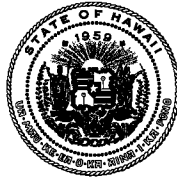


JOSH GREEN, M.D.  
GOVERNOR  
KE KIA ĀINA



KEITH A. REGAN  
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KA LUNA HO'OMALU HANA LAULĀ

CHRISTINE M. SAKUDA  
CHIEF INFORMATION OFFICER  
LUNA 'ENEHANA

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

April 17, 2026

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 for February 2026.

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 "Christine M. Sakuda".

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: **[February]**

*Draft Submitted: March 6, 2026*

*Final Submitted: April 6, 2026*

# 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 background is a solid blue color. It features several abstract geometric shapes, including squares and rectangles, some of which are outlined in white and others are filled with a lighter shade of blue. These shapes are scattered across the page, with a higher concentration on the left side. The text 'Executive Summary' is centered horizontally and positioned in the lower-left quadrant of the page.

# Executive Summary

The HUI Huaka'i Project is in a medium-risk Yellow status.

During the February reporting period, fifteen (15) findings were identified, and one (1) finding was closed.

The HUI Huaka'i Project continues to progress; however, overall delivery risk remains elevated due to unresolved issues in schedule governance, testing maturity, performance transparency, and foundational controls required for reliable forecasting and informed executive decision-making.

Schedule management remains the primary driver of project risk. Although the DLIR UI PMO reported acceptance of a revised project schedule on February 18 and submission of a related change request on February 23, the change request has not been approved, leaving the project without an authorized baseline. The IV&V Team identified significant issues associated with the revised schedule, including overwritten baselines, undocumented changes, loss of work breakdown structure and unique ID continuity, and material milestone shifts. While these issues are impactful, the IV&V team recognizes that correcting them would be time-intensive and would further delay the project. All recommendations are forward-looking to mitigate any potential future schedule re-baselining. The current issues identified undermine traceability, limit confidence in forecasts, and impair effective oversight.

Development continues to make progress, with the project reporting that 916 of 1,356 user stories are completed and that 58% of RTM requirements have been released to QA, an increase from January. Despite this progress, throughput remains inconsistent, and backlog growth has increased, leading to continued uncertainty about delivery projections. The IV&V Team notes that limited access to environments and metrics restricts independent validation of reported progress and schedule confidence.

Testing remains a risk area. Testing activities are underway without an approved Master Test Plan, comprehensive testing processes, or clearly defined training standards for testers. The IV&V Team opened a new finding to address these gaps, citing inconsistent execution, confusion among SMEs, and unclear expectations. Testing health and quality metrics are immature or not available, the Selenium automation dashboard is inaccessible to IV&V and DLIR, and IV&V does not have access to the QA environment for independent verification. As a result, testing continues to be assessed as High-Risk (Red) and limits confidence in readiness and quality reporting.

There are four (4) open risks, seven (7) open issues, and four (4) preliminary concerns.



# Executive Summary Dashboard

## Overall Rating

As of February 28, 2026

M

The project is currently in a yellow status.

