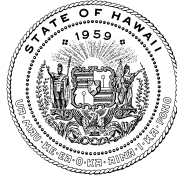


JOSH GREEN, M.D.
GOVERNOR
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LUNA 'ENEHANA

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

October 3, 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: **[August]**

Draft Submitted: September 5, 2025

Final Submitted: October 1, 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

Executive Summary

The HUI Huaka'i Project is classified as low risk with a Green status.

During the August reporting period, there were two (2) new findings, two (2) positive observations, and one (1) retired finding.

In August, the project budget was increased to include electronic signature functionality within the existing scope. This enhancement is in effort to strengthen document management processes and support the project's goal of creating a fully paperless system.

The Hawaii DLIR UI team continued to concentrate on the design and development of the claimant portal. Nine (9) focus groups were held in August to introduce the portal and solicit stakeholder feedback. The feedback was positive, and constructive suggestions were received and are being considered for incorporation.

IV&V has continued concerns about the project documentation revision and review processes and has opened two (2) new findings in this reporting period, particularly around the lack of adherence to the document review and approval process defined in the Project Management Plan (PMP).

The project has made meaningful improvements in its traceability gaps between Features, User Stories, and test cases. This shift strengthens alignment between tracked work and defined requirements. IV&V will continue monitoring this progress.

The Hawaii DLIR UI PMO continued to promote the project's strategic goals to the UI team. August's highlighted strategic goal is "Enable Capability to Adapt to Changing Economic Conditions". This is part of the seven-month Strategic Goals Communications Campaign.

Currently, the project has one (1) open preliminary concern, three (3) open risks, one (1) open issue, and two (2) positive observations.

Executive Summary Dashboard

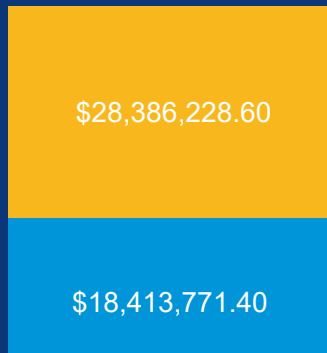
Overall Rating

As of August 31, 2025



The project is currently in a green status.

Project Budget



■ Expenditure ■ Remaining

% OF THE RTM
DEVELOPED AND
RELEASED TO
SANDBOX

37%

* IV&V has not independently validated. This information is reported through the Project Status Report.

