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August 20, 2020

The Honorable Ronald D. Kouchi,
President, and
Members of The Senate
Twenty-Ninth State Legislature
Hawaii State Capitol, Room 409
Honolulu, Hawaii 96813

The Honorable Scott K. Saiki,
Speaker, and
Members of The House of Representatives
Twenty-Ninth State Legislature
Hawaii State Capitol, Room 431
Honolulu, Hawaii 96813

Dear President Kouchi, Speaker Saiki, 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 ten days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State's Employer-Union Health Benefits Trust Fund Benefits Administration System project.

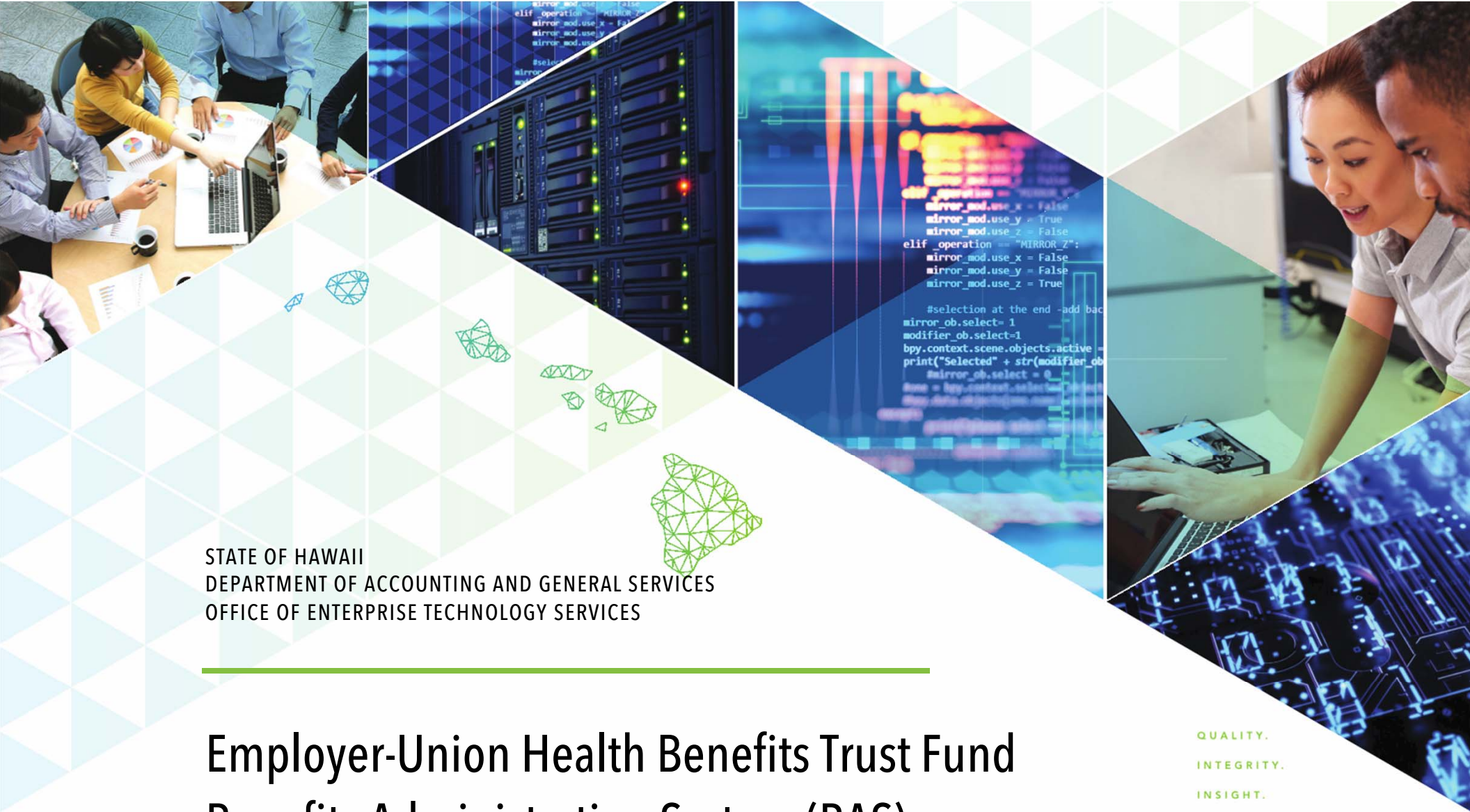
In accordance with HRS section 93-16, this report may be viewed electronically at <http://ets.hawaii.gov> (see "Reports").

