

Prepared for
Florida Department of
Economic Opportunity

Contextual Update for the October
2022 Quarterly IV&V Assessment
Report

December 16, 2022

Contextual Update for October 2022 Quarterly IV&V Assessment Report — as of December 16, 2022

The October 2022 Quarterly IV&V Assessment Report covered the reporting period beginning July 1, 2022 and ending September 30, 2022. Because DEO's quarterly report, which includes a copy of the IV&V quarterly report, has not yet been published, IV&V provides this contextual update.

In the more than two months since this report was created, DEO leadership has communicated a significant set of planned changes to the Reemployment Assistance Claims and Benefits Information System Modernization Program (or "Program") designed to mitigate risks related to the cascading effects of Program delays experienced in the past several months and reported in past IV&V reports, including the October 2022 Quarterly Report.

While we cannot yet report on the Program's updated risk profile considering these changes, it is appropriate to advise the readers of the October report to expect a change in DEO's strategic direction that aims to address the Program's most important objectives while responding to Program realities. This entails a top-to-bottom review of Benefits, Scope, Schedule, Resources, and the associated re-baselining of the Program roadmap and Project schedules. IV&V expects to begin reviewing the Program-level changes in the next quarterly reporting period that ends December 31, 2022. Full details and re-baselining at the project level is expected to extend beyond this period, at least for some projects.

The next Quarterly IV&V Assessment Report, due in January 2023, will reflect the updated risk profile of the Reemployment Assistance Claims and Benefits Information System Modernization Program to the extent the changes have been formally defined and shared with IV&V.

Prepared for

**Florida Department of
Economic Opportunity**

**October 2022 Quarterly IV&V
Assessment Report**

**For period beginning July 1, 2022,
and ending September 30, 2022**

FINAL DOCUMENT

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1.0 Introduction

The Florida Department of Economic Opportunity (DEO) works in collaboration with public and private partners to advance Florida's economy for every Floridian by championing the state's economic development vision and implementing initiatives to help citizens, communities, businesses, and visitors thrive.¹

During the pandemic, DEO received a record number of Reemployment Assistance claims. Initial claims increased over 100-fold from less than 5,000 claims per week in March 2020 to over 500,000 claims per week in April 2020.² This unprecedented volume created significant pressure on DEO, its employees, and technology.

To address the volume in the short term, DEO made substantial investments to manage and stabilize its legacy technology. In parallel, DEO initiated a two-year program that recognized the compelling need and opportunity to continue its pre-COVID modernization effort via the Reemployment Assistance Claims and Benefits Information System Modernization Program (or "Program"). The Program is focused on building a flexible, scalable, secure, and user-friendly system that strengthens Program integrity and accelerates Reemployment Assistance services across the State of Florida leading to enhanced citizen outcomes.³ Additionally, this Program sets the foundation for continuous ongoing modernization for further improvements beyond the conclusion of the initial two-year effort.

The purpose of these Quarterly IV&V Assessment Reports is to outline the overall Program risk across a set of mutually agreed upon risk dimensions and categories.

IV&V Approach

Independent Verification and Validation (IV&V) services began on July 30, 2021 as part of the Reemployment Assistance Claims and Benefits Information System Modernization Program. IV&V services provide independent third-party monitoring focused on identifying and assessing risks which may impact the success of a program as well as providing recommendations, and/or considerations, on how to mitigate and/or prevent risks moving forward.

DEO has established the following IV&V guidelines with the intent of ensuring the IV&V team provides independent insights on potential risks within the Program. These guidelines are not intended to limit the IV&V team's independence or access and any reasonable request for additional information or access will be honored.

1. DEO will identify the specific Program and project meetings that have been established so that IV&V can attend. The IV&V vendor will be an observer in meetings and not an active participant. Questions are reserved for clarification purposes.
2. The IV&V vendor will capture considerations to mitigate identified risks. This information will be provided to the DEO Program Leadership.
3. DEO will provide documentation and artifacts, including solicitations, for IV&V review. Documentation and artifacts will generally be penultimate or final drafts to ensure IV&V focuses its oversight efforts on approved documents. IV&V may request additional documentation as needed.

¹ [Vision and Mission](#), Florida Department of Economic Opportunity

² Improved Delivery of Reemployment Assistance Benefits – Final Report, ISF, February 18, 2021

³ [Reemployment Assistance Modernization](#), Florida Department of Economic Opportunity

4. Starting in this quarter, IV&V began attending Program change request reviews and analysis discussions. This allows IV&V to identify observations and risks related to change requests prior to final DEO decisions.
5. New IV&V observations are not immediately added to and tracked using the risk register. Instead, such observations should be tracked separately and discussed with the DEO Program Leadership to gain greater clarity. Observations may be elevated to risks and, conversely, risks may be de-escalated to observations. In rare occasions when a risk is urgent, i.e., the impact could be critical to the Program or the likelihood is imminent, IV&V would raise risks directly into the risk register.
6. The ISF Report recommended 15 baseline projects comprising the Reemployment Assistance Claims and Benefits Information System Modernization Program known as “Program framework,” which served as the baseline for enhancement and modernization and thereby the Program boundaries for the IV&V. Change Request CR0001 (approved on January 24, 2022), which is associated with changes needed to re-baseline the Program Schedule, separated out the Business Process Optimization project from the CX/UX project, creating a 16th project (not including procurements listed as projects in the ISF report).
7. Any current-state analysis or review of the foundational source code of the CONNECT Reemployment Assistance Claims and Benefits Information System is out of scope for the IV&V engagement.

The IV&V approach is evidence-based and leverages a comprehensive risk assessment framework for risk reviews organized across key dimensions and categories. Table 1 outlines the risk dimensions and categories used to assess the Reemployment Assistance Claims and Benefits Information System Modernization Program.