Total IV&V Findings - 50

Open – 7

Closed – 42

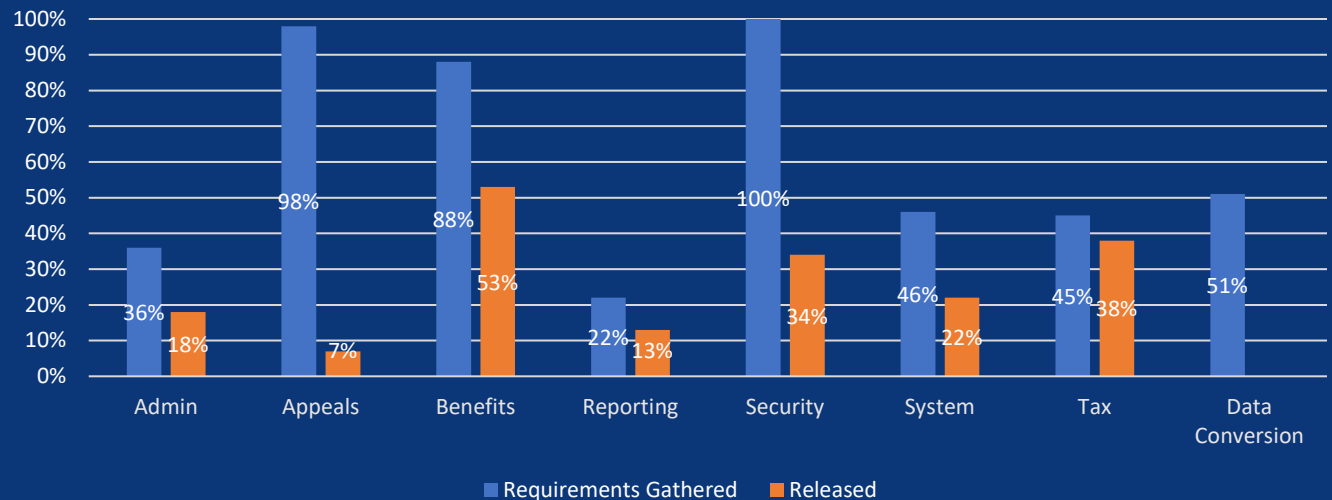
Watch – 1

Open Recommendations – 18

Closed this Month – 1

Opened this Month - 4

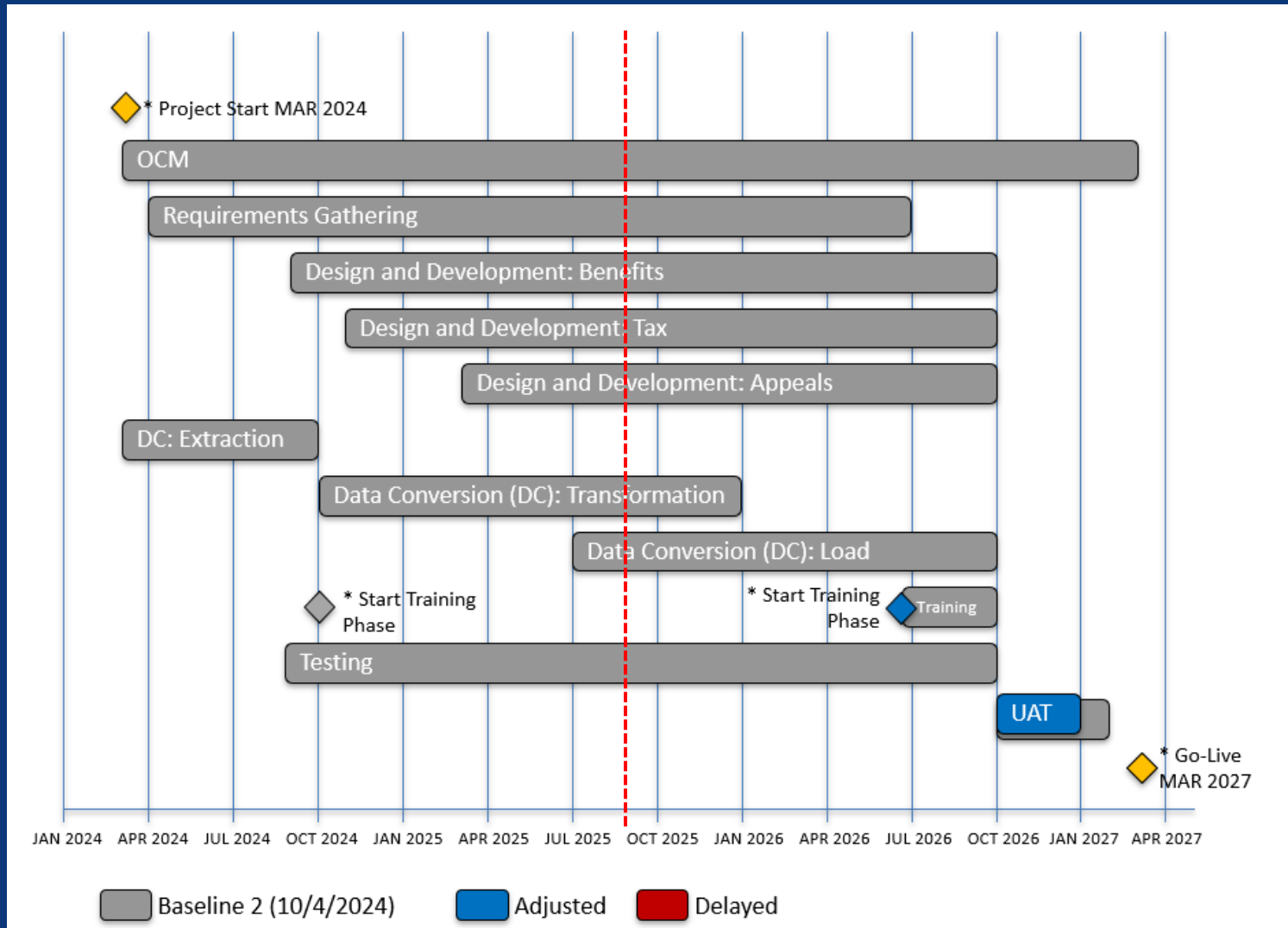
Workstream Status















*Data Conversion is data extraction and transformation complete



Executive Summary Dashboard: Project Timeline





















Executive Summary

Jun	Jul	Aug	Category	IV&V Observations
			Project Organization and Management	IV&V has continued concerns about the project documentation revision and maintenance processes and has opened two (2) new findings in this reporting period, moving this category to a yellow status. The project should follow the document review and approval process defined in the PMP (#47) and adopt a structured revision approach for existing documents (#46). Current practices lack consistency in how documents are approved, revised, and maintained (#32). IV&V recommends greater structure to support version control, quality assurance, and alignment of documentation with the evolving project and system.
			Scope and Schedule Management	IV&V continues to monitor Finding (#45) regarding velocity and throughput, and backlog growth. As of August 2025, 476 of 1,251 stories are complete. IV&V supports the project's shift to linking all backlog items to the RTM, improving traceability and visibility. IV&V forecasting now includes an exponential decay model to better reflect real-world backlog trends and produce nonlinear scenario-based projections. Under current models, projected completion ranges from 2.4 months ahead of schedule (optimistic) to 3.8 months behind (conservative), with baseline estimating a 2-month delay. The SPI decreased from 1.0 to 0.97 as of the August 28 project schedule.
			Requirements Management	IV&V commends the project's recent effort to link all backlog items to the RTM, which improves traceability and addresses prior concerns raised in earlier findings. This is a meaningful shift that strengthens alignment between tracked work and defined requirements. IV&V will continue monitoring this progress. As of this reporting period, the RTM dashboard shows 66% of requirements completed. IV&V continues to monitor traceability gaps between Features, User Stories, and test cases (#42). IV&V has viewed continuous improvements regarding eliminating requirements within ADO and has decided to close the preliminary concern opened in March (#39).
			Architecture and Design	Appeals Functional Design sessions focused on initial design for DUA/Special Program appeals, customizations for general functionality and appeal-level screen displays, and refinements to appeals document functionality. Sessions also included review and validation of the DOL Review design, resolution of open points related to appeals data and screen displays, and continued discussions on overall functionality and modifications.