Sincerely,


Douglas Murdock (Aug 20, 2020 10:32 PST)

DOUGLAS MURDOCK
Chief Information Officer
State of Hawai'i

Attachment (1)



STATE OF HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

Employer-Union Health Benefits Trust Fund Benefits Administration System (BAS)

INITIAL ASSESSMENT REPORT

June 26, 2020 | Version 1.0

REPORT FINALIZED

July 22, 2020

QUALITY.
INTEGRITY.
INSIGHT.



CERTIFIED
PUBLIC
ACCOUNTANTS





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Document History

DATE	DESCRIPTION	AUTHOR	VERSION
07/02/20	IV&V Initial Assessment Report Draft created	Julia Okinaka	0.0
07/22/20	IV&V Initial Assessment Report finalized with no updates to draft version. No comments submitted in Appendix E.	Julia Okinaka	1.0

EXECUTIVE SUMMARY

BACKGROUND

The State of Hawaii (State), Employer-Union Health Benefits Trust Fund (EUTF) contracted Morneau Shepell Limited (Morneau Shepell) with their Ariel EAS technology solution for the Health Benefits Administration System Modernization Project (BAS Project) on June 1, 2020. EUTF also contracted Segal to provide project management, business process reengineering (BPR), organizational change management (OCM), data cleansing, and conversion services.

The Office of Enterprise Technology Services (ETS) contracted Acuity LLP (Acuity) to provide Independent Verification and Validation (IV&V) services for the EUTF BAS Project. The goal of IV&V is to increase the probability of project success. The benefits of IV&V include identification of high-risk areas early and actionable recommendations. Our IV&V approach includes conducting interviews, observing project activities, reviewing project artifacts, and utilizing IV&V checklists based on industry standards and best practices.

This Initial Assessment Report summarizes the results of the IV&V activities performed from project kick-off on June 4, 2020 through June 26, 2020, and provides our objective initial assessment of project health as of June 26, 2020. Monthly IV&V Status Reports will be issued to update and evaluate continual project progress and performance. Pre and Post Go-Live Implementation Milestone Reports will be issued prior to and after the deployment/completion of major project milestones.

The following two pages provide a high-level summary and visual snapshot of both the project status and project assessment as of June 26, 2020. Refer to Appendix A: IV&V Criticality and Severity Ratings for an explanation of the ratings.

PROJECT SUCCESS

*"If everyone is moving
forward
together, then
SUCCESS takes care of
itself."*

- Henry Ford

PROJECT ASSESSMENT

AS OF JUNE 26, 2020

SUMMARY RATINGS

OVERALL RATING



Minimal deficiencies were observed. Oversight may be needed to ensure risks stay low and project remains on track.

