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Planning, Accounting, and Ledger Management Project

Independent Verification & Validation  
Monthly Assessment Report  
July 2024

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**PUBLIC**  
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## Executive Summary

The following list summarizes the key items the Florida PALM IV&V Team details in the Monthly Assessment Report for July 2024:

- The overall Florida PALM Project Risk Rating remains unchanged as a Medium Risk due to Build Segment II's completion, Segment V Design's expected completion by 8/2/24, and the unchanged Risk Ratings for all Project Focus Areas during this reporting period.
- The Florida PALM Project Schedule experienced an improvement in the number of Delayed Tasks, which decreased from 395 at the end of June to 357 at the end of July. Due to the longer duration of some of the remaining Delayed Tasks, the SPI declined from .94 in June to .92 in July. Although the metrics reflect an improvement, the number of Delayed Tasks overall is still closely monitored.
- There are 16 Agency Readiness Workplan (RW) Tasks due 7/31/24 or prior that do not have 100% Task Progress reported by all 35 Agencies. Since June, the number of Open Issues has increased by 40%, with Critical or high-severity Issues rising by 33%. Open Risks have increased by 11.5%, with those scoring six or higher going up by 10%. Risks and Issues are self-reported and self-assessed by the Agencies. The Florida PALM IV&V Team will conduct outreach to the Agencies to gain a better understanding of these Risks, Issues, and their mitigation plans.
- While the Florida PALM Project Team was slightly behind target for approval of the Segment V Functional Designs (FDs) as of 7/31/2024, the Florida PALM IV&V Team anticipates that the remaining Segment V FDs will be completed on target by 8/2/24.
- The Data Warehouse/Business Intelligence (DW/BI) FDs are behind schedule. As of 7/31/24, 47 out of 50 targeted initial drafts were completed, and 27 out of 42 targeted for approval were approved. The Florida PALM IV&V Team does not anticipate these delays impacting subsequent Development activities.
- The Risk Rating for the Development Focus Area remains High due to delays in Build Segment III. The Florida PALM IV&V Team estimates Build Segment III will be completed by early November 2024 and Build Segment IV by the end of January 2025. This timeline may affect the System Testing schedule and increase the overlap between System Testing and User Acceptance Testing (UAT).

## Focus Area Update Summary

The table below summarizes the Florida PALM IV&V Team's updates for the various Focus Areas since the last monthly assessment report. Detailed updates regarding these Focus Areas are provided in this document's Focus Area Updates section below. Some Focus Areas may be marked as Not Applicable (NA) as they have not started or there is no significant activity during this reporting period.

**Table 1: Focus Area Updates**

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
Overall Project Risk Indicator	Medium Risk	Medium Risk	The overall Florida PALM Project Risk Rating remains a Medium Risk due to the completion of Build Segment II, the expected completion of Segment V Design on target by 8/2/24, and the unchanged Risk Ratings for all

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>Project Focus Areas during this reporting period. The Florida PALM IV&amp;V Team will continue to monitor several factors that could affect this Risk Rating in future reports, including the number of Delayed Tasks on the Florida PALM Project Schedule, the completion of overdue Agency RW Tasks, delays in Build Segment III, and projected delays in Build Segment IV. If the overlap between Development and System Testing increases due to these delays, it could impact the current Project Schedule for the System Testing Cycles (Finding 14) and increase the overlap between System Testing and the start of UAT.</p> <p>The Florida PALM IV&amp;V Team attended the System Testing Alignment meeting with the Florida PALM SSI Vendor and the Florida PALM Project Team on 7/24/24. During the meeting, the SSI Vendor presented a System Test Readiness Checklist and provided updates on tasks that must be completed before System Testing can start. As a result, the Florida PALM IV&amp;V Team has begun drafting the Stage Gate 2—Ready to Begin System Testing Assessment Report, which will be distributed before the Florida PALM Project Director's decision to proceed with Stage Gate 2.</p>
Project Management	Low Risk	Low Risk	<p>The number of Delayed Tasks in the Florida PALM Project Schedule decreased from 395 at the end of June to 357 at the end of July. The Delayed Tasks primarily occur in the following areas:</p> <ul style="list-style-type: none"> <li>• D649 – Completion of Build Segment III with 104 Delayed Tasks.</li> <li>• Configurations with Future Dependencies with 73 Delayed Tasks.</li> <li>• D650 – Completion of Solution Design (Requirements) Segment IV DW/BI with 50 Delayed Tasks.</li> <li>• I-WP129 – Develop ETL Technical Specifications, Programs, and Unit Test Plans with 20 Delayed Tasks.</li> </ul> <p>Additional Work Products (WPs) and Internal Work Products (I-WPs) also contribute to the high number of Delayed Tasks.</p> <p>The Risk Rating for this Focus Area remains a Low Risk.</p>
Organizational Change Management	Medium Risk	Medium Risk	<p>The Florida PALM IV&amp;V Team reviewed Agency Bi-Monthly Status Reports, a Task completed by Agencies in July for status reporting. Status reports provide essential information for the Florida PALM Project Executive Steering Committee (ESC) to understand</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>where Agencies stand regarding Task completion, Risks and Issues, and overall Readiness progress.</p> <p>The Florida PALM IV&amp;V Team is also reviewing the Readiness Workplan (RW) Task completion for Tasks 500-505 and 513-518. While the IV&amp;V Team has observed little movement toward the Agencies completing most of these past-due Tasks, Task 513 shows all 35 Agencies have been verified as complete.</p> <p>The Florida PALM IV&amp;V Team observed increased Agency-reported Open Risks and Issues since the last Bimonthly Status Report. Open Risks increased by 11.5%, and Open Issues increased by 40%. Risks and Issues are self-reported and self-assessed by the Agencies. The Florida PALM IV&amp;V Team will conduct outreach to the Agencies to gain a better understanding of these Risks, Issues, and their mitigation plans.</p> <p>The Risk Rating for this Focus Area remains a Medium Risk.</p>
Requirements and Design	Medium Risk	Medium Risk	<p>While the Florida PALM Project Team needed to catch up in approving the Segment V FDs as of 7/31/2024, they appear on track to approve all the remaining Segment V FDs by 8/2/24.</p> <p>The DW/BI FDs are behind schedule for initial drafting, review, and approval. By 7/31/24, 47 of the 50 targeted initial drafts had been completed, and 27 of the 42 targeted for approval had been approved. On average, 2.8 DW/BI FDs have been drafted weekly, with 1.8 approved. However, the approval pace has slightly increased over the last three weeks, averaging three weekly approvals. If this pace continues, the Florida PALM IV&amp;V Team projects that all DW/BI FDs may be approved by 11/17/24 rather than the targeted completion date of 10/2/24.</p> <p>The Florida PALM IV&amp;V Team reviewed D644 – Completion of Solution Design (Requirements) Segment IV and provided comments and traceability analysis to the Florida PALM Project Team for feedback. The assessment included reviewing bi-directional traceability, quality, and completeness across 133 FDs and 113 supporting documents in Segment IV.</p> <p>The Risk Rating for this Focus Area remains Medium. Drafting, reviewing, and approving DW/BI FDs is behind schedule, and the Florida PALM IV&amp;V Team estimates that it may be delayed by up to 6 weeks.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
Development	High Risk	High Risk	<p>The last Application Development (AD) document for Build Segment II was approved on 7/22/24, which is approximately three weeks behind schedule.</p> <p>Build Segment III began on 7/1/24 with a targeted completion date of 9/30/24. As of 7/31/24, the Build is behind schedule in completing initial drafts of the AD documents. Of 52 planned drafts, 14 have been completed, and one has undergone initial review. To address this delay, the Florida PALM SSI Vendor Staffing Plan includes adding 8 Development staff, representing a 16% increase. The Florida PALM IV&amp;V Team estimates that Build Segment III may not be completed until early November 2024, resulting in a delay of approximately five weeks beyond the current schedule.</p> <p>Additionally, Build Segment IV involves 105 AD documents. Based on the Florida PALM SSI Vendor Staffing Plan and the Florida PALM IV&amp;V Team's estimated level of effort for drafting, review, and approval, Build Segment IV could take approximately 63 working days to complete. Given the projected completion of Build Segment III, Segment IV is estimated to finish by the end of January 2025. This timeline increases the overlap between System Testing and Development, potentially impacting the System Testing schedule. While the current System Testing schedule remains achievable, if the completion of Build Segment IV extends into March, the System Testing end date may not be realistic.</p> <p>Based on the potential impacts on System Testing caused by the previous delays to Build Segments I and II and the current delays in Build Segment III, the Risk Rating for this Focus Area remains High Risk.</p>
Testing	NA	NA	<p>To track Test Script creation and review efforts, the Florida PALM SSI Vendor created and maintained the Test Script Work Unit Tracker (TSWUT) described in D643 – Updated System Testing Plan. The SSI Vendor updates this tracker frequently to show the progress made on the Test Scripts. According to the TSWUT, the Florida PALM Project Team approved the Test Scripts for System Test Cycles 0 and 1. Placeholders for various Test Scripts for the other cycles of System Testing have been added to the TSWUT. The addition of Test Scripts to the TSWUT will be an ongoing effort as a part of the System Test Preparation activities.</p> <p>The Florida PALM Project Team attended meetings on System Test Readiness conducted by the Florida PALM SSI Vendor, during which various activities for System</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			Test Readiness were reviewed in preparation for the start of System Test Execution.
Conversion	Low Risk	Low Risk	<p>The Florida PALM IV&amp;V Team participated in design review sessions for Conversion files related to various areas, including Suppliers, Position Data, Job Code, and Budgets. The IV&amp;V Team attended Interface and Conversion Design reviews with the Florida PALM Project Team, Enterprise Partners, and the Florida PALM SSI Vendor to discuss initial designs and configurations. The Florida PALM Project Team continues to address outstanding issues logged in the FDs for Segments II-IV as the AD documents are drafted and approved.</p> <p>The Florida PALM IV&amp;V Team also reviewed WPs related to Conversion, including the Mock Conversion Testing Plan, Test Scripts, and Data Conversion Inventory. The Conversion-specific design documents were well-written and met the necessary criteria, and feedback from the IV&amp;V Team has been shared with the Florida PALM Project Team.</p> <p>The Florida PALM IV&amp;V Team attended the Mock 0 Conversion Kickoff meeting, which focused on Payroll and Financial conversions. WP406 – Mock Conversion Testing Plan and WP407 – Mock Conversion Scripts are expected to be updated over the next two months. The Florida PALM IV&amp;V Team will continue to review the updates and provide feedback to the Florida PALM Project Team.</p> <p>The Risk Rating for this Focus Area remains a Low Risk.</p>
Implementation Readiness	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts start.
Production Support	Low Risk	Low Risk	<p>The Florida PALM IV&amp;V Team is actively monitoring Open Production Incidents. Seventy-three new Incidents were reported, most of which were P3 (Medium-priority), with one marked as P2 (High-priority). Of these, sixty-one have been Closed or Resolved, including the P2 Incident. Additional details regarding the P2 Incident are included in the Production Support Focus Area Update section.</p> <p>The Florida PALM IV&amp;V Team reviewed the D302 – June Monthly Performance Report and observed that the Florida PALM SSI Vendor met all Service Level Expectations (SLEs).</p> <p>The Risk Rating for the Focus Area remains a Low Risk.</p>



## New Findings

No new findings were opened in this reporting period.

## Open Findings

**Finding Number and Statement:** **Finding 12** – Inconsistency in Requirements Traceability.

**Date Opened:** 9/15/23

**Impact Update:** Moderate (Unchanged)

**Probability Update:** Possible (Unchanged)

**Priority Update:** Medium (Unchanged)

**Finding Description:** The Florida PALM IV&V Team had originally observed inconsistencies between the FDs and the Requirements Traceability Matrix (RTM) during the review of the Segment I Designs. The inconsistencies primarily stemmed from manual updates that needed to be made across multiple Excel spreadsheets to trace requirements to different Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) items and FDs. This led to discrepancies due to the need for more synchronization among these spreadsheets. The Florida PALM Project Team incorporated additional cross-checks to avoid future inconsistencies between the RTM and FDs.

**Status Update:** The Florida PALM IV&V Team reviewed D644 – Completion of Solution Design (Requirements) Segment IV and reviewed bi-directional traceability between the Deliverable, the RTM, and the individual FDs. The Florida PALM IV&V Team provided the Florida PALM Project with a short list of observed inconsistencies based on the initial submission of the Deliverable. The Florida PALM Project Team is reviewing the inconsistencies and noting how they will be addressed before final acceptance of the Deliverable. The Florida PALM IV&V Team will conduct a similar analysis on WP439 – Completion of Solution Design (Requirements) Segment V and D650 – Completion of Solution Design (Requirements) DW/BI.

