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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA ʻOIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KEʻENA HOʻOLANA ʻENEHANA*

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

November 12, 2025

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

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

Aloha Senate President Kouchi, 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 Hawaiʻi, Department of Labor and Industrial Relations (DLIR) Hawaiʻi Unemployment Insurance Modernization (Hui Huakaʻi) Project

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

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawaiʻi

Attachments (2)

HUI Huaka'i Project

Department of Labor and Industrial Relations (DLIR)

IV&V Monthly Status Report – **[Final]**

For Reporting Period: **[September]**

Draft Submitted: October 6, 2025

Final Submitted: October 22, 2025

PUBLIC CONSULTING GROUP

Solutions that Matter

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 remains classified as low risk with a Green Status.

During the September reporting period, two (2) new findings were identified, while two (2) existing findings were retired. The project continues to advance efforts in requirements gathering and the design and development of the claimant and employer portals. As of this report, the RTM dashboard indicates that 70% of requirements have been successfully gathered.

IV&V observed the transition of test plans from the Product Backlog into the RTM, and the SME testing kickoff occurred in early September. IV&V has not yet reviewed a finalized SME testing timeline. The project also initiated the third-party interfaces and integration workstream, which involves reviewing all interfaces identified in the RTM, developing corresponding user stories, and defining acceptance criteria. This workstream is expected to continue through September 2026.

IV&V continues to have concerns regarding the project's documentation revision and review processes. The Hawaii DLIR PMO reported that the Solution Vendor has updated the PMP to incorporate enhanced document management procedures, though IV&V has not yet reviewed this improved plan.

Development throughput remains under close observation. The three-month average of user stories added has increased, accompanied by a slight improvement in the completion rate. Overall, throughput is trending positively. To support timely delivery and manage backlog growth effectively, the project must maintain or accelerate its current pace based on current projections and forecasts.

September's strategic goal, "Improve System Security," is part of the ongoing seven-month Strategic Goals Communication Campaign.

The Project has one (1) open preliminary concern, four (4) open risks, and two (2) open issues.

Executive Summary Dashboard

Overall Rating
As of September 30, 2025

G

The project is currently in a green status.