*Additional details on finding impacts and significance can be found in the IV&V Findings and Recommendations section









Executive Summary

Jun	Jul	Aug	Category	IV&V Observations
			Testing (Sprint, Unit, System, Integration, UAT)	IV&V can now access testing information within the RTM ADO project and has been informed that all testing efforts and plans will be transitioned into RTM beginning early September. As such, access to the Product Backlog test plans is not necessary. Testing activities remain active, with the QA team continuing sprint test execution and coordinating releases. IV&V will look for updates next month on key testing milestones, including the SME testing kickoff (ETC 8/29/25) and the finalized SME testing timeline (ETC 8/22/25), which are notable milestones in the project and testing activities. IV&V has requested to be included in these milestones, such as the SME testing kickoff meeting.
			Data Conversion Management	The Data Cleansing vendor leverages SAP Information Steward to enforce business rules that support data quality for HI DLIR's modernization. Monthly Data Scorecards identify failed records and assign quality scores (0–10) per table. The HI DLIR UI Team reviews discrepancies with the vendor to refine rules or take corrective action. In August 2025, table scores ranged from 9.77 to 10, and overall data conversion reached 51%.
			Security	IV&V completed its review of the System Security Plan and provided comments and recommendations to strengthen alignment with applicable standards. While security meetings were held in August, IV&V was not included in those discussions.
			Training and Knowledge Transfer	During this reporting period, there were no updates regarding Knowledge Transfer or Training. IV&V will continue to monitor the training and knowledge transfer activities.
			Interfaces	During this reporting period, no requirements sessions related to interfaces were held. Requirements sessions are planned to resume in September 2025.
			Software Development	IV&V continues to monitor throughput and development trends (#45). In the past three months, an average of 88 stories have been added per month, with a monthly completion rate of 81 stories on average. This throughput has been trending positively. Continued observation will help determine if the current development pace is sufficient to support timely delivery. In addition, IV&V currently does not have access to the working software or environments to verify software development progress independently.