## Project Budget

\$24,801,613.74

\$21,998,386.26

Expenditure Remaining

% OF THE RTM DEVELOPED AND RELEASED TO SANDBOX

58%

Total IV&V Findings - 54

Open - 15

Closed - 39

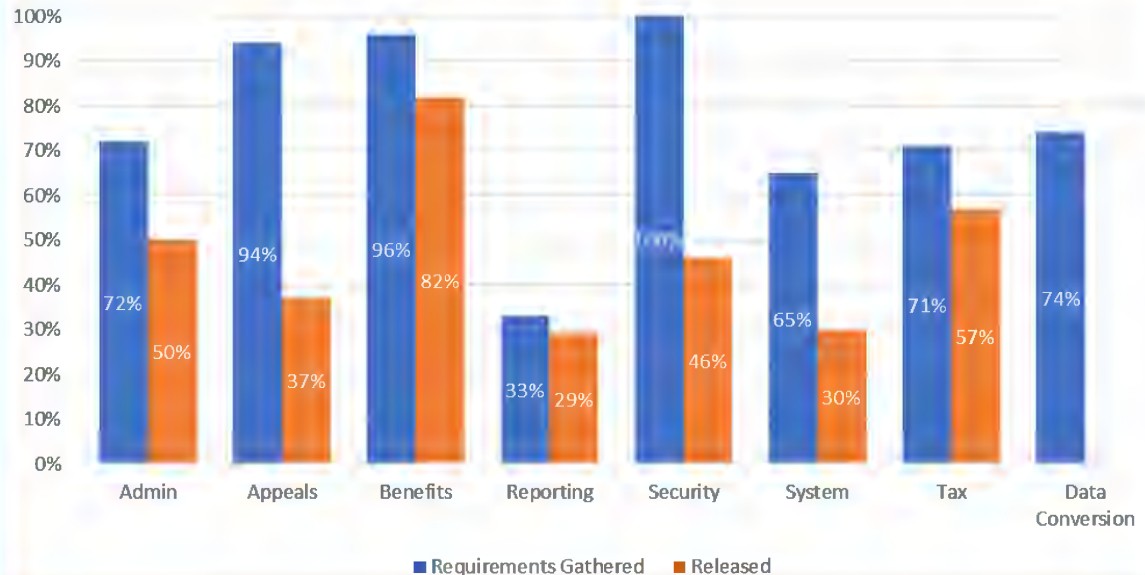
Open Recommendations - 64

Closed this Month - 1

Opened this Month - 8

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

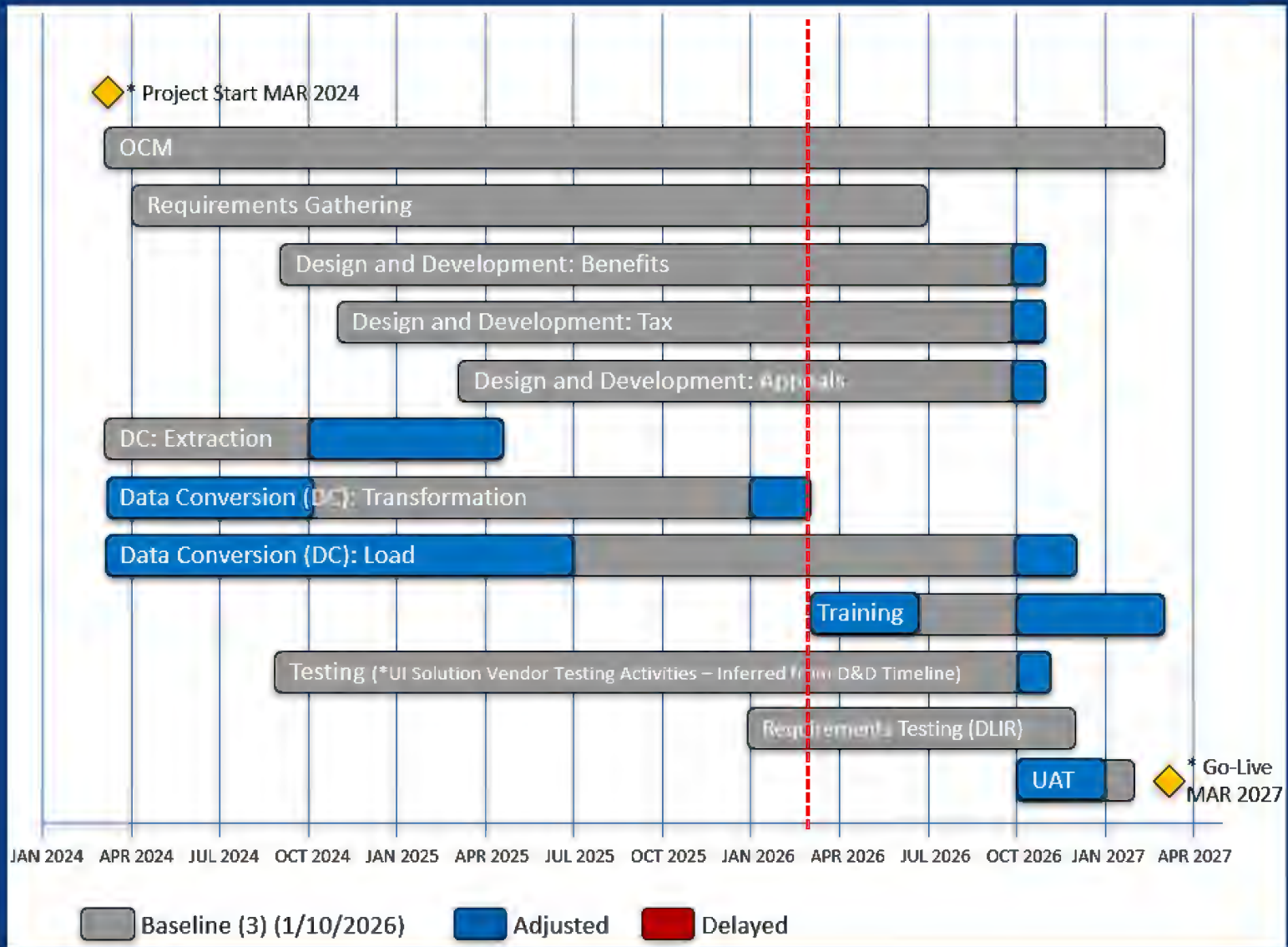
Status Tracker



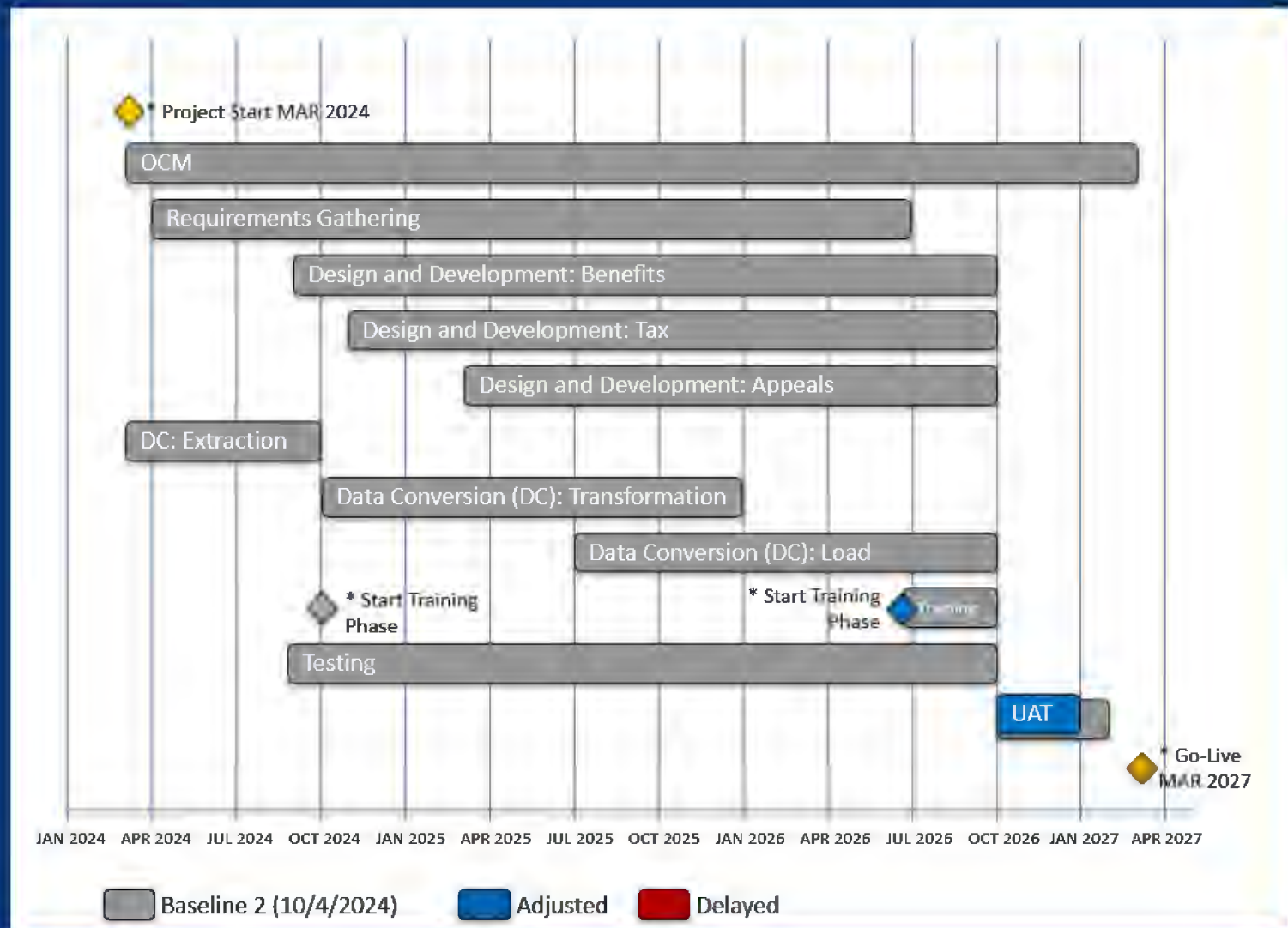
\* Data Conversion % is reported as the overall progress, not requirements gathered.



# Executive Summary Dashboard: Current Project Timeline



# Executive Summary Dashboard: Project Timeline – Baseline 2 (10/4/2024)



# Executive Summary

Dec	Jan	Feb	Category	IV&V Observations
M	L	M	Project Organization and Management	<p>The UI DLIR PMO accepted the HUI Huaka'i project schedule on February 18, and the associated Change Request was submitted on February 23; however, approval is still pending. The IV&amp;V team reviewed the Change Request and provided feedback. The revised Master Test Plan, due in December and intended to incorporate the updated RTM scenario coverage approach, as well as the schedule for requirements demonstrations and approvals, has not yet been delivered.</p> <p>The UI Solution Vendor submitted a mitigation plan on January 5, 2026, to address schedule delays; however, no updates on mitigation progress were provided during the February reporting period. Testing of health and quality metrics remains immature or unavailable (Finding #61). The UI DLIR PMO has been working on developing reporting standards for the project and plans to add additional testing resources in March. Metrics shared with the IV&amp;V team to date represent point-in-time information and do not include historical data to support trend analysis or forecasting. In addition, the current UI DLIR PMO Metrics report is based on assumptions that do not account for user story growth, thereby increasing the risks identified in (Finding #48). The limited availability of comprehensive, current project metrics may affect the interpretation of project status, timeliness of decision-making, cost management, and alignment with planned completion timelines.</p>
M	H	H	Scope and Schedule Management	<p>The UI PMO reported that the project schedule was accepted on 2/18, and the related Change Request #3 was formally submitted on 2/23 but is not yet approved. The CR documents extensive restructuring and milestone changes, characterizes them as "Schedule Detail and Baseline Updates," and marks scope, security, and cost/benefit as having no impact. The CR does not address baseline versioning, CM Matrix updates, WBS/ID continuity, or milestone governance (Findings #66-69). The timing and sequence continue to raise governance concerns, as acceptance of the schedule typically follows approval of a Change Request, in line with industry best practices and guidance from bodies of knowledge such as PMBOK. User Story progress shows 916 of 1,356 stories completed. Three-month average throughput decreased while backlog growth increased. Updated forecasting shows development finishing 0.3–0.5 months behind schedule (Finding #45). IV&amp;V opened (Findings #66–69), which address observed impacts of the newly developed schedule, including overwritten baselines, undocumented changes, loss of WBS/ID continuity, and significant milestone shifts. These conditions and issues reflect governance and traceability gaps, and recommendations focus on forward-looking mitigation. Additionally, the IV&amp;V team opened a preliminary concern (Finding #72) that the OCM schedule is separate from the Master Schedule. This separation inhibits effective schedule integration, cross-team coordination, and risk visibility across the project lifecycle. This category remains in a red, high-risk area.</p>



# Executive Summary

Dec	Jan	Feb	Category	IV&V Observations
M	M	L	Requirements Management	The RTM dashboard now shows 82% of requirements gathered - user stories, and 58% of requirements released. Requirements sessions for Benefits and Appeals continue to reduce as work shifts toward development. Tax requirements remain late, and there were no updates to the mitigation plan this reporting period. While a defined SME review and demonstration process is in place, IV&V observes opportunities to strengthen execution and clarify testing expectations. Recent release documentation indicates instances where User Stories have advanced to QA while associated test cases remain in design status; given the current ADO structure, the IV&V team cannot independently confirm story-level validation in all cases and will continue to monitor traceability under (Finding <a href="#">#42</a> ).
L	L	L	Architecture and Design	During the February 2026 reporting period, Appeals activities remained focused on validation rather than new requirements or design workshops, with SMEs reviewing test case scenarios and the team demonstrating appeal creation functionality and testing appeal request processing. In parallel, Finance activities similarly focused on validation and requirements maturation, with the team reviewing and updating RTM requirements, preparing testing scenario coverage, and developing test cases for key financial processes, including payment rejections, refunds, payment regeneration, and financial transaction handling. Employee/Employer design sessions are being held three times a week and are going well. Demonstrations of the portal are planned in neighboring islands in March.
H	H	H	Testing (Sprint, Unit, System, Integration, UAT)	During this reporting period, the IV&V team opened (Finding <a href="#">#70</a> ) to address the project's initiation of Requirements Testing (SME Validation) and vendor QA without approved, comprehensive plans and processes or adequate tester training. These gaps have led to inconsistent execution, confusion among SMEs, and unclear expectations. IV&V opened (Finding <a href="#">#73</a> ) regarding insufficient SME Requirements Testing throughput. No requirement has completed the full acceptance workflow, and current throughput trends indicate testing will not meet the 11/30/2026 milestone, creating downstream schedule and go-live readiness risks. The project continues to lack accessible, reliable health metrics for testing (Finding <a href="#">#58</a> ). The Selenium automation dashboard remains unavailable to the IV&V team and DLIR, and the IV&V team does not have access to the QA environment for independent verification. The IV&V team has closed Finding <a href="#">#59</a> , Exclusion from Daily Standups, as the project has replaced those meetings with daily testing lab time. The Master Test Plan (v3.1) submitted in early December remains unapproved, even as testing processes continue to evolve, and defect lifecycle procedures and documentation remain limited or incomplete (Finding <a href="#">#60</a> ). SME validation inconsistencies were also observed (e.g., Requirement #28283 – Fail on Requirement, Passed Test. #31090 has no SME Tester Result but Passed run in a linked Test). Given these ongoing gaps, this area remains in the Red/High Risk category.