**Finding Number and Statement:** **Finding 14** – Risk that Delays in Application Build Could Impact Completion of System Testing and Start of UAT

**Date Opened:** 3/29/24

**Impact Update:** Significant (Unchanged)

**Probability Update:** Likely (Unchanged)

**Priority Update:** High (Unchanged)

**Finding Description:** Build Segment I activities were seven weeks behind schedule, and Segment II was approximately three weeks behind schedule. There was a risk identified by both the Florida PALM IV&V Team (Finding 14) and the Florida PALM Project Team (Risk #8) that if these delays continued into subsequent Build Segments II-IV, the completion of System Testing or Stage Gate 3 – Ready to Begin UAT could be affected. Since Build Segments III and IV involve significantly more development activities than Segment I or II, ongoing delays could have a much larger and cumulative impact on the subsequent Build Segments.

**Status Update:** The pace of drafting and reviewing Segment III AD documents is well below target. As of 7/31/24, 14 of the targeted 52 Segment III AD documents have been drafted. The Florida PALM IV&V Team did observe that additional Development staff are being added to the Florida PALM Project based on the updated Florida PALM SSI Vendor Staffing Plan.

The Table below shows the increased Development staff being brought onto the Florida PALM Project. The additional staffing is forecasted to continue until December 2024. Additional Development staff should help accelerate the pace of Build Segments III and IV.

**Table 2: Changes Between Projected and Actual Development Staffing**

<b>SSI Staffing Plan</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>
Development Staff (FTEs) as of 6/1/2024	41	46	47	49
Development Staff (FTEs) As of 7/31/24	41	52.5	55	57
Difference	0	6.5	8	8

The table below summarizes current and estimated completion dates based on the projections of the Florida PALM IV&V Team.

**Table 3: Key Design and Build Segment Counts and Dates**

Segment	Count	Scheduled Finish	Actual Finish	IV&V Estimated Finish
Segment I Build	52	3/20/24	5/10/24	NA
Segment II Build	75	6/28/24	7/22/24	NA
Segment III Build	129	9/30/24	NA	Early Nov 24 <sup>1</sup>
Remaining Build (Segment IV + V)	105	1/6/25	NA	Late Jan 25 <sup>2</sup>
Segment IV Functional Design		5/31/24	5/31/24	NA
Segment V Functional Design		8/2/24	NA	NA
Stage Gate 2 – Ready to Begin System Testing		8/31/24	NA	NA
System Testing - Segment II		1/29/25 <sup>2</sup>	NA	Apr 25
Stage Gate 3 – Ready to Begin UAT (Milestone)		3/28/25	NA	Late Mar 25

<sup>1</sup> Based on SSI Development Staffing and projected completion of Segment III build

<sup>2</sup> The Scheduled Finish date for System Testing is being updated to April 2025 based on D643 – Updated System Testing Plan, but this change has not been reflected in the Florida PALM Project Schedule.

Due to current delays in Segment III Build, there is a risk of the timely completion of System Testing. This could result in increased overlap between System Testing and UAT or a delay to Stage Gate 3—Ready to Begin UAT. Additionally, with the expected overlap between System Testing and Development, careful coordination and management of both schedules will be necessary during System Testing planning and execution.

## Closed Findings

No findings were closed in this reporting period.

## Findings Metrics

This section contains metrics related to the Florida PALM IV&V Findings.

### IV&V Findings by Month

Figure 1 shows a cumulative total of New, Open, and Closed Findings by month since July 2023. Since April 2024, the Florida PALM Project has maintained 2 Open Findings and 1 Closed Finding, with no New Findings identified by the Florida PALM IV&V Team since March 2024.

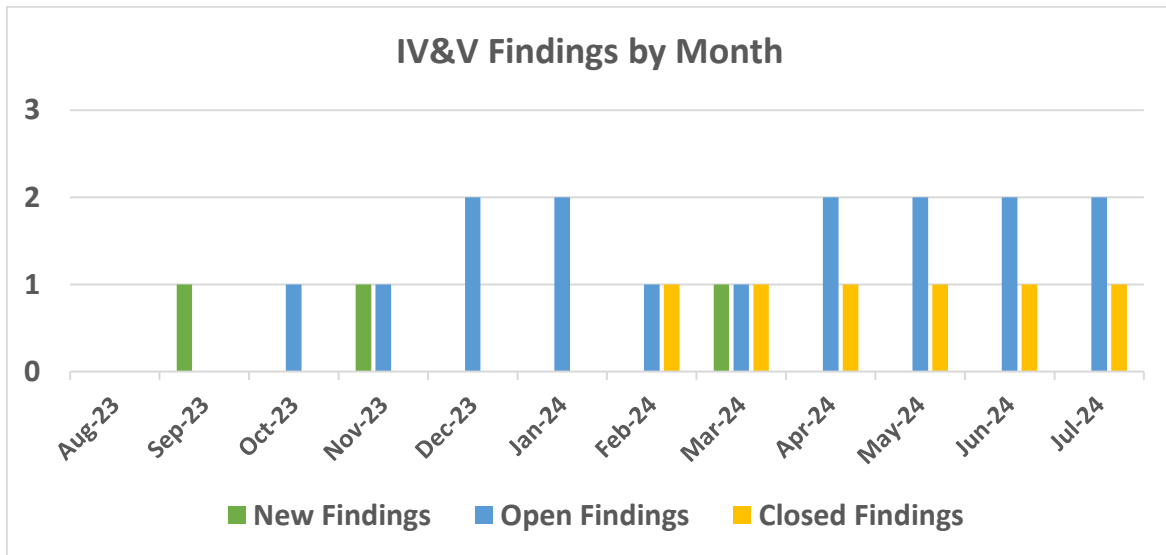
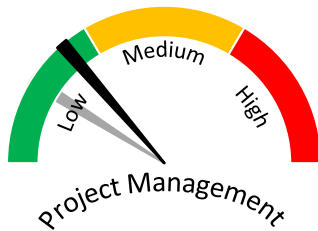


Figure 1: Florida PALM IV&V Team Cumulative Findings by Month

## Focus Area Updates

### Project Management



The Florida PALM IV&V Team continues to review the Florida PALM Project Schedule for Delayed Tasks and SPI. The SPI is captured using the Florida\_PALM\_Project\_ScheduleEOM.mpp file, which has a status date of 7/31/24. Delayed Tasks are tracked using Steelray Project Analyzer, which uses the same Florida PALM Project Schedule and status date.

Since the end of June, the SPI has dropped slightly from .94 to .92. An SPI of .92 indicates that the Florida PALM Project is progressing at 92% of the planned pace and is slightly behind schedule.

The Florida PALM Project Schedule had 395 Delayed Tasks in June. Although there was some improvement in July, the number of Delayed Tasks overall is still closely monitored. Steelray defines a Delayed Task as one that should have started or finished but has yet to be completed.

The increase in Delayed Tasks falls primarily in the following areas within the Florida PALM Project Schedule:

- D649 – Completion of Build Segment III has 104 Delayed Tasks.
- Configurations with Future Dependencies have 73 Delayed Tasks.
- D650 – Completion of Solution Design (Requirements) Segment IV DW/BI has 50 Delayed Tasks.
- I-WP129 – Develop ETL Technical Specifications, Programs, and Unit Test Plans with 20 Delayed Tasks.
- Additional WPs and I-WPs are also contributing to the high number of Delayed Tasks, including:
  - I-WP127 – User Acceptance Testing Plan
  - I-WP113 – ILT Training Delivery Plan
  - WP432 – Updated Batch Testing Plan
  - WP433 – Updated Protected Data Inventory Plan
  - WP402 – Requirements Traceability Matrix
  - I-WP101 – Segment IV Financials Wave Business Process Models
  - WPED WP439 – Completion of Solution Design (Requirements) Segment V

Due to delays in D649 – Completion of Build Segment III, there is a risk of completing System Testing on schedule (Finding 14). This could result in increased overlap between System Testing and UAT or a delay to Stage Gate 3 – Ready to Begin UAT. Careful coordination and management will be necessary during System Testing (planning and execution), particularly if the overlap between System Testing and Development increases due to this delay.

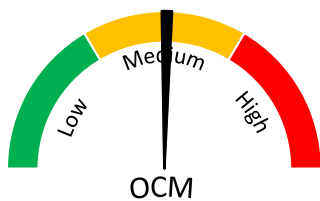
The Florida PALM IV&V Team observed that the Florida PALM Project Management Office (PMO) Team noted discrepancies in the RADAR report during a PMO Touchpoint, including a decrease

in the percent complete for some tasks and changes to dates on tasks marked as complete. The Florida PALM PMO Team is investigating these issues by reviewing previous versions of the Florida PALM Project Schedule and previous RADAR reports and consulting with the task coordinators.

The Risk Rating for this Focus Area remains a Low Risk but is increasing to High Green.

### Organizational Change Management

Readiness Touchpoint Meetings focused on Task completion, developing UAT plans, and addressing technical and non-technical challenges. Despite ongoing engagement between the Agencies and Readiness Coordinators (RCs), the Florida PALM IV&V Team observed 16 RW Tasks with one or more overdue Agency submissions and increased Agency-reported Risks opened rated Critical or High Severity.



#### *Florida PALM Organizational Change Management*

RCs continue to provide regular support through monthly Agency Touchpoint meetings, Task Talks, agendas (with updates for the month), support for specialized technical meetings, and office hours. RCs monitor progress, status updates, and Task completion verification for agencies behind on task completion using the Task rubric and timeline. The process for RC Task verification is documented, with a timeline for RC completion. Some RCs offer a pre-submission review to Agencies with questions or who want a second look before submission, a practice that could be useful for all RCs to adopt. Agencies expressed appreciation for this support

on Tasks and Smartsheet entries.

- **Review of Newly Released RW Tasks:** RCs reviewed newly released Tasks in meetings to ensure that Agencies were informed and understood the Tasks, requirements, spreadsheets, and timelines. Some Agencies started working on the Tasks, while others were beginning to review them. RCs tailored their discussions to the needs of each Agency and reviewed completion criteria and validation processes.
- **Smartsheet Updates:** RCs emphasized the importance of Agencies updating Smartsheet with comments and status updates for overdue Tasks, as this information is crucial for sponsors and Florida PALM Project Leadership when reviewing Agency progress. Some Agencies report difficulties keeping up with Smartsheet updates, often due to the absence of a dedicated project manager or open Change Champion Network (CCN) positions.

To address these challenges, the Florida PALM Project Readiness Team has made several updates to Smartsheet, including adjusting fields needed to save entries properly. The Readiness Team continues to seek ways to streamline Smartsheet entries, demonstrating a commitment to ongoing improvement based on Agency feedback, an essential aspect of Organizational Change Management (OCM).

- **Agency Risks and Issues:** RCs emphasize the importance of regularly updating the Risks and Issues and encourage frequent reviews by Sponsors and Agencies. Several Agencies have initiated monthly or bi-monthly internal meetings to review and update risks.
- **August Design Workshops:** RCs encouraged registration and in-person attendance in the Agency Readiness Touchpoints for the upcoming August Design Workshops. Some

Agencies shared that sending a large group to in-person meetings is challenging, especially during year-end close-out activities, and requests were made for virtual or dial-in options. RCs worked through these discussions, encouraging in-person attendance for greater learning and engagement, but also balanced the needs of Agencies for other options.

Some Agencies hold Lessons Learned or debrief sessions after workshops, allowing CCNs and members to share insights, new questions, and ways to integrate the information into their Florida PALM Project work. Several Agencies found this practice helpful, and RCs have suggested it to those who have not yet conducted debriefs. The Readiness Team also promotes this practice as part of OCM, encouraging the sharing of effective practices among Agencies. The Florida PALM IV&V Team recommends continuing this approach, as Agencies may benefit from suggestions and examples shared by their peers.

