Correspondence Memorandum

Date: September 23, 2024

To: IAS Program Management Team

From: Michelle Hoehne, Kurt Petrie, Yikchau Sze
                Office of Internal Audit (OIA)

Subject: Internal Audit Insurance Administration System (IAS) Program Review
                Monthly Report

Background

This is our third monthly communication for our IAS Program Review, covering the period from August 21, 2024 – September 20, 2024. OIA's role for this consulting project is to provide feedback on IAS program management and verify that key program outcomes are achieved. OIA is using documentation review and evidence testing to verify the following:

- Management oversight is appropriate
- Status reporting is accurate
- Key risks are identified and properly treated
- Necessary testing is completed
- Other key project milestones are supported and achieved

OIA Activities Completed

As part of the routine, ongoing monitoring OIA completes, we attended the following meetings:

- IAS Business Weekly Check-in
- Monthly IAS Program Risk Review
- Program Management Team

We reviewed the following items for reasonableness and asked follow-up questions as necessary:

- Decisions, Actions, and Questions (DAQ+) Log
- Weekly Status Reports
- Monthly Portfolio Committee Reports
- Eclipse time tracking and allocation of hours
- Review of risks and issues documented in Eclipse

Attachment A

Additionally, new items during this review cycle included:

- DAQ+ Log Meeting – We attended the DAQ+ Log meetings on September 4, 2024 and September 16, 2024. The meetings walked through the items with a status of RClose (i.e., recommended for close), to determine if they could be closed or if more work was needed before closing them. There was also a discussion on the Decision Activity Required (i.e., where a decision was made), and additional activity is required. Finally, staff went through the Identified status items to determine if action was still needed, who to assign them to, or whether these items could be closed. Staff have been making good progress on closing out the items on this list as the number of items outstanding has come down substantially. However, there are some items past their estimated completion date that will have to be reviewed/worked on.
- BenefitFocus (BF), ETF, Project Management Check-In – We began attending the biweekly BF, ETF, Project Management Check-In meeting on September 19, 2024. These meetings are held to discuss upcoming deliverables, the status of the project timeline, and other high priority items.

OIA Items Noted

Major Project Deliverables

As noted in our August 26, 2024 report, OIA was waiting for major project deliverables, such as IAS project charters to be finalized. The charters have been through at least one review and are waiting to be finalized by OEI Management. OIA will continue to monitor progress on these documents and once finalized will be better able to assess OEI and Program Management's review of these, including their assessment for any project scope gaps, constraints, and dependencies.

Project Workplans

Project and Program Managers loaded or adjusted existing project workplans in Eclipse as of Friday, August 16, 2024. The weekly status report issued on Monday, August 19, 2024, stated that all project workplans were in Eclipse. OIA completed a high-level review of these workplans, reviewing each IAS project's start and end dates, scanning the dates for reasonableness, and reviewing late and/or overdue tasks. We identified several concerns during our review on August 22, 2024, including:

- The project end dates were inconsistent as some projects included the timeframe through open enrollment and a warranty period while others did not. Program Management agreed that it was inconsistent and needs to be addressed.
- The Cutover project work plan was not developed.
- Inadequate review of work plans by Project and Program Managers before or after loading or adjusting them in Eclipse given certain task completion dates had the incorrect year.

If not already completed, we recommend that the Program Managers complete a review of the work plans ensuring project end dates are consistent, when reasonable, and 2024 project end dates are changed to 2025. Ongoing monitoring needs to be given to ensure each project's tasks are continuously updated to understand what tasks are late and/or overdue and the project's percentage complete.

Project Completion Timeline

There has been some recent items identified that have pushed back some project completion dates. While this is common on any large modernization project of this size, the timeframe to complete all activity is getting shorter. In addition, several projects are at risk given their actual percentage completed compared to the expected percentage completed. Contingency planning is currently underway by OEI Management regarding what can be completed in the remaining timeframe and when new and additional items are identified.

cc: Strategic Council