DAVID Y. IGE
GOVERNOR

DEPT. COMM. NO. 44

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November 24, 2020

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

The Honorable Scott K. Saiki,
Speaker, and
Members of The House of Representatives
Thirtieth 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 IV&V report the Office of Enterprise Technology Services received for the State of Hawaii Department of Accounting and General Services' Time & Leave Project.

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

Sincerely,

Douglas Murdock (Nov 25, 2020 16:34 HST)

DOUGLAS MURDOCK
Chief Information Officer
State of Hawai'i

Attachment (2)

Time & Leave Project

Phase II of the HawaiiPay project

Department of Accounting and General Services (DAGS)

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

For Reporting Period: **October 1 – 31, 2020**

Draft Submitted: November 19, 2020

Final Submitted: November 20, 2020

PUBLIC CONSULTING GROUP

Solutions that Matter

Overview

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

Executive Summary

The project continues to progress toward an on-time Group 2 go-live and has recently completed payroll validation activities with positive results. The project has taken steps to mitigate the risk of the project team's continued involvement in payroll production support activities by augmenting the DAGS Operations Support team with two System Integrator (SI) support staff. The Department of Human Resources (DHRD) and the Department of Public Safety (PSD) are currently at risk of not qualifying for deployment in the Time and Leave (TL) project due to missed onboarding deadlines. IV&V remains concerned that key project resources may be overburdened by the addition of non-project responsibilities including the support of system changes related to potential furloughs and pay increases, DAGS FAMIS replacement project activities, and normal end-of-year processing (e.g. W2's). The project is currently assessing potential risks with regard to United Public Workers (UPW) union concerns that the system will implement a state-wide standard that caps employee compensatory time. DHRD has reported that they may lack the capacity to fully engage with some project activities and may be unable to effectively provide testing and validation for system components they are responsible for, which could leave the project with little time to identify alternatives to ensure system quality and could lead to schedule slippage. IV&V continues to track risks related to the lack of effective release management and escalation processes that could continue to negatively impact the project.

	Category	IV&V Observations
M	Human Resources Management	The project team continues to support DAGS Operations to a greater extent than originally planned due to DAGS Operations lack of capacity and capabilities. This continues to stretch the project team beyond their capacity and can detract from their ability to effectively perform project activities. To mitigate this risk, the project will soon augment the DAGS Operations staff with two additional SI support resources to assist with management and resolution of help desk tickets, as well as operation of the payroll/TL system. This should help reduce the burden of the project team's support of DAGS Operations and improve their effectiveness in performing project activities. IV&V remains concerned that project team capacity will be further reduced when DAGS kicks off the FAMIS Replacement project and once pay increases are implemented and if COVID-related furloughs are implemented in the system.

Executive Summary (cont'd)

	Category	IV&V Observations
H	Knowledge Transfer	The project reported that the SI will provide two additional support resources, in December of this year, to assist DAGS operations in supporting the HawaiiPay and TL solution. The addition of these resources may help to reduce the workload for some key project resources and could improve progress with knowledge transfer activities. IV&V recommends that DAGS develop a detailed Service Level Agreement (SLA) that outlines the triage and resolution processes for Service Desk and other support issues. The adoption of practical SLAs can help establish expectations and allow DAGS to ensure it can provide the support services required to meet customer expectations. In addition to the development of SLAs, IV&V continues to recommend that a comprehensive knowledgebase that is accessible to all support staff, be documented and integrated for regular use by Service Desk and other support resources.
M	Operational Readiness	DHRD and PSD are currently at risk of not qualifying for deployment in the TL project due to missed onboarding deadlines. PSD's ability to provide the project with accurate leave balances has been impacted as the vendor that was to OCR leave data is no longer able to complete this task. In the absence of an OCR solution, it is unclear how PSD will summarize leave balances and present accurate starting balances prior to their scheduled go-live dates. PSD has also had challenges cleansing their HR System data (primarily their missing "reports to" data) and may lack sufficient resources or capacity to complete cleanup efforts in time for go-live.
L	Organizational Change Management (OCM)	The project continues to make good progress on Organizational Change Management (OCM) planned activities, and it appears project stakeholders are generally well informed of project activities and communications. The implementation of Single Sign On (SSO) for State employees has provided the project with additional employee emails that has improved communications to users and therefore improved the overall effectiveness of project and OCM communications. However, some Office365 accounts (emails) have recently been deactivated, which led to some user confusion when they were no longer able to receive project-initiated emails. The project was initially unaware, and eventually surprised to find, that emails which provided instructions and links to user training were not received. The project has recently distributed TL Standard Operating Procedure documentation which should improve stakeholders understanding of the system and improve OCM and training activities.

Executive Summary (cont'd)

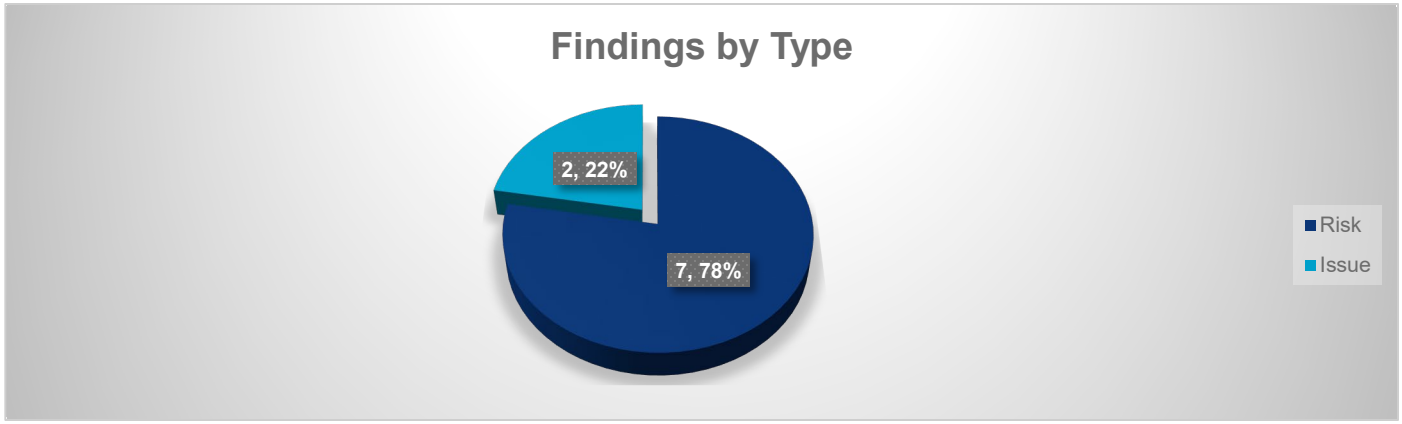
	Category	IV&V Observations
H	Project Management and Organization	The United Public Workers (UPW) union has recently raised concerns that the system will implement a state-wide standard that caps employee compensatory time. The project reports that the UPW contract remains silent on compensatory time caps and that UPW concerns were never raised in previous consultations with UPW staff. UPW reportedly has new leadership that may not have participated in past consultations. The project has indicated the system can be configured to remove caps; however, departments would then need to manage this on their own. The project reported some unproductive DHRD communications regarding determining archiving and retention parameters for data that DHRD utilizes. DHRD has reported they may lack the capacity to fully engage with some project activities and may be unable to effectively provide testing and validation for system components for which they are responsible. This could leave the project with little time to identify alternatives to ensure system quality and could lead to schedule slippage. Payroll Operations project communications have reportedly been sufficient, though not optimal, and are likely to improve once the two additional SI operations support staff are added to the DAGS Operations support team. The project noted some responses to escalated issues has improved. It was also noted that project leadership has recognized the team's efforts to prepare and manage risks. However, it remains unclear if Help Desk performance issues have been effectively escalated and are being addressed in a timely fashion. IV&V remains concerned that the enactment of furloughs could significantly impact the project, primarily because the TL project team will need to play a significant role in the implementation of furloughs (reduction in pay) in the payroll system, currently estimated to be an 8-10-week effort. Therefore, IV&V will maintain the "High" criticality rating for this risk category.