- **Agency Action Item and Questions Logs:** Recently, the Florida PALM Project Readiness Team introduced two new logs in Smartsheet to enhance transparency regarding questions from Agencies and the progress made by the Readiness Team in addressing them. The Agency Action Item Log has been discussed in Agency Touchpoint Meetings, and CCN members are encouraged to contribute questions. Each Agency has its own Questions Log within Smartsheet. Currently, questions and responses from other Agencies are not shared between Agencies, but the Readiness Team is researching the viability of this feature. The Florida PALM IV&V Team agrees this is good practice and recommends sharing certain questions and answers between Agencies. If not through Smartsheet, this could be done via other communication methods, such as Task Talks. Sharing these questions and answers is crucial for the feedback loop, contributing to Agencies' overall knowledge and ability to complete Tasks and make progress.

Agencies have expressed some need for clarification regarding the process for the Questions Log. The Readiness Team has requested that questions be submitted to RCs, who will populate the logs rather than allowing Agencies to enter questions directly. The Florida PALM IV&V Team supports this approach, enabling RCs to review questions and determine if answers are available. RCs are vital in directing Agencies to existing information on the Florida PALM website or Knowledge Center. As Agencies become more familiar with submitting questions, this process should effectively track questions, responses, and response times.

Overall, the Florida PALM IV&V Team has observed that the Florida PALM Project Readiness and Leadership Teams are committed to ongoing support of Agencies and continuous improvement.

#### *Bimonthly Agency Readiness Status Reports*

Agencies submitted the Bimonthly Status Reports covering the May – June 2024 period. These reports provide important snapshots of the ongoing development of Agency Risks, Issues, activities, assumptions, and participation in Readiness activities across time. The Florida PALM IV&V Team observed several trends in the review process. One continuing trend is Agencies' concern regarding staffing levels. While additional funds from the Fiscal Year 2024-2025 General Appropriations Act have been released for Agency Readiness activities, Agencies need time to hire and onboard additional resources before realizing the benefits of the increased support for the Readiness workload. Challenges in onboarding and knowledge transfer complicate this effort since many RW Tasks rely on understanding Agency business systems and processes.

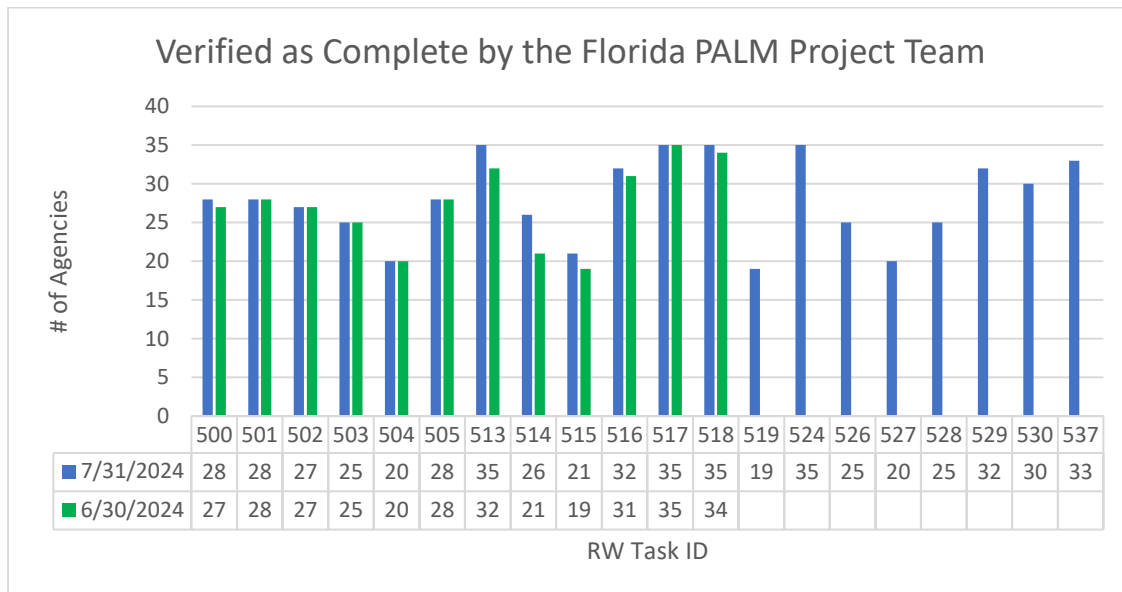
Another trend is the ongoing need for support with RW Tasks, which are overdue for some Agencies as they waited on information from Segments that occurred after the Tasks were due. The Florida PALM IV&V Team will be conducting outreach to agencies to understand better their reported risks and issues and their mitigation plan(s).

*Agency Task Completion*

The Florida PALM IV&V Team assessed the progress and completion of the series of RW Tasks due before 6/1/24 using data extracted from Smartsheet as of 7/31/24, and the following was observed:

- For Tasks 500-505, some Agencies have to resubmit updated/corrected information for re-verification. During Agency Readiness Touchpoints, the Florida PALM IV&V Team observed that several Agencies with new project managers and staff were developing strategies to complete their Tasks. The IV&V Team will focus on verifying the Agencies' Task completion challenges to better understand the barriers.
- Completion of Task 514 – Data Readiness Analysis and Data Cleansing Activities for Segments I and II, and Task 515 – Identifying Change Impacts and Updating Agency Business Process Documentation for Segments I and II, showed minimal progress in July. The Florida PALM IV&V Team will continue to monitor these Tasks and discuss them with the Agencies during IV&V's upcoming Agency outreach activities.

The Figure below shows the number of Agency submissions by Task that have been Verified as Complete by the Florida PALM Project Team. Tasks Verified as Complete are those where an Agency has reported 100% progress and the submitted information or data has been verified by the Florida PALM Project Team as complete. This does not include Tasks where the Florida PALM Project Team has reviewed the information and determined it to be insufficient or incomplete, requiring resubmission by the Agency. These Tasks had a completion date on or before 7/31/24.



**Figure 2: Tasks Verified as Complete by the Florida PALM Readiness Team**



Below are the Tasks due 8/1/24 or later, which were identified as having a Direct or Indirect effect on the Florida PALM Project. These Tasks are indicators of Agency involvement and help Agencies prepare for critical upcoming milestones, thereby supporting the Florida PALM Project's progress. The Florida PALM IV&V Team will focus on these Tasks and collect Readiness data from sources such as Smartsheet and Agency Touchpoints. The IV&V Team will use this information to verify the Agency's progress, identify risks, and recommend mitigation strategies to avoid delays to the Florida PALM Project.

**Table 4: Tasks Due 8/1/24 or Later**

Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Task Progress as Reported by the Agencies					Verified as Complete by the Florida PALM Project
				0%	25%	50%	75%	100%	
536	Create Agency Specific User Acceptance Testing Plan	6/17/24	12/13/24	10	14	7	4	0	NA
541-A	Complete configuration Workbooks for Segment IV	7/22/24	9/6/24	22	10	2	0	1	0
541-B	Complete configuration Workbooks for Segment IV	7/22/24	9/6/24	11	5	0	0	0	NA
545-A	Update and Finalize Florida PALM Conversion Inventory for Segment IV	7/22/24	9/6/24	22	11	1	0	1	0
545-B	Update and Finalize Florida PALM Conversion Inventory for Segment IV - Projects (PCC001)	7/22/24	9/6/24	17	10	1	0	1	0

The Florida PALM IV&V Team continues to review the Agency's progress on Task 536 – Create Agency-Specific UAT Plan. This Task and its subtasks are critical for confirming that Agencies are prepared for UAT and have developed their plans. The IV&V Team has also observed that the I-WP127 – User Acceptance Testing Plan for the Florida PALM Project is behind schedule. Although Percentage Complete and Start and Finish dates for this Task have not been updated in the Florida PALM Project Schedule, the Florida PALM Project Team has shared some

components of the UAT Plan with the Agencies. This provides insight into the User Acceptance Testing approach, as many Agencies have not previously been involved in User Acceptance Testing of this scale and complexity.

The Florida PALM IV&V Team also monitors Task 541-A and B – Complete Configuration Workbooks for Segment IV. Much like Task 513, these Tasks are essential for the Agencies to be able to:

- Remediate Agency business systems.
- Document business process changes.
- Understand Florida PALM reports.
- Provide Agency-specific training or job aids so end users understand the new values.

Tasks 545-A and B – Update and Finalize Florida PALM Conversion Inventory for Segment IV are crucial for successfully converting data from legacy systems to Florida PALM. If Agencies do not cleanse the data now and ensure it is ready for Conversion, errors will be made during Mock Conversion and will require remediation. Failure to complete these Tasks accurately could affect Interface Testing and UAT, potentially leading to inaccurate reporting issues. These Tasks also provide insight into the planned Conversion and offer Agencies the chance to prepare their data, which will be used in upcoming Tasks around Certification of Data Readiness for Mock Conversions, participation in Mock Conversion activities, and the Financial Wave Launch.

Since many of these Tasks are still in progress and have limited data available for analysis, the Florida PALM IV&V Team will monitor the progress of the RW Task and review completion data from Smartsheet and Agency Readiness Touchpoints. The IV&V Team will report any risks that could affect the Agencies' ability to plan and prepare for Mock Conversion, UAT, and Go-live in a future report.

*Agency Readiness and Risks/Issues*

The Florida PALM IV&V Team has observed a recent increase in Open Risks and Issues, as shown in the Table below.

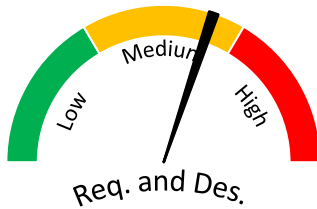
**Table 5: Agency Risks and Issues**

Issues	May 24	Jun 24	Jul 24	Risks	May 24	Jun 24	Jul 24
Open Issues	70	57	80	Open Risks	245	227	253
Critical/High	57	48	64	Risks Scored 6+	131	124	136

The number of Open Issues has increased by 40% since June, with Critical or high-severity Issues increasing by 33%. Open Risks have increased by 11.5% since June, and Risks scoring six or higher have increased by 10%. Risks and Issues are self-reported and self-assessed by the Agencies. The Florida PALM IV&V Team will conduct outreach to the Agencies to gain a better understanding of these Risks, Issues, and their mitigation plans.

The Risk Rating for this Focus Area remains a Medium Risk.

## Requirements and Design



While the Florida PALM Project Team was slightly behind schedule in approving the Segment V Functional Designs (FDs) as of 7/31/2024, they appear on track to approve all the remaining Segment V FDs by 8/2/24.

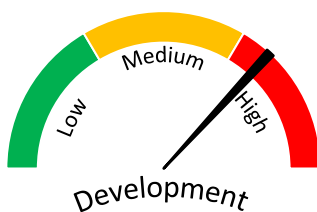
The DW/BI FDs are behind schedule for drafting, review, and approval. As of 7/31/24, 47 out of 50 drafts were completed, and 27 out of 42 targeted for approval were approved. Progress has been slow, with an average of 2.8 drafts and 1.8 weekly approvals. However, the approval rate has improved over the past three weeks, averaging three weekly approvals. At this pace, the Florida

PALM IV&V Team estimates that all DW/BI FDs may not be approved until 11/17/24 instead of the targeted completion date of 10/2/24. Additionally, the Florida PALM IV&V Team reviewed WP434 – Updated Reporting Strategy, D648 – Completion of Build Segment II (Report FDs), and WP436 – Security Roles Matrix DW/BI. Feedback will be provided to the Florida PALM Project Team.

The Florida PALM IV&V Team reviewed D644 – Completion of Solution Design (Requirements) Segment IV and provided comments and traceability analysis to the Florida PALM Project Team for feedback. The assessment included reviewing bi-directional traceability, quality, and completeness across 133 FDs and 113 supporting documents in Segment IV.

The Risk Rating for this Focus Area remains a Medium Risk. Drafting, reviewing, and approving DW/BI FDs is behind schedule, and the Florida PALM IV&V Team estimates that it may be delayed by up to 6 weeks.

## Development



The last AD document for Build Segment II was approved on 7/22/24, approximately three weeks behind schedule.

Build Segment III, which began on 7/1/24 and is targeted for completion by 9/30/24, is also currently behind schedule. As of 7/31/24, 14 of the planned 52 initial draft AD documents have been completed, and one has undergone an initial review. Over the past two weeks, the Florida PALM SSI Vendor has averaged 5.5 AD documents drafted weekly. However, additional Development staff are being brought onto the Florida PALM Project per the Florida PALM SSI Vendor Staffing Plan. The Table below shows the

projected Development staffing levels at the beginning of June and the actuals based on the SSI Vendor staffing plan as of 7/31/24, as well as projected future Development staffing levels.