Table 1. IV&V Risk Assessment Dimensions and Categories

Risk Assessment Dimension	Risk Assessment Categories	
Strategy and Business Value	<ul style="list-style-type: none"> • Business Strategy Alignment 	<ul style="list-style-type: none"> • Benefits Realization
Governance	<ul style="list-style-type: none"> • Executive Support • Program Tracking • Communication and Collaboration 	<ul style="list-style-type: none"> • Program Organization • Risk and Issue Management
Delivery Assurance	<ul style="list-style-type: none"> • Scope Management • Quality Assurance • Post Release Support 	<ul style="list-style-type: none"> • Software Development Lifecycle • Mitigation and Release Strategy
Suppliers Management	<ul style="list-style-type: none"> • Sourcing Strategy and Contracts • Suppliers Knowledge Transfer 	<ul style="list-style-type: none"> • Supplier Performance
Financials	<ul style="list-style-type: none"> • Financial Baseline • Financial Tracking 	<ul style="list-style-type: none"> • Change Requests Estimation
People	<ul style="list-style-type: none"> • Program Organization Staffing • Training 	<ul style="list-style-type: none"> • Organizational Change Management
Technology and Architecture	<ul style="list-style-type: none"> • Architecture and Design • Architecture Quality 	<ul style="list-style-type: none"> • Architecture and Technical Governance • Data Management

2.0 Risk and Issue Assessment Summary

This quarterly assessment covers the reporting period beginning July 1, 2022 and ending September 30, 2022. Figure 1 summarizes the level of risk determined across the seven assessment dimensions described in Table 1.

Figure 1. Reemployment Modernization Program Risk Heat Map



- Low risk, minimal impact to Program or project success if realized.
- Medium risk, material impact to Program or project success if realized and will require significant attention but may or may not impact the critical path, budget, or scope.
- High risk, significant material impact expected to the critical path, budget, or scope if realized.

Key changes since prior quarterly report:

- All dimensions have the same risk rating as the previous Quarterly Assessment Report.
- Since the prior quarterly report, improvements in several areas resulted in the closing or lowering of associated risks. DEO continues to make strides in its hiring and resource management practices; however, it still faces resource constraints for Business experts. This is being actively mitigated by the Program team. Project level spend continues to mature and is being reconciled between the central Program spend plan and spend recorded in the ServiceNow tool. Refer to the risk register to review closed or lowered risks in these areas.
- Five risks have been realized and elevated to the Issue level. Consequently, these issues have been taken out of Section 3 Risk Assessment Details and are now documented in a newly introduced section of this report (See Section 4. Issue Assessment Details).
 - Of the five open Program issues, one of them was resolved and closed during this quarter. This was related to delays in the SDLC-DevOps project which was resolved by a formal change request that extended the project timelines without impacting any other Program/project tasks.
 - The remaining open issues are a result of the four-month delay onboarding the SSI vendor as well as DEO's rejection of SSI deliverables. The Program team is looking at various corrective actions to compensate for the delay, from issuing RFIs to rapidly gather critical solution information to adjusting project scope. IV&V continues to monitor the Program's mitigation approach.
- Five projects are scheduled to be completed in the next quarter: (1) SDLC-DevOps, (2) .NET and ORM Upgrade, (3) Business Process Optimization, (4) Reporting, and (5) Security Architecture Review.

At present, there are three low risk dimensions with minimal impact to Program success if realized:

- **Strategy and Business Value** – A Program Strategy based on the February 2021 ISF Assessment Roadmap is in place. Benefits realization metrics are being defined by individual project managers to track progress and business value achieved by each project. While benefits have been defined for eight of the total projects, the Program could be looking to revisit benefits for those projects to align with any scope changes that have been made.

- **Technology and Architecture** – DEO has created a target architecture for the Reemployment Assistance Claims and Benefits Information System. The currently defined architecture is expected to evolve as the SSI develops architectural standards for the modernized Reemployment Assistance Claims and Benefits Information System.
- **Governance** – DEO and the Strategic Planning Office (SPO) have been executing based on the defined governance structures at various levels including Program and Executive level governance and change control protocols. IV&V continues to monitor the efficacy and application of these standards towards effective Program and project decision making.

Note there is one high risk within the Governance dimension pertaining to the decision-making process around tooling procurements. This risk is based on the decision-making process and the lack of a defined evaluation criteria to make tooling recommendations. To this end, DEO developed a 9-step process to identify procurement tasks and reviewers. Evaluation criteria for the tools are expected to be part of the SSI's tooling recommendation reports that are yet to be completed. The impact of this risk is aligned with Delivery Assurance (design and execution of projects to meet their objectives) and Supplier Management (the impact delays in procurement have on the Program). IV&V will continue to monitor all tooling decision-related risks; however, Governance overall is at a Low risk.

There are two medium risk dimensions, where material impact to the Program is possible if risks are realized, but would not necessarily disrupt the overall implementation plan:

- **People** – DEO reports that all known resource staff needs are filled and the Program has taken the right steps thus far in managing resource requirements across all in-progress projects. DEO continues to manage the constrained resource capacity, especially business expertise and development resources across the Program. Despite these efforts, new significant resource needs are likely to increase once procurement decisions are made for the related projects considering the remaining Program timeframe of nine months. Technology industry disruptions and increased labor market competitiveness may continue to be a key driver of future staffing challenges which could lead to higher turnover with existing DEO staff and the accompanying loss of DEO experience and institutional knowledge. Other key resource factors include:
 - Limited staff availability has impacted the Program, including delayed execution of Program mobilization activities. Certain projects were delayed because of staff availability.
 - The Strategic Planning Office (SPO) vendor continues to increase the number of project management staff resources. This has had a positive impact by increasing project management capacity and discipline for the Program.
 - Resourcing to perform delivery work on projects and technology implementation remains a risk factor for outstanding procurement related projects. DEO plans to continue to address this through project procurements and staff augmentation contracts. DEO has reported that:
 - The Department has defined a remote working policy that is aimed at broadening the talent pool that DEO can leverage to fill open positions.
 - The Department continues to seek specialized IT talent through staff augmentation efforts and through procurements that require vendors to supply necessary talent. While the Department has seen some success

from diverse talent acquisition methods, it continues to compete with global demand for these specialized skill sets.

- High demand in this industry could impact DEO's ability to maintain or increase staffing levels due to more lucrative or flexible employment opportunities, or an opportunity to work with newer technology.

As projects continue to move into execution and schedules overlap more than previously anticipated, access to DEO staff will be increasingly important and any conflicts in availability will need to be actively managed. For example, Hurricane Ian's impact on Florida and DEO's active response to the hurricane temporarily affected DEO staff availability to support the Program. However, through careful coordination, DEO avoided impacts to Program progress. Considering the aggressive Program implementation timeframe, continued uncertainty in the labor market, and uncertainty regarding potential further Information Technology industry disruptions, managing people-related risks will require special attention and monitoring by DEO for the foreseeable future, even with a fully staffed Program.