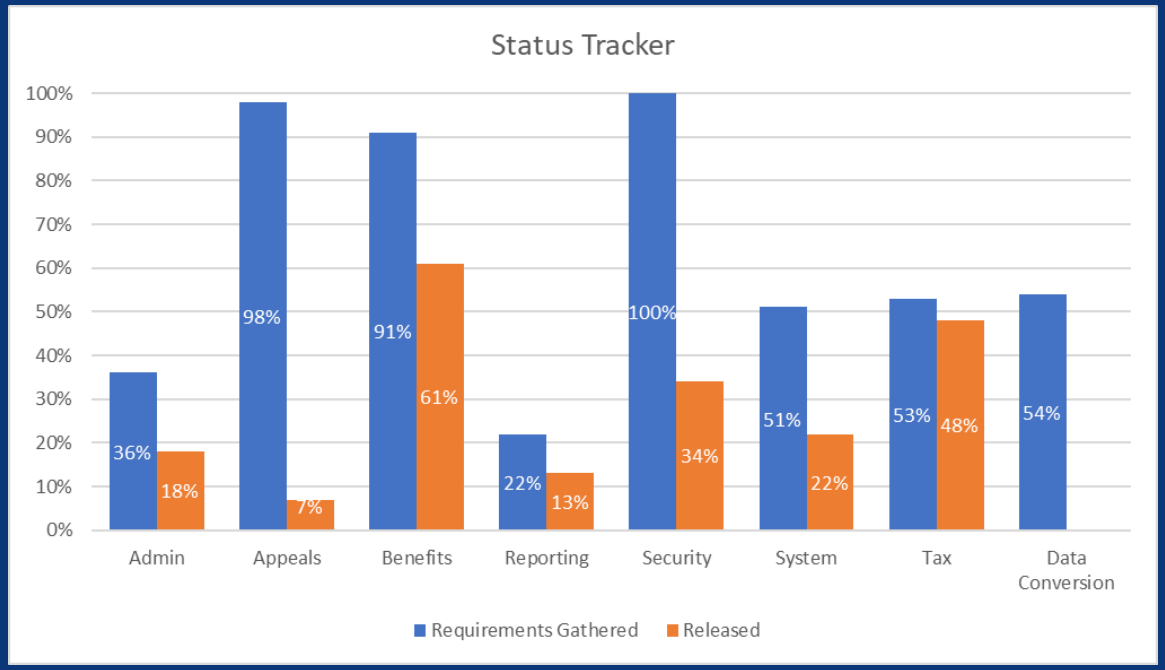
Project Budget

% OF THE RTM DEVELOPED AND RELEASED TO SANDBOX

37%

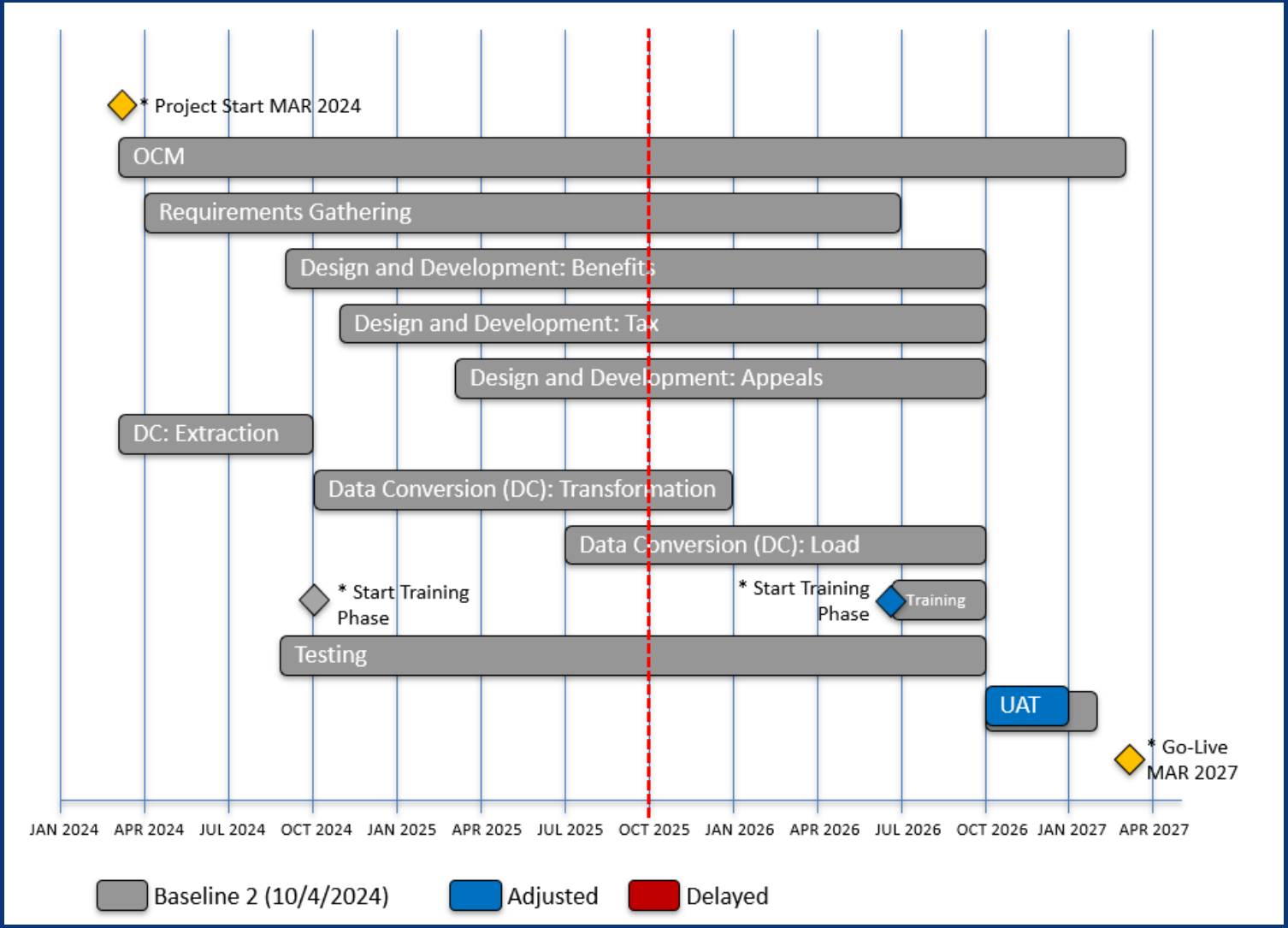
Total IV&V Findings - 39
Open – 7
Closed – 32
Open Recommendations – 21
Closed this Month – 2
Opened this Month - 2

