities, ensuring that all relevant stakeholders are involved in and informed about requirement elimination decisions. • This process should be aligned with industry standards and the project's overall governance framework. • Review and correct traceability configurations in ADO, particularly where development is linked to non-development GAP types like "Adoption." • Ensure end-to-end traceability across all RTM entries, including linkage from requirements to development tasks and associated test cases. • Continue use of developed traceability queries to proactively monitor and correct traceability inconsistencies. • Formalize audit and governance checkpoints for RTM maintenance to prevent misalignments and undocumented changes. <p> Related Findings: </p> <p> Finding #39 – Preliminary Concern -There is no defined process for the elimination of requirements Finding #41 – Preliminary Concern - User Stories inappropriately linked to "Adoption" GAP Type Finding #42 – Preliminary Concern – Test Case Traceability </p> </p>



Architecture and Design

February	March	April	IV&V Observations
			<p>System and Technical Architecture and Design is Green with the following Observations:</p> <p>During this reporting period, there were no security requirements sessions, and only a limited number of system requirements sessions were held, as the Solution Provider's Technical Lead was out on planned leave. To date, the project team has completed 16% of RTM system requirements and 100% of RTM security requirements. Design and development activities for both areas have yet to begin. The sessions focused on high-level and state-specific features, including System Considerations, Error handling, and System/Software Architecture.</p> <p>To streamline reporting, the System and Technical Architecture will now be combined and reported under Architecture and Design.</p>

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

February	March	April	Category	IV&V Observations
L	M	L	Testing (Sprint, Unit, System, Integration, UAT)	<p>Testing (Sprint, Unit, System, Integration, UAT, Quality) is Green with the following Observations:</p> <p>This category is now Green, following the finalization of the Master Test Plan on April 28, 2025. IV&V has received the finalized plan and is currently conducting a review to assess alignment with project needs, testing standards, and previously provided feedback. The completion of this foundational document represents meaningful progress and provides a baseline for ongoing quality assurance activities.</p> <p>Regular testing cycles continue as scheduled, and IV&V acknowledges the vendor's effort in advancing the formalization of test planning and documentation. The finalized Master Test Plan is expected to support improved coordination, accountability, and visibility across future test phases.</p> <p>IV&V Recommendations:</p> <ul style="list-style-type: none"> • Incorporate feedback from IV&V's current review into future updates of the Master Test Plan to ensure alignment with IEEE standards and best practices. • Continue to mature the testing process by expanding test coverage metrics, clarifying ownership of test activities, and maintaining consistency in test case documentation.
L	L	L	Operational Preparedness	There are no updates for this period.










Data Conversion/Management

February	March	April	IV&V Observations
L	L	L	<p>Data Conversion / Management is Green with the following Observations:</p> <p>Weekly Data Cleansing meetings continue to progress well. The project is currently in the Data Conversion transformation phase of the Extract-Transform-Load (ETL) process. L1P and L1Z mapping and consumption are complete, and WebAdmin is nearing completion. Current transformation progress for key data sources is as follows:</p> <ul style="list-style-type: none"> • L1P: 100% complete • L1Z: 100% complete • WebAdmin: 98% complete <p>The Data Cleansing vendor continues to leverage SAP Information Steward to define and apply optimal business rules that ensure high-quality data in support of HI DLIR's modernization initiatives. As part of this effort, a monthly Data Scorecard is produced to highlight records that fail data cleansing rules. Each table receives a data 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 business rules or corrective actions are refined accordingly. For April 2025, all tables received quality scores between 9.82 and 10.</p> <p>Data management tools in use:</p> <ul style="list-style-type: none"> • Conversion Traceability Matrix (Excel): Tracks Data Dictionary tasks • Azure DevOps (ADO) Sprint Boards: Used for Data Cleansing task tracking • IV&V does not currently have access to the Data Cleansing, and Data Conversion Sprint Boards <p>IV&V cannot provide further reporting on Data Conversion activities, as no Data Conversion meetings were held during March 2025. IV&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&V has closed this finding for the current reporting period.</p> <p><i>(Continued on next slide)</i></p>

Data Conversion/Management

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

Security, Training/Knowledge Transfer, Interfaces

February	March	April	Category	IV&V Observations
			Security	Security is Green with the following Observations : Security Requirements Gathering is complete. The project team is in the process validating the design approach of controls that are partially or not implemented.
			Training / Knowledge Transfer	There are no updates for this period.
			Interfaces	There are no updates for this period.