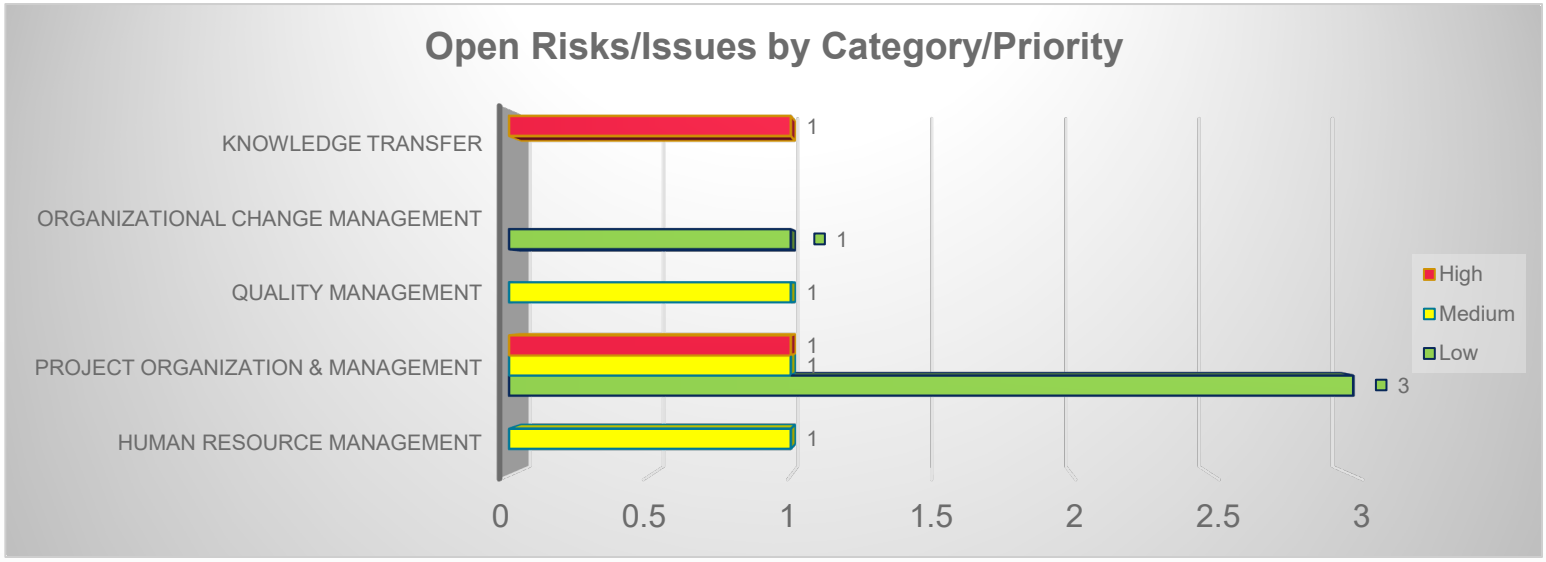
Executive Summary (cont'd)

	Category	IV&V Observations
L	Quality Management	The project has recently completed payroll validation activities and the results have tracked closely to the positive results for Group 1 with few surprises. All defects and issues have been addressed and retested. The project continues to be impacted by the lack of sufficient change and release management practices. Most recently, the project was surprised to find that some Office365 accounts (emails) were deactivated, which led to some user confusion when they were no longer able to receive important training related project emails. IV&V continues to recommend the development and documentation of enterprise-wide release management processes that can help to reduce risk and improve end user's awareness and ability to adopt changes.

IV&V Findings and Recommendations

IV&V is currently tracking 9 findings (7 risks, and 2 issue) for this reporting period. Of the open risks/issues, 5 are related to Project Management. The following charts breakdown the risks by type and category/priority.





IV&V Findings and Recommendations (cont'd)

Summary of IV&V Open Risks/Issues Criticality

Category	Type	#	Finding Title	Criticality
Human Resource Management	Risk	5	**Over reliance on a few skilled and overtaxed project resources could lead to significant project disruption in the event of their departure**	Medium
Knowledge Transfer	Risk	4	**Payroll production support dependence on key Time and Leave Resources**	High
OCM	Risk	18	**Complexity of communications to end-users could lead to confusion at go-live**	↓ Low
Project Organization & Management	Risk	9	**Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope**	Low
	Issue	13	**Departments opting-out of TL project could lead to unnecessary costs to the state as well as project team wasting valuable time to onboard departments who eventually decide to opt-out**	Medium
	Risk	14	**Communications between the project and central operations groups (primarily HR and Payroll Operations) can be ineffectual which could lead to project delays and cost overruns**	Low
	Issue	19	**COVID-19 State-wide shutdown could hinder project activities and negatively impact the project schedule and budget**	High
	Risk	15	**Key project risks and issues management and escalation processes may not be effective which may result in negative impact to project goals**	Low
Quality Management	Risk	20	**Inadequate release management processes could lead to user confusion and frustration**	Medium

IV&V Findings and Recommendations (cont'd)