PROGRAM GOVERNANCE



PROJECT MANAGEMENT



TECHNOLOGY

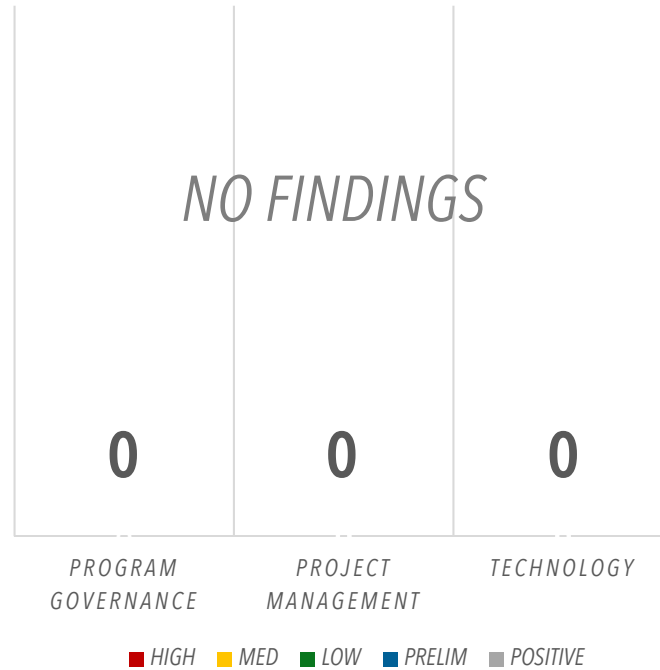


CRITICALITY RATINGS



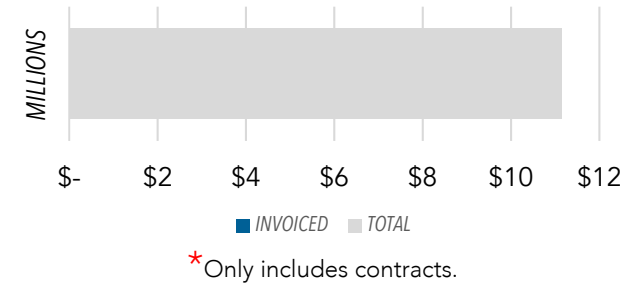
0 OPEN FINDINGS

SEVERITY RATINGS BY ASSESSMENT AREA

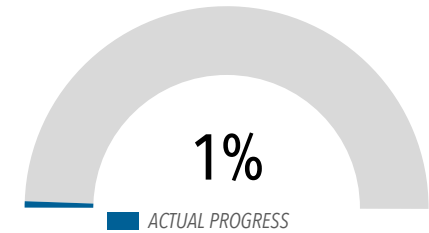


0 OPEN RECOMMENDATIONS

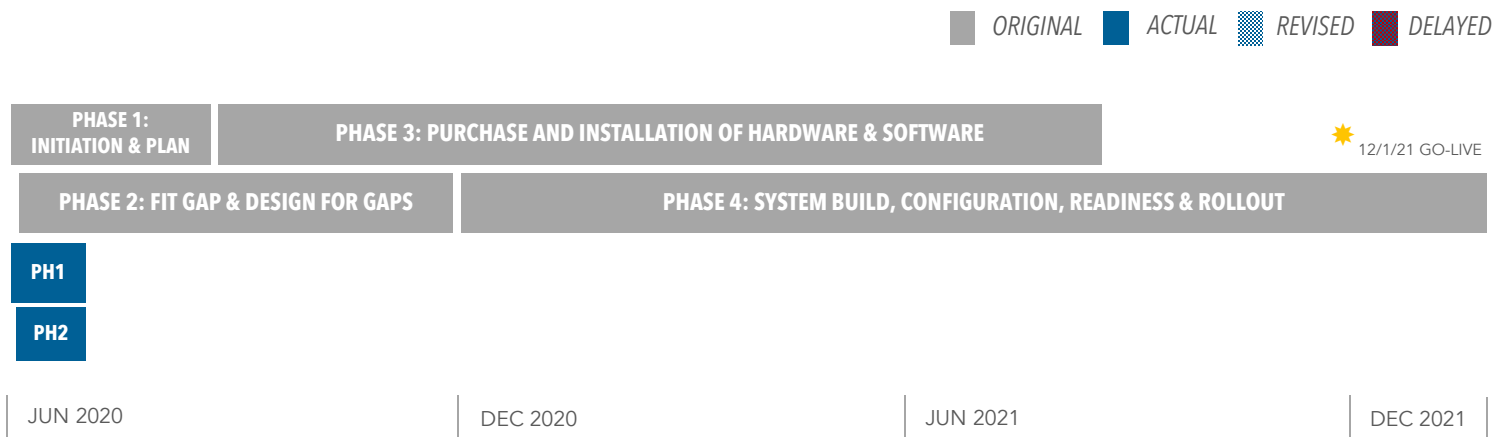
PROJECT BUDGET ^{*}, ^{**}



PROJECT PROGRESS ^{**}



PROJECT TIMELINE ^{**}



^{**}Pending finalization and approval

ASSESSMENT AREA & RATINGS SUMMARY

AS OF JUNE 26, 2020

INITIAL	IV&V ASSESSMENT AREA	IV&V OBSERVATIONS
G	<i>Overall</i>	<p>The overall project rating reflects a positive start with the contractors working collaboratively and effectively with EUTF and each other. Of sixteen total IV&V Assessment Categories, eight categories were given green, low criticality ratings indicating a good start towards developing key foundational project practices and proactive communication regarding upcoming project activities and deliverables. IV&V was unable to evaluate the remaining eight IV&V Assessment Categories as the project is still in its first month and many project activities have not yet begun. Our initial assessment resulted in no findings.</p> <p>Project Schedule, Cost, Scope, and Quality: The project is currently in the planning phase with a number of key project documents and tools used for tracking and monitoring schedule, cost, scope, and quality under development. As these documents and tools become finalized and utilized, IV&V will evaluate how effectively they are used to monitor key project metrics and activities. IV&V has observed discussions regarding schedule, scope, and resources as part of project meetings.</p>
G	<i>Program Governance</i>	<p>The project governance organization and roles and responsibilities were presented at the Project Kick-off meeting. Joint Steering Committee (JSC) members are finalized and monthly JSC meetings have been scheduled beginning in August 2020. Morneau Shepell plans to develop a Project Charter in July 2020 that will also serve as the overall Project Management Plan. The Project Charter will include success metrics for measuring and tracking how the project is delivering value and meeting project goals.</p>
G	<i>Project Management</i>	<p>The project management structure appears adequate as there are sufficient Morneau Shepell resources for the key implementation project roles and Segal has been hired to support EUTF in project management, BPR, OCM, and data conversion services. The EUTF BAS project has three main Project Managers (PMs) who work together collaboratively. Due to the COVID-19 pandemic, all of Morneau Shepell and Segal employees are working remotely across multiple times zones. Despite the location differences, project resources appear to be productive and effective. It will be important to coordinate and integrate project activities and deliverables across contractors. IV&V was unable to perform an initial assessment of project plans as they are still under development; however, Morneau Shepell will expand the Project Charter to also define and outline key project processes such as change management, communication management, risk escalation and management, and the implementation plan. Many key project deliverables such as a risk log, project SharePoint site, document request list, and project status reports typically expected during the planning phase were developed and utilized during the first month of implementation. Morneau Shepell's PM provided a project schedule on June 26, 2020 that will need to be reviewed to determine if is realistic and achievable.</p>
G	<i>Technology</i>	<p>Morneau Shepell's Ariel EAS solution is a benefits administration solution with integrated commercial-off-the-shelf (COTS) modules and is aimed at maximizing the out-of-the-box Ariel EAS features to meet EUTF requirements. To finalize the solution design, Morneau Shepell will hold seven Discovery Sessions to refine requirements, conduct a fit-gap analysis, and design to address identified gaps. The Discovery Session Kick-off will include an overview of the implementation methodology so participants understand their role in gathering, refining, and testing requirements. The solution will be implemented using a hybrid agile methodology to implement the solution in four segments. IV&V will assess the soundness of the implementation approach as the project progresses. Data extraction and mapping was one of the initial key focus areas in June. The data conversion team members held various meetings related to data extract layouts, data records, data mapping, integrity, security, and conversion. Morneau Shepell and EUTF are discussing and evaluating the cloud-based hosting solution. The project hopes to finalize the cloud architecture decision by the end of June.</p>