**Table 6: Changes Between Projected and Actual Development Staffing**

SSI Staffing Plan	June	July	August	September
Development Staff (FTEs) as of 6/1/2024	41	46	47	49
Development Staff (FTEs) As of 7/31/24	41	52.5	55	57
Difference	0	6.5	8	8

The Development staffing increases began in July, with eight more staff members planned to start in August, representing a 16% increase. These increased Development staffing levels will continue through December 2024 and are expected to accelerate the pace of Build Segments III and IV. Despite the additional Development staffing, the Florida PALM IV&V Team estimates that Build Segment III may still be delayed until early November 2024, approximately five weeks behind schedule.

Build Segment IV involves 105 AD documents. Based on the Florida PALM SSI Vendor Staffing Plan and the Florida PALM IV&V Team's estimated level of effort for drafting, review, and approval, Build Segment IV could take approximately 63 working days to complete. Given the projected completion of Build Segment III, Segment IV is estimated to finish by the end of January 2025. This timeline increases the overlap between System Testing and Development, potentially impacting the System Testing schedule. The Table below summarizes the analysis performed by the Florida PALM IV&V Team to estimate finish dates for Builds Segment III and IV.

**Table 7: Build Segment Estimated Finish Analysis**

Build Segments	Baseline Finish	Current Finish	Avg Staffing FTE	RICEFW Count	IV&V Estimated Effort in Hours	IV&V Estimated Finish
Build Segment III	10/4/24	9/30/24	49.50	129	35492	11/1/24
Build Segment IV	1/6/25	1/6/25	57.00	105	28889	1/29/25

The Florida PALM IV&V Team's analysis estimates that Build Segment IV may be delayed until the end of January 2025, about four weeks behind the current schedule of 1/6/25. System Testing, as outlined in D643 – Updated System Test Plan, is expected to conclude in April 2025, with Stage Gate 3 – Ready to Begin UAT scheduled for 3/28/25. While no direct impacts to System Testing or the start of UAT are anticipated based on the Florida PALM IV&V Team's projected completion date, there is a risk that System Testing cycles may be disrupted and need rescheduling due to the availability of developed functionality. Although these delays increase the risk to the System Testing timeline, the overall end date for System Testing remains achievable. If delays extend into March, then the current System Testing timeline may no longer be feasible. The Figure below illustrates the overlap between Development and future System Testing activities.

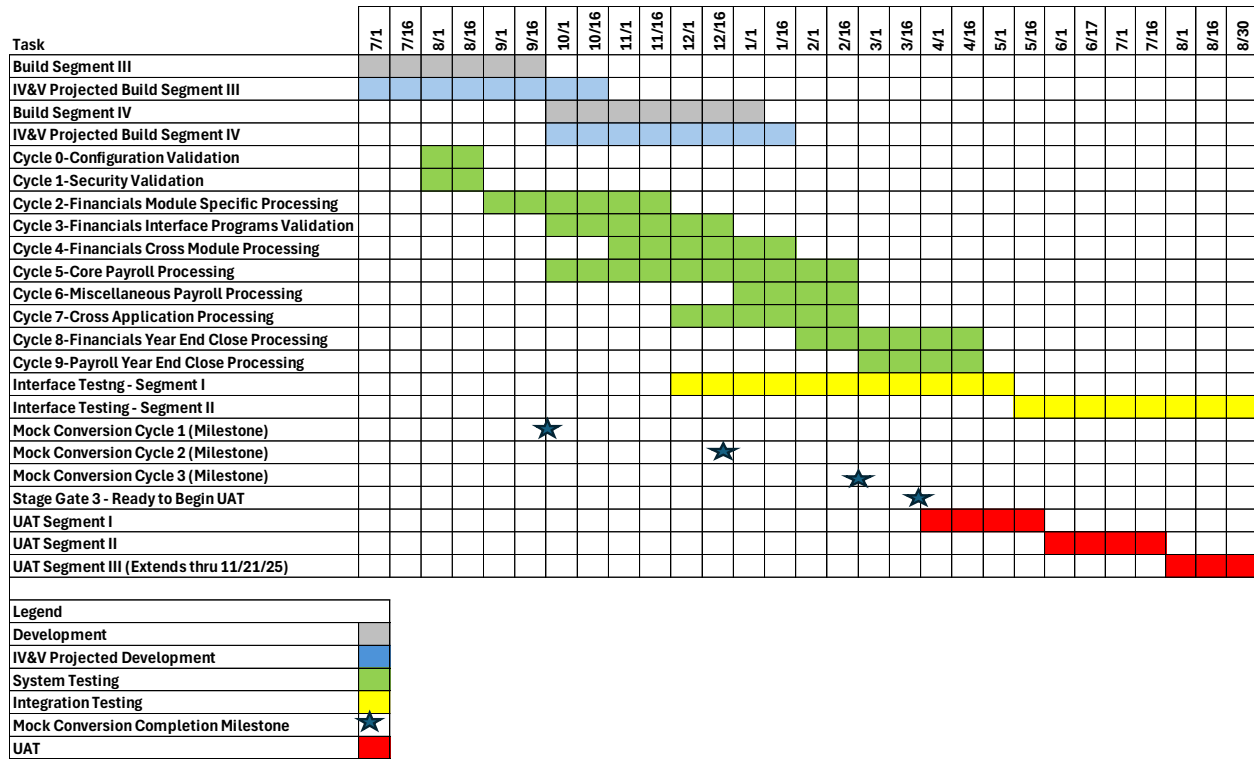


Figure 3: Overall Development and System Testing Schedule

All RICEFW items are expected to be completed before System Testing Cycles 8 and 9 begin. However, any Development delays that extend March could impact the start of this Cycle, potentially affecting the overall end date of System Testing. The Table below shows the percentage of RICEFW items available at the beginning and finish of each Cycle.

Table 8: Assessment of Functionality Available in System Test Cycles

Cycle	Name	System Testing Dates	% RICEFW Items Approved (Start of Cycle)	% RICEFW Items Approved (End of Cycle)
Cycle 0 <sup>3</sup>	Configuration Validation	Aug 24	35%	41%
Cycle 1	Security Validation	Aug 24	36%	41%
Cycle 2	Financials Module-Specific Processing	Sep – Nov 24	42%	71%
Cycle 3	Financials Interface Programs Validation	Oct – Dec 24	50%	84%
Cycle 4	Financials Cross Module Processing	Nov 24 – Jan 25	68%	98%
Cycle 5	Core Payroll Processing	Oct 24 – Feb 25	50%	100%
Cycle 6	Miscellaneous Payroll Processing	Jan – Feb 2025	84%	100%
Cycle 7	Cross Application Processing	Dec 24 – Feb 25	71%	100%
Cycle 8	Financials Year-End Close Processing	Feb – Apr 25	100%	100%

Cycle	Name	System Testing Dates	% RICEFW Items Approved (Start of Cycle)	% RICEFW Items Approved (End of Cycle)
Cycle 9	Payroll Year-End Close Processing	Mar – Apr 25	100%	100%

<sup>3</sup> Cycle 0 and Cycle 1 are independent of RICEFW functionality, and therefore, these System Testing Cycles can only be accomplished with the RICEFW items being available.

Based on this analysis, many System Testing Cycles will begin without all the RICEFW Items available. This emphasizes the need for continuous coordination and planning between Development and the System Testing Cycles to:

- Align test script execution schedules with AD document approval dates.
- Hold regular meetings to coordinate upcoming Development and System Testing activities.
- Prioritize defect resolution and ongoing Build Segments III and IV activities effectively.

Due to the delays in Build Segments I and II and the ongoing delays in Segment III, the Risk Rating for this Focus Area remains high. These delays could potentially impact System Testing and Stage Gate 3—Ready to Begin.

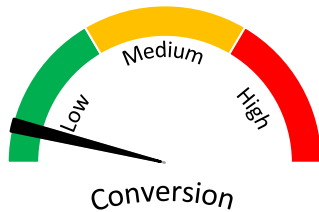
### Testing

As of 7/31/24, the Florida PALM Project Team approved all 325 System Test Scripts for Test Cycle 0 – Configuration Validation and 121 Test Scripts for Cycle 1 – Security Validation. Out of the 325 Test Scripts for Cycle 0, four Test Scripts have been marked as Canceled due to the Florida PALM Project Decision DE333 – D650 and WP439 Configuration Design Changes, which were approved on 7/3/24. Additionally, one Test Script was marked as a duplicate and Canceled, as noted in the TSWUT. The Florida PALM Project Team uploads and maintains the System Test Script Inventory in the WP408 System Test Scripts folder under the Work Product Library in SharePoint. While the files associated with the Test Scripts are maintained in the WP408 folder, the Florida PALM SSI Vendor tracks and frequently updates all the activity and the progress on these Test Scripts in the TSWUT.

The Florida PALM SSI Vendor added placeholders for many System Test Scripts in the TSWUT for Test Cycles 2 through 9. System Test Scripts under development have yet to be added to their respective folders under the WP408 System Test folder on the SharePoint site. The Florida PALM IV&V Team is discussing with the Florida PALM Project Team to understand the intended process for updating the TSWUT and the WP408 System Test folder on SharePoint. The IV&V Team continues to review the TSWUT, SharePoint Site, and Test Scripts and will provide any additional feedback on an ongoing basis as needed.

The Florida PALM IV&V Team also attended meetings the Florida PALM SSI Vendor held to evaluate their readiness for System Testing. The SSI Vendor created a System Test Readiness Checklist presented during the kickoff meeting that contained a list of tasks and activities to be tracked and completed before the start of System Testing. The Florida PALM IV&V Team will continue to review progress made on the System Test Readiness Checklist as the Florida PALM Project Team prepares to enter Stage Gate 2 – Ready to Begin System Testing.

## Conversion



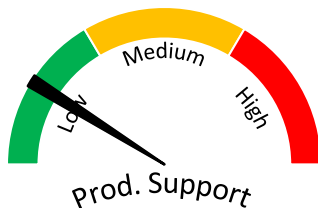
The Florida PALM IV&V Team participated in Design Review sessions for Conversion files related to various areas, including Suppliers, Position Data, Job Code, and Budgets. The IV&V Team attended Interface and Conversion Design reviews with the Florida PALM Project Team, Enterprise Partners, and the Florida PALM SSI Vendor to discuss initial designs and configurations. The Florida PALM Project Team continues to address outstanding issues logged in the FDs for Segments II-IV as the AD documents are drafted and approved.

The Florida PALM IV&V Team also reviewed WPs related to Conversion, including WP406 – Mock Conversion Testing Plan, WP407 – Mock Conversion Test Scripts, and WP404 – Data Conversion Inventory. The Conversion-specific Design documents were well-written and met the necessary criteria, and feedback from the IV&V Team has been shared with the Florida PALM Project Team.

The Florida PALM IV&V Team attended the Mock 0 Conversion Kickoff meeting, which focused on Payroll and Financial Conversions. WP406—Mock Conversion Testing Plan and WP407—Mock Conversion Test Scripts are expected to be updated over the next two months. The Florida PALM IV&V Team will continue to review the updates and provide feedback to the Florida PALM Project Team.

The Risk Rating for this Focus Area remains a Low Risk. The Florida PALM IV&V Team will closely monitor potential resource constraints between Segment V Design and Build Segments III-IV as they can potentially impact the Mock Conversion scheduled for September 2024.

## Production Support



The Florida PALM IV&V Team is actively monitoring Open Production Incidents. Seventy-three new Incidents were opened, the majority being P3 (Medium-priority), with one classified as P2 (High-priority). Sixty-one Incidents, including the P2, have been successfully closed.

P2 Incident INC44073345 was created due to the Agencies' inability to complete the disinvestment process. The root cause was identified as a missing `FLP_STATE_GL_JOURNAL_PROC` role, which is required to post CLO journals. The issue was resolved within the SLE by granting the user the `FLP_STATE_GL_JOURNAL_PROC` role. Additionally, all Florida

PALM users involved in Year-End and Monthly closing activities will need to be given this role to ensure successful completion after Go Live. The Florida PALM SSI Vendor will work on implementing this change.

The Florida PALM SSI Vendor completed the Mock 2 Disaster Recovery (DR) test, resolving issues from the Mock 1 DR test and bringing applications online within the Recovery Time Objective/Recovery Point Objective (RTO/RPO) targets. The Florida PALM IV&V Team will request to review the results of the Annual DR Test once they are available. Due to the confidentiality of the information, the IV&V Team's review will be shared directly with the Florida PALM Project Team.