M Human Resource Management

#	Key Findings	Criticality Rating
5	Risk - **Over reliance on a few skilled project resources could lead to significant project disruption in the event of their departure:** There are currently 3-4 individuals who are relied on more than others. Over reliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals, but also presents a risk of significant project disruption in the event of their departure. Resource losses from the Phase I team have not been backfilled and include the loss of the OCM manager and the SI project manager role; their responsibilities have been transferred to existing team members who appear to be at capacity. While most projects have this risk, the risk impact for this project, from IV&V's perspective, is higher than most, and while the project could be impacted by the loss of several key individuals, there are 3-4 individuals who would create more significant project disruption than others.	Medium

IV&V Findings and Recommendations (cont'd)

M Human Resource Management (cont'd)

Recommendations	Progress
• DAGS leadership work quickly to assist payroll operations to resolve resource challenges.	In progress
• Work quickly to increase state resources.	In progress
• Create and utilize a resource management plan to assure planful, instead of reactive, addition and management of resources. Assure the plan reflects an understanding of how many people are needed, and in which roles, to accomplish various tasks. Plan should address movement of resources as project transitions to different phases (e.g. moving from DD&I to M&O).	In progress

IV&V Findings and Recommendations (cont'd)

H Knowledge Transfer

#	Key Findings	Criticality Rating
4	Risk - **Payroll production support dependence on key Time and Leave Resources:** The concurrent DDI (Design Development & Integration) and production maintenance and operations (M&O) support activities are heavily reliant on key Time and Leave resources which may degrade their quality of work and/or cause resources to be unavailable to the Time and Leave project during critical times due to demands from Payroll support. Key project Time and Leave team members remain significantly involved in providing M&O support for the Payroll solution. At least one key team member reports spending 60% of their time providing help desk support to Payroll.	High

Recommendations	Progress
• Develop and implement a transition plan to allow the Time and Leave key resources to share their knowledge while significantly reducing the time spent on providing Payroll support.	In progress
• Accelerate efforts to fully staff and operationalize the Payroll Operations Technical Support Office (TSO) with dedicated resources so that the project team can focus on TL project activities and ensure the TSO is ready to effectively support TL users before Group 2 go-live.	In progress

IV&V Findings and Recommendations (cont'd)

L Organizational Change Management

#	Key Findings	Criticality Rating
18	Risk - **Complexity of communications to end-users could lead to confusion at go-live and overwhelm the help desk:** The project has identified a significant number of different user groups to prepare separate communications for pre-go-live. Each user group will have different instructions for how they will prepare for and interact with the new and old payroll and TL system. For example, Group 1 users, non-Group 1 users, Single Sign On (SSO) users, and non-SSO users. Each user group combination may require unique communications, system preparation and go-live instructions. Communications to this many groups could lead to confusion pre- and post-go-live especially if they interact with other employees in different groups who have different instructions. Failure to effectively control these communications could lead to user confusion, reduced user buy-in, increased help desk calls, and negative public perceptions of the project ("bad press").	↓ Low

Recommendations	Progress
• Update the OCM strategy and plan to address challenging user interfaces that includes milestones/gates that get early user feedback to ensure they understand the complex elements of the system.	In progress
• Prepare a fully vetted communication plan for communications to the various user groups and begin early communications.	In progress

IV&V Findings and Recommendations (cont'd)

H Project Management & Organization

#	Key Findings	Criticality Rating
9	Risk - **Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope**: The State Legislature and Unions may make laws or change Collective Bargaining Agreements (CBA) that could require significant system changes thereby disrupting the project's progress, activities, schedule, and/or budget. These changes to SOH processes could be decided without consideration of impact to the project or providing the project time to react to such changes.	Low
13	Issue - **Departments choosing not to participate in the TL project could lead to unnecessary costs to the state as well as project team wasting valuable time to onboard departments who eventually decide to opt-out**: If any department chooses to opt-out of the TL project, DAGS must continue support of the gross pay input system (ePCS) that was planned for decommission. IV&V is not aware of budgets, resources, or plans to continue ePCS support beyond TL project completion. Further, departments could initially decide to participate in TL and the project team could expend significant resources preparing for and implementing department specific features only to find out that they will opt-out.	Medium

IV&V Findings and Recommendations (cont'd)

H Project Management & Organization (cont'd)

#	Key Findings	Criticality Rating
14	Risk - **Communications between the project and central operations groups (primarily HR and Payroll Operations) can be ineffectual which could lead to project delays and cost overruns**: IV&V has observed and has also been informed of communication challenges between the Project Team and central operations groups. IV&V was also informed that some business operation plans relevant to the project are not immediately being shared with the project team. Some business operations teams have stated their capacity is constrained due to lack of sufficient resources as well as challenges in filling open positions. However, even simple or basic project communications appear to go unanswered.	Low
15	Risk - **Key project risks and issues management and escalation processes may not be effective which may result in negative impact to project goals**: Some risks and issues currently tracked in the RIOD process may not be actively worked or reported on. For example, the project is currently tracking several risks owned by payroll operations that show little to no progress. The lack of progress may unnecessarily cause a risk to be realized and triggered into an issue that could have lasting negative impacts to the project, when it could have been avoided.	Low
19	Issue - **COVID-19 State-wide shutdown could hinder project activities and negatively impact the project schedule and budget**: On 3/23/2020, the Governor issued a "stay at home, work from home order" that has reduced several departments ability to be fully functional as the large majority of state workers will be required work from home/remotely at least until the end of April and some offices may be completely shut down. Many project department readiness activities could be significantly hindered during this time. For example, leave balances can are paper-based and would require physical access in order to provide the project with accurate leave balances. Departments may be unable (due to stricter shutdown policies) or unwilling to perform these activities during this chaotic time. UAT and Training will more than likely be conducted remotely which could negatively impact these activities. Planned SI on-site visits will also likely be changed to remote.	Medium

IV&V Findings and Recommendations (cont'd)

H Project Management & Organization (cont'd)

Recommendations	Progress
• Closely monitor legislative and union actions and/or initiatives that could impact the project and provide them feedback as needed to ensure informed decisions and clear understanding of impacts to payroll and the time and leave project.	In progress
• Partner with Unions to clarify CBA rules so that in the end union objectives are met wherever possible within the scope of the Time and Leave project.	In progress
• Work closely with departments that are unsure of their TL participation to assist with readiness and collaborate to remove any blocks to their full participation.	In progress
• Develop contingency plans for the possibility that some departments may not participate in TL.	In progress
• Work with executive leadership and business operations groups to address the root cause of these communication challenges and prepare a plan/strategy for corrective action.	In progress
• Establish a clear and detailed risk management plan for escalating risks and issues and follow defined escalation steps for risks/issues that are not actively being worked.	In progress
• Update the OCM Plan to include any new activities or updates to planned activities to address the impacts of COVID-19.	In progress