- **Financials** – The process to manage Program and project finances continues to be revised within DEO. During the latter half of this quarter, DEO began including both projected and actual spend in a side-by-side comparison and providing change tracking logs that capture insights into month-over-month changes made to the Program spend plan. Additionally, DEO has taken steps to mitigate financial risk, including hosting financial reconciliation meetings with project managers and the finance team to improve financial accuracy and transparency across the Program. Since several projects are actively redefining project scope and schedules, there is difficulty projecting overall Program financials. A monthly cadence to reconcile and review project spend has been established to mitigate this risk.

There are two high risk dimensions where significant material impact to the Program's critical path schedule, budget, and/or scope would be expected if the risks are realized. In response to these risks, DEO continues to explore reductions in scope for several projects. DEO must do so in a way that still meets DEO's critical Program objectives under the original timeline. This would require continued activity after Program "go-live" in order to achieve the remaining objectives. Alternatively, DEO may consider extending the Program timeline. Either mitigation approach will require an impact analysis and additional re-work for foundational project artifacts such as Project Schedules, Requirements Traceability Matrices, Operational Work Plans, Test Plans, and, potentially, Spend Plans.

- **Delivery Assurance** – This dimension has remained at a high risk from the previous quarter due to delays in ongoing projects, i.e., SSI, Rules Engine, SOA and API, Master Data Management (MDM), CX/UX Mobile Responsive Software Transformation (CX/UX) and, Archive & Purge. Any further delays or quality issues will add continued pressure on project and Program timelines. These delays have occurred due to the following factors:
 - Rejection of key SSI project deliverables by DEO, due to quality issues, has delayed the SSI project and led to downstream delays on dependent projects such as Rules Engine, SOA and API, MDM and CX/UX. DEO and the SSI vendor are working actively to develop a revised deliverable schedule and approach to help improve project deliverable quality. The revised approach is yet to be approved by DEO and thereafter will include a detailed IV&V review.
 - Requirement gathering challenges in certain projects such as Rules Engine and Archive & Purge. An initial list of business rules to be migrated as part of the Rules

Engine project has now been developed. IV&V will review DEO's rules prioritization exercise once shared. For the Archive & Purge project, there have been delays in gathering requirements due to turnover within DEO's data experts that have the knowledge to define DEO's archiving and purging requirements and lack of recent documentation of DEO's records management policy.

Despite ongoing project test execution and project-level testing improvements, a Program-wide Testing Strategy that will ensure consistency is yet to be formalized. The ServiceNow tool continues to be used for maturing DEO's Program management practices such as schedule management, resource management and capacity analysis, task-level project interdependencies, and risk/issue/decision management. This has helped implement consistent project management standards within the Program.

- **Suppliers Management** – This dimension has remained at a high risk from the previous quarter due to ongoing challenges and delays in Program-related procurements.
 - The SSI onboarding delay and subsequent deliverable quality has impacted four subsequent procurements / projects, which continue to be behind schedule.
 - The delayed projects include:
 - SOA and API Layer – Planned procurement completion in March 2022
 - Rules Engine – Planned procurement completion in February 2022
 - MDM – Planned procurement completion in May 2022
 - CX/UX – Planned procurement completion in May 2022
 - These procurements are still active and not yet complete. DEO issued RFIs for each of the above projects to gather information from the vendor community and intends to complete vendor onboarding in the next four months. However, delayed procurements are likely to have downstream impacts on other dependent projects, particularly the CX/UX project which notes the Rules Engine and API layer as prerequisites. These delays continue to be tracked as Program issues.
 - In addition to the above projects, the Identity and Access Management project has also faced procurement delays due to slow approval of the RFQ. The RFQ was advertised on September 30, 2022 and is awaiting vendor responses.

3.0 Risk Assessment Details

This section describes the specific risks behind the risk ratings provided in the previous section. The risks are organized into sub-sections, one for each of the risk dimensions. The following information is provided for each risk:

- **Risk Name** – each risk has been named to facilitate easy reference.
- **Applicability** – indicates which projects within the Program the risk applies to, or if the risk is Program-wide. See Table 2 below for more information on the projects that comprise the Reemployment Assistance Claims and Benefits Information System Modernization Program.
- **Date Identified** – specifies the initial date the risk was identified.
- **Previous Risk Rating** – shows how the risk was rated as of the previous quarterly report.
- **Current Risk Rating** – shows how the risk has been rated currently. See Figure 1 for risk rating definitions.
 - Where DEO has demonstrated it sufficiently mitigated a risk, the risk is marked “closed”. Closed risks will only be listed in the quarter they were closed and will not appear in future quarterly reports unless the risk is reopened.
- **Risk Description** – provides a brief, summary-level description of the risk.
- **Potential Impacts** – describes the potential impacts to the Program or project if the risk is realized. This content focuses on the most significant potential impacts.
- **Considerations** – provides options for DEO to consider regarding addressing or mitigating the risk.
- **Actions Taken by DEO** – summarizes key actions taken by DEO regarding the risk.

As indicated above, where risks are not Program-wide, the specific set of projects a risk applies to is indicated. DEO has identified the set of projects that comprise the Program. While some projects began earlier (such as Data Warehousing and Identity and Access Management for claimants), the Reemployment Assistance Claims and Benefits Information System Modernization Program mainly began in the summer of 2021. Over the last three months, DEO has focused on procuring imperative vendors, continuing projects in the execution phase, actively managing resource capacity and facilitating more in-depth project management (i.e., spend and schedule management) via the ServiceNow tool. DEO adopted the February 2021 ISF Report and its Roadmap as the baseline strategy for the Reemployment Assistance Claims and Benefits Information System Modernization Program. Various Change Requests have been approved to realign original set of ISF projects (e.g., BPO as a separate project, which was originally part of the CX/UX project) and revise individual project schedules to reflect date changes brought about for various reasons as they differed from the ISF Report. Two Change Requests were approved in the past quarter to extend project end dates that were impacted by various delays (i.e., SOA/API, MDM, IAM, Rules Engine all to June 2023 and SDLC-DevOps to November 2022) and increase scope within the Connect to Cloud project to include WebChat, Visual IVR and ChatBot features. Additional Change Requests are anticipated due to ongoing delays in various vendor procurements.

The Reemployment Assistance Claims and Benefits Information System Modernization Program is comprised of sixteen projects (not including procurements listed as projects in the ISF report), thirteen of which are “Active and in Progress”. DEO deems a project active when a Project

Manager is assigned, and project teams have started to meet on a regular basis and are producing project-related deliverables. Table 2 below summarizes at a high-level the current state of projects and their status per DEO.