# Executive Summary

Dec	Jan	Feb	Category	IV&V Observations
L	L	L	Data Conversion Management	During the February 2025 reporting period, data conversion efforts progressed through recurring working sessions and continued rule-based validations using SAP Information Steward. Monthly Data Scorecards supported targeted remediation, with the HI DLIR UI Team and the Data Cleansing Vendor refining validation rules and resolving discrepancies. Table-level quality scores ranged from 9.78 to 10, and overall data conversion progress reached approximately 73%.
L	L	L	Security	No security design sessions were held in February. There has been no update about how these sessions will proceed. The IV&V team will continue to monitor these activities.
L	L	L	Training and Knowledge Transfer	During this reporting period, the IV&V team reviewed the proposed project schedule and the change request that was submitted on February 23, 2026. According to the proposed schedule, Training is expected to start in March 2026 and conclude in March 2027. The IV&V team will continue to monitor the training and knowledge transfer activities.
L	L	L	Interfaces	Interface readiness meetings are held weekly to support preparation for interface testing. Interfaces are currently tracked outside of Azure DevOps (ADO). During the reporting period, the IV&V team conducted an analysis comparing the interface tracking spreadsheet to interface-related requirements in ADO. The analysis identified that 17 percent of interfaces listed in the spreadsheet are not populated in ADO, 72 percent lack a defined status, 4 percent contain incomplete data, and 3 percent are marked as "Ready to Test" in the spreadsheet but do not have associated test cases in ADO. Based on these observations, the IV&V team opened a preliminary concern (Finding <a href="#">#71</a> ) and will continue to monitor interface tracking and readiness.
M	M	M	Software Development	The project reports that 58% of RTM requirements have been released to QA (up from 54% in January). Throughput remains inconsistent, making forecasting challenging (Finding <a href="#">#45</a> ). At the end of the February reporting period, 916 of 1,356 user stories have been completed (development and internal QA). The three-month average for User Story completion decreased, while User Story growth rose above what was projected. Current IV&V forecasting shows development finishing 0.4 months ahead under the conservative model or 0.2 months behind under the risk model. This new projection was updated based on the new schedule and reflects the development end date pushed to 10/31/2026, from 10/9/2026. The project has conducted five demos this period, which support continued mitigation of (Finding <a href="#">#52</a> ), though the IV&V team observes the need for stronger session structure and clearer SME expectations. The IV&V team continues to lack access to the QA environment to validate working software independently.

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



# Executive Summary

Dec	Jan	Feb	Category	IV&V Observations
L	L	L	Human Resources and Staffing Management	During this reporting period, no new resources were added to the project. 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 this reporting period, five (5) of the eight (8) weekly scheduled Risk Management Meetings were held. There are no active risks with a residual rating of "Critical" or "Severe". There is currently one (1) risk (Risk ID 90) marked as "deficient" with a residual rating of "sustainable." No risks were retired or added this month. The AID log contains new decisions categorized as "Critical," but the dates they were logged are missing. The IV&V team 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. During the reporting period, the OCM Team successfully conducted nine (9) Employer Portal focus groups with staff and employers. This month, the final strategic goal, “ Transform Business Process”, marks the conclusion Strategic Goals Campaign. The IV&V team will continue to participate in and monitor OCM activities.

## OCM Activities

The OCM Team’s February accomplishments included:

- Conducted weekly OCM coordination meetings to align communications, stakeholder engagement, and readiness activities with project milestones.
- Published the February project update to maintain transparency and keep staff informed of modernization progress and upcoming activities.
  - The post featured the final installment of the seven-part Strategic Goals Communications Campaign, highlighting the strategic goal, “Transform Business Processes”, and reinforcing how UI modernization supports the division’s mission and goals.
- Hosted informal lunchtime sessions to demonstrate the new Employer Portal to staff. The demo showcased portal navigation, employer self-service features, and key functionality. Sessions provided an opportunity for staff to ask questions and provide feedback to support awareness and readiness. Two (2) sessions were held on Tuesday, February 10, 2026 at 11:00 AM and 12:00 PM.
- Supported structured focus groups with employers to demonstrate the new Employer Portal and collect direct user feedback. Employers reviewed portal layout, navigation, and functionality, and provided input on usability and clarity. Feedback is being documented to inform refinements prior to implementation.
  - Two (2) sessions were held on Tuesday, February 17, 2026 at 9:00 AM and 11:00 AM
  - Three (3) sessions were held on Wednesday, February 18, 2026 at 9:00 AM, 11:00 AM, and 1:00 PM
  - Two (2) sessions were held on Thursday, February 19, 2026 at 9:00 AM and 11:00 AM



# IV&V Findings and Recommendations

# IV&V Findings and Recommendations

## Findings Opened During the Reporting Period

#	Finding	Category
66	Issue – Baseline Management, Overwritten Baselines	Scope and Schedule Management
67	Issue – Undocumented Schedule Changes and Governance Gap	Scope and Schedule Management
68	Issue – Traceability Loss Due to WBS and Unique ID Instability	Scope and Schedule Management
69	Issue – Milestone Integrity and Change Control Failure	Scope and Schedule Management
70	Issue – Testing Initiated Without Approved Test Plans or Adequate Tester Training	Testing
71	Preliminary Concern – Inadequate Interface/Integration Management and Traceability	Interfaces
72	Preliminary Concern – OCM Master Schedule is Separate from the Master Schedule	Scope and Schedule Management
73	Preliminary Concern – Insufficient SME Requirements Testing Throughput	Testing

# IV&V Findings and Recommendations

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## Findings Retired During the Reporting Period

#	Finding	Category
59	Preliminary Concern – IV&V Exclusion from Daily Standups	Testing

# IV&V Findings and Recommendations

## M Project Organization and Management

#	Key Findings	Criticality Rating
48	<p data-bbox="170 358 1045 386">Issue – Misrepresented Velocity Forecasting in Project Dashboard</p> <p data-bbox="170 429 455 458"><b>Initial Observations:</b></p> <ul data-bbox="170 465 1418 911" style="list-style-type: none"><li data-bbox="170 465 1418 629">• 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.</li><li data-bbox="170 672 1418 765">• 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.</li><li data-bbox="170 808 1418 911">• 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.</li></ul> <p data-bbox="170 951 301 979"><b>Analysis:</b></p> <p data-bbox="170 986 1418 1086">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 preparedness for testing, bug resolution, and other project phases.</p> <p data-bbox="170 1129 1392 1222">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).</p> <p data-bbox="170 1265 1460 1330">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.</p>	Medium

# IV&V Findings and Recommendations

## M Project Organization and Management

Recommendations	Status
<p>IV&amp;V recommends:</p> <ul style="list-style-type: none"><li>• Update the Power BI dashboard logic to include realistic backlog growth assumptions, such as:<ul style="list-style-type: none"><li>• An exponential decay model representing tapering growth over time.</li><li>• A flat growth or lagged growth scenario to reflect conservative risk planning.</li><li>• A phase-based growth scenario to reflect typical growth or decay of the backlog based on phases such as testing, development, and requirements gathering.</li></ul></li><li>• Incorporate scenario-based forecasting rather than a single linear projection to better represent uncertainty and variability.</li></ul>	Open

Update(s)
<p><b>2/27/2026 –</b> No adjustments were made to the Power BI dashboard. Projections continue to forecast assuming no user story growth, despite user stories added remaining around +50 per month.</p> <p><b>1/29/2026 –</b> No adjustments were made to the Power BI dashboard. User Stories added continue to trend down, which will increase forecast accuracy. Despite this, backlog growth continues, and the forecast does not account for it.</p> <p><b>12/26/2025 –</b> No adjustments have been made to the Power BI dashboard; the projections continue to forecast assuming no growth in user stories. This is being raised to an Issue.</p> <p><i>Updates continued on following slide</i></p>



# IV&V Findings and Recommendations

## Project Organization and Management

### Update(s)

**11/30/2025 –**

The IV&V team requested an update, but due to the holiday, did not receive feedback during this reporting period.

**10/31/2025 –**

No updates as of this reporting period. IV&V is continuing to monitor and communicate risks associated to this finding.