Seven Production Support Change Requests (CRQs) were opened to set up and perform Federal Information Processing Standard (FIPS) testing. The Florida PALM SSI Vendor successfully conducted a connectivity test with Wells Fargo. The Florida PALM IV&V Team is still reviewing these CRQs and associated documentation and will provide an update in a future report.

The Florida PALM IV&V Team reviewed the D302 – June Monthly Performance Report. It determined that the Florida PALM SSI Vendor was within acceptable parameters for System availability, batch processing time, defect resolution, response time, and other performance parameters defined in the SLEs, meeting performance standards.

The Risk Rating for this Focus Area remains a Low Risk.



## Key Metrics and Analysis

This section provides metrics the Florida PALM IV&V Team uses to assess processes or activities.

### Requirement and Design Metrics

#### RICEFW Counts Over Time

The Figure below compares snapshots of the RICEFW Inventory over time. It is based on the RICEFW Inventory working file. Overall, there have not been any significant increases in the number of RICEFW Items. The total count of RICEFW Items has decreased by 2.6% since the end of May 2024. This indicates that the scope of the RICEFW Items is well controlled. Most of the recent decrease has been due to the cancellation of DW/BI reports that were not needed.

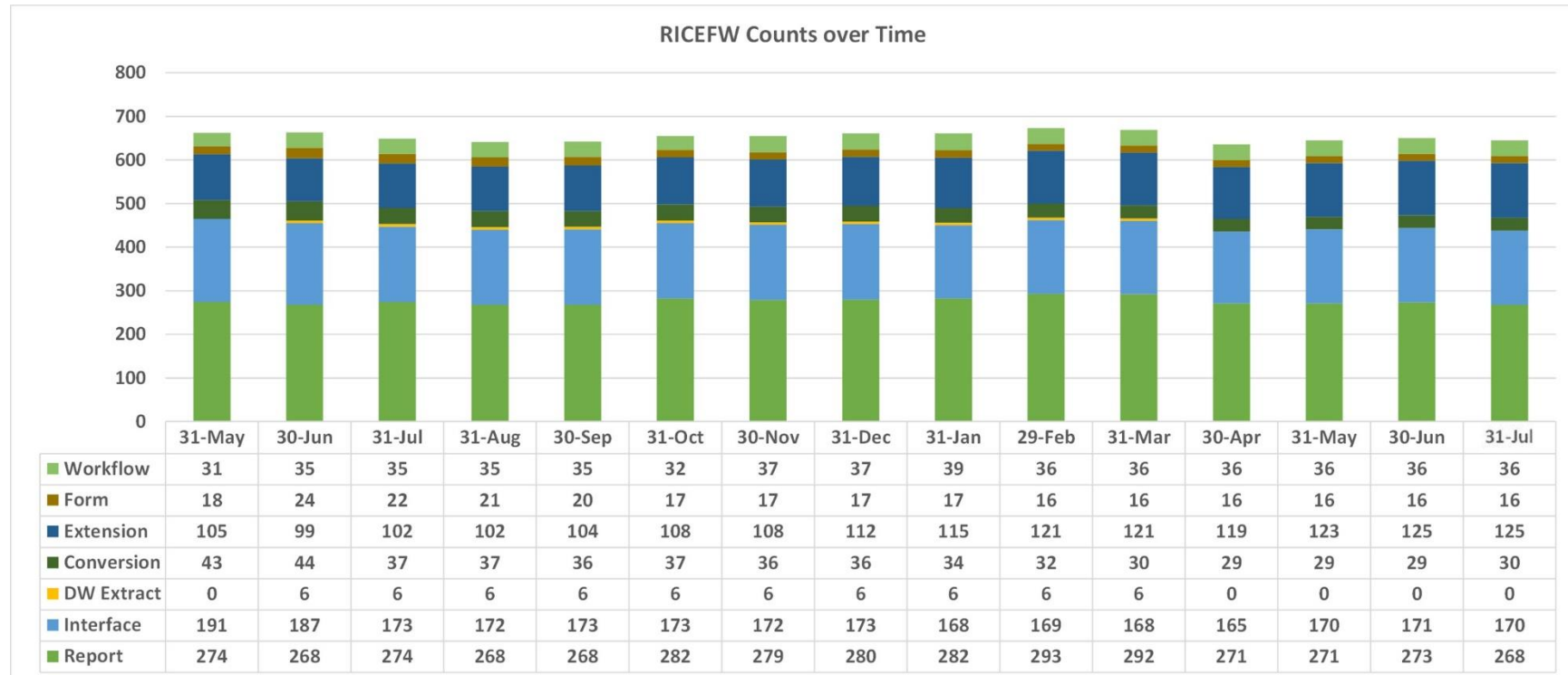
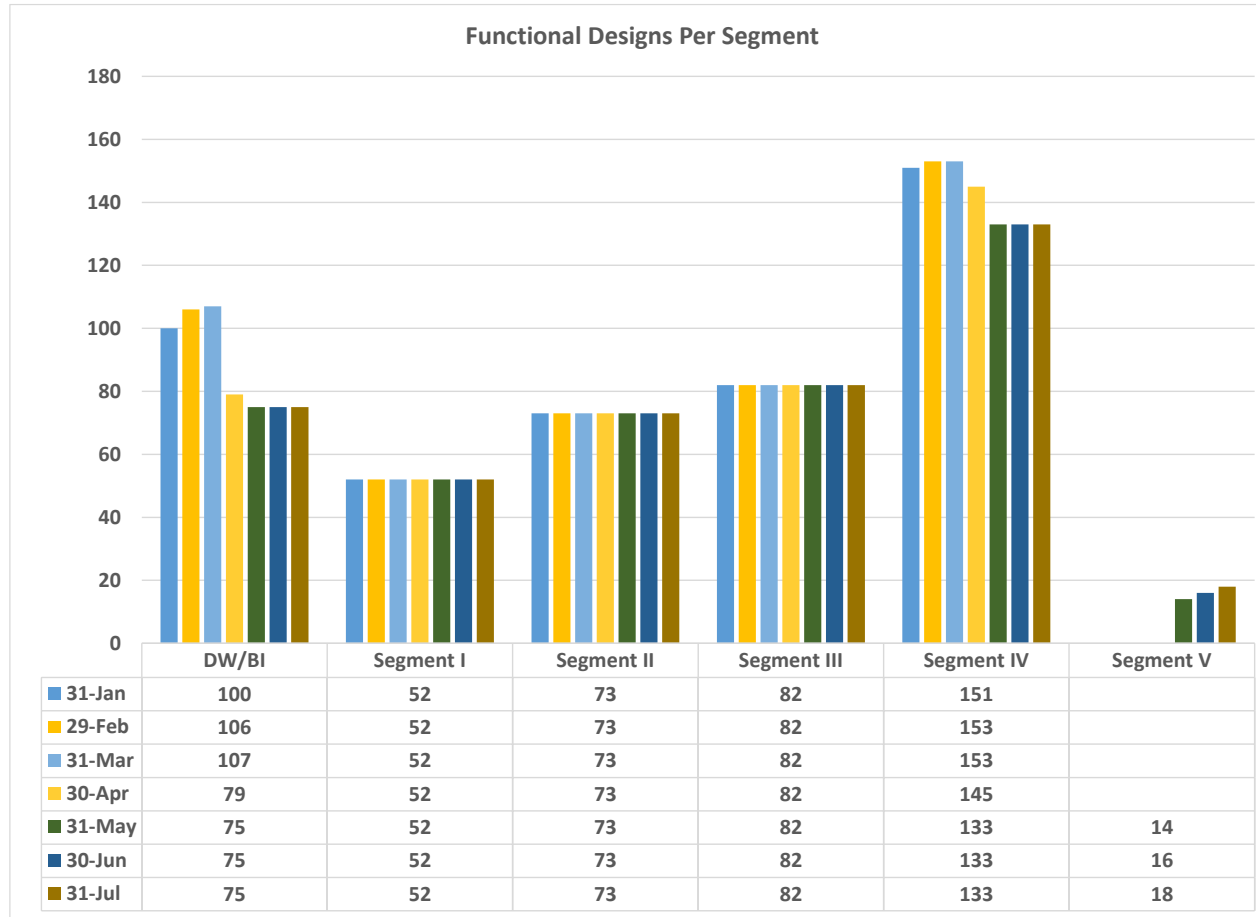


Figure 4: RICEFW Counts Over Time

*Changes to Counts of Functional Designs Per Segment*

The Figure below compares the expected count of FDs in each Segment and how they have changed over time. This shows that the number of FDs decreased at the end of Segment IV as FDs were canceled. The Florida PALM Project Team defined a new Segment V, which includes 18 FDs that were identified late in Segment IV and 2 additional extensions approved by PCR118. The final FD for Segment V is on track for approval on 8/2/24, leaving the only remaining design effort focused on DW/BI.



**Figure 5: Changes to Count of FDs Per Segment**

### Segment V Functional Design (FD) Final Approval

The Figure below shows the targeted number of FDs to be approved per week for Segment V. There are currently 18 FDs in Segment V, and the last FDs are on track to be approved by the Florida PALM Project Team on 8/2/24.

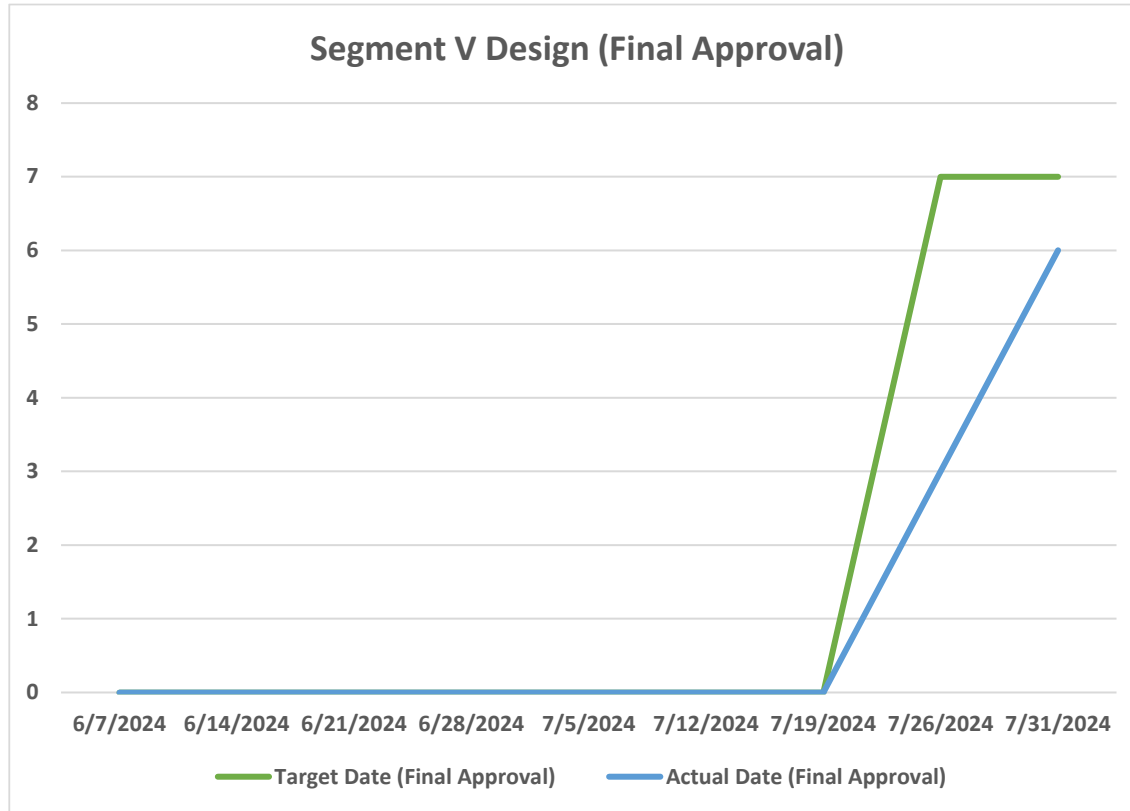


Figure 6: Segment V Functional Design Final Approval

### DW/BI Functional Design (FD) Final Approval

The Figure below shows the targeted number of FDs to be approved weekly for DW/BI. As of 7/31/24, the Florida PALM Project Team approved 27 of the planned 42 DW/BI FDs. There are a total of 74 FDs in the DW/BI Design. All the FDs are targeted for completion by 10/2/24, but given the current pace of drafting, review, and approval, the Florida PALM IV&V Team estimates the completion date as 11/17/24.