Table 2. Reemployment Assistance Claims and Benefits Information System Modernization Projects and Status as of September 30, 2022

Project Category	Project Name	Project Status
Infrastructure	Cloud Migration (CONNECT to Cloud)	In Progress
	Cloud Application Performance Management	In Progress
Software	Software Development Lifecycle (SDLC)	In Progress
	.NET and ORM Upgrade	In Progress
	SOA and API Layer	In Progress
	Rules Engine	In Progress
	CX/UX Mobile Responsive Software Transformation	In Progress
	Business Process Optimization	In Progress
	RA Help Center	Closed
Data and Analytics	Data Warehouse	Closed
	Reporting	In Progress
	Archive and Purge	In Progress
	Master Data Management and Interoperability	In Progress
Security	Security Architecture Review Services	In progress
	Identity Management & Access Control	In Progress
	Security Architecture Audit Services	Not Started

3.1 Strategy and Business Value

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Informal Benefits Realization Approach	Program	10/26/2021	Medium	Medium	A formalized benefits realization strategy and plan with clear metrics and progress towards a target benefits tracking approach is not yet in place.	<ul style="list-style-type: none"> Challenges determining if an individual project, or the Program as a whole, achieved expected benefits, including those target benefits identified in the ISF report. Without agreed upon key performance indicators (KPIs), stakeholders may have different views on the degree benefits were realized or not. Decreased ability to identify opportunities to make in-flight adjustments to projects-based benefits realization monitoring. Projects may be closed prematurely in cases where target benefits were not sufficiently achieved. 	<ul style="list-style-type: none"> Develop a benefits realization strategy and management process, including: <ul style="list-style-type: none"> Defined set of target benefits for the Program. A benefits realization plan that details specific measures and monitoring processes. A process for reporting on progress towards target benefits to key stakeholders. 	<ul style="list-style-type: none"> DEO is working on developing a benefits realization strategy including project level benefits definition. 8 of the 13 projects have completed DEO review of benefits. Program is planning to revisit benefits for some of the finalized projects where scope has been changed and could have potentially affected a previously listed benefit. DEO is not limiting their benefits to the ISF report. DEO to continue to share their benefits realization efforts with IV&V, with metrics, in a tracking spreadsheet. IV&V will continue to monitor DEO's progress.

3.2 Governance

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Governance regarding the procurement related decisions, and decision-making process, are unclear	Program	5/18/2022	High	High	The governance regarding the selection of tools is not fully formalized. This risk is two-fold: the decision-making process and evaluation criteria to make tooling decisions necessary for the Program. Additionally, the governance process around when and how those recommendations will be delivered to DEO may have included decisions made without a full understanding of the impact.	<ul style="list-style-type: none"> Inadequately defined governance in this case could cause selection of the incorrect tool or tool procurement delays and that impact project schedules / quality. 	<ul style="list-style-type: none"> Tooling decision-making governance could be formally structured with clear roles and responsibilities, RACIs and a clear decision-making process to encourage timely and effective decision making. Full impact of decisions should be understood and documented. A formalized evaluation criteria could be established that looks at different factors such as technical and business alignment, implementation effort, cost and time to implement. Formalizing such a criteria would help ensure procurement decisions are made consistently and comprehensively. 	<ul style="list-style-type: none"> DEO assembled a decision-making team comprised of management, technical, architecture, and business resources to review analysis supplied by the SSI, however there was confusion around the decision making and tracking processes. A 9-step decision making process was drafted that lists down procurement activities and reviewers. IV&V continues to monitor the implementation of this process as it is executed. SSI vendor is working on formalizing evaluation criteria that will help with tooling selections. This is to be part of an SSI deliverable that is yet to be shared with IV&V. In the meanwhile, DEO and the SSI vendor have worked closely to understand what requirements would need to be in place to make a tooling recommendation and identified any gaps in the requirements. DEO is also leveraging RFIs in some cases to gather more tooling information from vendor community.

3.3 Delivery Assurance

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Rules Engine Project Delay	Rules Engine	8/31/2022	N/A	High	The Rules engine project continues to be delayed because of no firm identification and finalization of business rules to be migrated. This could take considerable effort that could potentially push the project schedule out further.	<ul style="list-style-type: none"> With continuous delays, there is a high likelihood of the project pushing past June 2023, potential scope reduction, sub-standard delivery, or that the benefits outlined for Rules Engine by the ISF report may not be adequately delivered. Such delays could also impact dependent projects such as CX/UX. 	<ul style="list-style-type: none"> DEO could define formal criteria to refine the selection of business rules to be moved into the new tool. Additionally, they could group rules by priority of implementation to stagger development and testing efforts. The prioritization effort should conform to the benefits outlined in the ISF report. 	<ul style="list-style-type: none"> DEO has decided to cap the scope of the Rules Engine project to include up to 50 business rules during the Reemployment Assistance Claims and Benefits Information System Modernization Program and up to 500 business rules during the continuous improvement phase post June 2023. As a result of this, the DEO team has identified a candidate list of 41 business rules that will be further prioritized once the vendor is onboarded. These prioritized business rules along with the refinement criteria are yet to be shared to IV&V.
Missing Program-Wide Testing Strategy	Program	4/14/2022	Medium	Medium	Detailed testing strategy for the Program is not yet formalized despite several projects being well under way.	<ul style="list-style-type: none"> Lack of defined testing strategy for the project could lead to inconsistent understanding of testing practices that projects should follow at a minimum scope of various testing types and thus could impact the P's quality and overall timeline. 	<ul style="list-style-type: none"> DEO could look to develop a detailed testing strategy. 	<ul style="list-style-type: none"> The Program went through another resource change in this quarter. The new individual is tasked to complete drafting the Program-wide testing strategy that will also include Interoperability and Security testing aspects. Testing for in-flight projects will proceed without the SOP under management supervision.