Software Development

February	March	April	IV&V Observations
L	L	L	<p>Software Development is Green with the following Observations:</p> <ul style="list-style-type: none"> • This category remains Green, though IV&V continues to observe concerns that may impact transparency, stakeholder engagement, and continuous improvement. IV&V has re-opened a previously closed finding regarding Sprint Retrospectives (Finding #26), as the UI Solution Vendor has not implemented Agile sprint retrospectives at the end of each development sprint. While the vendor has cited ongoing internal product-focused retrospectives, these sessions are not Agile project management retrospectives, and IV&V has not attended or observed any ceremonies consistent with Agile best practices. • Additionally, the Backlog Grooming process continues to lack transparency and remains a concern (Finding #31). The UI Solution Vendor confirmed in a management meeting on March 28 that backlog refinement sessions are internal, with no participation from the State or IV&V. The vendor cites that State priorities are represented by internal BAs, but this approach does not provide IV&V with assurance that project-specific needs and business priorities are consistently reflected in grooming decisions. This finding has moved to a risk. <p>To strengthen this project area, IV&V Recommends:</p> <ul style="list-style-type: none"> • Assess the current approach to Sprint Retrospectives and Backlog Grooming to determine if limited participation adequately supports project-specific needs. • 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. • Establish a recurring reporting mechanism to share the outcomes and decisions of internal vendor ceremonies with HI stakeholders and project oversight. • 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. <p>Related Findings:</p> <p>Finding #26 – Issue - Sprint Retrospectives Finding #31 – Risk - Lack of Transparency in Backlog Management</p>

Human Resources Staffing Management

February	March	April	IV&V Observations
L	L	L	<p>Human Resources Staffing Management Green with the following Observations:</p> <p>The UI Solution vendor added a BA to the Benefits Requirements Session. All current positions are stable. IV&V will continue to monitor resource management activities.</p> <p>To strengthen this project area, IV&V Recommends:</p> <ul style="list-style-type: none">• Continue to engage in best practices such as:<ul style="list-style-type: none">• Forecast staffing needs based on business goals, growth plans, and upcoming work.• Identify critical roles and positions for future planning• Identify and develop strategies to close gaps in staffing.• Leverage tools and technology to track trends and project forecasts.

Risk and Issue Management

February	March	April	IV&V Observations
L	L	L	<p>Risk and Issue Management is Green with the following Observations:</p> <p>This category remains Green, as the project team continues demonstrating 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. Within the month of April, eight (8) Risk and Issue Management meetings have been held in person instead of online. This has limited IV&V's ability to participate in and monitor project risks actively. IV&V has observed that these meetings provide visibility into risks and issues, reinforcing the project's commitment to proactive risk management and control measures.</p> <p>To strengthen this project area, IV&V Recommends:</p> <ul style="list-style-type: none"> • Ensure IV&V Inclusion in key discussions related to vendor processes, particularly those involving backlog grooming, testing practices, and defect resolution. • Clarify expectations with the vendor regarding transparency and oversight requirements, ensuring that information critical to project evaluation is not withheld from IV&V or the state. <p>Related Findings:</p> <p>Finding #36 – Preliminary Concern – Limited Permissions to ADO Features – Closed 4/31/2025</p>

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 state reported that this change is reflected in the most recent quarterly update to the OCM Plan. The OCM team is preparing to assign Change Ambassadors. The OCM Team published the Project Fact Sheet to provide the staff with a better understanding of the project information and strategic goals. Additionally, the OCM Team began conducting UIA Interviews on April 17, 2025.