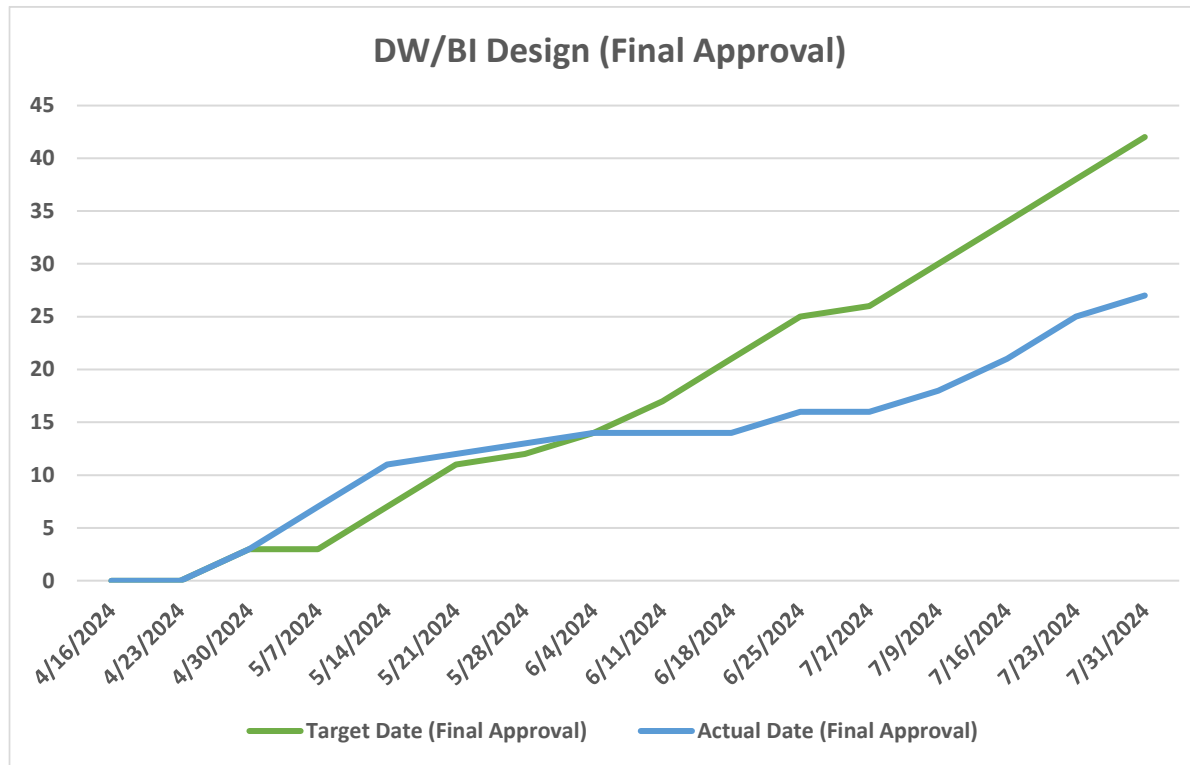


Figure 7: DW/BI FD Final Approval

## Development Metrics

### Segment II Build – Final Approval

The Figure below shows the targeted count of AD documents that should have been approved versus those that have been approved. The Florida PALM Project Team approved the remaining Segment II AD documents on 7/22/24, which is approximately three weeks behind schedule.

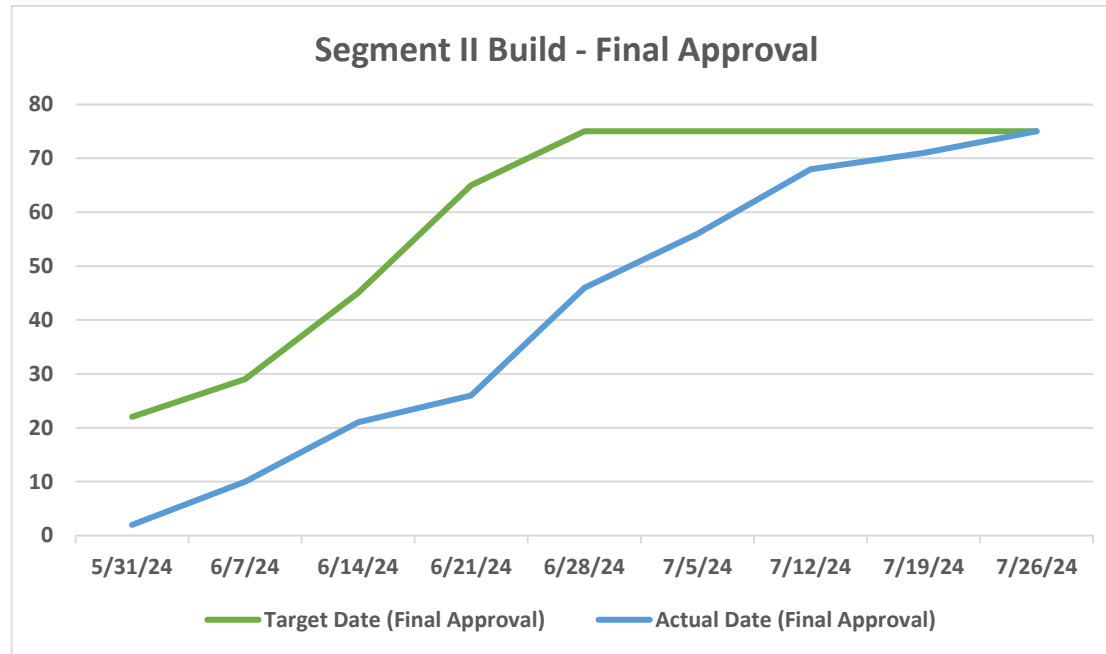


Figure 8: Segment II AD Documents - Final Approval

### Segment III Build Draft

The Figure below shows the targeted number of drafted AD documents versus the completed count for Segment III Build. As of 7/31/24, the Florida PALM SSI vendor has drafted 14 of the 52 planned AD documents. A total of 129 AD documents are planned for Segment III.

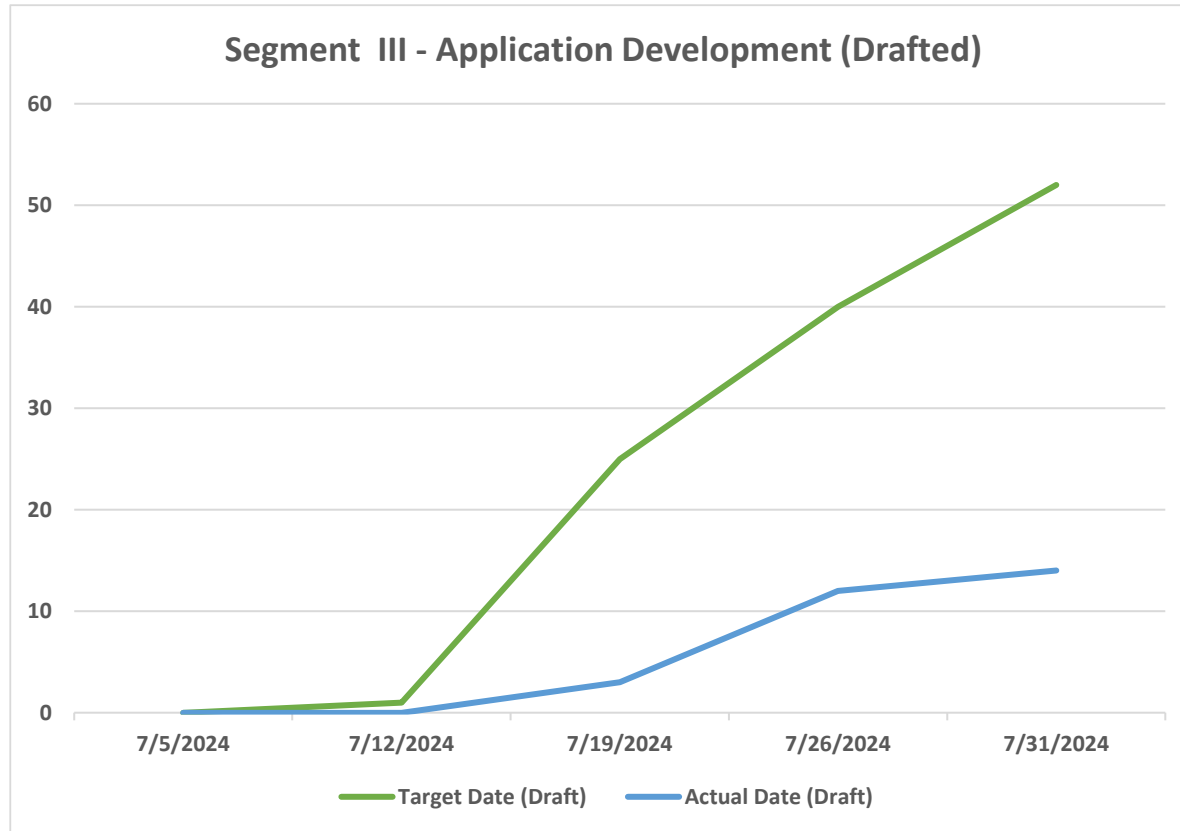


Figure 9: Segment III AD Documents – Draft

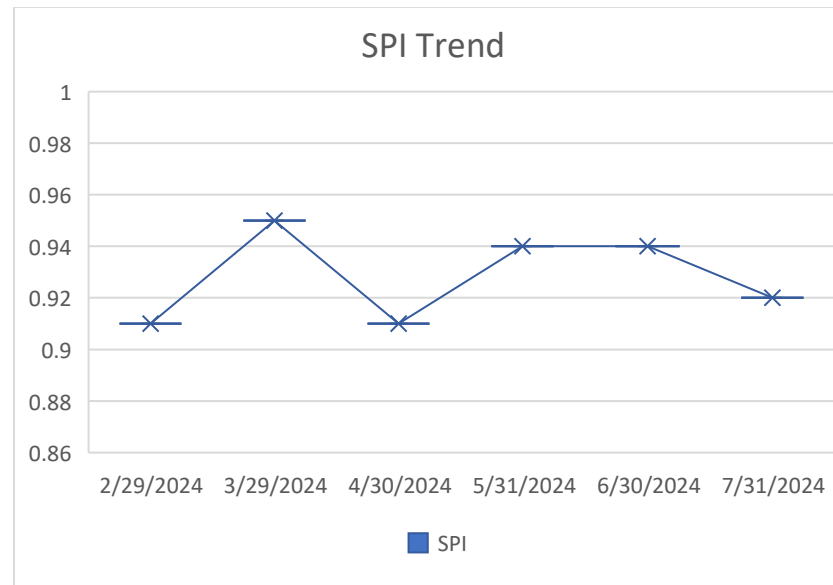
### *SPI Trend for the Florida PALM Project Schedule*

The Figure below shows the SPI trend for the Florida PALM Project Schedule over the last six months. The SPI measures schedule efficiency as the ratio of earned and planned value. The data represents the relative number of tasks that are behind or ahead of schedule. The SPI of .92 means the Florida PALM Project is progressing at 92% of the planned pace, indicating it is slightly behind schedule. An SPI of .92 does not fall within the range of a defined risk to the Florida PALM Project, as shown in Appendix E – Risk Priority Matrix. The interpretation of SPI is as follows:

If SPI = 1, the Project is on schedule.

If SPI < 1, the Project is behind schedule.

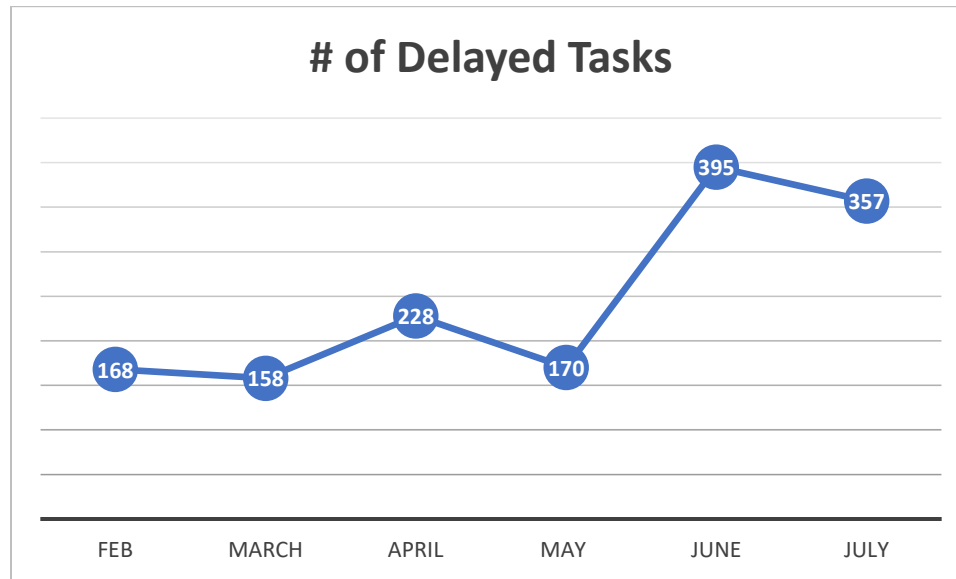
If SPI > 1, the Project is ahead of schedule.