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Program-wide clarity on a viable schedule to achieve Program objectives	Program	7/29/2022	N/A	Medium	It is currently unclear what the impact of schedule delays is; it is unclear if all Program objectives will be achieved in the dedicated timeframe and, if not, which objectives will be prioritized.	<ul style="list-style-type: none"> Without clearly understanding the impact of schedule delays, it is difficult to evaluate the Program's ability to meet stated objectives in the allotted timeframe. 	<ul style="list-style-type: none"> DEO could increase clarity on managing non-approved / baselined schedules. 	<ul style="list-style-type: none"> DEO issued two change requests to help identify Program impact of schedule delays and pushed out project end dates for five projects (i.e., SOA/API, MDM, IAM, Rules Engine all to June 2023 and SDLC-DevOps to November 2022). Schedules continue to be modified to reflect the approved Change Request dates. DEO is also reviewing options to adjust scope across all delayed projects to allow required objectives to be met.
Ongoing SSI deliverable delays	SSI	9/30/2022	N/A	Medium	The SSI project is facing ongoing delays in its project with incomplete and rejected deliverables by DEO, due to quality issues, such as Deliverable 10 Architectural Standards and Deliverable 16 Tooling Recommendations report. The SSI vendor is developing a new approach that could have downstream impacts on the SSI project.	<ul style="list-style-type: none"> The deliverable delays thus far have prolonged the SSI project schedule and even with the new deliverable methodology and schedule the project end date could push beyond June 30, 2023. SSI delays could impact other dependent projects that await its procurement and architecture related deliverables. Delayed development of architectural standards and to-be architecture state, could cause potential rework or procurement of incompatible tools. 	<ul style="list-style-type: none"> DEO and SSI vendor could look to work collaboratively to finalize the new approach. Significant effort should be made to understand project dependencies. Procurement processes could have to be revisited and redefined considering the revised approach and timelines. 	<ul style="list-style-type: none"> DEO has received the new SSI deliverable approach and is currently in the process of reviewing and approving the new SSI deliverable methodology and schedule. This is yet to be approved by DEO and thus shared with IV&V to do a thorough impact analysis on the SSI and dependent projects.

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Business and Technical documentation	Program	9/21/2021	Medium	Low	Interviews with DEO stakeholders highlighted obsolete technical design and business process documentation.	<ul style="list-style-type: none"> • Obsolete documentation can lead to a high degree of technical debt. • Additionally, lack of up-to-date documentation could impact business and technical knowledge transfer between vendors and Program resources. 	<ul style="list-style-type: none"> • DEO could institute new policies and procedures to create a baseline of updated business and technical documentation and a discipline for maintaining system artifacts. 	<ul style="list-style-type: none"> • DEO has shared that they have added a mandatory step for business and technical documentation and are working on formalizing the process. • The implementation of this formalized process has been delayed since an original internal deadline of April. This was now implemented in a mid-September sprint where the application team was mandated to create/update business and technical documentation. • The DEO team has been trained on how to update the new technical documentation template and is phasing in completing the required technical documentation. • DEO has shared that the SSI and BPO vendors will work together on addressing the business aspect of this risk by developing to-be processes and requirements. • DEO is actively working to mitigate this risk by formalizing the process to create technical specifications. For this reason, this risk is being lowered to a status of "Low". Technical specifications are to start becoming available in October.
Transition to Operations Time	.NET and ORM Upgrade; SDLC-DevOps	8/26/2022	N/A	Low	ServiceNow project schedules did not have adequate planning or time consistently allocated to transitioning to operations tasks. Tasks related to this transition are poorly defined in the case of these projects.	<ul style="list-style-type: none"> • Without enough time to transition to operations, the project could either be poorly transitioned or at risk of delay. 	<ul style="list-style-type: none"> • DEO could begin planning a detailed schedule now for transitioning to operations, helping mitigate delays and uncertainty down the road. 	<ul style="list-style-type: none"> • DEO is reviewing schedules across the Program to ensure transition to operations tasks are now being planned and accounted for. • Transition tasks have been added to the SDLC project. • For the .NET and ORM, the transition plans for the operations team is pending and is currently being worked upon.

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Archive & Purge Requirement Gathering Blockers	Archive & Purge	9/26/2022	N/A	Low	Archive & Purge project is facing challenges in gathering the project requirements due to (1) SME turnover which has led to loss in business expertise around retention requirements and (2) DEO's records management policy being outdated.	<ul style="list-style-type: none"> Delays in the requirements gathering phase could impact the timeline to issue an RFI for the Archive & Purge tool and other dependent project activities. 	<ul style="list-style-type: none"> Further discussion around how to effectively staff the SMEs for this effort could be required, as it is noted that the lack of resources is not "availability" related but attributed to staff turnover and subsequent knowledge loss. DEO could continue to mature its data practices that have a dependency on the Archive & Purge project. 	<ul style="list-style-type: none"> DEO is looking to identify the data to be used leveraging the guidance from the General Council Office (GCO) around what information could be archived and purged. Data governance sessions have started to occur internally within DEO to support the project's requirement gathering activities.
Testing strategy for .NET and ORM Upgrade not fully formalized	.NET and ORM Upgrade	2/21/2022	Low	Closed	Testing strategy for the .NET and ORM Upgrade project has not been fully formalized even though different parts of the project have been highlighted as done or in progress.	<ul style="list-style-type: none"> Lack of defined testing strategy for the project could lead to inconsistent understanding of testing requirements, scope of various testing types and thus could impact the project timeline. 	<ul style="list-style-type: none"> DEO could look to formalize its testing strategy and related processes for all active projects including .NET and ORM Upgrade. 	<ul style="list-style-type: none"> The project team reported that while they have a good understanding of the testing requirements, this was not documented into a formal plan. DEO conducted Program-wide testing discussions with project managers and other stakeholders, to formalize testing artifacts across the Program. Testing documentation for .NET and ORM was completed and reviewed by IV&V. The artifacts deemed to be satisfactory, and this risk is now closed.
The scope of the Rules Engine Project is being defined while the project is in progress	Rules Engine	2/28/2022	Low	Closed	The scope of the Rules Engine Project is not well defined. The scope is being defined while project work continues.	<ul style="list-style-type: none"> It is difficult to hold the project team accountable and/ or declare success without a well-defined scope. 	<ul style="list-style-type: none"> The project team could work with the Program Leadership to define the scope of the project. This does not mean that the scope can and should not change, but rather that the project team is able to hold themselves and others accountable to strategic scoping decisions. 	<ul style="list-style-type: none"> Per the project activities mentioned in the ISF Report, DEO was actively defining the scope of the Rules Engine project, though the project is active. A decision was made that the project will not require all rules be loaded into the Rules Engine. DEO has evaluated the individual rules and three categories of Rules were defined to be in-scope for the Reemployment Assistance Claims and Benefits Information System Modernization Program. The Rules Engine Project Management Plan, including defined scope, has been shared and this risk is now closed.