# IV&V Findings and Recommendations

## M Project Organization and Management

#	Key Findings	Criticality Rating
61	<p><b>Preliminary Concern – Lack of Testing Health and Quality Metrics</b></p> <p><b>Initial Observations:</b> The Test Master Plan (TMP) outlines a set of operational metrics in its “Reporting and Metrics” section (Table 29), including test coverage percentages, bugs pending triage, and requirements awaiting validation. These metrics are primarily designed to support day-to-day testing execution and do not provide insight into the overall health, progress, trends, or maturity of the testing phase. The plan omits key indicators such as defect aging, failure rates, severity distribution, actual vs. planned test execution, and test effectiveness trends. This gap limits the ability of stakeholders to assess testing quality, identify systemic issues, and make informed decisions about readiness and risk.</p> <p><b>Analysis:</b> As a result of insufficient testing of health and maturity metrics, the risk of under-informed decision-making is likely, resulting in reduced visibility into testing effectiveness and project readiness.</p>	NA

Recommendations	Status
<p>IV&amp;V recommends the following actions:</p> <ol style="list-style-type: none"><li>1) Expand the Reporting and Metrics section of the TMP to include indicators of testing health and maturity, such as defect aging, failure rates, severity distribution, and test execution trends.</li><li>2) Incorporate actual vs. planned progress metrics to assess schedule adherence and testing throughput.</li><li>3) Align the Test Master Plan with IEEE 29119 and IEEE 1061 standards, which emphasize metrics that track quality, predictability, and progress over time.</li><li>4) Develop dashboards or summary reports that provide these metrics for executive-level visibility.</li></ol>	Open



# IV&V Findings and Recommendations

## Project Organization and Management

### Update(s)

**2/24/2026 –**

The Test Master Plan remains unapproved and continues to lack a framework for reporting comprehensive testing health or quality metrics. While the project has added SME-focused ADO dashboards, these provide only point-in-time operational views (e.g., pass/fail status) and do not include defect aging, severity trends, planned vs. actual progress, or other indicators needed to assess testing quality or readiness.

Additionally, the IV&V team observed inconsistencies between SME requirement-level results and underlying test case outcomes, raising concerns about the accuracy and reliability of reported metrics. Vendor testing data also remains limited, and no standardized reporting exists that consolidates SME and vendor testing performance. As a result, the project continues to lack consistent, comprehensive testing health and quality metrics necessary for informed decision-making.

**1/29/2026 –**

The most recent version of the Test Master Plan remains unapproved, and it does not yet incorporate a robust, comprehensive framework for quality-oriented metrics and reporting. The project team has indicated that additional test reporting and metric capabilities are being developed, but an estimated completion timeline has not been communicated to IV&V.

**12/26/2025 –**

During the December 11 meeting with the UI Solution Vendor, the team confirmed that current reporting in ADO focuses on operational metrics such as pass/fail status and requirement-level coverage. While these metrics provide visibility into test execution, they do not address broader indicators of testing health or maturity. UI Solution Vendor acknowledged this gap and committed to developing dashboards that will include requirement coverage and automation statistics. They also plan to begin weekly reporting on coverage progress. However, metrics such as defect aging, failure rates, severity distribution, and actual vs. planned execution remain absent from the current reporting framework. No timeline was provided for implementing these additional metrics.

These observations reinforce the need to expand the Test Master Plan and reporting approach to include health and quality indicators that support executive-level decision-making.

# IV&V Findings and Recommendations

## M Project Organization and Management

#	Key Findings	Criticality Rating
71	<p data-bbox="170 358 1290 386">Preliminary Concern – Inadequate Interface/Integration Management and Traceability</p> <p data-bbox="170 429 454 454"><b>Initial Observations:</b></p> <p data-bbox="170 465 1450 772">The project is managing and tracking interfaces in an external spreadsheet rather than using Azure DevOps (ADO). This practice introduces a parallel source of record that undermines traceability, change control, auditability, and timely reporting of interfaces and integration. 17% of interfaces listed in the spreadsheet are not populated in ADO (Ex. DLIR_DS_1019 - 1022, 1035 - 1040, 1083 – 1088, 1099 – 1100). 72% of interfaces listed in the spreadsheet do not contain statuses (Ex. DLIR_DS_1023 – 1030, 1032, 1034 – 1041, 1043 – 1103). 4% of interfaces listed in the spreadsheet do not contain data in Columns C - AC (Ex. Ex. DLIR_DS_1101 – 1103). 3 interfaces are marked as "Ready to Test" in the spreadsheet but do not contain any test cases in ADO (Ex. DLIR_DS_1016-1018).</p> <p data-bbox="170 815 301 839"><b>Analysis:</b></p> <p data-bbox="170 851 1456 1119">Managing interfaces outside of ADO creates systemic risks across delivery, operations, and compliance. Without ADO linkage to requirements, design artifacts, test cases, and releases, end-to-end traceability is incomplete. A spreadsheet detached from ADO backlogs and boards obscures project metrics and dependencies, leading to late discovery of blockers and environment issues. A lack of real-time visibility impacts capacity planning and sprint commitment accuracy. Manual spreadsheets do not enforce validation, policy checks, and approvals. Missing links to automated tests and deployment pipelines increases the probability of integration defects escaping to later stages.</p>	High



# IV&V Findings and Recommendations

## M Project Organization and Management

Recommendations	Status
IV&V recommends the following actions: <ol style="list-style-type: none"><li>1. Establish ADO as the source of truth for interfaces.</li><li>2. Link interface work items to epics, features, stories, test cases, bugs, etc.</li><li>3. Define mapping from spreadsheet columns to ADO fields.</li><li>4. Build an ADO dashboard for interfaces that outline statuses, test coverage, defect density, etc.</li><li>5. Review the approved Interface/Integration Management Plan.</li></ol>	Open



# IV&V Findings and Recommendations

## Project Organization and Management

Update(s)
N/A



# IV&V Findings and Recommendations

## Scope and Schedule Management

#	Key Findings	Criticality Rating
45	<p data-bbox="160 432 894 464"><b>Risk – Velocity and Backlog Growth Risks Schedule</b></p> <p data-bbox="160 501 1445 672">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&amp;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 data-bbox="160 714 1435 846">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 data-bbox="160 888 1454 1055">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 data-bbox="160 1096 527 1125">Continued on the next slide.</p>	High



# IV&V Findings and Recommendations

## Scope and Schedule Management

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

# IV&V Findings and Recommendations

## Scope and Schedule Management

### Update(s)

#### **2/25/2026 -**

As of February, 916 of 1356 user stories have been completed.

During this period, the 3-month average User Story completion decreased, while User Story Growth exceeded projections.

Based on the IV&V team's forecasting models (updated to reflect the most recent schedule, with the Development completion date pushed to 10/31/2026, from 10/9/2026):

Baseline: Realistic decay model - project completes development 0.4 months ahead the scheduled development completion.

Target velocity needed = 59

Conservative/Risk: Flat growth or lagged decay - project completes development 0.2 months behind the scheduled development completion. Target velocity needed = 61

#### **1/26/2026 -**

As of January, 871 of 1326 user stories have been completed.

During this period, the IV&V team refined the forecasting model to incorporate a more accurate treatment of backlog growth over time. The updated approach is more dynamic and improves the forecasting model. Revised projections show a more optimistic outlook for development throughput and timely development completion for all scenarios. Even so, throughput trends month-to-month are inconsistent, and the team will continue to monitor the stability of these forecasts. The IV&V team is applying this refined logic to previous internal projections to compare and analyze trends. As the project approaches its deadlines, the model will become more accurate and reliable.

Baseline: Realistic decay model - project completes development 1 month ahead of the scheduled development completion.

Target velocity needed = 63

Conservative/Risk: Flat growth or lagged decay - project completes development 0.7 months ahead of the scheduled development completion. Target velocity needed = 66

*Updates continue on following slide*

# IV&V Findings and Recommendations

## Scope and Schedule Management

### Update(s)

#### 12/29/2025 -

As of December, 780 of 1313 user stories have been completed. Throughput has decreased for the month of December, with 18 stories being completed, compared to 70 in the previous month. This is most likely due to holidays and team absences.

Baseline: Realistic decay model - project completes development 0.7 months behind schedule. Target velocity needed = 101

Conservative/Risk: Flat growth or lagged decay - project completes 1.4 months behind schedule. Target velocity needed = 108

#### 11/30/2025 –

As of November, 762 of 1335 user stories have been completed. Throughput targets based on the 3-month moving average have been trending up, which is supporting more ideal metrics of timely delivery.