FINDINGS AND RECOMMENDATIONS BY ASSESSMENT AREA



OVERALL RATING

The overall rating is assigned based on the criticality ratings of the IV&V Assessment Categories and the severity ratings of any underlying findings (see Appendix A: IV&V Criticality and Severity Ratings). The tables below summarize the criticality ratings for each IV&V Assessment Category in each of the three major IV&V Assessment Areas. The eight green, low criticality ratings reflect a positive start towards developing key foundational project practices. As the project commenced on June 1, 2020, the project did not begin enough activities for IV&V to evaluate, resulting in eight gray, not applicable (NA) ratings. IV&V will evaluate and rate those areas as more information becomes available and project activities progress.

AT-A-GLANCE

POSITIVE start on **FOUNDATIONAL** project processes

Remote project resources are **PRODUCTIVE** and **EFFECTIVE**

COORDINATE and **INTEGRATE** project activities and deliverables across contractors

INITIAL	PROGRAM GOVERNANCE
G	Governance Effectiveness
NA	Benefits Realization
INITIAL	TECHNOLOGY
G	System Software, Hardware, and Integrations
G	Data Conversion
NA	Quality Management and Testing
NA	Configuration Management
NA	Security
NA	Deployment and Operations

INITIAL	PROJECT MANAGEMENT
G	Project Organization and Management
G	Requirements Management
G	Cost, Schedule, and Resource Management
G	Risk Management
G	Communications Management
NA	Organizational Change Management (OCM)
NA	Business Process Reengineering (BPR)
NA	Training and Knowledge Transfer

**PROGRAM
GOVERNANCE**

Governance
Effectiveness

Benefits Realization



PROGRAM GOVERNANCE

INITIAL	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
			NEW	OPEN	CLOSED
G	Governance Effectiveness	The project governance organization and roles and responsibilities were presented at the Project Kick-off meeting. Members of the Joint Steering Committee (JSC) are finalized and regular, recurring monthly meetings have been scheduled beginning in August 2020. The JSC objectives will include strategic direction, implementation trajectory, operational performance, and risk management.	0	0	0
NA	Benefits Realization	Morneau Shepell plans to develop a Project Charter in July 2020 that will also serve as the overall Project Management Plan. The Project Charter will include success metrics for measuring and tracking how the project is delivering value and meeting project goals. IV&V will perform an evaluation of the project charter upon completion.	0	0	0