* As reported through the Project Status Report. IV&V currently cannot independently verify the percent developed and released.



* Data Conversion % is reported as the overall progress, not requirements gathered.

Executive Summary Dashboard: Project Timeline



Executive Summary

Jul	Aug	Sep	Category	IV&V Observations
L	M	M	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 a greater structure to support version control, quality assurance, and alignment of documentation with the evolving project and system. The Hawaii DLIR PMO has reported that the Project Management Plan has been updated to include document revision and maintenance processes. IV&V has not reviewed the document.
M	L	L	Scope and Schedule Management	IV&V continues to monitor Finding (#45) regarding velocity and throughput, and backlog growth. As of September 2025, 588 of 1,284 stories are complete. 3-month velocity trends have increased, which has positively impacted forecasts. Under current models, projected completion ranges from 0.1 months behind schedule (baseline) to 1.6 months behind (conservative). The SPI is 0.97 as of the September 28 project schedule.
L	L	L	Requirements Management	As of this reporting period, the RTM dashboard shows 70% of requirements gathered. IV&V continues to monitor traceability gaps between Features, User Stories, and test cases (#42).
L	L	L	Architecture and Design	Appeals Functional Design sessions focused on reviewing the approach for scheduling functionalities, including calendar and grid views as well as assisted scheduling capabilities. Discussions included refinement of auto-scheduling logic, updates to daily assistive scheduling logic, and collection of feedback on proposals for assistive bulk scheduling and notice waiver/puka scheduling.

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

Executive Summary

Jul	Aug	Sep	Category	IV&V Observations
L	L	L	Testing (Sprint, Unit, System, Integration, UAT)	IV&V observed test plans being transitioned from the Product Backlog to the RTM project. SME testing kickoff occurred in early September, and IV&V participated in these sessions. A finalized SME testing timeline has not yet been reviewed (reported ETC: 8/22/25 – a timeline has not been reported on after the 8/17 Weekly Status Report and is not reflected in the master Project Schedule). The Working Project Plan does not contain a timeline for this activity. The current state test lead is transitioning roles, and a new lead is being onboarded. IV&V will monitor for potential impacts. Sprint test execution continues, and early SME testing efforts are focused on user engagement and empowerment.
L	L	L	Data Conversion Management	During this reporting period, data conversion meetings were held regularly, typically two to four times per week. The data cleansing vendor uses SAP Information Steward to apply business rules that ensure data quality for HI DLIR's modernization. Monthly Data Scorecards highlight failed records and assign quality scores (0–10) for each table. The HI DLIR UI Team works with the vendor to review discrepancies and refine rules or take corrective action. As of Data September 2025, table scores ranged from 9.77 to 10, with overall data conversion progress at 54%.
L	L	L	Security	IV&V completed its review of the System Security Plan, providing comments and recommendations to improve alignment with applicable standards. Although security meetings were held in August, IV&V was not included. Security design sessions are scheduled for November 2025.
L	L	L	Training and Knowledge Transfer	During this reporting period, there were no updates regarding Knowledge Transfer or Training. The training phase is expected to start in 9 months, ending June 2026. IV&V will continue to monitor the training and knowledge transfer activities.
L	L	L	Interfaces	During this reporting period, the project kicked off the 3rd-party interfaces and integration work stream. This workstream includes reviewing all the interfaces identified in the RTM, establishing development user stories for them, and acceptance criteria, and is expected to run through September 2026.
L	L	L	Software Development	IV&V continues to monitor throughput and development trends (#45). The three-month average of stories added has increased to 93, and the completion rate for user stories has also slightly increased to 84 for the three-month average. Throughput is trending positively. Based on current trends and projections, the project will need to maintain or increase the pace of throughput to keep up with backlog growth to support timely delivery. IV&V still lacks access to QA environments to independently validate working software. The project reports that 37% of RTM requirements have been released to QA.