**Figure 10: SPI Trend for the Florida PALM Project Schedule**

*Delayed Tasks Trend for the Florida PALM Project Schedule*

The Figure below shows the trend of Delayed Tasks for the Florida PALM Project Schedule over the last six months. Delayed Tasks are defined as tasks that should have started or finished but haven't.



**Figure 11: Delayed Task Trend for the Florida PALM Project Schedule**



### Agency Open Issues Trend

The Figure below shows the total number of Open Issues versus the Critical or high-severity Issues since May 2024. Risks and Issues are self-reported and self-assessed by the Agencies.

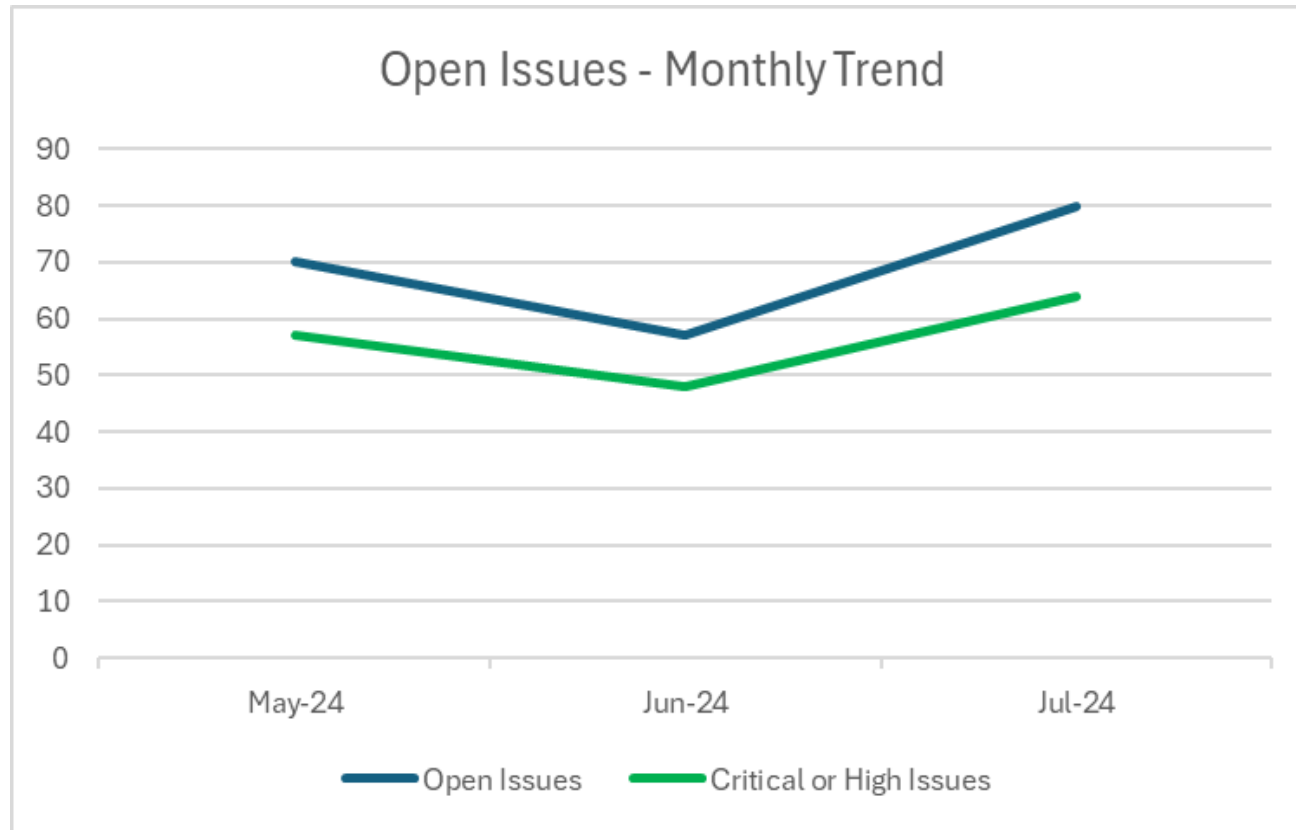


Figure 12: Open Issues Trend for the Florida PALM Project Schedule

### Agency Open Risks Trend

The Figure below shows the total number of Open Risks versus the Risks with scores of 6 or higher since May 2024. Risks and Issues are self-reported and self-assessed by the Agencies.

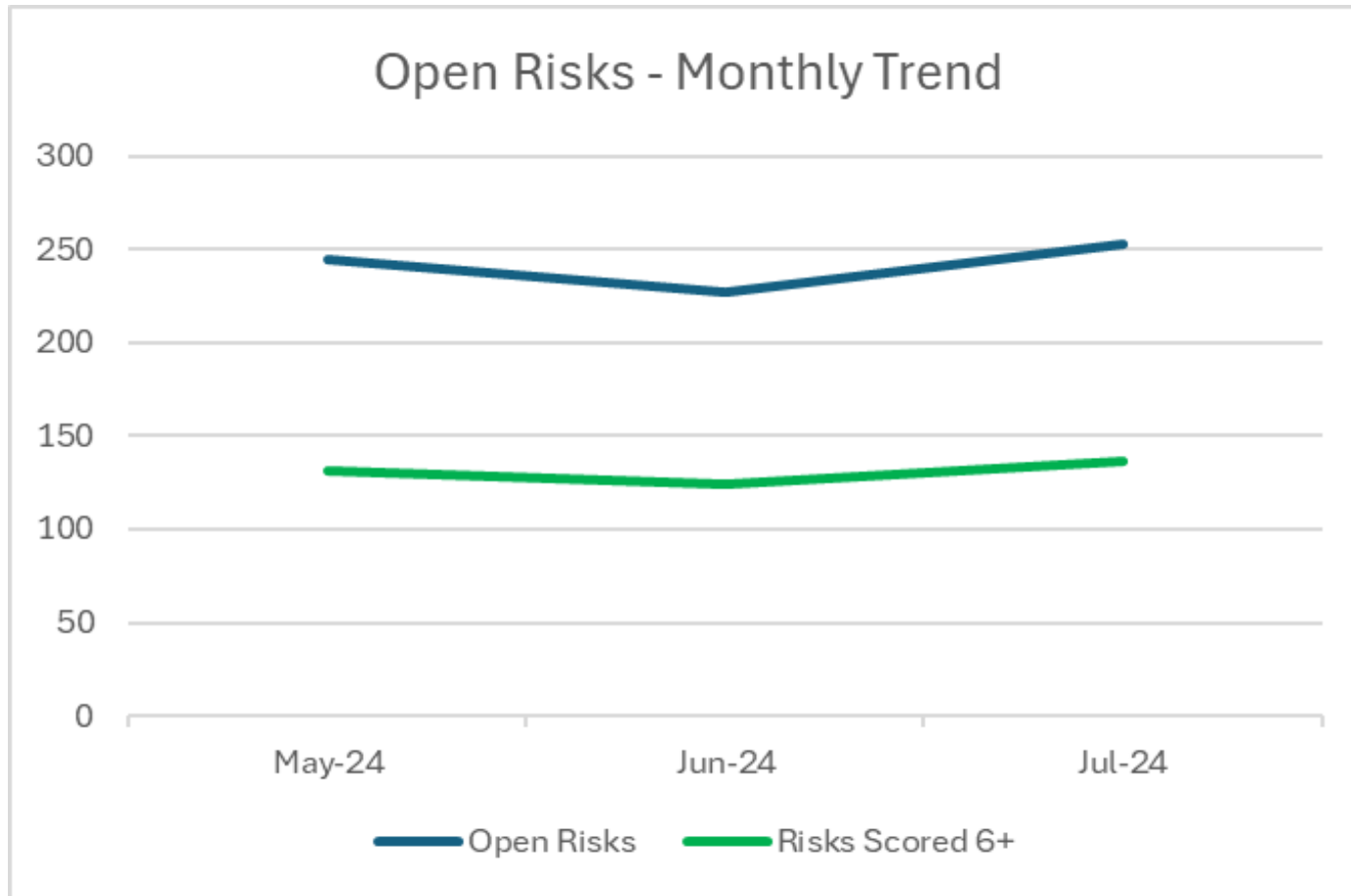
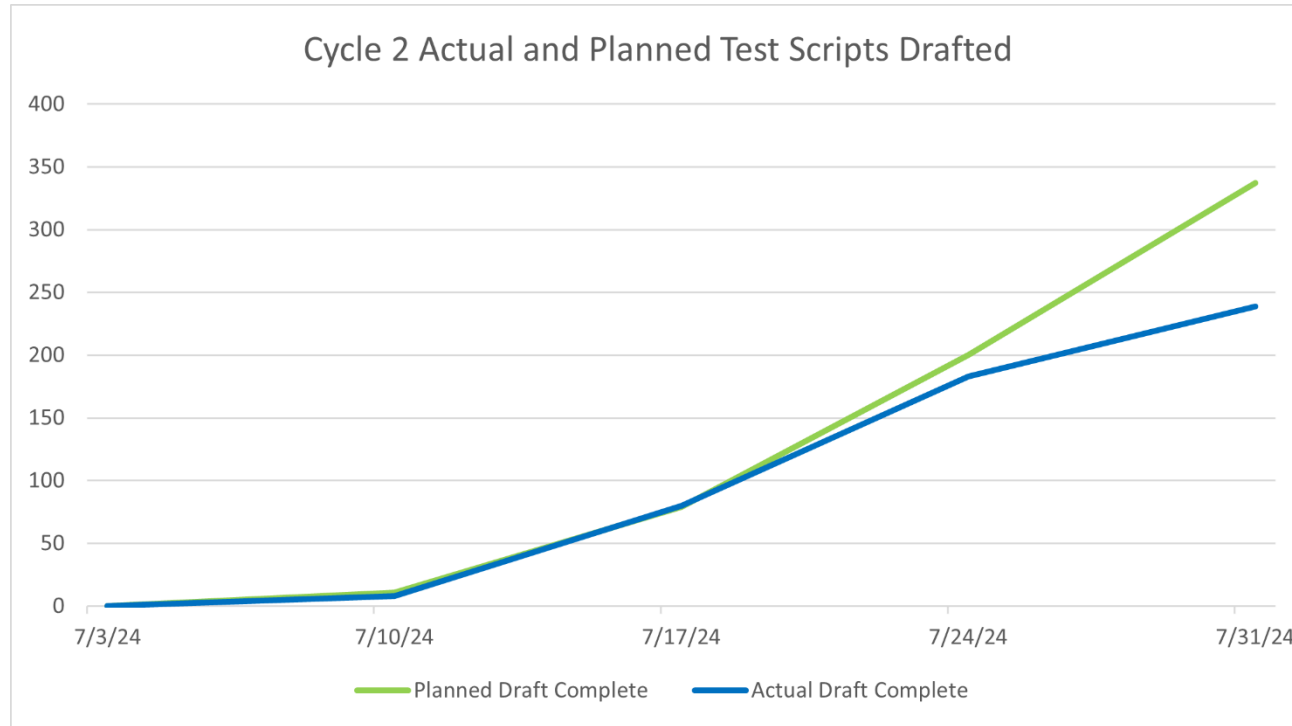