Baseline: Realistic decay model - project completes development 0.4 months behind schedule. Target velocity needed = 90

Conservative/Risk: Flat growth or lagged decay - project completes 1 month behind schedule. Target velocity needed = 102

#### 10/30/2025 –

- As of October, 638 of 1351 user stories have been completed. Schedule variance has slipped further with the most recent analysis.
- 3-month velocity has trended slightly up, yet still falls short of velocity targets needed to support timely delivery:

Baseline: Realistic decay model - project completes development 0.7 months behind schedule. Target velocity needed = 94

Conservative/Risk: Flat growth or lagged decay - project completes 2.2 months behind schedule. Target velocity needed = 105

*Updates continue on following 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

*Updates continue on following slide*

# 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

## Scope and Schedule Management

#	Key Findings	Criticality Rating
66	<p data-bbox="162 415 909 444">Issue – <b>Baseline Management, Overwritten Baselines</b></p> <p data-bbox="162 486 1450 722">The 2/19/2026 schedule overwrote the original “Baseline” rather than creating Baseline 3. Previous versions show inconsistent use of baseline slots, and previous schedule change requests do not reference baselines. This practice prevents accurate performance tracking and undermines governance. The PMP states that for schedule change management, they are to "update the CM matrix and document all approved changes ... Obtain necessary approvals from the DLIR UI project manager for schedule changes ... [and] assess the impact of proposed changes." The CM Matrix has not been updated since 10-4-2024 and contains no CM line items for the schedule.</p> <p data-bbox="162 765 1418 858">The IV&amp;V team cannot verify whether the approved 2/19/2026 change request includes baseline adjustments, as the CR has not been provided to the team and is not in the schedule change requests SharePoint folder or CM Matrix.</p> <p data-bbox="162 901 1437 1072">The BAFO OF08 states that the offerer is Responsible and Accountable for providing change management procedures based on state policies, and the state is Responsible and Accountable for reviewing and approving change management policies (2.2.41.1 - 2.2.14.3). The BAFO OF 08 states that the Offerer is responsible and accountable for documenting impact analysis associated with any proposed changes (2.1.15).</p> <p data-bbox="162 1115 523 1143"><i>Continued on the next slide.</i></p>	Low



# IV&V Findings and Recommendations

## Scope and Schedule Management

#	Key Findings	Criticality Rating
66	<p>Evidence:</p> <p>From 2/19/2026 schedule: Baseline last saved on Mon 1/10/26</p> <p>From 9/30/2025 schedule: Baseline 1 last saved on Tue 5/21/24. Baseline 2 last saved on Fri 10/4/24</p> <p>The accepted schedule dated 2/19/2026 maintains a baseline timestamp of 1/10/2026, which suggests the baseline was neither re-established nor updated as part of the acceptance process. The IV&amp;V team cannot determine whether this aligns with project governance expectations.</p> <p>Analysis:</p> <p>As a result of overwriting baselines instead of creating new versions, a recurrence of lost historical data is certain, resulting in compromised performance measurement, inability to validate schedule adherence, weakened governance, and increased audit and contractual compliance risk. This condition violates PMP and BAFO requirements for documented approvals and CM matrix updates, erodes stakeholder confidence, and limits the ability to defend schedule changes during oversight reviews.</p>	Low
Recommendations		Status
<p>The IV&amp;V team recommends:</p> <ul style="list-style-type: none"><li>- Implement strict baseline versioning controls.</li><li>- Ensure all baseline changes are documented and linked to approved change requests.</li><li>- Update schedule to reflect current baseline.</li><li>- Adhere to established and approved PMP and contractual policies and systems.</li></ul>		Open



# IV&V Findings and Recommendations

## Scope and Schedule Management

Update(s)

N/A



# IV&V Findings and Recommendations

## Scope and Schedule Management

#	Key Findings	Criticality Rating
67	<p data-bbox="160 448 1064 479">Issue – <b>Undocumented Schedule Changes and Governance Gap</b></p> <p data-bbox="160 519 1450 758">Significant duration and structural changes occurred across multiple schedule iterations with no related change requests submitted. The project operated without an approved schedule for months, introducing risk. The PMP states that for schedule change management, they are to "update the CM matrix and document all approved changes ... Obtain necessary approvals from the DLIR UI project manager for schedule changes ... [and] assess the impact of proposed changes." The CM Matrix has not been updated since 10-4-2024 and contains no CM line items for the schedule.</p> <p data-bbox="160 801 1441 896">The State reported that a schedule-related change request was approved on 2/19/2026; however, this CR post-dates the changes identified in this finding, and the IV&amp;V team has not been provided the CR to verify its scope.</p> <p data-bbox="160 939 1435 1108">The BAFO OF08 states that the offerer is Responsible and Accountable for providing change management procedures based on state policies, and the state is Responsible and Accountable for reviewing and approving change management policies (2.2.41.1 - 2.2.14.3). The BAFO OF 08 states that the Offerer is responsible and accountable for documenting impact analysis associated with any proposed changes (2.1.15).</p>	High



# IV&V Findings and Recommendations

## Scope and Schedule Management

#	Key Findings	Criticality Rating
67	<p>Evidence:</p> <ul style="list-style-type: none"><li>- Planning phase duration increased from 140 days (11/30/2025) to 292 days? (1/6/2026)</li><li>- Execution phase increased from 458 days to 762 days.</li><li>- Previous versions (&lt; 9/30/2025) of the schedule didn't include "initiation, planning, execution, or closing" phases at all, indicating substantive structural differences and undocumented changes between schedules.</li></ul> <p>Analysis:</p> <p>As a result of implementing major schedule changes without governance, a recurrence of uncontrolled impacts is likely, resulting in misalignment with scope, resources, compromised auditability, and increased contractual compliance risk. This condition violates PMP and BAFO requirements for documented approvals and CM matrix updates, erodes stakeholder confidence, limits accurate performance measurement, and heightens the likelihood of disputes during oversight reviews or audits.</p>	High
Recommendations		Status
	<p>The IV&amp;V team recommends:</p> <ul style="list-style-type: none"><li>- Enforce PMO change control procedures for all schedule modifications.</li><li>- Require formal approval and documentation for any schedule adjustments.</li><li>- Establish audit checkpoints to verify compliance.</li><li>- Conduct feasibility analysis of schedule changes as outlined in the change management process in the PMP.</li><li>- Validate resource capacity against compressed timelines.</li><li>- Adhere to established and approved PMP and contractual policies and systems.</li></ul>	Open

# IV&V Findings and Recommendations

## Scope and Schedule Management

Update(s)

N/A



# IV&V Findings and Recommendations

## Scope and Schedule Management

#	Key Findings	Criticality Rating
68	<p><b>Issue – Traceability Loss Due to WBS and Unique ID Instability</b></p> <p>Comparison reports show recurring tasks (e.g., Weekly Status Meetings) appearing in multiple versions with different WBS codes and Unique IDs. This indicates tasks were recreated rather than updated, making historical comparisons and earned value analysis unreliable.</p> <p>The BAFO OF 09 states that the offeror is responsible and accountable to provide a work breakdown structure that maps major tasks for all phases of the project (2.1.18). By changing WBS codes and Unique IDs between schedule versions, the offeror has violated this requirement because it implies that the WBS should remain consistent across versions to preserve traceability and continuity. Recreating tasks with new identifiers undermines the integrity of the WBS and prevents reliable historical comparison, which is essential for governance.</p> <p>Evidence: Weekly Status Meeting appears under WBS 2.15 in one version and under WBS 1.3.12 in another; Unique IDs differ as well for each task across schedule iterations 9/30/25 &gt; 2/19/2026.</p> <p>Analysis: As a result of inconsistent task identifiers across schedule versions, a recurrence of reporting inaccuracies is certain, resulting in compromised auditability and weakened governance. This condition violates BAFO requirements for WBS integrity (Section 2.1.18), limits the ability to validate progress trends, and increases the likelihood of disputes during oversight or audits.</p>	Medium
Recommendations		Status

*On next slide*

Open



# IV&V Findings and Recommendations

## Scope and Schedule Management

Recommendations	Status
<p>The IV&amp;V team recommends:</p> <ul style="list-style-type: none"><li>- Implement configuration management practices to maintain task IDs across versions.</li><li>- Use schedule comparison tools regularly to validate continuity.</li><li>- Document rationale for any structural changes.</li></ul>	Open
Update(s)	
N/A	

# IV&V Findings and Recommendations

## Scope and Schedule Management

#	Key Findings	Criticality Rating
69	<p>Issue – <b>Milestone Integrity and Change Control Failure</b></p> <p>Multiple milestone dates changed between versions (e.g., Training Initiation moved -123 days, Development Completed moved +21 days) without documented change requests or baseline updates. The milestone count also increased from 30 to 103 between the September and February schedules, indicating structural changes without governance. Milestone names were also adjusted, with only 3 of the 30 task names in the September schedule matching any of the 103 milestone tasks in the February schedule.</p> <p>The UI PMO reported approval of a change request on 2/19/2026, but IV&amp;V has not received the CR and cannot determine whether milestone changes were included. Based on review of the 2/18/2026 accepted schedule, all previously reported milestone inconsistencies remain.</p> <p>Analysis: As a result of altering milestone dates and task names without formal control, a recurrence of contractual misalignment is likely, resulting in inaccurate progress reporting, compromised auditability, and increased compliance risk. This condition violates PMP and BAFO requirements for documented approvals and CM matrix updates, erodes stakeholder confidence, and heightens the likelihood of disputes during oversight reviews or audits.</p>	Medium
Recommendations		Status
<i>On next slide</i>		Open



# IV&V Findings and Recommendations

## Scope and Schedule Management

Recommendations	Status
<p>The IV&amp;V team recommends:</p> <ul style="list-style-type: none"><li>- Require PMO approval for all milestone changes.</li><li>- Maintain milestone integrity through baseline versioning.</li><li>- Audit milestone definitions to ensure consistency across versions.</li><li>- Adhere to established and approved PMP and contractual policies and systems.</li></ul>	Open