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Testing strategy for C2C not fully formalized	C2C	5/16/2022	Low	Closed	A mid-May status meeting highlighted that the scope for DevOps UAT testing within the C2C project was undefined and the team was not sure about what needed to be tested, environment readiness, etc.	<ul style="list-style-type: none"> Lack of defined testing strategy for the project could lead to inconsistent understanding of testing requirements, testing objectives and potentially impact the testing tasks' / dependent tasks' timeline. 	<ul style="list-style-type: none"> C2C could look to define the overall testing scope for this project and subsequently document this in a test plan / strategy artifact for the project and in the overall project schedule in ServiceNow. 	<ul style="list-style-type: none"> The PM completed a test plan for the C2C, Genesys, and DARS components. Based on the IV&V feedback shared on the test plans, the C2C project updated their test plan artifacts. Considering that test plan documentation now addresses IV&V raised testing concerns, this risk has now been closed.

In addition to the above-mentioned risks, there are few issues observed in this dimension. See Section 4. Issue Assessment Details.

3.4 Suppliers Management

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
IAM Procurement and Project delays	Identity Mgmt. & Access Control	8/30/2022	N/A	High	The project continues to face procurement delays and could impact the IAM project schedule end date of 6/30/23, considering no contingency remaining in the schedule.	<ul style="list-style-type: none"> There is a high likelihood of the procurement delay to have a cascading impact on the remaining procurement activities and the overall project end date of 6/30/23. It could also cause potential scope reduction or lead to unfulfilled project requirements. The vendor could be incentivized to take shortcuts that result in substandard work. 	<ul style="list-style-type: none"> DEO could look to speed up the SOW reviews and identify parallel activity that can be done in other non-dependent project tasks. Additionally, the project could review any contingent time in the remainder of the schedule to adjust for the delays. 	<ul style="list-style-type: none"> IAM Procurement advertisement has been delayed by several weeks. The IAM RFQ was advertised on September 9, 2022. DEO awaits vendor responses. The project team reduced the scope of the project to only include CONNECT (including PeopleFirst) applications for the remainder of the project. This was done to fit the project timelines within the June 30, 2023 deadline.
MDM Procurement and Project Delays	MDM	8/30/2022	N/A	High	Per the project schedule in ServiceNow, the SOW for the MDM tool had to be completed by 8/23 but has been delayed. The current schedule has an end date of 6/30/23, however, it is unclear how these procurement delays could be accommodated with no impact to the project end date.	<ul style="list-style-type: none"> There is a high likelihood of the procurement delay to have a cascading impact on the remaining procurement activities and the overall project end date. The project could see potential scope reduction or sub-standard delivery to still meet the allotted timeframe. 	<ul style="list-style-type: none"> DEO could look to speed up the SOW reviews and identify parallel activity that can be done in other non-dependent project tasks. Additionally, the project could review any contingent time in the remainder of the schedule to adjust for the delays. 	<ul style="list-style-type: none"> SSI is supporting the development of procurement deliverables for the MDM tool. An RFI was advertised for MDM procurement to gather vendor information. Based on responses SSI is drafting the Statement of Work and DEO is looking to advertise the procurement next quarter.
Tooling recommendations based on preliminary requirements	SSI, SOA and API Layer & Rules Engine	5/3/2022	Low	Closed	Tooling recommendations for Rules Engine and SOA and API product are based on the preliminary requirements defined in the Statement of Work that may or may not fully reflect all of DEO's requirements (business and technical) for these tools.	<ul style="list-style-type: none"> This could lead to procurement of a tool that is not the best fit to address DEO's needs. 	<ul style="list-style-type: none"> Validation of requirements for the Rules Engine and SOA/API should be detailed enough to support procurement of these tools. 	<ul style="list-style-type: none"> DEO decided that procurement recommendations for Rules Engine and SOA and API will be delayed until SOW requirements have been validated. DEO is working to review tooling requirements and proceed with procurement recommendations in the July/ August 2022 timeframe. DEO has delivered a signed RTM for SOA/API Layer and Rules Engine. IV&V has reviewed and has deemed the deliverable satisfactory. This risk is now closed.

In addition to the above-mentioned risks, there are few issues observed in this dimension. See Section 4. Issue Assessment Details.

3.5 Financials

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Clarity on financial health of the Program	Program	7/27/2022	N/A	Medium	It is currently difficult to identify and project spend impact when schedules change. The Program lacks transparency regarding month-over-month changes to the Program-wide spend plan. DEO reports that Executive leadership is interested in increased transparency.	<ul style="list-style-type: none"> Until there is a solid understanding of Program-wide and project-specific financial planning, it is difficult to report if the Program has strong financial health, which can lead to over or under spending. There may be a disconnect between cost impact at a project level, which comes from the Project Managers and through the SPO and the insights from the CFO for financial planning decisions, which can lead to inappropriate allocation of funds. 	<ul style="list-style-type: none"> DEO could look to increase transparency and tracking month-over-month and increase the clarity of direction to Project Managers for tracking changes to spend plans as schedules change. 	<ul style="list-style-type: none"> During the latter half of this quarter, DEO began including both projected and actual spend in side-by-side comparison and providing change tracking logs that capture insights into month-over-month changes made to the Program spend plan. This process will be actively monitored for the subsequent months to ensure consistent and effective implementation.
Project-based budget tracking has not been communicated to Project Managers	Program	3/24/22	Medium	Closed	Detailed communication and training regarding how project managers should track project spend has not been provided, despite several projects being well into the execution phase.	<ul style="list-style-type: none"> Delays in communication impacts the cohesive understanding of the Program's financial management plan and could cause confusion and re-work. 	<ul style="list-style-type: none"> DEO could look to develop a detailed project budget training plan. 	<ul style="list-style-type: none"> In January, DEO reported that encumbered funds would be designated to and managed by Project Managers, while the overall Program budget will be managed by the CFO. DEO Program Leadership has worked to identify a process for Project Managers to follow. The ServiceNow Lead and Finance Team hosted a project spend planning meeting and provided instructions to the Project Managers about how to input spend into ServiceNow, focusing on resources and contracted deliverables. DEO has instated a process with ongoing spend reconciliations and monthly discussions with project managers and the finance team. Considering this process and cadence that has been established for the Program, IV&V has closed this risk.