IV&V Findings and Recommendations (cont'd)

L Quality Management

#	Key Findings	Criticality Rating
20	Risk – **Inadequate release management processes could lead to user confusion and frustration:** The project team has stated that existing release management processes may be incomplete and/or lack clear responsible parties for release communications. If release manage procedures are unclear or if the execution of release procedures lack sufficient rigor, this could lead to missteps that could frustrate users and lead to user confusion. This could ultimately lead to reduced user buy-in, reduced departmental leadership (and legislative) project support, and a negative public perception that could be picked up by the local media (aka "bad press").	Medium

Recommendations	Progress
• A comprehensive and clear governance process be established for service management which clearly defines the change management process, decision makers, ROI analysis, and impact analysis for all relevant work streams.	In progress
• Assure Time and Leave design and configuration includes consideration for impacts on Payroll, prior to implementing the design or configuration. This may be accomplished, in part, using an effective and integrated configuration management plan.	In progress
• Revisit and clarify existing release management processes and procedures and ensure clear owners of each release activity.	In progress

IV&V Status

- **IV&V activities performed during the reporting period:**
  - Attended Scrums
  - Attended PCAB meeting
  - Attended RIO-D meetings
  - Led Project Team Risk Review sessions
  - Led Monthly Status Report review session
- **IV&V next steps in the coming reporting period:**
  - Attend key project meetings
  - Interview key department stakeholders
  - Deliver IV&V Monthly Status Report

Appendix A – IV&V Criticality Ratings

This appendix provides the details of each finding and recommendation identified by IV&V. Project stakeholders are encouraged to review the findings and recommendations log details as needed.

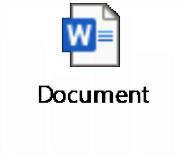
See definitions of Criticality Ratings below:

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 implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of slight impact to 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

To keep abreast of status throughout the Time & Leave project, IV&V regularly:

- **Attends the project meetings**
- **Reviews the project documentation**
- **Utilizes Eclipse IV&V® Base Standards and Checklists**



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

Id	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner	Identified Date
4	**Payroll production support dependence on key Time and Leave Resources**	The concurrent DDI and production (M&O) support activities are over burdening Key Time and Leave resources which may degrade quality of work and resources could be unavailable at critical times of the Time and Leave project.	As a matter of best practice when delivering a new service, the service needs to be fully sustainable and self-supporting. For instance, the commonly used Information Technology Information Library (ITIL) practices recommend that the service has a fully functional and staffed post go live support mechanism. This mechanism should not heavily rely on or unnecessarily burden resources or tools dedicated to other projects or services. Key project time and leave team members remain significantly involved in providing Maintenance and Operations (M&O) support for Payroll Phase 1 solution. At least one key team member reports spending 60% of their time providing help desk support to Payroll. This level of involvement may reduce the availability and degrade work quality of the Phase 2 Time and Leave resources.	• Develop and implement a transition plan to allow the Time and Leave key resources to share their knowledge while significantly reducing the time spent on providing Payroll support. • Accelerate efforts to fully staff and operationalize the Payroll Operations Technical Support Office (TSO) with dedicated resources so that the project team can focus on TL project activities and ensure the TSO is ready to effectively support TL users before Group 2 go-live.	10/31/2020 IV&V noted continuing concerns that key project resources may be overwhelmed by the addition of non-project responsibilities. The normal end of year processing combined with special circumstances such as system changes related to the potential upcoming furloughs and pay increases may require more time from project resources. However, the project has taken some steps to help alleviate project resources from other responsibilities. The project reported that the SI will provide two additional support resources to assist DAGS operations in supporting the HawaiiPay and Time and Leave solution. These resources are expected to start in December of this year. The addition of these resources may help to reduce the workload for some key project resources. IV&V recommends that DAGS develop a detailed Service Level Agreement that outlines the triage and resolution processes for Service Desk and other support issues. The adoption of practical SLAs can help establish expectations and allow DAGS to ensure it can provide the support services required. 09/30/2020 IV&V noted that T&L resources continue to assist DAGS operations with support and updates to the HawaiiPay solution. IV&V remains concerned that DAGS operations may not have the capacity and capabilities required to operate and maintain the HawaiiPay system. This concern may be exacerbated when unexpected new functionality, such as changes related to the state's furlough, is required on short notice. In order to address this concern, the project is considering augmenting DAGS operations staff with additional skilled SI resources. Potential furloughs could further exacerbate this risk. Therefore, IV&V has raised this risk to "High". 08/31/2020 - The project has officially transferred full help desk and operation of the Payroll and TL system from the project team to DAGS operations, with the goal of not only freeing up the project team to focus on Group 2 go-live but also to acclimate the DAGS operations to the long term systems support model before the TL project ends and project team support is no longer available. IV&V noted that the hours of the HIP Service Center have been reduced to approximately 12 hours per week to address DAGS Operations capacity concerns. IV&V also noted a 85% reduction in HIP Service Center calls reportedly due to a DAGS policy change requiring DOE staff to contact the DOE help desk to remedy HIP user access issues. However, the level of effort to support the system as larger groups go live, is expected to be significant and it remains unclear if DAGS operations has capacity or sufficient capabilities to meet DAGS expectations for system operational support without reliance on the project team. If DAGS operations is unable to augment their staff prior to Group 2 go-live, their ability to support the system could be at risk and the project schedule could be extended and the project budget could increase. 07/31/2020 IV&V noted that responsibilities for the HIP Service Center will transfer to DAGS operations. IV&V remains concerned that the lack of support staff fully trained in HawaiiPay support issues may cause a degradation of the level of service. However, IV&V also noted project plans to provide training to DAGS that may help to alleviate this concern. The	Knowledge Transfer	Risk	High	Open	Ken	8/31/2019
5	**Over reliance on a few skilled and overtaxed project resources could lead to significant project disruption**	There are currently 3-4 individuals who are relied on to a greater extent than others. Over reliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals, but also presents a risk of significant project disruption in the event of their departure. Resource losses from the Phase I team have not been backfilled and include the loss of the OCM manager and the SI project manager role; their responsibilities have been transferred to existing team members who already appear to be at capacity.	The project currently relies on a few talented, and dedicated resources in leadership roles to drive most project activities and, more importantly, drive project quality, as evidence by their keen attention to minute project activity details. While most projects have this risk, the risk impact for this project, from IV&V's perspective, is higher than most, and while the project could be impacted by the loss of several key individuals, there are 3-4 individuals who are relied on to a greater extent than others. Loss of these individuals could lead to significant project disruption. Over reliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals, but also presents a risk of significant project disruption in the event of their departure. Attempts by other DAGS divisions to lure project team resources away have been reported, however, most project team members have indicated they are committed to project completion. Failure to staff the project to sufficient levels, thereby stretching them beyond their capacity, can lead to lack of job satisfaction, decreased productivity, decrease in quality, and increases the probably they could make critical mistakes that could negatively impact the project.	• Work quickly to increase state project team resources. Consider re-allocation of responsibilities from key resources, where possible, to transition key resources to supervisory roles which would provide increased capacity for them to perform coaching and quality control, thereby increasing the overall project quality. As responsibilities are transitioned, team members taking on new responsibilities typically have a greater sense of motivation, project ownership and commitment. • Develop a initial KM strategy to help ensure project knowledge (tacit and otherwise) is not lost when staff leave the project or state employment. • Survey project resources to determine job satisfaction and take appropriate steps to increase retention. • Conduct an exit interview for the departed CRT and state project resources and work quickly to address issues that negatively impact project participation and job satisfaction. • Develop an approach to expedite succession planning and identify near-term knowledge transfer activities.	10/31/20 - The project will soon augment the DAGS Operations staff with 2 additional SI support resources to assist with management and resolution of help desk tickets as well as operation of the payroll/TL system. This should help reduce the burden of the project team's support of DAGS Operations and improve their effectiveness in performing project activities. 09/30/20 - As previously reported, last month the project transferred operational activities supported by the project team to DAGS Operations, however, the project team continues to be called to assist with operational tasks. As Group 2 go-live project activities ramp up and the significant level of effort to implement planned payroll changes (e.g. pay increases, furloughs) the project team could be stretched beyond their capacity which could not only decrease the quality of tasks performed but also decrease overall team morale. The project has noted that some key resources are already overallocated. Loss of any of these key resources could significantly disrupt the project and lead to costly schedule extensions. 08/31/20 - As of 8/31/20, the project has officially transferred help desk and operation of the Payroll and TL system to DAGS operations, with the goal of freeing up the project team to focus on TL Group 2 implementation activities. The level of effort to implement the larger and more complex Group 2 is expected to be significant. It remains unclear if DAGS operations has capacity or sufficient capabilities to meet DAGS expectations for system operational support without significant reliance on the project team. If DAGS operations is unable to augment their staff prior to Group 2 go-live, the project schedule could be extended and the project budget could increase. Further, the project team is currently slated to kick off another project to replace the State's Financial Management System (FMS) soon after Group 2 go-live. 07/31/20 - While the project continues progress in distributing the work of overtaxed key individuals to new additions to the project team, IV&V remains concerned that project team members will assist with transitioning of the currently outsourced help desk to inhouse staff and may be pulled into other ETS projects, which could continue to overtax key individuals. The project team has reported concerns that their participation in these activities could also lead to a decrease in quality of the TL solution implementation. Further, the project team has reported an unexpected significant amount of time being spent on responding to department complaints that the system lacks certain features such as,	Human Resource Management	Risk	Medium	Open	Michael	8/31/2019