### Update(s)

N/A



# IV&V Findings and Recommendations

## Scope and Schedule Management

#	Key Findings	Criticality Rating
72	<p>Preliminary Concern – OCM Master Schedule is Separate from the Project’s Master Schedule</p> <p><b>Initial Observations:</b> The 02/23/2026 Schedule Change Requests contains updates for the OCM Expanded Schedule. In previous IV&amp;V reviews of the OCM Plan, IV&amp;V noted that the OCM Schedule is separated from the Project Schedule. As a result, OCM activities, milestones, and deliverables cannot be viewed holistically in relation to the overall project timeline. Any reporting metrics derived from the Master Schedule do not accurately represent the workload for Organizational Change Management.</p> <p><b>Analysis:</b> This separation inhibits effective schedule integration, cross-team coordination, and risk visibility across the project lifecycle. If OCM tasks that support development, such as training, communications, or change readiness, are not tied to implementation tasks, delays may not be visible to project leadership and stakeholders. This could result in training not being completed before go-live or stakeholders being insufficiently prepared. Dependencies between OCM and technical activities may be overlooked, increasing the likelihood of schedule conflicts or resource contention. When OCM activities are poorly synchronized with technical progress, stakeholders may receive late or insufficient communications and training, heightening the risk of low adoption and resistance during rollout. The lack of OCM integration into the project's master schedule creates visibility and coordination gaps that can negatively impact deployment success. Integrating the OCM schedule into the Master Schedule will improve planning accuracy, support cross-team awareness, and enhance the project's overall readiness and change adoption outcomes.</p>	Medium



# IV&V Findings and Recommendations

## Scope and Schedule Management

Recommendations	Status
<p>IV&amp;V recommends the following actions:</p> <ol style="list-style-type: none"><li>1. Integrate the OCM schedule into the Project Master Schedule. Include all OCM tasks, milestones, deliverables and dependencies.</li><li>2. Define cross-functional dependencies explicitly. Identify and document dependencies between OCM tasks and technical implementation tasks.</li><li>3. Adopt a unified schedule governance process. Ensure the OCM team participates in the project's regular schedule reviews, update cycles, and baseline management process.</li><li>4. Develop a formal and realistic change readiness timeline. Create a structured readiness roadmap with checkpoints aligned to technical milestones and go-live activities.</li><li>5. Ensure any dashboards utilized for project metrics and reporting are updated to include OCM activities, tasks, and progress.</li></ol>	Open



# IV&V Findings and Recommendations

## L Requirements Management

#	Key Findings	Criticality Rating
42	<p><b>Risk</b>– Missing Requirement and Test Case Traceability for Some User Stories and Features</p> <p>For some User Stories that have been developed, IV&amp;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"><li>1. Development/Build (designing and implementing the requirement)</li><li>2. Testing/Validation (verifying that the requirement is correctly built and works as intended).</li></ol> <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"><li>1. Ensure every requirement is accounted for in the system build.</li><li>2. Ensure every requirement is tested (validation coverage).</li><li>3. Show clear traceability both forward (Requirement → Test Case) and backward (Test Case → Requirement).</li></ol>	Medium
Recommendations		Status
IV&V recommends ensuring end-to-end traceability by fully tracing Features, User Stories, and related development tasks to corresponding requirements and associated test cases within the RTM. In addition, IV&V recommends explicitly linking test cases to the corresponding User Stories and Features in Azure DevOps (ADO) to help ensure that all implemented functionality is adequately validated during testing and aligned with stakeholder requirements.		Open



# IV&V Findings and Recommendations

## Requirements Management

### Update(s)

**2/28/2026 -**

During this reporting period, the project conducted multiple SME review sessions and testing of working software across the Benefits and Appeals functional areas. For both areas, SMEs reviewed and refined test scenarios and actively tested requirements.

While these sessions reflect continued execution of the established testing and demonstration approach and provide structured opportunities for early stakeholder review and feedback, IV&V observes opportunities to strengthen session planning, SME guidance and training related to defect management, clarity of testing expectations, adherence to defined processes by the solution provider, and communication regarding requirements readiness for testing.

Additionally, Sprint 38 Release Notes indicate that Appeals User Story 34950 was delivered to QA. User Story 34950 traces to Requirement 47597 (“A2.02.01.S System shall allow entry of paper appeal filings”). However, associated test cases under Requirement 47597 remain in “Design” status, as reflected in Azure DevOps and the Appeals Leadership Dashboard. Given the current ADO structure, in which test cases are linked to requirements but not directly to User Stories, IV&V is unable to independently confirm that User Story 34950 has been fully tested prior to QA designation.

**1/31/2026 -**

During this reporting period, the project conducted multiple SME review sessions and demonstrations of working software across both the Benefits and Appeals functional areas. For Appeals, SMEs reviewed and refined test scenarios mapped 1:1 to RTM requirements, including scenarios for paper appeal filing, timeliness management, staff-filed and department-filed appeals, appeal modification and cancellation, section of law management, and decision template processing.



# IV&V Findings and Recommendations

## Requirements Management

### Update(s)

The project also demonstrated claimant and employer portal Appeals functionality and continued to define a structured test case development approach, including requirement-level traceability within the RTM, SME approval workflows, and automation planning for regression testing. These activities represent continued implementation of the defined review, validation, and traceability process and provide early evidence of requirement-to-test coverage and stakeholder validation.

In parallel, Finance activities focused on reviewing accounting test cases, updating completed RTM requirements, transitioning RTM work items to appropriate workflow states, and preparing test scenario coverage, representing early-stage progress toward applying the same traceability and validation approach to Finance.

In Sprint 37, User Story 56692 is marked as “Closed” and traces to six (6) requirements. IV&V observed that one of these requirements (Requirement 56693) does not have an associated test suite or test case.

IV&V will continue to monitor implementation of the testing process, including end-to-end traceability between requirements, User Stories, and associated test cases within the RTM and Azure DevOps (ADO), and will assess whether story-level linkage, SME validation, and automation coverage are consistently achieved across functional areas.

### 12/31/2025 -

The project has defined and begun implementing a new, systematic testing process with the following key elements:

#### a) Requirements Traceability

All tests will be explicitly linked to the Requirements Traceability Matrix (RTM) to ensure full coverage, establish clear go/no-go criteria at the requirement level, and enable efficient SME engagement.

#### b) SME Review and Execution Model

Subject Matter Experts (SMEs) will review test scenarios for completeness and execute tests using standardized, two-part scripts consisting of:

- A high-level summary providing business and functional context, and

# IV&V Findings and Recommendations

## Requirements Management

### Update(s)

- Detailed, step-by-step instructions for execution.

#### c) Test Automation Approach

Testing will be automated using two (2) tools:

- TestSuite for complex data setup activities (e.g., wage seeding), and
- Selenium for user interface interactions that simulate end-user actions (e.g., navigation and data entry).

Regular SME review meetings are scheduled to begin the week of January 5, 2026, starting with an introductory session. Meeting agendas will be distributed in advance to support resource planning.

Under the project's current testing approach, test scenarios and cases are primarily linked to requirements but are not consistently linked to the associated User Stories or Features in Azure DevOps (ADO). While requirement-level traceability supports validation of business intent, the absence of explicit linkage between test cases and User Stories would limit visibility into whether all implemented stories are directly validated through testing. Addressing this linkage would further strengthen end-to-end traceability across requirements, User Stories, and test cases.

IV&V will monitor implementation of this process and provide ongoing feedback.

#### **11/30/2025 -**

Test case traceability issues have still not been resolved. This lack of traceability sustains the risk that this functionality may not be adequately validated during testing, potentially leading to the functionality not meeting stakeholder requirements.

#### **10/31/2025 -**

There are still missing requirements and test case traceability issues.