3.6 People

Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Resource Requirements for outstanding procurement related projects is unknown	Program	8/26/2022	N/A	Medium	<ul style="list-style-type: none"> It is unclear if the resource requirements for outstanding procurement related projects have been fully defined. Resource planning is awaiting tooling decisions and procurements to gather a better view. 	<ul style="list-style-type: none"> Without adequate resource requirement planning, and with only 10 months remaining, it is difficult to know the true schedules of these impacted projects, thus potentially putting pressure on the 6/30/23 Program end date. 	<ul style="list-style-type: none"> DEO could, on a per project basis, define the resource requirements proactively to reduce risk of delay. 	<ul style="list-style-type: none"> DEO is focusing its procurement activities to not only procure tools but also potentially vendor services to augment staff capacity. Capacity analysis discussions are expected to monitor and mitigate project resource capacity needs. However, in the absence of clearly defined schedules it is challenging to have a full picture of all resource needs.
Testing Resource Constraints	Program		N/A	Low	<ul style="list-style-type: none"> Business SME resources, that are needed for testing activities across the Reemployment Assistance Claims and Benefits Information System Modernization Program, could be pulled in other directions such as ongoing operations and other DEO project work. As such, there could be testing resource constraints when required for the Program. As the Program proceeds testing resource contention could increase due to an increase in testing and SME support activities. 	<ul style="list-style-type: none"> Lack of sufficient testing resources could cause teams to compete for talent, causing delays and possible poorly tested components pushed into production. 	<ul style="list-style-type: none"> DEO could look to expand its approach to managing SME capacity by looking at it holistically. Project teams could come up with more formal SME resource requirements that would include skills required, number of testers needed, dates and effort needed from testers. Using this information and similar estimates from other non-Program activities, the team could better manage the SME capacity. Doing this analysis could highlight if there is a shortage of business SMEs and that could be addressed early. 	<ul style="list-style-type: none"> SPO has created resource pools for testing across projects based on the skillset of the individual SMEs. However, these resources are not dedicated to the projects and could be pulled into other priorities. SPO is actively reviewing options to manage SME resource allocations. Capacity analysis meetings are being conducted to ensure SME resources are available for the projects and this is planned for future tasks. This is a work-in-progress task for the Program.




Risk Name	Applicability	Date Identified	Previous Risk Rating	Current Risk Rating	Risk Description	Potential Impacts	Considerations	Actions Taken by DEO
Program Resources	Program	9/21/2021	Medium	Closed	<ul style="list-style-type: none"> DEO has faced high staff turnover and continues to face challenges in hiring, onboarding, and retaining new resources both on IT and Business side. While some projects continue to be impacted by resource shortages, the majority of projects are not currently delayed due to staffing issues. 	<ul style="list-style-type: none"> Delays in having adequate and skilled resources will impede Program/project progress. In other cases, it can cause team members to be overworked and lead to turnover. 	<ul style="list-style-type: none"> To promote staff retention and effectively manage a remote workforce, DEO could develop employee engagement policies and create opportunities for project team members to connect and communicate regularly. Clarifying project tasks and timelines can help add structure to project delivery. Per best practices, it would be beneficial to scale up project-level resource forecasts at the Program-level and compare it with other competing initiatives. This will help identify resource dependencies and define an effective resource sharing and capacity plan. DEO could look to develop alternate resource plans (for example, outsourcing, staff augmentation strategies with third parties, or insourcing from other parts of DEO by running significant efforts already underway in parallel.) 	<ul style="list-style-type: none"> Recruitment and retention of staff continue to be a priority for the Program. DEO produces charts and other quantifiable evidence to show staffing progress at the Program level. DEO defined a remote working policy that is aimed to broaden the talent pool that the Program could leverage to fill open positions. Strategic Planning Office (SPO) vendor has increased the number of project management staff resources over the past quarter. New resources have been onboarded included a DevOps engineer and a technical writer for the SDLC project. DEO continues to sufficiently manage its resource capacity for in-progress projects via its hiring and staffing improvements. Considering these efforts and no further hiring challenges, the risk is now closed.

3.7 Technology and Architecture

No open risks are identified as of the October 2022 Quarterly Report.

4.0 Issue Assessment Details

This newly introduced section describes risks that have been realized within the Reemployment Assistance Claims and Benefits Information System Modernization Program and are now being managed as an issue. The following information is provided for each issue:

- **Issue Name** – each issue has been named to facilitate easy reference.
- **Applicability** – indicates which projects within the Program the issue applies to, or if the issue is Program-wide. See below Table 2 for more information on the projects that comprise the Reemployment Assistance Claims and Benefits Information System Modernization Program.
- **Assessment Dimension** – indicates the IV&V assessment dimension from the framework mentioned in Table 1 that the issue applies to.
- **Date Identified** – specifies the date the risk was initially identified before it escalated to an issue.
- **Previous Issue Rating** – shows how the issue was rated as of the previous quarterly report.
- **Current Issue Rating** – shows how the issue has been rated currently.
 -  Low issue, minimal impact to Program or project success.
 -  Medium issue, material impact to Program or project success and will require significant attention but may or may not impact the critical path, budget, or scope.
 -  High issue, significant material impact expected to the critical path, budget, or scope.
 - Where DEO has demonstrated it sufficiently addressed or resolved an issue, the issue is marked “closed”. Closed issues will continue to remain in IV&V’s quarterly reports to give the full picture of any issue-related impacts that continue to linger in other areas of the Program.
- **Issue Description** – provides a brief, summary-level description of the issue.
- **Impacts** – describes the impacts to the Program or project because of the issue and the risk being realized. This content focuses on the most significant impacts.
- **Considerations** – provides options for DEO to consider regarding addressing the issue.
- **Actions Taken by DEO** – summarizes key actions taken by DEO to address the issue.

Issue Name	Applicability	Assessment Dimension	Date Identified	Previous Issue Rating	Current Issue Rating	Issue Description	Impacts	Considerations	Actions Taken by DEO
Delay in contract execution for the Systems Integrator	Program	Suppliers Management	1/19/2022	Was previously managed as risk	High	Given contract execution for the Systems Integrator vendor was delayed by 4 months, this risk has been escalated to an issue. This issue has evolved to multiple other risks and issues that are being tracked separately.	<ul style="list-style-type: none"> Delays in the SSI procurement have impacted and continues to impact dependent projects such as Rules Engine, SOA and API Layer, MDM, and CX/UX as well as those that have a dependency on these projects. The Program has needed to extend timelines or adjust scope to meet objectives. These delays should not impact the ability of the Program to successfully meet its objectives, however, the timeline may need to be extended, or the scope of the Program may need to further change to meet critical Program objectives within the original timeline and secondary objectives being addressed over time via a continuous improvement approach. 	<ul style="list-style-type: none"> DEO could continue to analyze and manage the impact of delays due to onboarding the SSI vendor on the Program and dependent projects. 	<ul style="list-style-type: none"> System and Software Integration project kicked off in April 2022. The SSI vendor has performed various tasks to shed light on impacts to critical paths including workshops for technical requirements and preliminary recommendations for future procurements. DEO continues to manage dependent deliverables and procurement tasks. Various change requests have also been approved this past quarter to address scope and schedule changes.