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

Executive Summary

Jul	Aug	Sep	Category	IV&V Observations
L	L	L	Human Resources and Staffing Management	The current state test lead is transitioning roles, and a new lead is being onboarded. IV&V will continue to monitor resource management activities.
L	L	L	Risk and Issue Management	Risk and Issue Management Meetings are held every Tuesday and Thursday. During the month of September, multiple risk and issue management meetings have been cancelled. There are currently 106 active risks in the risk log (not retired), and 9 risks with a critical residual rating. IV&V will continue to monitor risk and issue management activities.

*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 requested the Change Ambassador plan be sent for review and feedback after approval from Leadership. IV&V will continue to participate in and monitor OCM activities.

OCM Activities

The OCM Team's September 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.
- The September highlighted strategic goal is "Improve System Security". This is part of the seven-month Strategic Goals Communications Campaign.
- This month's Strategic Goals Puzzle pieces were posted to the Poster in UI offices.
- Planning started for future 2025 BYO Bento sessions.
- Change Ambassador Network (CAN) planning continued in September, and a meeting with supervisors to discuss CAN has been scheduled for November.
- 3rd Quarter OCM Performance Report completed.
- Quarterly OCM Performance Trend Analysis Report completed.

IV&V Findings and Recommendations

IV&V Findings and Recommendations

Findings Opened During the Reporting Period

#	Finding	Category
48	**Risk –** Misrepresented Velocity Forecasting in Project Dashboard	Project Organization and Management
52	**Medium Issue** - The absence of regular demos of working software increases the risk of misalignment between delivered functionality and stakeholder expectations.	Software Development

IV&V Findings and Recommendations

Findings Retired During the Reporting Period

#	Finding	Category
49	**Positive Risk Management-** *closed since Positive Observations only remain open for a single reporting period.*	Risk Management
50	**"BYOB" sessions have been well-received, demonstrating a high level of participant engagement.** – *closed since Positive Observations only remain open for a single reporting period.*	Organizational Change Management

IV&V Findings and Recommendations

M Software Development

#	Key Findings	Criticality Rating
52	Issue – The absence of regular demos of working software increases the risk of misalignment between delivered functionality and stakeholder expectations. **Initial Observations:** • Demos are a key Agile practice to align development outputs with stakeholder needs. They provide stakeholders the opportunity to review functionality, validate design decisions, and confirm whether sprint goals are met. Currently, the project is at Sprint 30, but regular demos are not consistently conducted. • Agile best practices recommend holding demos with the development team, scrum master, product owner, and relevant stakeholders at the end of each sprint. This strengthens collaboration, validates project objectives, informs backlog prioritization, and ensures that deliverables remain consistent with stakeholder expectations. **Analysis:** • According to Agile best practices (Scrum Guide 2020, PMI Agile Practice Guide, and SAFe), demos and sprint reviews are essential for stakeholder feedback and validation of sprint outcomes. IEEE 1012-2016 emphasizes the need for early and continuous stakeholder involvement to validate requirements. • The absence of regular demos of working software increases the risk of late discovery of misaligned functionality, delays in incorporating stakeholder feedback, and unnecessary rework during testing. For example, issues such as defect 55143 (View Appeal brings blank page) could be identified earlier through demo feedback. The absence delays feedback loops and increases the risk of delivered functionality not meeting stakeholder expectations, misaligned deliverables, reduces transparency, rework, and late defect discovery.	Medium