# 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

## M Software Development

#	Key Findings	Criticality Rating
52	<p>Risk – The absence of regular demos of working software increases the risk of misalignment between delivered functionality and stakeholder expectations.</p> <p><b>Initial Observations:</b></p> <ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li></ul> <p><b>Analysis:</b></p> <ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li></ul>	Medium



# IV&V Findings and Recommendations

## M Software Development

Recommendations	Status
<p>According to Agile Best Practices, IV&amp;V recommends that the program incorporate demos consistently into future sprints and sprint reviews by:</p> <p><b>Conducting Sprint Reviews with Demonstrations</b></p> <p>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.</p> <ul style="list-style-type: none"><li>• Scrum Guide (2020): Sprint Review is a formal event to “inspect the outcome of the Sprint and determine future adaptations.”</li><li>• PMI Agile Practice Guide (2017): Iteration reviews (demos) ensure alignment with business priorities and continuous stakeholder feedback.</li></ul> <p><b>Maintaining a Stakeholder Engagement List</b></p> <p>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.</p> <ul style="list-style-type: none"><li>• PMBOK 7th Edition / PMI Agile Practice Guide: Identifies stakeholder engagement as critical for transparency and delivery of business value.</li><li>• IEEE 1012-2016: Requires documenting stakeholder roles and involvement to ensure effective validation and verification.</li></ul> <p><b>Promoting Active Stakeholder Participation</b></p> <p>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.</p>	Open



# IV&V Findings and Recommendations

## M Software Development

Recommendations	Status
<ul style="list-style-type: none"><li>• Scrum Guide (2020): The Sprint Review “gives stakeholders the opportunity to provide feedback on the Increment.</li><li>• Scaled Agile Framework (SAFe): Iteration Reviews emphasize validating business functionality through direct stakeholder participation.</li></ul> <p><b>Standardizing Communication in Reviews</b></p> <p>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.</p> <ul style="list-style-type: none"><li>• Agile Alliance / Scrum Guide: Transparency and inspection are core pillars of Agile; clear communication during reviews is key to maintaining them.</li><li>• PMI Agile Practice Guide: Effective communication in ceremonies builds trust and enables adaptive planning.</li></ul> <p><b>Capturing Outcomes for Accountability</b></p> <p>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.</p> <ul style="list-style-type: none"><li>• Scrum Guide (2020): Sprint Review results feed directly into backlog adaptation.</li><li>• IEEE 1012-2016: Calls for traceability of validation activities, including documentation of outcomes and corrective actions.</li></ul>	Open



# IV&V Findings and Recommendations

## M Software Development

### Update(s)

**2/28/2026 -**

During this reporting period, the project conducted four (4) demonstrations of working software focused on the Benefits functional area. In addition, the Solution Provider demonstrated Appeal Creation functionality on 2/4/2026.

These sessions reflect continued execution of the established demonstration approach and provide structured opportunities for early stakeholder review and feedback on delivered functionality. IV&V, however, observes opportunities to strengthen session planning and clarify expectations of SMEs during demonstrations, including validation of business requirements, confirmation of acceptance criteria, identification of usability concerns, and provision of timely, actionable feedback. IV&V also notes the importance of consistent adherence to defined demonstration and review processes.

IV&V will continue to monitor the effectiveness of demonstrations, including stakeholder participation, quality and timeliness of feedback, and the extent to which sessions validate alignment with defined sprint objectives and stakeholder expectations.

**1/31/2026 -**

During this reporting period, the project conducted four (4) demonstrations of working software focused on the Benefits area. These sessions represent continued implementation of the defined demo approach and provide opportunities for early stakeholder review and feedback on delivered functionality.

IV&V will continue to monitor the conduct of sprint demos, stakeholder participation, and the effectiveness of these sessions in validating alignment with sprint objectives and stakeholder expectations.

**12/31/2025 -**

The project has begun implementing a new, structured testing and review approach (as described in Finding #42), which includes increased SME engagement and more frequent review of working functionality.



# IV&V Findings and Recommendations

## Software Development

### Update(s)

As part of this approach, the project has introduced weekly demos of working software to Subject Matter Experts (SMEs). The first demo, covering twelve (12) Claimant Management requirements, was conducted on Friday, 12/26/2025.

IV&V notes this new process as a positive step toward strengthening feedback loops and validating functionality earlier in the development lifecycle. However, IV&V has not yet been invited to attend these demos, which limits IV&V's ability to independently observe stakeholder feedback, assess alignment with sprint objectives, and evaluate the effectiveness of demo practices.

IV&V will continue to monitor the implementation of demo activities and stakeholder participation and provide ongoing feedback.

#### **11/30/2025 -**

The project did not provide demonstrations of working software from completed sprints during this reporting period. While IV&V remains available to observe sprint reviews, the lack of demos restricts the ability to validate delivered functionality and assess progress against requirements.

#### **10/31/2025 -**

During this reporting period, IV&V has not observed demonstrations of working software resulting from completed sprints, which may limit stakeholder visibility into progress and alignment with requirements.



# IV&V Findings and Recommendations

## Testing

#	Key Findings	Criticality Rating
58	<p><b>Issue</b>– Limited access to testing artifacts, processes, and metrics</p> <p>Observations: The IV&amp;V team has encountered various limitations in providing effective independent oversight into the testing domain of the project, which includes:</p> <ul style="list-style-type: none"> <li>• <del>The UI Solution Vendor denied the IV&amp;V team access to the test plan module in ADO and its inherent information, including test run information and testing metrics. – Resolved 12/2025</del></li> <li>• UI Solution Vendor is not currently reporting metrics on testing, test quality, or defects, and has expressed reluctance to make that information available</li> <li>• The IV&amp;V team continues to lack access to the QA environment to validate quality and testing comprehensiveness independently</li> </ul> <p>Analysis: As a result of limited access to testing information within ADO, ADO testing metrics, and external test quality reporting, a lack of IV&amp;V visibility into the testing process is likely, resulting in reduced ability to identify project risks, assess development and testing quality, and validate the State’s level of insight and involvement in the UI solution vendor’s processes. This condition inhibits IV&amp;V’s role as an independent partner in evaluating system quality and may impair the State’s ability to effectively approve and ensure the quality of the delivered solution.</p>	Medium
Recommendations		Status
<p>IV&amp;V Recommends:</p> <ol style="list-style-type: none"> <li>1) UI Solution Vendor provide IV&amp;V access to test plans and execution data in ADO.</li> <li>2) Testing statistics and reporting should be reported regularly and in a consistent and transparent format.</li> </ol>		Open



# IV&V Findings and Recommendations

## Testing

### Update(s)

#### **2/25/2026 –**

The IV&V team continues to experience limited visibility into project testing activities. No new testing metrics were made available this reporting period, and the Selenium automation dashboard remains unavailable. The project's reporting continues to provide only high-level narrative updates, offering limited insight into testing progress, quality, or trends. Additionally, the IV&V team still lacks access to the QA environment, preventing independent verification of working software. As a result, IV&V's ability to independently assess testing processes, artifacts, and outcomes remains limited.

#### **1/29/2026 –**

The project continues to lack comprehensive testing health metrics readily available for stakeholders. A selenium automation dashboard is not available for the IV&V team or the DLIR team. The IV&V team does have access to demos with the DLIR SMEs, but we continue to lack access to the QA environment to independently verify working software.

#### **12/26/2025 –**

The IV&V team has been given access to ADO testing metrics and the test plan module this reporting period. The project continues to lack comprehensive testing health metrics and reporting, such as defect aging and overall quality indicators. The vendor has proposed a Selenium automation dashboard, but it is not yet available to IV&V or the State. These gaps continue to limit full oversight of testing quality and progress.

#### **11/30/2025 –**

There have been no changes identified by the IV&V team in this reporting period; testing statistics reported, as well as IV&V team access to testing information, remain limited.

# IV&V Findings and Recommendations

## Testing

#	Key Findings	Criticality Rating
59	<p><b>Preliminary Concern</b> – IV&amp;V Exclusion from Daily Standups</p> <p>Observations: Testing Standup meetings have been occurring since mid-September. The IV&amp;V team was initially invited to this series, but then later asked to not attend, citing that they weren't ready for us to attend. The IV&amp;V team has followed up to inquire when we would be allowed to attend, and no response or timeline has been provided. Prolonged exclusion has added to the previous constraints into limited visibility of the project's testing process.</p> <p>Analysis: As a result of IV&amp;V's exclusion from daily testing standups, a lack of visibility into the testing process is likely, resulting in reduced ability to identify project risks, assess development and testing quality, and validate the State's level of insight and involvement in the UI solution vendor's processes.</p>	NA

Recommendations	Status
<p>IV&amp;V recommends the following actions to address this concern:</p> <ol style="list-style-type: none"><li>1) Immediately include IV&amp;V in all daily testing standup meetings and related testing discussions.</li><li>2) Provide IV&amp;V with access to relevant testing documentation, metrics, and environments to support independent oversight.</li></ol>	Closed 2/28/2026



# IV&V Findings and Recommendations

## Testing

### Update(s)

**2/28/2026 –**

Daily standups have been discontinued and replaced with testing lab time; therefore this finding is no longer applicable and is closed. IV&V will continue to monitor agile ceremonies and evaluate any resulting impacts.

**1/29/2026 –**

The IV&V team continues to not be included in daily testing standups despite multiple requests.

**12/26/2025 –**

The IV&V team has not been included in Daily Testing Standups during this reporting period, limiting direct visibility into ongoing testing activities.