PROJECT MANAGEMENT

Project Organization and Management

Requirements Management

Cost, Schedule, and Resource Management

Risk Management

Communications Management

Organizational Change Management

Business Process Reengineering

Training and Knowledge Transfer



PROJECT MANAGEMENT

INITIAL	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
			NEW	OPEN	CLOSED
G	Project Organization and Management	The project management structure appears adequate as there are sufficient Morneau Shepell resources for the key implementation project roles and Segal has been hired to support EUTF in project management, BPR, OCM, and data conversion services. The EUTF BAS project has three main Project Managers (PMs) who work together collaboratively. Due to the COVID-19 pandemic, all of Morneau Shepell and Segal employees are working remotely across multiple times zones. Despite the location differences, project resources appear to be productive and effective. In addition, RACI charts continue to be developed and expanded to clarify the project management structure, roles, and responsibilities. It will be important to coordinate and integrate project activities and deliverables across contractors. IV&V was unable to perform an initial assessment of project plans as they are still under development; however, Morneau Shepell will expand the Project Charter to also define and outline key project processes such as change management, communication management, risk escalation and management, and the implementation plan. Many key project deliverables such as a risk log, project SharePoint site, document request list, and project status reports typically expected during the planning phase were developed and utilized during the first month of implementation.	0	0	0
G	Requirements Management	Discovery Sessions to refine and analyze requirements are being planned and will be a significant milestone to confirm fit and identify potential gaps in the BAS solution. The kick-off for the first of seven Discovery Sessions is planned for the beginning of July 2020. The Discovery Session Kick-off will include an overview of the implementation methodology so participants understand their role in gathering, refining, and testing requirements. IV&V will continue to monitor and report as the requirements activities commence.	0	0	0

PROJECT MANAGEMENT

Project Organization and Management

Requirements Management

Cost, Schedule, and Resource Management

Risk Management

Communications Management

Organizational Change Management

Business Process Reengineering

Training and Knowledge Transfer

INITIAL	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
			NEW	OPEN	CLOSED
G	Cost, Schedule, and Resource Management	Morneau Shepell's PM provided a project schedule on June 26, 2020 that will need to be reviewed to determine if it is realistic and achievable. The schedule still needs to be updated for percent completion, resources, and project deliverables. Although there is no single integrated schedule that also reflects EUTF's activities and resources, Segal plans on detailing out EUTF's schedule, tasks, deliverables, and resources. Segal will work with the EUTF in monitoring the project's overall schedule, milestones, deliverables, resources, and budget. IV&V has observed discussions regarding schedule, scope, and resources as part of the weekly and biweekly project meetings.	0	0	0
G	Risk Management	A risk log was created by Morneau Shepell on their SharePoint site within the first two weeks of project implementation and risks are being logged and discussed during project meetings. The Segal PM has agreed to update the same log to track issues identified by EUTF. IV&V communicated the need to also log risks identified through IV&V monthly reporting.	0	0	0
G	Communications Management	A project kick-off meeting introducing the key project members and providing a high-level overview of project objectives, implementation strategy, project governance, cadence, and next steps was held on June 4, 2020. With such a large team, proactive and frequent communication is critical to project team communications. The PMs have taken the responsibility of coordinating meetings on behalf of their teams and meeting notes are posted to the SharePoint site for all to view. IV&V has observed kick-off meetings with key stakeholders prior to starting major project activities.	0	0	0
NA	Organizational Change Management (OCM)	OCM activities have not commenced yet. Segal is responsible for working with EUTF to develop an OCM plan. Segal and Morneau Shepell have agreed to account for OCM plans as part of Discovery Session 1. Structured OCM activities should start early to ensure stakeholder engagement and acceptance.	0	0	0
NA	Business Process Reengineering (BPR)	BPR activities have not commenced yet. Segal is responsible for working with EUTF to develop a BPR plan. Segal and Morneau Shepell have agreed to account for BPR as part of Discovery Session 1.	0	0	0
NA	Training and Knowledge Transfer	Training and Knowledge Transfer activities are not occurring at this stage of the project.	0	0	0

TECHNOLOGY

System Software, Hardware, and Integrations

Data Conversion

Quality Management and Testing

Configuration Management

Security

Deployment and Operations



TECHNOLOGY

INITIAL	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
			NEW	OPEN	CLOSED
G	System Software, Hardware, and Integrations	<p>Morneau Shepell’s Ariel EAS solution is a benefits administration solution with integrated COTS modules. Ariel EAS is Microsoft-based, runs on Windows Servers, and uses Microsoft SQL Server as the database platform.</p> <p>Morneau Shepell and EUTF are discussing and evaluating the cloud-based hosting solution. The project hopes to finalize the cloud architecture decision by the end of June. Any impacts to the Morneau Shepell contract and pricing for both implementation and post-implementation will need to be reviewed carefully.</p>	0	0	0
G	Data Conversion	<p>Data conversion was one of the initial key focus areas in June. The data conversion team members have held various meetings to discuss data extract layouts, data records, data mapping, integrity, security, and conversion. Morneau Shepell and EUTF have shared their data layouts to determine data mapping between current and legacy databases. Segal and their subcontractor, ICON Consulting, are supporting EUTF through this process.</p>	0	0	0
NA	Quality Management and Testing	<p>Segal is responsible for developing and monitoring project quality standard compliance including conducting quality reviews of deliverables and testing. Testing activities are not occurring at this stage of the project. Morneau Shepell is responsible for developing a testing strategy and plan and test cases to cover unit, system, regression, integration, parallel, user acceptance, volume, and stress testing.</p>	0	0	0