Executive Summary

Jun	Jul	Aug	Category	IV&V Observations
			Human Resources and Staffing Management	During the month of August, one new sprint tester was added to the project. All current project resources are stable. IV&V will continue to monitor resource management activities
			Risk and Issue Management	IV&V has opened a positive observation (#49) after observing positive risk management when multiple security risks, developed and identified by a Security Specialist in July, have been added to the RAID Log for visibility and regular control reviews.

*Additional details on finding impacts and significance can be found in the IV&V Findings and Recommendations section

Organizational Change Management

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

The current OCM meetings are running smoothly without any issues. IV&V has opened a positive observation (#50) after observing strong attendance throughout multiple BYOB sessions. Participants have actively engaged during the sessions, for example, the Claimant Portal demo session, asking questions and providing feedback. The BYOB sessions have fostered a collaborative and interactive environment, encouraging knowledge sharing. Positive feedback from attendees indicates satisfaction with the format and content.

OCM Activities

The OCM Team's August accomplishments included:

- Weekly OCM meetings were held to review and coordinate OCM-related tasks.
- Monthly project intranet update shared to keep stakeholders informed about the project.
- Change Ambassador Network planning continued in August and plan updated based on feedback from Leadership.
- The August highlighted strategic goal is "Enable Capability to Adapt to Changing Economic Conditions". This is part of the seven-month Strategic Goals Communications Campaign.
- Strategic Goals Puzzle pieces were added to the Poster in UI offices.
- B-Y-O-B Engagement Sessions held to share and obtain feedback on the Claimant Portal.
 - 4 BYOBs on 8/13-14
 - 1 Intercept Focus Group on 8/18
 - 6 Claimant Focus Groups 8/19-21
 - 2 Community Partner Focus Groups 8/20, 8/22

IV&V Findings and Recommendations

IV&V Findings and Recommendations

Findings Opened During the Reporting Period

#	Finding	Category
46	Operational Documentation Treated as Final Despite “Living Document” Language	Project Organization and Management
47	Deviation from Document Review Process and Lack of Revision Tracking	Project Organization and Management
49	Positive Risk Management through the inclusion of multiple security risks identified and developed by a Security Specialist have been included in the RAID log for visibility and regular control reviews.	Risk Management
50	"BYOB" sessions have been well-received, demonstrating a high level of participant engagement.	Organizational Change Management

IV&V Findings and Recommendations

Findings Retired During the Reporting Period

#	Finding	Category
39	There is no defined process for the elimination of requirements - <i>closed due to continuous improvements regarding requirements management and elimination in ADO.</i>	Requirements Management

IV&V Findings and Recommendations

Project Organization and Management

#	Key Findings	Criticality Rating
32	<p>Preliminary Concern – There is a lack of standardization in the approval, revision, and upkeep of Project Management Plan documents.</p> <p>Initial Observations:</p> <ul style="list-style-type: none">• The format of the document maintenance section in Project Management Plans is inconsistent across documents. For instance, the Implementation Strategy includes fields like "Effective Date" and "Approver," while other documents omit these details.• There are discrepancies in document version numbers. For example, the Implementation Strategy's file name shows version 2.0, yet its document maintenance section only lists versions up to 1.3.• Document maintenance sections in approved Project Management Plans are incomplete. For example, the Document Maintenance table in the approved Data Conversion Strategy only shows version 1.0 - Draft.• There is an inconsistency in documenting versioning information to include what information is updated in the document• There is no document management plan governing the management of project documents. <p>Analysis:</p> <p>Effective document management is a foundation for project transparency, quality control, and smooth execution. Without it, projects are more prone to miscommunication, errors, and delays. While not contractually required, PMBOK emphasizes managing project information through a structured process, like a Document Management Plan, to support communication, decision-making, and compliance.</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 numbers, responsible parties, and a clear format for the document maintenance section of project management plans.• Review previously approved and finalized project management plans to ensure consistency.• Establishing a Document Management Plan to ensure accessibility, accuracy, and version control throughout the project lifecycle.	Open

Update(s)
<p>7/28/2025 -</p> <p>- As of July 2025, the UI Solution Vendor has delivered most of the document deliverables required by contract. Document maintenance and review are happening quarterly. IV&V will continue to monitor document maintenance for consistency, clarity, and accuracy.</p>