To strengthen this project area, IV&V recommends:

- Continue to follow the OCM methodologies outlined in the OCM Plan
- Continue to update the OCM Plan quarterly to reflect any foundational changes
- Continue to provide staff with high-level project updates

OCM Activities

Date

The OCM Team’s March accomplishments included:

- B-Y-O-B Session
- Monthly Project Intranet Post
- Project Fact Sheet

April 16, 2025
April 11, 2025
April 17, 2025

IV&V Findings and Recommendations

L Project Organization and Management

#	Key Findings	Criticality Rating
32	<p>Preliminary Concern – There is a lack of standards for the approval, revision, and maintenance processes for Project Management Plans.</p> <p>Initial Observations:</p> <ol style="list-style-type: none">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.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 1.3.3. 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.4. There are discrepancies between version number thresholds. It is unclear which version number indicates when IV&V Feedback is incorporated. For example, the UIS Implementation Strategy includes IV&V updates in version 1.2, whereas Business Process Reengineering includes IV&V updates in version 1.5. <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&V recommends:</p> <ul style="list-style-type: none">• 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.• Review previously approved and finalized project management plans to adhere to the abovementioned process.	Open
Update(s)	
<p>03/04/2025: Finding added to February MSR.</p> <p>04/07/2025: Received Project Team Training Plan, Data Conversion Plan, and the System Security Plan.</p> <p>04/28/2025: The State asked which documents/deliverables were considered late as of March 31, 2025. IV&V Responded with the following:</p> <p>IV&V was unable to locate the final versions of the documents below</p> <ul style="list-style-type: none">-Business Process Re-engineering Plan-End User Training Strategy-System Security Plan-Project Team Training Plan-System Security Strategy-Master Test Plan <p>04/30/2025: The State clarified that the System Security Strategy was approved in October 2024.</p>	

IV&V Findings and Recommendations

L Project Organization and Management

#	Key Findings	Criticality Rating
43	<p>Preliminary Concern – Gaps in Project Reporting Structure</p> <p>IV&V observed that the project’s reporting structure relies primarily on two mechanisms: (1) external Power BI dashboards populated by Azure DevOps (ADO) data exports, and (2) Weekly Status Reports, which summarize progress and link to external spreadsheets and documents. Project status reporting is not directly enforceable or verifiable within ADO, the system where scope, development, and defect management activities are executed.</p> <p>Further, review of linked reporting artifacts revealed:</p> <ul style="list-style-type: none">• External spreadsheets (e.g., Tracking_V3.xlsx) contain static, manually updated data snapshots (e.g., some entries labeled "As of 1/22/25"),• Linked ADO dashboards cited in external trackers reference personal dashboards and display outdated burnup charts that stop at December 2024, <p>Industry best practices and governance frameworks—including PMBOK (Project Integration Management), ISO/IEC 12207 (Software Life Cycle Processes), ISO 21500 (Project Management Guidelines), and IEEE 16326 (System and Software Engineering Project Management)—emphasize the importance of:</p> <ul style="list-style-type: none">• Maintaining authoritative, real-time reporting tied to the system of execution,• Ensuring accessibility, accuracy, and transparency of all reporting artifacts,• Enabling traceability and progress validation directly within operational tools. <p>The observed practices introduce a risk that project scope, progress, and quality status must be inferred from secondary, manually assembled sources rather than directly validated through the system of operation</p>	High