TECHNOLOGY

System Software,
Hardware, and
Integrations

Data Conversion

Quality Management
and Testing

Configuration
Management

Security

Deployment and
Operations

INITIAL	IV&V ASSESSMENT CATEGORY	IV&V OBSERVATION	FINDINGS		
			NEW	OPEN	CLOSED
NA	Configuration Management	The proposed solution is aimed at maximizing the out-of-the-box Ariel EAS features to meet EUTF requirements, with the least amount of customizations. Morneau Shepell provided a high-level Release and Configuration Management process overview as part of its response to the EUTF BAS RFP. IV&V to evaluate when the Change Control Plan and detailed configuration management documentation is available.	0	0	0
NA	Security	Security activities are not occurring at this stage of the project.	0	0	0
NA	Deployment and Operations	Deployment activities are not occurring at this stage of the project.	0	0	0

Appendix A: IV&V Criticality and Severity Ratings

IV&V CRITICALITY AND SEVERITY RATINGS

Criticality and severity ratings provide insight on where significant deficiencies are observed and immediate remediation or risk mitigation is required. Criticality ratings are assigned to the overall project as well as each IV&V Assessment Area and IV&V Assessment Category. Severity ratings are assigned to each risk or issue identified.

Criticality Rating

The criticality ratings are assessed based on consideration of the severity ratings of each related risk and issue within the respective IV&V Assessment Area and IV&V Assessment category, the overall impact of the related findings to the success of the project, and the urgency of and length of time to implement remediation or risk mitigation strategies. Arrows indicate trends in the project assessment from the prior report. Up arrows indicate improvements or progress made, down arrows indicate a decline or inadequate progress made in areas of increasing risk or approaching timeline, and no arrow indicates there was neither improving nor declining progress from the prior report.

TERMS

RISK
An event that has not happened yet.

ISSUE
An event that is already occurring or has already happened.



A **RED**, high criticality rating is assigned when significant severe deficiencies were observed and immediate remediation or risk mitigation is required.



A **YELLOW**, medium criticality rating is assigned when deficiencies were observed that merit attention. Remediation or risk mitigation should be performed in a timely manner.



A **GREEN**, low criticality rating is assigned when the activity is on track and minimal deficiencies were observed. Some oversight may be needed to ensure the risk stays low and the activity remains on track.



A **GRAY** rating is assigned when the category being assessed has incomplete information available for a conclusive observation and recommendation or is not applicable at the time of the IV&V review.

TERMS

POSITIVE
Celebrates high performance or project successes.

PRELIMINARY CONCERN
Potential risk requiring further analysis.

Severity Rating

Once risks are identified and characterized, Acuity will examine project conditions to determine the probability of the risk being identified and the impact to the project, if the risk is realized. We know that a risk is in the future, so we must provide the probability and impact to determine if the risk has a Risk Severity, such as Severity 1 (High), Severity 2 (Moderate), or Severity 3 (Low).

While a risk is an event that has not happened yet, an issue is something that is already occurring or has already happened. Acuity will examine project conditions and business impact to determine if the issue has an Issue Severity, such as Severity 1 (High/Critical Impact/System Down), Severity 2 (Moderate/Significant Impact), or Severity 3 (Low/Normal/Minor Impact/Informational).

Findings that are positive or preliminary concerns are not assigned a severity rating.



SEVERITY 1: High/Critical level



SEVERITY 2: Moderate level



SEVERITY 3: Low level

Appendix B: Industry Standards and Best Practices

STANDARD	DESCRIPTION
ADA	Americans with Disabilities Act
ADKAR®	Prosci ADKAR: Awareness, Desire, Knowledge, Ability, and Reinforcement
BABOK® v3	Business Analyst Body of Knowledge
DAMA-DMBOK® v2	DAMA International's Guide to the Data Management Body of Knowledge
HIPAA	Health Insurance Portability and Accountability Act of 1996
MARS-E v2.0	CMS Minimum Acceptable Risk Standards for Exchanges – Exchange Reference Architecture Supplement
MITA v3.0	Medicaid Information Technology Architecture
PMBOK® v6	Project Management Institute (PMI) Project Management Body of Knowledge
SWEBOK v3	Guide to the Software Engineering Body of Knowledge
TOGAF® v9.2	The Open Group Architecture Framework Standard
COBIT® 2019 Framework	Control Objectives for Information and Related Technologies Framework
IEEE 828-2012	Institute of Electrical and Electronics Engineers (IEEE) Standard for Configuration Management in Systems and Software Engineering
IEEE 1062-2015	IEEE Recommended Practice for Software Acquisition
IEEE 1012-2016	IEEE Standard for System, Software, and Hardware Verification and Validation
IEEE 730-2014	IEEE Standard for Software Quality Assurance Processes
ISO 9001:2015	International Organization for Standardization (ISO) Quality Management Systems – Requirements
ISO/IEC 25010:2011	ISO/International Electrotechnical Commission (IEC) Systems and Software Engineering – Systems and Software Quality Requirements and Evaluation (SQuaRE) – System and Software Quality Models
ISO/IEC 16085:2006	ISO/IEC Systems and Software Engineering – Life Cycle Processes – Risk Management