Id	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner	Identified Date
9	**Unexpected collective bargaining or legislative changes could lead to unanticipated demands on the project and increased scope**		The State Legislature and Unions may make laws or change Collective Bargaining Agreements (CBA) that could require significant system changes thereby disrupting the project's progress, activities, schedule, and/or budget. These laws could change SOH processes without consideration of impact to the project or providing the project time to react to such changes.	• Closely track union/legislative actions and legal cases that could impact the T&L project and be proactive in preparation for them. • Initiate early and often discussions with Unions for rule clarifications and general understanding and agreements on how CBA rules will be implemented.	10/30/20 - The United Public Workers (UPW) union has recently raised concerns that the system will implement a state-wide standard that caps employee compensatory time. The project reports that that the UPW contract remains silent on comp time caps and that UPW concerns were never raised in previous consultations with UPW staff, though, the UPW reportedly has new leadership that may not have participated in past consultations. The project has indicated the system can be configured to remove caps, however, departments would then need to manage this on their own. 09/30/20 - Given that project leadership has been able to effectively resolve union concerns and filed grievances and the impacts of the issue are no longer impacting the project, IV&V is reclassifying this from an Issue to a Risk. IV&V will continue to monitor for future potential Union or other governing body concerns. 08/31/20 - No material updates as of this reporting period. 07/31/20 - The project has sent memos to unions to explain the successful outcomes of Group 1 and assure that the system is meeting union member expectations and that no payroll standardization complaints have been reported. The project has reported that no new union issues have been reported and that they do not expect union challenges to impact the project in the near future. Therefore, IV&V is lowering this risk priority to 'Low'. The project will continue to monitor for potential impacts of union pay increases and COVID related pay reductions which could require attention of the project team. 06/30/20 - The project is preparing memos to be sent to unions to explain the outcomes of Group 1 go-live with the intent to reassure unions that the system is meeting union member expectations and that there have been no reported complaints with regard to standardization of pay calculations. IV&V is not aware of unions raising additional concerns, therefore we have lowered this risk to "Medium". 05/31/20 - HGEA has filed a class grievance with DAGS with regard to standardization of pay calculations that could adversely affect its members and therefore objected to the project moving forward with go-live. The project met with HGEA for consultation in October 2019 where no objections were reported; the project has reported HGEA has been largely unresponsive to project communications since then. It remains unclear why HGEA would wait until 2 weeks before go-live to submit a grievance without further consultation and information gathering to clarify the impact to their members. Ultimately, through conversations with the comptroller, the HGEA decided to put their grievance on-hold. However, if the HGEA decides to eventually move forward with the grievance process, impacts to the project could be significant. Possible outcomes could include an injunction that could halt the project or future planned releases or leave the project tied up in legal proceedings. Therefore, IV&V is raising this Issue to a "High".	Project Organization & Management	Risk	Low	Open	Michael	8/31/2019
13	**Departments choosing not to participate in the TL project could lead to unnecessary costs to the state as well as project team wasting valuable time to onboard departments who eventually decide to opt-out.**	Departments choosing to opt-out of the TL project will require DAGS to continue to maintain the system for inputting gross pay (ePCS) that was intended to be a temporary solution until TL was implemented. IV&V is not aware if budgets, resources, and plans to continue ePCS support beyond TL project completion have been developed. Further, departments could initially decide to participate in TL and the project team could expend significant resources preparing for and implementing department specific features only to find out that they will opt-out.	Costs to continue to maintain/support ePCS could be significant and already constrained DAGS and project resources may have difficulty maintaining ePCS support. If departments opt-out, a good deal of project team time and effort could be wasted supporting their onboarding and implementing their department specific features. Resources may also need to be expended removing these department specific features. If departments decide at a later date to opt in, a new RFP will likely need to be issued at significant cost to the state and be a significant effort for DAGS. Further, the ongoing workload and costs for both the DAGS operational and project team could be significant given they will now be tasked with maintaining two systems for payroll and may have to contend with the possibility that the two systems could calculate payroll differently. Ultimately, the original expected return on investment (ROI) for the project could be diminished and draw scrutiny from the public and governing bodies (e.g. legislature) and make it difficult to acquire funding for future planned systems (ERP and other).	• Contingency planning for ePCS maintenance and support should be developed to prepare for the possibility that some departments may not participate in TL. • Work closely with departments that are unsure of their TL participation to assist with readiness and collaborate to remove any blocks to their full participation. • Develop contingency plans for the possibility that some departments may not participate in TL. • Assure that executive leadership is made aware of details of the negative impacts of departments that chose to opt-out. • Initiate efforts to mitigate risks around having 2 payroll systems that may calculate payroll differently.	10/31/20 - Department of Public Safety (PSD) is currently at risk of not qualifying for deployment in TL project due to missed onboarding deadlines. PSD ability to provide the project with accurate leave balances has been impacted as the vendor that was to OCR leave data apparently pulled out. PSD has also had challenges cleaning up their HR System data (primarily their missing "reports to" data) and they may lack sufficient resources to complete clean up efforts in time for go-live. DHRD is also at risk of not participating in TL due to missed onboarding deadlines. 09/30/20 - Executive leadership is making efforts to provide another path to onboarding that allows departments that may need more time and support to onboard at a later time without impacting the current project schedule and go-live dates. It remains unclear what project leadership intends to do with departments that are currently not included in the project scope and is seeking additional information or documentation of related decisions in order to clarify the disposition of this finding. 08/31/20 - The Executive Governance Committee (EGC) has recently approved excluding HHSC and Judiciary departments from the TL project. While DOE has stated their intention to be onboarded as part of Group 4, it remains unclear if they will be able to meet project defined readiness milestones/gates, and they are currently at risk of being excluded as well. It remains unclear if efforts will be made to onboard excluded departments once the project ends, as part of a separate contract funded by individual departments. 07/31/20 - The project reported the remaining 3 departments that have yet to fully opt-in for this project have made conditional opt-in proposals that the project may not be able to feasibly accommodate. Project leadership intends to engage the executive steering committee to decision these opt-in proposals. The project reports that DOE communications continue to be less than optimal. Given the significant level of effort to onboard a department of DOE's size, uncertainty around a DOE opt-in agreement could be impactful. 06/30/20 - DOE has yet to respond to project communications with regard to opt-in requirements and clarification of potential go-live dates. HHSC and Judiciary have yet to officially opt-in for the project. The project has sent communications indicating a 7/17/2020 deadline for opting-in. 05/31/20 - The Judiciary department and HHSC have yet to opt-in for the project. The project has provided formal and clear communication to DOE that details required readiness activities for them to be included in group 3 or 4 go-live. DOE has yet to respond. 04/30/20 - Judiciary has not provided a clear opt-in/out decision to the project and may assume they will opt-out if no	Project Organization & Management	Issue	Medium	Open	Michael	9/30/2019