IV&V Findings and Recommendations

L Project Organization and Management

#	Key Findings	Criticality Rating
43	<p>Continued:</p> <p>Analysis and Significance:</p> <p>As a result of the current reporting structure:</p> <ul style="list-style-type: none">- Reporting on project scope, schedule, and quality progress must be manually reconciled across multiple external tools rather than transparently verified within ADO,- Static, outdated, or inaccessible reporting artifacts reduce the accuracy and timeliness of project oversight,- Fragmentation between work execution and status reporting increases the difficulty of maintaining shared understanding among stakeholders,- The gap between execution systems and reporting tools may contribute to inconsistencies in scope tracking, risk identification, and project forecasting. <p>In contrast, leading practices for projects of this size and complexity would expect to see:</p> <ul style="list-style-type: none">- Enforced hierarchical traceability within ADO (e.g., Parent/Child links between requirements, user stories, and test cases),- Centrally managed and current dashboards in ADO, accessible to all stakeholders,- Structured tagging or classification distinguishing internal work, out-of-scope work, and contractual deliverables,- Use of Power BI as a supplemental visualization tool, with reporting logic traceable to the system of record,- Consistent governance and accountability for the completeness, timeliness, and accessibility of all project status reporting. <p>The current gap between reporting practice and these expected standards increases risk to both reporting accuracy and project governance visibility.</p>	High

IV&V Findings and Recommendations

L Project Organization and Management

Recommendations	Status
<p>To strengthen project reporting governance and ensure alignment with best practices, IV&V recommends:</p> <ul style="list-style-type: none">• Exploring opportunities to establish ADO as the authoritative system of record for real-time reporting on scope, development, testing, and quality assurance activities,• Developing centrally maintained dashboards and reports within ADO that can be accessed by the vendor, PMO, IV&V, and other stakeholders,• Documenting and publishing the official reporting methodology, including definitions of metric calculations and data sources,• Regularly validating that all referenced reporting artifacts (including links embedded in status reports) are current, accessible, and reflect live project status,• Leveraging Power BI for visualization purposes only, ensuring that all data shown can be traced directly to system-based evidence in ADO,• Minimizing reliance on manually curated spreadsheets and static data snapshots to represent official project status.	Open
Update(s)	

IV&V Findings and Recommendations

M Scope and Schedule Management

#	Key Findings	Criticality Rating
34	<p>Preliminary Concern – Schedule Analysis Indicates Risk, but Scope and Velocity Reporting Remain Unverifiable</p> <p>IV&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&V has not been provided access to the data structure, filtering logic, calculation methodology, or source queries underpinning this Power BI report. As a result, IV&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&V cannot independently confirm the validity of the vendor’s projected delivery timelines or RTM completion statistics.</p> <p><i>**IV&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 Scope 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&V Recommends:</i></p> <ul style="list-style-type: none">- 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.- Clarify how RTM-linked stories are identified in Azure DevOps and establish a reproducible method for isolating in-scope backlog items.- Establish clear tagging or structural separation between internal vendor work and project deliverables to support independent analysis.- Provide IV&V with access to sufficient metadata or queries used in the Power BI report to allow for schedule validation using Agile metrics.		Open

IV&V Findings and Recommendations

Scope and Schedule Management

Update(s)

4/22/2025

IV&V met with UI Solution Vendor management, HI leadership, and the IV&V team on 4/14/2025 to address access limitations and tool usage. During this meeting:

- IV&V was granted edit access to ADO dashboards.
- The vendor agreed to share additional detail on their Power BI reporting logic and suggested that IV&V collaborate with a HI representative to attempt replication of the vendor's Power BI outputs.
- IV&V formally requested raw data exports from the Power BI report to support validation efforts.

To date, IV&V has not been provided sufficient metadata, query logic, or data exports to replicate or validate the Power BI reporting. This finding remains open while coordination with the HI representative and vendor is ongoing.