IV&V Findings and Recommendations

M Software Development

Recommendations	Status
According to Agile Best Practices, IV&V recommends that the program incorporate demos consistently into future sprints and sprint reviews by: **Conducting Sprint Reviews with Demonstrations** At the end of each sprint (or at least once during a 2-week sprint), demonstrate completed functionality. Use these sessions to validate progress against sprint goals, gather immediate feedback, and refine or reprioritize the product backlog. • Scrum Guide (2020): Sprint Review is a formal event to "inspect the outcome of the Sprint and determine future adaptations." • PMI Agile Practice Guide (2017): Iteration reviews (demos) ensure alignment with business priorities and continuous stakeholder feedback. **Maintaining a Stakeholder Engagement List** Maintain a list or register of stakeholders, including their roles and interests, to ensure the right participants are included in demo sessions. Review and update this list regularly to strengthen stakeholder engagement. • PMBOK 7th Edition / PMI Agile Practice Guide: Identifies stakeholder engagement as critical for transparency and delivery of business value. • IEEE 1012-2016: Requires documenting stakeholder roles and involvement to ensure effective validation and verification. **Promoting Active Stakeholder Participation** Encourage stakeholders to contribute during sprint reviews and demos. Highlight the importance of iterative feedback in guiding development, validating business needs, and ensuring alignment with program objectives.	Open

IV&V Findings and Recommendations

M Software Development

Recommendations	Status
• Scrum Guide (2020): The Sprint Review “gives stakeholders the opportunity to provide feedback on the Increment. • Scaled Agile Framework (SAFe): Iteration Reviews emphasize validating business functionality through direct stakeholder participation. **Standardizing Communication in Reviews** Define consistent practices for sprint reviews and demos. Teams should present progress, challenges, backlog impacts, and planned next steps. This enhances transparency, builds trust, and fosters ongoing engagement. • Agile Alliance / Scrum Guide: Transparency and inspection are core pillars of Agile; clear communication during reviews is key to maintaining them. • PMI Agile Practice Guide: Effective communication in ceremonies builds trust and enables adaptive planning. **Capturing Outcomes for Accountability** Record feedback, key decisions, and action items from each demo in a lightweight format (e.g., sprint review notes or backlog updates). Use this as a reference for backlog refinement and continuous process improvement. • Scrum Guide (2020): Sprint Review results feed directly into backlog adaptation. • IEEE 1012-2016: Calls for traceability of validation activities, including documentation of outcomes and corrective actions.	Open

IV&V Findings and Recommendations

M Project Organization and Management

#	Key Findings	Criticality Rating
32	Preliminary Concern – There is a lack of standardization in the approval, revision, and upkeep of Project Management Plan documents. **Initial Observations:** • 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. **Analysis:** 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.	Medium

IV&V Findings and Recommendations

M Project Organization and Management

Recommendations	Status
IV&V recommends: • 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)
09/30/2025 - - IV&V requested that the Change Ambassador plan be sent for review and feedback after it has been approved by Leadership. - The Hawaii DLIR PMO has reported that the Project Management Plan has been updated to include document revision and maintenance processes. IV&V has not reviewed the document.

IV&V Findings and Recommendations

M Project Organization and Management

#	Key Findings	Criticality Rating
46	Risk – Lack of formal revision schedule or update obligations for critical operational documents **Initial Observations:** • 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. **Analysis:** 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.	Medium

IV&V Findings and Recommendations

M Project Organization and Management

Recommendations	Status
IV&V recommends: • 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)
9/29/2025 – The Hawaii DLIR PMO has reported that the Project Management Plan has been updated to include document revision and maintenance processes. IV&V has received this, but it has yet to be reviewed. IV&V will review and assess the plan in the next reporting period.