IV&V Findings and Recommendations

Project Organization and Management

#	Key Findings	Criticality Rating
46	<p>Risk – Lack of formal revision schedule or update obligations for critical operational documents</p> <p>Initial Observations:</p> <ul style="list-style-type: none">• Several operational documents include statements that they are “living documents” and may be updated at the discretion of the UI Project Management Office (PMO). At this time, no formal revision schedule, defined update triggers, or version control processes are in place. Because these documents have already been approved, accepted, and paid for, there is no contractual requirement for continued maintenance.• This acceptance occurred under extenuating circumstances, which accelerated timelines. While the urgency is understood, the absence of structured revision still presents a risk that these documents may remain static without implementing some structure to future revisions of accepted and paid for documentation. <p>Analysis:</p> <p>As a result of the lack of formal update, revision, or maintenance procedures following document acceptance, execution-phase documentation may become outdated or misaligned with the final production system, support tools, or staffing structure. This may lead to degraded post-go-live performance, confusion over roles and responsibilities, or unmet service level agreements. While the documents claim to be “living,” this status is discretionary and not backed by structured governance, scheduled review cycles, or vendor obligations. Industry best practices such as IEEE 14764 and ITIL recommend that operational support plans be reviewed and updated as systems move from development to production.</p>	Medium

IV&V Findings and Recommendations

Project Organization and Management

Recommendations	Status
<p>IV&V recommends:</p> <ul style="list-style-type: none">• Establish a formal document update, revision schedule or trigger points for operational documents.• Formally designate which documents must be maintained as living deliverables.• If necessary, explore contractual mechanisms or change requests to require vendors to support updates to operational documents closer to go-live.	Open
Update(s)	
N/A	

IV&V Findings and Recommendations

Project Organization and Management

#	Key Findings	Criticality Rating
47	<p>Issue – Deviation from Document Review Process and Lack of Revision Tracking</p> <p>Initial Observations:</p> <ul style="list-style-type: none">• In May/June 2025, the project vendor delivered 16 finalized project plans and operational documents. Of these, 14 were submitted as Version 1.0 (Initial Submission), with no tracked revisions, and had already been approved, accepted, and paid for by the UI Project Management Office (PMO). Two documents reflected version history or updates.• IV&V did not review most of these deliverables before state approval, which differs from the review sequence documented in the Project Management Plan (PMP): draft → UI review → IV&V review → revision → final approval. As a result, it is unclear whether feedback was incorporated or tracked consistently. Ensuring that IV&V has the opportunity to review draft deliverables prior to final approval would help increase transparency, provide additional validation, and further strengthen confidence in the completeness of foundational project documentation.• This deviation occurred under extenuating circumstances, which accelerated timelines and skirted established review procedures outlined in the PMP. This context does explain the urgency, but does not eliminate the issue that these documents were finalized without following established procedures and quality assurance processes. <p>Analysis:</p> <p>As a result of approving and accepting 14 of 16 deliverables without IV&V review and without tracked revision history, the project did not fully align with the intended quality assurance controls for key planning documents. While the PMP outlines a structured review cycle, the lack of adherence introduces the risk that documents were potentially not reviewed, and that gaps, inaccuracies, or unvalidated assumptions may persist. Without version history or revision logs, there is no way to verify how, or if, feedback was incorporated.</p>	Medium

IV&V Findings and Recommendations

Project Organization and Management

Recommendations	Status
<p>IV&V recommends:</p> <ul style="list-style-type: none">• The UI PMO reaffirm the required document review and approval sequence defined in the PMP, ensuring all deliverables are reviewed by IV&V before final approval.• All future deliverables include tracked revisions and version histories that reflect incorporation of stakeholder feedback, including both UI and IV&V input.• A retrospective review be conducted on the 14 finalized deliverables to confirm their content aligns with project expectations and does not require rework or amendment.	Open
Update(s)	
N/A	