IV&V Findings and Recommendations

L Requirements Management

#	Key Findings	Criticality Rating
39	<p>Preliminary Concern – 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&V observed the UI Solution Vendor, and PX Global eliminate some requirements due to the inability to establish a use case. IV&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&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

L Requirements Management

Recommendations	Status
<p><i>IV&V Recommends:</i></p> <ul style="list-style-type: none">- <i>Establish a clearly defined process for eliminating requirements that includes:</i><ul style="list-style-type: none">- <i>Specific criteria for determining which requirements should be eliminated.</i>- <i>A standardized method for documenting and communicating the rationale for eliminating requirements.</i>- <i>Clearly defined roles and responsibilities, ensuring that all relevant stakeholders are involved in and informed about requirement elimination decisions.</i>- <i>This process should be aligned with industry standards and the project's overall governance framework.</i>	Open
Update(s)	
<p>03/21/2025: Emailed Ian and Ruben asking for documentation</p> <p>03/24/2025: Emailed Ian and Ruben asking for updates. Received response from Ian stating he is searching for documentation and will follow up tomorrow.</p> <p>03/25/2025: Ruben responded stating he made a request to the PM for this documentation.</p> <p>04/02/2025: Added to March MSR</p> <p>04/07/2025: Emailed Ian and Ruben asking for updates. Received a response from Ruben stating he did not get a response from Jordan and will forward email and request to TJ.</p>	

IV&V Findings and Recommendations

L Requirements Management

#	Key Findings	Criticality Rating
41	<p>Preliminary Concern – User stories are improperly linked to requirements marked as “Adoption” GAP type.</p> <p>IV&V observed a discrepancy between stated expectations for requirement traceability and the current configuration within Azure DevOps (ADO). In an April 14 meeting, a representative of the UI solution vendor stated that requirements with a GAP type of “Adoption” should not have any development-related user stories linked to them. These requirements should only be linked to test cases. However, a query performed by IV&V on April 22 revealed 14 Adoption GAP type requirements with a total of 22 user stories linked. This misalignment indicates a deviation from the stated requirements traceability approach and may reflect inaccurate classification or insufficient requirement assessment.</p> <p>As a result of user stories being linked to requirements with a GAP type of “Adoption,” despite vendor guidance to the contrary, there is a potential misrepresentation of system scope and development, resulting in a hazard to project planning, scope tracking, and testing integrity. If requirements marked as Adoption truly require development work, they should not be labeled Adoption. If they do not require development, user stories should not be linked. This inconsistency may cause defects in scope reporting, hinder test planning, and confuse requirement validation processes.</p>	Medium
Recommendations		Status
<i>Recommendations founds on the following slide*</i>		Open

IV&V Findings and Recommendations

Requirements Management

Recommendations	Status
<p><i>IV&V Recommends:</i></p> <ul style="list-style-type: none"><i>- The UI solution vendor review all requirements marked with the GAP type “Adoption” and assess whether the GAP type classification is accurate.</i><i>- Remove or reclassify any user stories inappropriately linked to “Adoption” GAP type requirements.</i><i>- Update or clarify guidance and enforcement mechanisms for traceability practices in ADO to ensure alignment with project expectations.</i>	Open

IV&V Findings and Recommendations

L Requirements Management

#	Key Findings	Criticality Rating
42	<p>Preliminary Concern – Missing Requirement and Test Case Traceability for Some User Stories and Features</p> <p>For some User Stories that have been developed, IV&V observed no corresponding test case to verify that the requirement was correctly built and works as intended. For example, Task 54144 is a child of User Story 46942 (Decision Template page). However, there is no test case associated with either the User Story or its parent Feature 46771. Additionally, there is no linked requirement associated with the Feature or the User Story (i.e., no parent requirement for the User Story, and no child requirement for the Feature).</p> <p>Requirements Traceability Matrix (RTM) typically tracks two main components for each requirement:</p> <ol style="list-style-type: none">1. Development/Build (designing and implementing the requirement)2. Testing/Validation (verifying that the requirement is correctly built and works as intended). <p>Simply, Requirement → How it is implemented → How it is tested</p> <p>The RTM's purpose is:</p> <ol style="list-style-type: none">1. Ensure every requirement is accounted for in the system build.2. Ensure every requirement is tested (validation coverage).3. Show clear traceability both forward (Requirement → Test Case) and backward (Test Case → Requirement).	
Recommendations		Status
Ensure that all Features, User Stories, and related development tasks are fully traced to corresponding requirements and associated test cases in the RTM to verify that each requirement is correctly built and validated. Gaps should be addressed to maintain complete end-to-end traceability.		Open