STANDARD	DESCRIPTION
IEEE 16326-2019	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Processes – Project Management
IEEE 29148-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Processes – Requirements Engineering
IEEE 15288-2015	ISO/IEC/IEEE International Standard – Systems and Software Engineering – System Life Cycle Processes
IEEE 12207-2017	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Software Life Cycle Processes
IEEE 24748-1-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Management – Part 1: Guidelines for Life Cycle Management
IEEE 24748-2-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Management – Part 2: Guidelines for the Application of ISO/IEC/IEEE 15288 (System Life Cycle Processes)
IEEE 24748-3-2012	IEEE Guide: Adoption of ISO/IEC TR 24748-3:2011, Systems and Software Engineering – Life Cycle Management – Part 3: Guide to the Application of ISO/IEC 12207 (Software Life Cycle Processes)
IEEE 14764-2006	ISO/IEC/IEEE International Standard for Software Engineering – Software Life Cycle Processes – Maintenance
IEEE 15289-2019	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Content of Life Cycle Information Items (Documentation)
IEEE 24765-2017	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Vocabulary
IEEE 26511-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Requirements for Managers of Information for Users of Systems, Software, and Services
IEEE 23026-2015	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Engineering and Management of Websites for Systems, Software, and Services Information
IEEE 42010-2011	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Architecture Description
IEEE 29119-1-2013	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 1: Concepts and Definitions
IEEE 29119-2-2013	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 2: Test Processes
IEEE 29119-3-2013	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 3: Test Documentation
IEEE 29119-4-2015	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 4: Test Techniques

STANDARD	DESCRIPTION
IEEE 1484.13.1-2012	IEEE Standard for Learning Technology – Conceptual Model for Resource Aggregation for Learning, Education, and Training
ISO/IEC TR 20000-11:2015	ISO/IEC Information Technology – Service Management – Part 11: Guidance on the Relationship Between ISO/IEC 20000-1:2011 and Service Management Frameworks: ITIL®
ISO/IEC 27002:2013	Information Technology – Security Techniques – Code of Practice for Information Security Controls
SAML v2.0	Security Assertion Markup Language v2.0
SoaML v1.0.1	Service Oriented Architecture Modeling Language
CMMI-DEV v1.3	Capability Maturity Model Integration for Development
FIPS 199	Federal Information Processing Standard (FIPS) Publication 199, Standards for Security Categorization of Federal Information and Information Systems
FIPS 200	FIPS Publication 200, Minimum Security Requirements for Federal Information and Information Systems
NIST 800-53 Rev 4	National Institute of Standards and Technology (NIST) Security and Privacy Controls for Federal Information Systems and Organizations
NIST Cybersecurity Framework v1.1	NIST Framework for Improving Critical Infrastructure Cybersecurity
LSS	Lean Six Sigma

Appendix C: IV&V Monthly Status

MAIN IV&V ACTIVITIES AND ACCOMPLISHMENTS

MAIN IV&V ACTIVITIES AND ACCOMPLISHMENTS
Conducted IV&V Introduction Meeting with EUTF
Conducted IV&V Kick-off Meeting with EUTF, Morneau Shepell, and Segal
Developed and shared a Lessons Learned presentation regarding State of Hawaii IT Modernization projects
Reviewed EUTF BAS project documentation and deliverable requirements
Participated in EUTF BAS Technology Meetings (Data Conversion and Azure Cloud Meetings)
Participated in EUTF BAS Project Management Meetings (Joint Weekly Project Team and Joint Bi-weekly PM Meetings)
Shared examples of project templates such as a Project Charter and Deliverable Expectations Document
Made informal recommendations on project tools such as the RAID log, Project Charter and Work Plan
Submitted two draft deliverables: IV&V Project Management Plan and Initial Assessment Report

KEY UPCOMING IV&V DELIVERABLES

KEY IV&V DELIVERABLES	DRAFT DUE DATE	DRAFT SUBMITTED	FINAL SUBMITTED
IV&V Project Management Plan	06/29/20	06/29/20	-
Initial Assessment Report	07/02/20	07/02/20	-