Id	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner	Identified Date
14	**Communications between the project and central operations groups (primarily HR and Payroll Operations) can be ineffectual which could lead to project delays and cost overruns.**	While the project has demonstrated productive communications with state line agencies (departments), primarily due to their department mentor strategy, IV&V has observed and has also been informed of communication challenges between the Project Team and central operations business units (primarily HR and Payroll Operations). IV&V was also informed that some business operation plans relevant to the project are not immediately being shared with the project team. Some business operations teams have stated their capacity is constrained due to lack of sufficient resources as well as challenges in filling open positions. However, even simple or basic project communications appear to go unanswered.	Central operation groups failure to fully engage and effectively communicate with the TL project team can slow project team productivity, leave important questions (guidance) unanswered, and result in a system that does not effectively meet business needs which could ultimately lead to project delays and disrupt business operations and users post-go live. The SI has already indicated that project delays will incur additional cost and may require additional state funding.	• Work with executive leadership and central operations groups to address the root cause of these communication challenges and prepare a plan/strategy for corrective action. • Log unresponsive communications in order to provide stakeholders with a clear understanding of the extent of communication deficiencies. Escalate to executive leadership where appropriate. • Work with HR and Payroll Operations (PO) to identify an appropriate resource from their departments and integrate them into the project team. This highly capable and productive single point of contact would ideally own their department/division activities and risks and would work within their department to ensure project tasks are completed in a timely manner and department needs are clearly identified and communicated to the project.	10/31/20 - The project reported some unproductive communications with regard to determining archiving and retention periods for data that DHRD utilizes. Further, DHRD has reported they may lack the capacity to fully engage with some project activities which could hinder some DHRD/Project communications. If DHRD is unable to effectively provide testing and validation for system components they are responsible for, the project may need to explore alternatives, which may lead to schedule slippage. Payroll operations project communications have reportedly been sufficient, though not optimal, and are likely to improve once the 2 additional SI operations support staff are added to the DAGS Operations support team. 09/30/20 - Communications between the project and business operations groups appear to be adequate and managed well by project leads. However, business operations has recently made requests for system features that may not be in keeping with good system governance. While system customizations could simplify business operations, they could also significantly increase M&O risks as well as long-term technical debt. The project is making efforts to provide business operations groups with more information so that together they can make informed decisions and reach agreement on system features while maintaining system integrity and long-term supportability. If the project can not reach an agreement over potential customizations, IV&V recommends the project consider providing executive leadership with Return On Investment (ROI) assessments and request their assistance with these decisions. Further, IV&V recommends a comprehensive and clear governance process be established for service management which clearly defines the change management process, decision makers, assessment of whether proposed changes meet good system governance practices, proposed change ROI analysis, impact analysis for all relevant work streams (business operations, the project, DAGS IT operations, etc.), and a clear change/enhancement prioritization process. 08/31/20 - Some Project/Payroll Operations communication challenges continue but the PO Liaison continues to make efforts to improve important communications and collaboration. DHRD communication continue to be productive, however, discussions around removal of DHRD position management customizations may need to be escalated. 07/31/20 - There remains some uncertainty around the longterm sustainability of the Payroll Operations (PO) liaison position. As previously reported, the addition of this position has improved project communications with the projects business sponsor (PO). The project continues productive DHRD communications and is progressing in efforts to remove DHRD customizations that could reduce the sustainability of the system and productivity of future enhancements. 06/30/20 - The project and DHRD appear to have established regular, responsive, and productive communications. Payroll Operations (PO) liaison replacement appears to be providing a similar level of support as the previous liaison and project/PO communications appear to be adequate.	Project Organization & Management	Risk	Low	Open	Michael	9/30/2019
15	**Key project risks and issues management and escalation processes may not be effective which may result in negative impact to project goals.**	Some risks and issues currently tracked in the RIOD process may not be actively worked or reported on. For example, the project is currently tracking several risks owned by payroll operations that show little to no progress. The lack of progress may unnecessarily cause a risk to be triggered into an issue that could have lasting negative impacts to the project.	Although the project actively and appropriately recognizes, tracks and monitors risks and issues. Some risks assigned to non-project resources are not showing consistent updates or progress. It is unclear if the project has formally escalated this lack of progress, based on good risk management practices, or if escalation has proved to be ineffective. IV&V will continue to monitor the risk and issues management process to help assure regular updates to the current status of the action items associated to these risks as well as if any escalation has been formally requested.	• Establish a clear and detailed risk management plan for escalating risks and issues and follow defined escalation steps for risks/issues that are not actively being worked. • Monitor risks and issues by severity and due date in order to ensure RIOD meetings focus on the most critical items. • Track critical path tasks and report (early and often) to tasks owners when due dates appear to be at risk.	10/31/2020 The project noted access to the stakeholders regarding escalated issues has improved. It was also noted that project leadership has recognized the team's efforts to prepare and manage risks. However, it remains unclear if HD performance issues have been escalated and are being addressed in a timely fashion. Further, the concern regarding the process to document starting leave balances for some departments remains. With no OCR solution, it is unclear how these departments will summarize leave balances and present accurate starting balances prior to their schedules go-live. 09/30/20 IV&V noted that the OCR solution vendor has removed itself from the contract process. This leaves departments that were intending to utilize the OCR solution with little options to provide their leave balances and could make it difficult to meet group onboarding deadlines. Earlier responses to the project's escalation may have prevented this. IV&V also noted concerns regarding system changes requested by DAGs not being prioritized and implemented without consideration of the Time and Leave project. This may be causing additional unnecessary risk to the overall quality and availability of the HawaiiPay solution. 08/31/2020 Although concerns remain regarding risks that require escalation beyond the project, the project has thus far demonstrated a continuing ability to manage these risks in an effective manner. Still, IV&V remains concerned that the OCR solution has not been finalized and changes in the OCR vendor business structure could cause further delays and impact some departments ability to go-live on time. The Public Safety Department (PSD) has a significant amount of paper documents they are expecting to OCR in preparation for go-live, however, if OCR solution delays continue, they may have to come up with a contingency plan if they are intending to meet project deadlines for Group 2 go-live. 07/31/2020 The project reported progress related to the OCR procurement. Although, this progress helps to alleviate the concern related to this procurement, IV&V remains concerned that delays in resolving project risks and issues, that have been escalated, may cause unnecessary additional work for the project team and potentially departments and agencies waiting to go live in group 2 and beyond. 06/30/2020 IV&V noted that although a risk related to the lack of approval of an OCR solution has been documented for some time, there are continuing delays in approving the OCR solution. It remains unclear if additional escalation steps would aid the resolution of this risk. The lack of this approval may cause departments to delay providing leave balances required for Group 2 go live in a timeline manner. IV&V continues to recommend that all risks that require escalation beyond the project team, be followed up on no less than weekly. 05/31/2020 IV&V noted concerns that the project's ability to manage risks may be affected by the diminished capacity and availability of key project leaders and sponsors due to managing the impacts of COVID in their organization; this	Project Organization & Management	Risk	Low	Open	Ken	9/30/2019