IV&V Findings and Recommendations

Software Development

#	Key Findings	Criticality Rating
26	<p>Issues – Sprint Retrospectives: <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">1. Missed Opportunities for Continuous Improvement.2. Increased Frustration and Low Morale of team members.3. Lack of Team Alignment and Communication.4. Reduced Product Quality and Customer Satisfaction.5. Missed Innovation and Learning. <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&V recommends:</p> <ol style="list-style-type: none">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.2. Setting clear goals for retrospectives: Define specific objectives for retrospectives, such as improving processes, enhancing team communication, or identifying technical obstacles.3. Encouraging open and constructive feedback: Foster a safe environment where team members feel comfortable sharing their thoughts and concerns.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.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.6. Involving stakeholders: Occasionally, involve key stakeholders to gain additional perspectives.7. Leveraging Retrospective Tools: Use tools like Jira, Miro, or MURAL's retrospective feature to streamline and record feedback.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.9. Encouraging small, iterative Improvements: Small adjustments or incremental changes often lead to sustained improvements and are easier to adopt.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. <p><i>Updates found on the following slide*</i></p>	Open

IV&V Findings and Recommendations

Software Development

Update(s)

4/30/2025

This finding was previously designated as a watch item. During this reporting period, IV&V monitored Agile ceremonies closely to assess whether the Solution Provider had implemented sprint retrospectives at the end of each sprint. As the Solution Provider has not yet conducted Agile sprint retrospectives, IV&V has re-opened this finding.

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

L Software Development

#	Key Findings	Criticality Rating
31	<p>Risk – Lack of Transparency in Backlog Management</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.

4/22/2025

No update for this reporting period. These practices are continuing to occur regularly, but without HI or IV&V stakeholders represented. This finding has been moved to a Risk.

IV&V Findings and Recommendations

Risk Management

#	Key Findings	Criticality Rating
36	<p>Preliminary Concern – Limited Permissions to ADO Features</p> <p>IV&V has identified instances where access to project data has been restricted, impeding the ability to conduct effective independent oversight. IV&V does not have full access to 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, access to various dashboards has been requested but remains unfulfilled despite vendor assurances that it is "in the works."</p> <p>Without full access to project data and discussions, IV&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 restricted access to ADO features, testing data, and critical meetings, IV&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
Recommendations on following slide.		Closed 3/31/2025




IV&V Findings and Recommendations

Risk Management

Recommendations	Status
<p><i>IV&V recommends the following actions:</i></p> <ul style="list-style-type: none">- Grant IV&V access 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.- Ensure IV&V inclusion in key discussions related to vendor processes, particularly those involving backlog grooming, testing practices, and defect resolution.- Clarify expectations with the vendor regarding transparency and oversight requirements, ensuring that information critical to project evaluation is not withheld from IV&V or the state.	Closed 4/31/2025
Update(s)	
<p>4/22/2025</p> <p>Access-related issues were discussed in the 4/14/2025 meeting with the UI Solution Vendor, HI leadership, and IV&V.</p> <p>Progress included:</p> <ul style="list-style-type: none">- IV&V was granted edit access to ADO dashboards, which improves reporting capabilities and reduces dependency on vendor-facilitated access.- The vendor acknowledged the desire for transparency and committed to reviewing additional access/permission requests. <p>Because of the resolution of ADO permission issues, this finding has been closed as of 4/31/2025</p>	

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:

April 2025 Project HUI Huaka'i Weekly Status Reports

Project Management Plan

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

Data Cleansing meeting notes (sent by email) for the weekly meetings in April 2025

[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.



Solutions that Matter