Issue Name	Applicability	Assessment Dimension	Date Identified	Previous Issue Rating	Current Issue Rating	Issue Description	• Impacts	Considerations	• Actions Taken by DEO
Rules Engine Procurement Delay	Rules Engine	Suppliers Management	2/8/2022	Was previously managed as risk	High	The Rules Engine kick off deck highlights a procurement of a Rules Engine product by 2/28. The issue was originally raised as a risk to show a delay in the procurement timeline based on the delayed onboarding of the SSI, who is making the tooling recommendations. The SSI has now been onboarded, but rules engine procurement continues to prolong due to delays in procurement deliverables and in finalization of business rules in scope.	<ul style="list-style-type: none"> Delays in the Rules Engine procurement have impacted the project schedule (i.e., a shift in project end date from July 2022 to June 2023) and could impact any dependent projects. 	<ul style="list-style-type: none"> DEO could continue to manage the impact of delays in procuring Rules Engine on the Program and component projects. DEO could look to speed up the procurement process by faster decisions and by ensuring quality in deliverables that support procurements. 	<ul style="list-style-type: none"> SSI vendor has been onboarded and is supporting the development of procurement deliverables for the tool. Rejection of SSI's dependent deliverables due to quality issues has delayed the Rules Engine procurement phase. The team's effort on drafting a candidate list of Business Rules in scope for the Program will be inputted into procurement deliverables. After several delays, the DEO team has now drafted a candidate list of Business Rules that will be migrated to the Rules Engine during this Program. An RFI was advertised for Rules Engine procurement to gather vendor information. Based on responses, DEO is looking to advertise the procurement next quarter.

Issue Name	Applicability	Assessment Dimension	Date Identified	Previous Issue Rating	Current Issue Rating	Issue Description	• Impacts	Considerations	• Actions Taken by DEO
API Procurement Delay	SOA and API Layer	Suppliers Management	3/1/2022	Was previously managed as risk	High	The SOA and API layer kick off deck highlights a procurement of an API layer product by 3/14. The issue was originally raised as a risk to show a delay in the procurement timeline based on the delayed onboarding of the SSI, who is making the tooling recommendations. The SSI has now been onboarded, but the SOA and API procurement continues to prolong due to delays in procurement deliverables.	<ul style="list-style-type: none"> Delays in the API layer Enterprise Service Bus (ESB) product procurement have impacted the project schedule (i.e., a shift in project end date from July 2022 to June 2023) and could impact any dependent projects. The scope of the SOA/API project is expected to change to fit within the June 2023 timeframe. A formal change request approving the decision is expected next quarter. 	<ul style="list-style-type: none"> DEO could continue to manage the impact of delays in procuring API layer ESB product on the Program and component projects. DEO could look to speed up the procurement process by faster decisions and by ensuring quality in deliverables that support procurements. 	<ul style="list-style-type: none"> SSI vendor has been onboarded and is supporting the development of procurement deliverables for the API layer Enterprise Service Bus (ESB) product. An RFI was advertised for API layer Enterprise Service Bus (ESB) procurement to gather vendor information. Based on responses DEO is looking to advertise the procurement next quarter. The number of interfaces that will be included in the project scope have been revisited to not include the initially identified 3 external interfaces. Instead, project scope would ensure capacity for CX/UX interfaces and integrate with various components of the modernized system.
CX/UX Procurement Delay	CX/UX	Delivery Assurance	9/2/2022	New risk raised in the previous quarter, which then realized to become an issue	Medium	The CX/UX tool procurement has been delayed from its initially scheduled date in May 2022. The tooling procurement task continues to be pushed out despite subsequent date updates. The project awaits the completion of SSI's deliverables around architectural standards and tooling recommendation reports that are critical to the CX/UX procurement.	<ul style="list-style-type: none"> CX/UX is a critical piece of the Reemployment Assistance Claims and Benefits Information System Modernization Program. The ongoing procurement delays continue to put pressure on project timelines, quality, and scope. <p>A true impact analysis on the project scope and schedule cannot be completed at the time of writing the report since the CX/UX project schedule is still under DEO review.</p>	<ul style="list-style-type: none"> DEO could look to speed up the SOW reviews and identify parallel activity that can be done in other non-dependent project tasks. Additionally, the project could review any contingent time in the remainder of the schedule to adjust for the delays. 	<ul style="list-style-type: none"> SSI vendor is supporting the development of technical requirements and procurement deliverables for the CX/UX tool. An RFI is expected to be advertised for the CX/UX procurement. Based on RFI responses DEO is targeting to advertise the procurement next quarter. The pre-requisite project of Business Process Optimization is expected to complete early next quarter. This project was tasked to define the business requirements for the CX/UX project.

Issue Name	Applicability	Assessment Dimension	Date Identified	Previous Issue Rating	Current Issue Rating	Issue Description	• Impacts	Considerations	• Actions Taken by DEO
SDLC project delays	SDLC	Delivery Assurance	6/9/2022	Was previously managed as risk	Closed	Per the SDLC project schedule in ServiceNow, certain activities are delayed, and the project will not meet its initial proposed close-out date of June 30th. This issue was re-opened as the project didn't meet the updated end date of August 31.	<ul style="list-style-type: none"> This delay has impacted the end date for the SDLC project. 	<ul style="list-style-type: none"> The PM could continue to closely monitor the project schedule and activities in a way that ensure delivery of project objectives within the new approved end date. Additionally, the PM could continue to manage the impact of these delays. 	<ul style="list-style-type: none"> A Change Request has extended the project end date to 31, August 2022. However, since the project didn't meet this date, the risk was escalated to an issue. Another Change Request was approved in September 2022, to adjust the project scope to include automation of Test Execution reports within ServiceNow and, extended the project end date to November 2022. With the approval of the Change Request and adjustment of the project schedule, this issue has been closed. IV&V continues to monitor the project's progress to ensure it meets the increased scope and overall schedule.