Id	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner	Identified Date
18	**Complexity of communications to end-users could lead to confusion at go-live and overwhelm the help desk**	The project has identified a significant number of different user groups to prepare separate communications for pre-go-live. Each user group will have different instructions for how they will prepare for and interact with the new and old payroll and TL system. For example, Group 1 users, non-Group 1 users, Single Sign On (SSO) users, and non-SSO users. Each user group combination may require unique communications and system preparation and go-live instructions.	Communications to this many groups could lead to confusion pre- and post-go-live as they interact with other employees in different groups who have different instructions. Failure to effectively control these communications could lead to user confusion, reduced user buy-in, increased help desk calls, and negative public perceptions of the project ("bad press").	• Project work quickly to prepare a fully vetted communication plan specifically for these communications. • Project implement a strategy of "over-communication" to assure clear and effective communication to the various user groups. • Project implement a strategy for validating a proper and clear understanding of user group instructions pre-go-live and adjust communications based on feedback. • Project explore sending communications to non-Group 1 users to assure their understanding and clarify possible points of confusion.	10/31/20 - The implementation of Single Sign On (SSO) for State employees has provided the project with additional employee emails that should improve communications to users and overall OCM efforts. However, State IT deactivated some Office365 accounts (emails), which led to some user confusion when they were no longer able to get project-initiated emails. The project was surprised to find that recent emails sent that provided instruction and links to user training were not received. It remains unclear why State IT was unable to effectively communicate and coordinate with the project for the deletion of these users Office365 accounts. Still, project communication efforts appear to be comprehensive, timely, and well planned thus far, therefore, IV&V is lowing this risk to "Low". 09/30/20 - The project recognizes that the success of the Group 2 go-live will largely depend on the strength of their OCM efforts. The project is currently executing a comprehensive OCM strategy that includes thorough multichannel communications, extensive efforts to assure stakeholders read important communications, training methods that assure attendee engagement, and monitoring the training learning management system (LMS) logs for trainees that are skipping slides. Work continues on development of TL Standard Operating Procedure documentation which is currently being reviewed by DAGS Operations. 08/31/20 - The project is preparing to send communication kits to Group 2 departments that they will be able to easily modify to send to their users. Project efforts to standardize and simplify end user communications should improve the clarity and quality of user communications as well as improve overall project Organizational Change Management (OCM). Other planned OCM activities include virtual town hall meetings at the end of September and planned distribution of system Standard Operating Procedures (SOP) which should improve stakeholder awareness and effective operation of the new system. The project is preparing contingencies in the event DAGS Operations is unable to fully staff their help desk, which could push help desk support to the departments. 07/31/20 - The project reports ongoing progress of OCM activities including creation of pre-go-live communication packages and documentation of Standard Operating Procedures (SOP) for all department stakeholders. SOP's provide guidance on how to perform TL/Payroll related tasks and prepares departments that have yet to go-live for what to expect. Project department mentors will be conducting preview sessions of system functionality to prepare departments for go-live. The project reported positive feedback from recent security sessions intended to improve	Organizational Change Management	Risk	Low	Open	Michael	1/31/2020
19	**COVID-19 State-wide shutdown has hindered project activities and negatively impact the project schedule and budget**	On 3/23/2020, the Governor issued a "stay at home, work from home order" that has reduced several departments ability to be fully functional as the large majority of state workers will be required work from home/remotely at least until the end of April and some offices may be completely shut down.	Many project department readiness activities could be significantly hindered during this time. For example, leave balances can are paper-based and would require physical access in order to provide the project with accurate leave balances. Departments may be unable (due to stricter shutdown policies) or unwilling to perform these activities during this chaotic time. UAT and Training will more than likely be conducted remotely which could negatively impact these activities. Planned SI on-site visits will also likely be changed to remote.	• Identify departments that are able/willing to participate in Group 1 deployment and complete Group 1 readiness activities and assign them to Group 1 deployment. • Ramp up efforts to encourage and assist departments to become highly functional with remote access technology (e.g. MS Teams/Skype), as UAT and Training will more than likely be conducted remotely. • Update the OCM Plan to include any new activities or updates to planned activities to address the impacts of COVID-19. • Send broad communications to stakeholders to assure clear understanding of changes to the project with this regard as well as clarifying communications as to what will remain the same. • Assess stakeholders effectiveness in relying on remote access.	10/30/20 - IV&V remains concerned that the enactment of furloughs could significantly impact the project, primarily because the TL project team will need to play a significant role in the implementation of furloughs (reduction in pay) in the payroll system, currently estimated to be an 8-10-week effort. Therefore, IV&V has escalated this risk to a "High" priority. 09/30/20 - State leadership has indicated that they are likely to implement bi-weekly furlough days for state employees as a cost cutting measure to make up for COVID related budget shortfalls. Payroll processing and system changes will likely be supported by project team members and preparations will likely take 10 weeks. State leadership is getting input from DAGS on the feasibility of a 12/1/2020 furlough start date with the potential to extend through the next 4 years, given that Group 2 go-live is currently planned for the same week. If these 2 event are executed concurrently, this could significantly complicate Group 2 go-live and impact the project teams ability to effectively manage a Group 2 go-live as well as furlough changes. 08/31/20 - The project is making preparations for potential COVID related furloughs that could begin as early as December. Given that Group 2 go-live is currently scheduled for December, potential impacts to have yet to be fully assessed and project ability to secure furlough exemptions for project employees remains unclear. 07/31/20 - The project continues to make preparations to transition the current contractor staffed help desk to existing department resources. Planning efforts for virtual testing and training continue. 06/30/20 - Recent budget cuts due to COVID-19 will likely lead to the loss of the outsourced staffing for the HIP Service Center. DAGS has indicated they will make preparations to staff the service center with existing staff. It remains unclear whether DAGS efforts will be able to adequately staff the service center and maintain quality of service, as well as manage their other normal duties. DAGS service center staff may rely on the project team to assist them with training and ongoing assistance with resolving tickets. The SI has indicated they have postponed planned travel for onsite work due to COVID, until just before Group 2 go-live. The SI appears to be managing virtual (off-site) work thus far with no known ill-effects or reduction in work quality. 05/31/20 - The state legislature is currently contemplating implementing 1-2 day/week furloughs as well as salary cuts for state workers to make up for budget shortfalls due to COVID. Payroll/TL support teams are making preparations to implement these changes in the payroll system if needed. The project is preparing contingency plans for ensuring they can keep project cadence and meet planned go-live dates. However, the project is also preparing for a possible schedule slippage and a contract extension in the event they are unable to keep existing planned go-live dates. The	Project Organization & Management	Issue	High	Open	Michael	3/30/2020