IV&V Findings and Recommendations

Scope and Schedule Management

#	Key Findings	Criticality Rating
45	<p>Risk – Velocity and Backlog Growth Risks Schedule</p> <p>Since August 2024, the project backlog has grown by over 600 net new stories, with limited progress on completion until early 2025. Although June 2025 showed a slowdown in new story creation, it is too early to confirm a stable trend. IV&V performed forecasting in June using both story points and story counts, revealing wide variance in projected completion timelines depending on backlog growth and delivery rate.</p> <p>Under the current throughput (27 stories/month), the project could meet its October 2026 development deadline if no additional scope is added. However, continued backlog growth—even at reduced levels—would extend the timeline significantly. These findings highlight the need to control scope intake and improve throughput to ensure timely delivery.</p> <p>As a result of sustained backlog growth and reliance on variable throughput trends, future delivery timelines may extend beyond the scheduled end date, resulting in increased cost and risk exposure. Forecasting models show that if the backlog continues to grow—even modestly—project completion could extend significantly unless corrective actions are taken to improve development throughput or limit scope expansion.</p> <p>Continued on the next slide.</p>	High

IV&V Findings and Recommendations

Scope and Schedule Management

Recommendations	Status
<p>IV&V Recommends:</p> <ul style="list-style-type: none">- Stabilize backlog intake through more rigorous scope control and change management processes.- Regularly monitor and report on net new stories added per month to identify scope growth early.- Evaluate opportunities to increase throughput by analyzing bottlenecks and process inefficiencies.- Prioritize backlog grooming to eliminate unnecessary or duplicate stories.- Adopt a shared forecasting model and regularly update based on story point and count velocity.- Increase transparency into backlog refinement decisions to ensure alignment with RTM and project goals.	Open
Update(s)	
Found on next slide.	

IV&V Findings and Recommendations

Scope and Schedule Management

Update(s)

8/26/2025 -

- As of August 2025, 476 of 1,251 user stories have been completed. The project's recent decision to link all backlog items to the RTM has significantly changed the backlog landscape and historical metrics, increasing visibility and improving traceability. IV&V supports this shift, as it addresses prior concerns about unlinked work.

- Forecasting has been enhanced and matured to include an exponential decay model to reflect more realistic backlog growth over time and create more accurate and nonlinear projections and forecasts. IV&V has also added velocity targets for each scenario.

- The three scenario-based projections, rooted in the exponential decay model:

Baseline: Realistic decay model - project completes development 2.0 months behind schedule

Optimistic: No new growth - project completes development 2.4 months ahead of schedule

Conservative/Risk: Flat growth or lagged decay - project completes 3.8 months behind schedule

7/28/2025 -

- As of July 2025, the project has completed 362 of 955 user stories, leaving 593 stories remaining in the backlog.

- Backlog growth has slowed, and throughput has increased, showing a positive trend of throughput and backlog decline.

- Using a 6-month average forecast, if no new stories are added, and current 6-month average throughput is maintained, the project will finish on time with the scheduled planned development end date. The Moderate scenario within that same forecast shows that maintaining the same throughput will surpass the end date by approximately 2 months. 3-month average and historical averages are being monitored as well.

IV&V Findings and Recommendations



Requirements Management

#	Key Findings	Criticality Rating
39	<p>Preliminary Concern – There is no defined process for the elimination of requirements.</p> <p>During the Benefits Requirements Session, IV&V observed that some requirements were eliminated due to the inability to establish a use case. IV&V asked about the processes for removing requirements and was told that the best practices are being used when eliminating requirements; however, IV&V cannot validate the process. It is assumed that the DLIR UI PMO meets internally to discuss and approve eliminations. IV&V requested documentation outlining the process for elimination during the March reporting period.</p> <p>Analysis: IV&V reviewed the eliminated and removed requirements in the product backlog and found that the documentation was not consistent and did not contain clear statements as to why a requirement was eliminated. Clearly documenting the removal of contract requirements is a critical task in IT projects. While the Agile methodology doesn't typically require formal documentation of removal for every change, Agile best practices do recommend that the product backlog be used as a single source of truth to clearly document why a requirement is being removed, who approved the change (e.g., user feedback, duplicated, replaced by another solution) and any impact analysis.</p>	Low
Recommendations		Status
<p>IV&V Recommends:</p> <ul style="list-style-type: none">- Establish a clearly defined process for eliminating requirements that includes:<ul style="list-style-type: none">• A standardized method for documenting the removal in the product backlog and communicating the rationale for eliminating requirements.		Closed 8/28/2025



IV&V Findings and Recommendations

Requirements Management

Update(s)

07/22/2025: IV&V has reviewed the eliminated requirements and suggests that when eliminating the requirement, the documentation within the backlog should be consistent and contain all the relevant information to create an audit trail and a historical record. IV&V will continue to monitor.