# IV&V Findings and Recommendations

## Testing

#	Key Findings	Criticality Rating
60	<p><b>Risk</b> – Inadequate Defect Management Processes and Ambiguity in Test Plan Guidance</p> <p>Observations: The IV&amp;V team has observed that seven SME Requirements tests have remained in a failed state for over two months without any linked bugs logged in Azure DevOps (ADO). One of these test cases has a bug linked to the requirement it is linked to, but is unclear where the bug resulted from and if it's related to the test case failure (logged a month after the most recent failure of the test case). No retesting has occurred, and no updates have been made to related metrics since 9/23/2025. This is symptomatic of broader issues in defect management practices. The Test Master Plan outlines general expectations for bug logging and triage but does not explicitly require that all failed test cases result in bug creation. This lack of specificity contributes to inconsistent tracking, delayed resolution, and reduced visibility into testing progress and system quality.</p> <p>Analysis: As a result of ambiguous defect tracking guidance and inconsistent bug logging practices, a recurrence of untracked test failures is likely, resulting in reduced traceability, delayed issue resolution, and diminished confidence in testing outcomes.</p>	Medium

Recommendations	Status
<p>IV&amp;V recommends the following actions:</p> <ol style="list-style-type: none"><li>1) Update the Test Master Plan to explicitly state if all failed test cases, especially SME Requirements tests, should be logged as bugs in ADO if it is a valid failure.</li><li>2) Establish reporting mechanisms that report defect aging, failure rates, and retest status to stakeholders on a recurring basis.</li><li>3) Review the 7 failed test cases and if bugs need to be logged or linked to them for resolution.</li></ol>	Open



# IV&V Findings and Recommendations

## H Testing

### Update(s)

**2/28/2026 –**

The most recent version of the Test Master Plan remains unapproved, and defect lifecycle processes continue to lack definition and documentation. While the project created a bug-triage guide to support SME validation efforts, the guidance is limited to meeting-level expectations and does not define a defect lifecycle, triage workflow, handoffs, retest criteria, or tester competencies.

The IV&V team also noted inconsistencies in SME validation where the requirement-level pass/fail field did not align with underlying ADO test case results (e.g., Requirement 28283 – Fail Result on Requirement, recent pass result on test case. #31090 has no SME Tester Result but Passed run in a linked Test), creating uncertainty regarding whether retesting occurred or whether field values were not updated.

**1/29/2026 –**

The most recent version of the test plan remains unapproved, and the defect management lifecycle, procedures, and documentation are not yet fully defined or documented.

**12/26/2025 –**

A meeting this reporting period occurred to discuss ADO test coverage and answer IV&V questions. Prior to this meeting, it was acknowledged that SME requirements testing only occurred for a short trial period, and the failures logged during that time were invalid. This has been cleaned up in an ongoing effort to refine their testing approach. During this meeting, the UI solution vendor clarified:

- Bugs will be linked to Requirements, not test cases.
- The test runner in ADO supports logging bugs during test execution, but there is no enforced process ensuring linkage to failed test cases
- Internal (UI Solution vendor testing) at the story level is not maintained in ADO; only RTM level test scenarios will be tracked.
- The UI Solution vendor acknowledged that it will take approximately two months to catch up with test coverage and linking of existing requirements ready for SME testing.

The Test Master plan has not been updated to reflect the testing and defect management processes discussed.

# IV&V Findings and Recommendations

## H Testing

#	Key Findings	Criticality Rating
70	<p><b>Issue</b> – Testing Initiated Without Approved Test Plans or Adequate Tester Training</p> <p>Observations:</p> <p>The IV&amp;V team identified that the project has initiated multiple testing activities, including Requirements Testing, SME Validation for Benefits, Tax, and Appeals, and vendor internal QA, without approved or stable test plans in place.</p> <p>The Test Master Plan (TMP) remains unapproved at version 3.1 and continues to undergo extensive revisions more than eighteen months after initial delivery. The document is explicitly described as a “living document that may be modified at the discretion of the DLIR UI Project Management Office” which does not provide stability for downstream testing activities. The TMP contains numerous internal inconsistencies, missing references, undefined processes, and contradictory content. Examples include missing figures and undefined terminology. The TMP also references training and UAT documentation that does not yet exist, leaving required testing processes unsupported by finalized governance materials.</p> <p>State SMEs were instructed to begin validation testing without receiving foundational tester training. SMEs received only a high level kickoff, weekly demonstrations, and an evolving SME Validation Testing Guide that focuses on mechanics of Azure DevOps but does not clearly define expectations, testing standards, or triage processes. The SME Validation Guide states that it “is an evolving document and will be updated over time to reflect changes to existing processes and additions of new testing processes.” Testing has proceeded while documentation conflicts persist and key processes are undefined. SMEs have expressed confusion about expectations, roles, execution standards, and defect handling. Failed test cases remained in ADO for more than sixty days before being deleted and restarted. Requirements testing is significantly behind schedule at 2 percent actual versus 27 percent planned as of 2/2/26. The project has not created a UAT Plan, even though several upstream test activities have begun.</p> <p><i>Continued on next slide</i></p>	Medium

# IV&V Findings and Recommendations

## Testing

#	Key Findings	Criticality Rating
70	<p>Collectively, these conditions indicate that testing activities were initiated without essential readiness components, including approved plans, training, and stable supporting documentation. These gaps are already affecting testing quality, coordination, and the project schedule.</p> <p>Analysis: As a result of ambiguous defect tracking guidance and inconsistent bug logging practices, a recurrence of untracked test failures is likely, resulting in reduced traceability, delayed issue resolution, and diminished confidence in testing outcomes.</p>	Medium
Recommendations		Status
The IV&V team recommends:		Open
<ol style="list-style-type: none"><li>1. The project should develop and deliver a formal tester training program before further SME or UAT testing occurs. Training should address system navigation, execution standards, acceptance criteria, defect lifecycle definitions, triage roles, SLAs, and consistent use of Azure DevOps.</li><li>2. The project should align all testing documentation, including the TMP, SME Validation Guide, and future UAT Plan, to remove conflicting information and establish a clear authoritative source.</li><li>3. The project should publish and enforce a Testing Readiness Checklist for entry into Requirements Testing, SME Validation, and UAT.</li><li>4. The project should enhance governance and change control over testing documentation to ensure stability, version control, and reliable communication of process changes.</li><li>5. The project should expand transparency into UI Solution Vendor QA testing and internal test results to support SME preparedness and improve consistency across testing activities.</li></ol>		

# IV&V Findings and Recommendations

## Testing

Update(s)

N/A



# IV&V Findings and Recommendations

## H Testing

#	Key Findings	Criticality Rating
73	<p><b>Preliminary Concern</b> – Insufficient SME Requirements Testing Throughput</p> <p>Observations:</p> <p>As of 02/28/2026, the project has released 63 of 1,506 requirements for SME testing. Only 53 of these have an SME Tester Result, 25 have passed, and 0% have completed SME Lead verification or reached a “Testing Complete Date.” No requirement has completed the full acceptance workflow.</p> <p>SME Tester throughput over the last two months shows 53 requirements tested (~26.5 per month). At this pace, testing all 1,506 requirements once would take approximately 56.7 months, while only ~8.9 months remain before the 11/30/2026 testing completion milestone. This estimate does not include retesting for failures, which currently occur at about a 53% requirement-level fail rate. Defect retesting throughput also appears constrained: 51 bugs are in “retest” status, which exceeds the number of open defects (48), and a sample indicates substantial aging in retest (e.g., ~30 days with no movement for some items). Slow retest turnaround further delays requirement acceptance.</p> <p>At the current pace, not only will requirements testing surpass the 11/30/2026 milestone, but projections indicate it will also extend past the 3/12/2027 go-live date, threatening overall project completion, as system acceptance depends on requirements acceptance and validation.</p> <p>Analysis:</p> <p>As a result of insufficient SME requirements testing throughput and no requirements progressing to full acceptance, a failure to complete requirements validation by 11/30/2026 is likely, resulting in schedule compression, increased rework, reduced readiness for subsequent test phases, and potential jeopardy to the 3/12/2027 go-live date.</p>	N/A



# IV&V Findings and Recommendations

## Testing

Recommendations	Status
<p>The IV&amp;V team recommends:</p> <ol style="list-style-type: none"><li>1) Establish a throughput plan defining required weekly and monthly volumes for SME testing, SME Lead verification, and Testing Complete progression to meet the 11/30/2026 milestone.</li><li>2) Increase SME and SME Lead capacity and streamline workflow handoffs to accelerate requirement acceptance.</li><li>3) Monitor and report aging across SME Tester Result, SME Lead Result, and Testing Complete fields to identify bottlenecks.</li><li>4) Implement targets/SLAs and monitor for defect retest cycle time to reduce backlog aging and unblock requirement acceptance.</li><li>5) Prioritize the release and validation of requirements in a sequence that enables measurable, achievable increases in throughput.</li></ol>	Open
Update(s)	
N/A	



# IV&V Findings and Recommendations

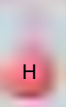


## Organizational Change Management

Update(s)
N/A



# 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:

February 2026 Project HUI Huaka'i Weekly Status Reports

Data Cleansing meetings and meeting notes for meetings in February 2026

[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

Weekly Appeals Requirements Release & Demo

Benefits Requirements Sessions agendas and Meeting Notes

Financial/Accounting Requirements agendas, meetings, and meeting notes

Benefits Requirements Testing Demos

Integration Workstream Meetings

Tax Requirements sessions

OCM agendas, meetings, and meeting notes

[Epic 28163 System](#)

Risk Management Meetings

Project Schedule

RAID Log

Power BI Project Reports

Master Test Plan V3.1



# 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**