Id	Title / Summary	Finding Description	Analysis and Significance	Recommendation	Updates	Category	Type	Priority	Status	Risk Owner	Identified Date
20	**Inadequate release management processes could lead to user confusion and frustration**	The payroll system recently implemented a new PeopleSoft platform organization structure for some departments as part of a cleanup effort prior to TL system Group 1 go-live. Changes such as these typically involve extensive communications to users that rely on this structure for maintaining their HR records. However, thorough communications and instructional documents were not sent to users prior to implementing this change in the system. Several users complained to DHRD and then to DAGS when they were surprised to find these changes have been made. Other stakeholders have previously stated their perception that, at times, changes are made to the payroll system without sufficient notification. The project team has stated that existing release management processes may be incomplete and/or lack clear responsible parties for release communications.	HawaiiPay (payroll system) and TL system currently share the same release management processes and personnel. If release manage procedures are unclear or if the execution of release procedures lack sufficient rigor, this could lead to missteps that could frustrate users and lead to user confusion. This could ultimately lead to reduced user buy-in, reduced departmental leadership (and legislative) project support, and a negative public perception that could be picked up by the local media (aka "bad press").	• Revisit and clarify existing release management processes and procedures and ensure clear owners of each release activity. • A comprehensive and clear governance process be established for service management which clearly defines the change management process, decision makers, ROI analysis, and impact analysis for all relevant work streams.	10/31/2020 IV&V noted that changes in the SSO architecture and how end user's credentials are validated and allow access to HawaiiPay Self Service Portal has complicated the project's ability to communicate changes in functionality. IV&V continues to recommend that the development and documentation of enterprise wide release management governance processes can help to reduce risk and improve end user's ability to adopt changes. 09/30/2020 IV&V noted that recent changes to the production HawaiiPay system, related to real time salary changes, had to be removed from the production environment. This disruption of services may have been prevented with more mature release management processes. IV&V continues to recommend that policy, processes and expectations related to release management be completed and executed. 08/31/2020 IV&V remains concerned that the lack of documentation of clearly defined release management policy and processes could add unnecessary risk during critical updates. 07/31/2020 IV&V did not note any issues related to releasing new functionality or configuration changes into the HawaiiPay T&L solution. However, IV&V did not note any progress in developing and documenting release management procedures. IV&V remains concerned that a lack of clearly documented processes could cause unnecessary support concerns and delayed user acceptance of the changed functionality or configuration. 06/30/2020 As noted previously, IV&V continues to recommend that processes, procedures, responsibilities related to release management be fully documented, reviewed and approved by all parties involved in production updates to the HawaiiPay and TL solution. 05/31/2020 IV&V noted that although defects related to the Payroll functionality were reported, no significant impact, related to change control processes were reported. IV&V continues to recommend controls to ensure all steps and communications required for new solution release are completed and documented prior to the release of new system features to the end user population. 04/30/2020 IV&V noted that it remains unclear if sufficient controls, related to Release Management, are in place to ensure that all the prerequires, communications and training have been executed successfully prior to the release of new functionality or configuration changes.	Quality Management	Risk	Medium	Open	Ken	3/30/2020