06/30/2025: IV&V reviewed the ADO board to locate justifications for eliminating requirements. IV&V is reviewing a sample size of the 209 requirements marked for elimination for complete, consistent justifications and overall communication about the eliminations. IV&V will provide an analysis in July.

04/02/2025: Added to March MSR

IV&V Findings and Recommendations

Requirements Management

#	Key Findings	Criticality Rating
42	<p>Risk– 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).	Medium
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

Requirements Management

Update(s)

08/31/2025 - While the discussion commentary in the User Story (46942) in ADO suggests that it has been tested, both the user story and its parent feature (46771) still lack associated test cases. This continuing gap indicates that the traceability issue remains unaddressed, sustaining the risk that this functionality may not be adequately validated during testing, potentially leading to the functionality not meeting stakeholder requirements.

7/31/2025 - There has been no change since last month regarding traceability in Azure DevOps (ADO). Task 54144 remains a child of User Story 46942 (Decision Template page), and neither the User Story nor its parent Feature 46771 has an associated test case. This ongoing gap indicates that the traceability issue first identified in May and reiterated in June remains unaddressed, sustaining the risk that this functionality may not be adequately validated during testing.

6/30/2025 - There continues to be a lack of full traceability between some Features, User Stories, and corresponding test cases in Azure DevOps (ADO). As of this month, Task 54144 remains a child of User Story 46942 (Decision Template page), but no test case has been associated with either the User Story or its parent Feature 46771. This indicates that the traceability gap identified last month has not yet been addressed, increasing the risk that functionality may not be adequately validated during testing.

5/31/2025 - Not all Features, User Stories, and related development tasks are fully traced to associated test cases in ADO, 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.

IV&V Findings and Recommendations

Risk Management

#	Key Findings	Criticality Rating
49	<p>Positive Observation – Positive Risk Management through the inclusion of multiple Security Risks identified and developed by a Security Specialist has been included in the RAID log for visibility and regular control reviews.</p> <p>IV&V continues to see positive risk management. During the month of August, multiple security risks that were developed and identified by a Security Specialist have been added to the RAID Log for visibility and regular control reviews. The frequency of control reviews ranges from weekly, bi-weekly, and monthly.</p> <p>By adding security risks that were identified by a Security Specialist, Hawaii UI PMO ensures high-level visibility and awareness, integrated risk management, better decision-making, improved mitigation planning, and cross-functional collaboration.</p>	-




IV&V Findings and Recommendations

Organizational Change Management

#	Key Findings	Criticality Rating
50	<p>Positive Observation – "BYOB" sessions have been well-received, demonstrating a high level of participant engagement.</p> <p>IV&V has observed strong attendance throughout multiple BYOB sessions. Participants have actively engaged during the sessions, for example, the Claimant Portal demo session, asking questions and providing feedback. The BYOB sessions have fostered a collaborative and interactive environment, encouraging knowledge sharing. Positive feedback from attendees indicates satisfaction with the format and content.</p> <p>The high attendance and active engagement in the "BYOB" sessions indicates that the format and content are resonating well with the audience, fostering a productive learning environment. The consistent participation also points to a growing interest and potential for future sessions to build on this momentum. The continued engagement and positive feedback from participants are critical for the success of future BYOB sessions. Active involvement suggests that participants are gaining value from the sessions, which is essential for knowledge transfer, skill development, and team alignment. This trend also indicates that the program is likely to drive better outcomes, improve collaboration, and increase adoption of key tools or concepts discussed in the sessions. Moreover, it reflects well on the ability to engage stakeholders and maintain interest over time.</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

Meetings attended and artifacts reviewed during the reporting period:

August 2025 Project HUI Huaka'i Weekly Status Reports

Project Management Plan

Data Cleansing meeting notes for meetings in August 2025

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

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

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

Appeals Design sessions agendas, meetings and meeting notes

Benefits Requirements Sessions agendas and Meeting Notes

Financial/Accounting Requirements agendas, meetings, and meeting notes

OCM agendas, meetings, and meeting notes

Epic 28163 System

Risk management meetings

Project Schedule

Decision Log

RAID Log

Production Support Plan

Data Governance Plan

Data Loss Prevention Plan

Power BI Project Reports

UIS Implementation Plan

Systems Landscape, Technical Design, and Business Design Strategy



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