IV&V Findings and Recommendations

M Project Organization and Management

#	Key Findings	Criticality Rating
47	Issue – Deviation from Document Review Process and Lack of Revision Tracking **Initial Observations:** • 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. **Analysis:** 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.	Medium

IV&V Findings and Recommendations

M Project Organization and Management

Recommendations	Status
IV&V recommends: • 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

M Project Organization and Management

#	Key Findings	Criticality Rating
48	Risk – Misrepresented Velocity Forecasting in Project Dashboard **Initial Observations:** • The project's updated Power BI reporting tool, "UI PMO Metrics," presents a three-month average velocity forecast assuming no future backlog growth. This overestimates project performance and creates overly optimistic timeline projections. For example, the most recent velocity projection is showing finishing 4 months ahead of schedule, and that their current velocity is above where it needs to be. • This logic does not fully reflect historic backlog growth trends and ongoing development and testing activities. For example, the backlog has grown by nearly 300 stories in the past 3 months. • By displaying to project stakeholders or the PMO that development will conclude four months earlier than other project indicators, like the scheduled completion, creates a false sense of progress and may mislead stakeholders on project health. **Analysis:** As a result of using a linear forecast that assumes zero future backlog growth, stakeholders are likely to misinterpret project health and underestimate schedule risks, resulting in poor decision-making and reduced preparedeness for testing, bug resolution, and other project phases. While the dashboard correctly calculates the average 3-month velocity and accurately reflects current backlog totals, the underlying logic behind its forecast projection ignores consistent historical growth (e.g., 90+ new stories/month on average). By omitting this context, the forecast provides an overly optimistic development end date that is not aligned with broader project indicators or scenario-based planning methods.	Medium

IV&V Findings and Recommendations

M Project Organization and Management

Recommendations	Status

IV&V recommends:
• Update the Power BI dashboard logic to include realistic backlog growth assumptions, such as:
  • An exponential decay model representing tapering growth over time.
  • A flat growth or lagged growth scenario to reflect conservative risk planning.
  • A phase-based growth scenario to reflect typical growth or decay of the backlog based on phases such as testing, development, and requirements gathering.
 	
• Incorporate scenario-based forecasting rather than a single linear projection to better represent uncertainty and variability.
	Open

Update(s)
N/A

IV&V Findings and Recommendations

Scope and Schedule Management

#	Key Findings	Criticality Rating
45	Risk – **Velocity and Backlog Growth Risks Schedule** 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. 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. 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. Continued on the next slide.	High

IV&V Findings and Recommendations

Scope and Schedule Management

Recommendations	Status
IV&V Recommends: - 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)

9/29/2025 –

- As of September, 588 of 1284 user stories have been completed.
- 3-month velocity has trended up, which has positively impacted the projections and forecasts as follows:

Baseline: Realistic decay model - project completes development 0.1 months behind schedule. Target velocity needed = 84.67

Conservative/Risk: Flat growth or lagged decay - project completes 1.6 months behind schedule. Target velocity needed = 95.50

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

IV&V Findings and Recommendations

Scope and Schedule Management

Update(s)

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
42	**Risk**– Missing Requirement and Test Case Traceability for Some User Stories and Features 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). Requirements Traceability Matrix (RTM) typically tracks two main components for each requirement: 1. Development/Build (designing and implementing the requirement) 2. Testing/Validation (verifying that the requirement is correctly built and works as intended). Simply, Requirement → How it is implemented → How it is tested The RTM's purpose is: 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.

Appendix A – IV&V Criticality Ratings

See definitions of Criticality Ratings below:

Criticality Rating	Definition
H	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
M	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of 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 meetings and meeting notes for meetings in September 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
Power BI Project Reports

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