PRIOR IV&V APPROVED DELIVERABLES

DELIVERABLE	AS OF DATE	APPROVED DATE
Not Applicable	Not Applicable	Not Applicable

Appendix D: Interviews, Meetings, and Documents

INTERVIEWS

DATE	INTERVIEWEE
06/18/20	Gary Behnke (Segal PM): Project Management and Data Conversion deliverables
06/18/20	Donna Tonaki (EUTF Assistant Administrator): Review of IV&V project team, recurring IV&V meetings, project deliverables, and budget

MEETINGS

DATE	MEETING DESCRIPTION
06/01/20	Initial IV&V Meeting
06/04/20	Morneau Shepell Kick-Off Meeting
06/09/20	IV&V Role and Introduction
06/10/20	Review EUTF – Documentation Request Form
06/15/20	EUTF – Data Conversion Kick-off
06/16/20	IV&V Meeting and Lessons Learned
06/18/20	Hawaii EUTF - ICON - EUTF - MS Extract Record Data Element Review
06/22/20	Hawaii EUTF Project - Morneau Shepell Extract Formats Review and Mapping
06/22/20	Hawaii EUTF Project - Morneau Shepell Extract Formats Review and Mapping Meeting 2
06/22/20	EUTF - Joint Weekly Project Team Meeting
06/23/20	Hawaii EUTF Project - Morneau Shepell Extract Formats Review and Mapping Meeting 3
06/23/20	EUTF - Joint Bi-Weekly PM Meeting
06/26/20	Review of IV&V Dashboard and Project timeline

MEETINGS (CONTINUED)

DATE	MEETING DESCRIPTION
06/26/20	EUTF - Azure Discussion / Decision
06/26/20	Review of IV&V Dashboard and upcoming IV&V deliverables

DOCUMENTS

TYPE	DOCUMENT
Request for Proposal	State of Hawaii EUTF BAS RFP No. RFP-20-002 for Health Benefits Administration System (Release Date 11/27/19)
Morneau Shepell Proposal	Final Response Morneau Shepell Limited to State of Hawaii EUTF RFP-20-002 – Master (Dated 01/24/20)
Morneau Shepell Proposal	EUTF BAS RFP 20-002- Morneau Shepell BAFO Response Implementation Plan - FINAL
Morneau Shepell Proposal	EUTF BAS RFP 20-002- Morneau Shepell BAFO Response to BAS Oral Presentation Demo Question Requests - FINAL
Request for Proposal	State of Hawaii EUTF BAS RFP No. RFP-20-001 for Project Management and Consulting Services (Release Date 09/25/19)
Segal Proposal	BAFO for RFP No. RFP-20-001 for Project Management and Consulting Services (Effective 03/16/20)
Request for Proposal	State of Hawaii ETS RFP-19-010 EUTF BAS IV&V
Accuity Proposal	Accuity LLP EUTF IVV Proposal RFP-19-010 FINAL
Contract	Morneau Shepell Limited Contract (effective 06/01/20)
Contract	Segal Company Contract (effective 06/01/20)
Contract	Accuity Contract (effective 06/01/20)
Project Management	Hawaii EUTF Morneau Shepell Project Kick-Off – FINAL (06/04/20)

DOCUMENTS (CONTINUED)

TYPE	DOCUMENT
Project Management	EUTF Morneau Shepell HW Information Request Form (Annotated Version)
Project Management	MS RACI Chart
Project Management	EUTF – Weekly Project Team Status – 2020-06-22
Project Management	EUTF-Joint PM Meeting Agenda – 2020-06-23
Risk and Issues	EUTF – RAID Log
Schedule	Hawaii (EUTF) – RFP Work Plan – V1.0
Schedule	Hawaii (EUTF) – BAS Work Plan (2020-06-26)
Data Conversion	Data Conversion Kick-off Agenda
Data Conversion	EUTF – MS Data Conversion Kick-off
Data Conversion	EUTF Employee Conversion Layout
Data Conversion	Data Flow and Process of MS Data Extracts
Meeting Minutes	20200615 – Data Conversion Kick-off Minutes
Meeting Minutes	20200618 – Hawaii EUTF Project – Data Analysis Mtng – Notes V001
Meeting Minutes	20200622 – Hawaii EUTF Project – Data Analysis Mtng Agenda and Notes V005
Meeting Minutes	20200626 Azure Discussion Minutes



Appendix E: Comment Log on Draft Report

Appendix E: Comment Log on Draft Report

EUTF BAS Project: IV&V Document Comment Log



ID #	Page #	Comment	Commenter's Organization	Acuity Resolution
1		No EUTF or ETS comments.		
2				
3				
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