Figure 13: Open Risks Trend for the Florida PALM Project Schedule

*Cycle 2 System Test Scripts Drafted Planned versus Actual*

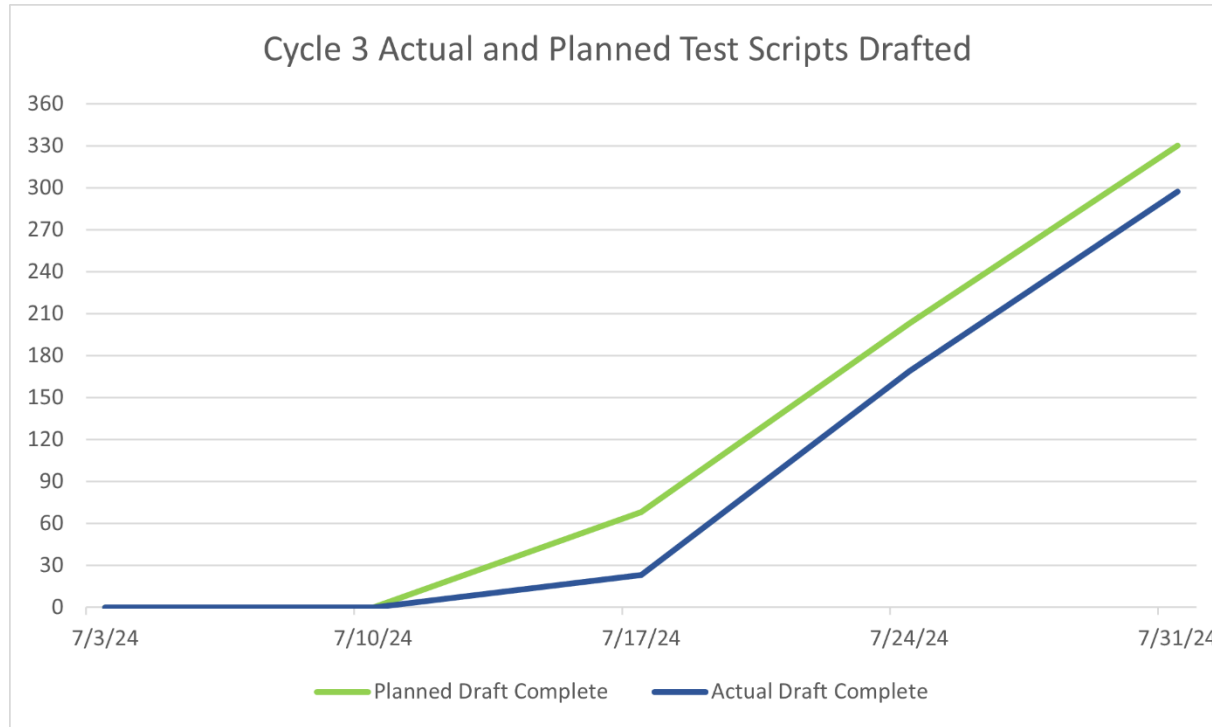
The Figure below shows the number of planned versus actual System Test Scripts drafted for Test Cycle 2 of System Testing. As of 7/31/24, the Florida PALM SSI Vendor had drafted 239 test scripts, 98 fewer than planned.



**Figure 14: Cycle 2 Actual and Planned Test Scripts Drafted**

### Cycle 3 System Test Scripts Drafted Planned versus Actual

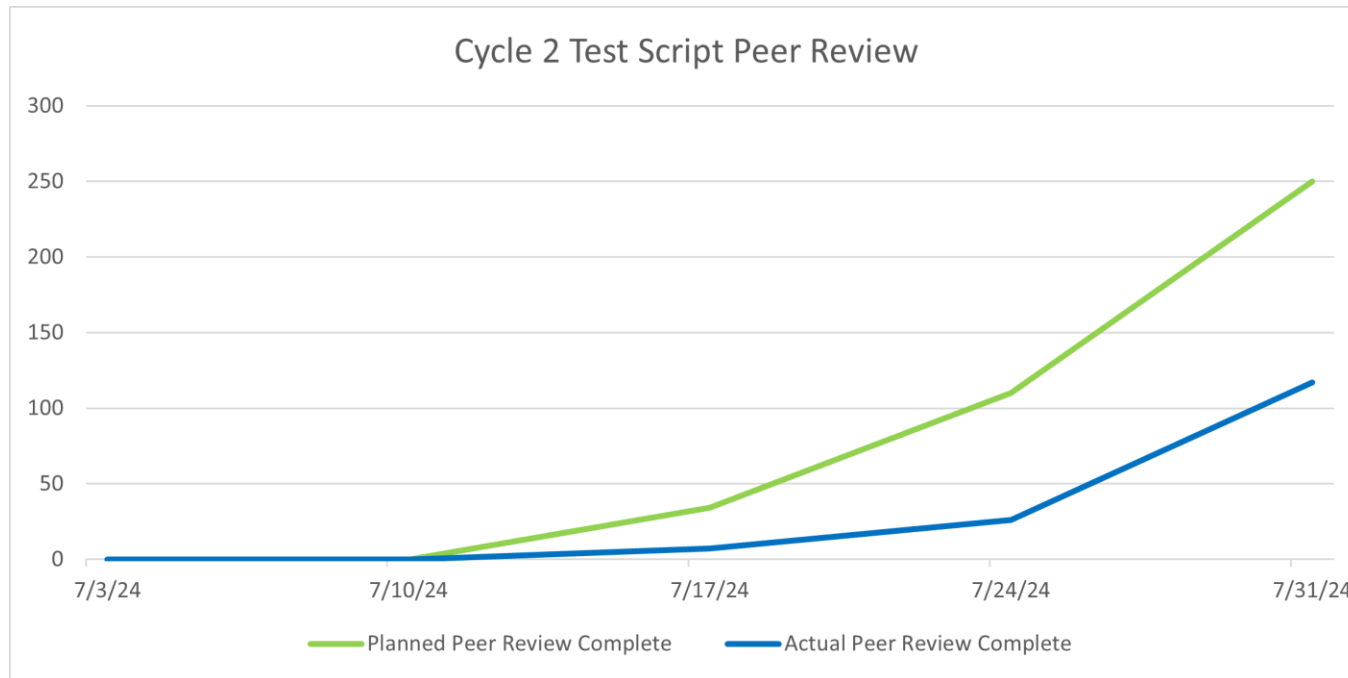
The Figure below shows the number of planned versus actual System Test Scripts drafted for Test Cycle 3 of System Testing. As of 7/31/24, the Florida PALM SSI Vendor had drafted 297 test scripts, 33 fewer than planned.



**Figure 15: Cycle 3 Actual and Planned Test Scripts Drafted**

### Cycle 2 System Test Scripts Peer Review Planned versus Actual

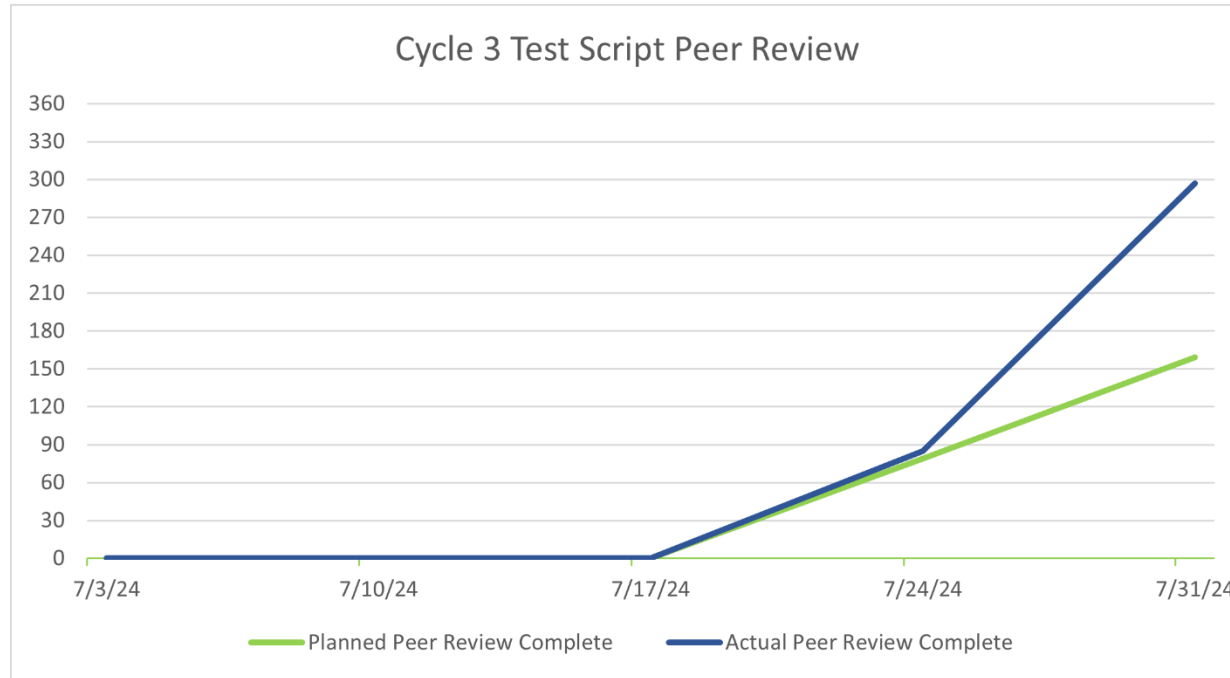
The Figure below shows the number of peer-reviewed planned versus actual System Test Scripts for Test Cycle 2 of System Testing. As of 7/31/24, the Florida PALM Project Team has peer-reviewed 117 test scripts, 133 fewer than planned.



**Figure 16: Cycle 2 Test Script Peer Review**

### Cycle 3 System Test Scripts Peer Review Planned versus Actual

The Figure below shows the number of peer-reviewed planned versus actual System Test Scripts for Test Cycle 3 of System Testing. As of 7/31/24, the Florida PALM Project Team had peer-reviewed 297 test scripts, 138 more than planned.



**Figure 17: Cycle 3 Test Script Peer Review**

## IV&V Upcoming Schedule of Activities

### Project Management

- Continue to assess the Florida PALM Project Schedule SPI, schedule variances, and potential impacts of Delayed Tasks to the Critical Path and Stage Gates.
- Review upcoming changes to the Florida PALM Project Management Plan.
- Continue to review upcoming Florida PALM Project Decisions, PCRs, and Risks/Issues to determine their impact on the Florida PALM Project.

### Organizational Change Management

- Continue reviewing the completeness of all Project Management RW Tasks in progress at the Agency level, monitoring Agency trends, Risks, and Issues, and uncovering potential completion barriers for the Florida PALM Project Schedule and their impact on Agency Readiness.
- Continue to monitor and analyze the Florida PALM Project RW, Agency RW Task releases, instructions/documentation, Task Talks, and Florida PALM Project Readiness Team support.
- Continue to review OCM practices, processes, and procedures of the Florida PALM Project Readiness and other Project Teams and present recommendations and suggestions as identified.
- Review RW Tasks and documentation/instruction related to UAT and data cleansing.

### Requirements and Design

- Continue to review and analyze the Design Work Unit Tracker, RICEFW Inventory, and RTM.
- Continue development and updates of metrics to track DW/BI Design.
- Participate in Functional Design sessions.
- Review Functional Design specifications.
- Attend Segment IV Design Workshops.
- Review WP439 – Completion of Solution Design (Requirements) Segment V.

### Development

- Continue reviewing and analyzing the Design Work Unit Tracker for Application Development and review.
- Participate in Pre-Build review sessions.
- Participate in Application Development review meetings.
- Review AD documents.
- Review the effectiveness of mitigation strategies associated with Project Risk #8.
- Complete review of D648 – Completion of Build Segment II.

### Testing

- Continue monitoring System Testing activities.
- Begin drafting Test Scenarios based on a sample of the FDs for Segment IV.
- Attend meetings for upcoming System Testing-related tasks and discussions.
- Continue reviewing the System Test Scripts as and when they are drafted.
- Monitor the System Test Execution activities and the Test Execution Reports.

### Conversion

- Participate in Pre-Build review sessions.
- Continue to attend Conversion Design meetings.
- Continue to review WPs related to Conversion.
- Continue to review approved FDs for Finance and Payroll.
- Continue to attend Mock Conversion meetings.

### Production Support

- Continue to review support tickets as they are reported.
- Continue to attend meetings that pertain to Issue resolutions and changes to Production functionality.
- Review the Monthly Performance report for August.
- Monitor the approval of CRQs in the Change Advisory Board (CAB) meetings against the established process.



## IV&V Information Requests

The table below includes the outstanding Florida PALM IV&V Team information requests from the Florida PALM Project Team.

**Table 9: IV&V Information Requests**

Information Request	Date of Request	Status
Request for access to confidential folder(s) containing the results of security testing identified in D311 – Monthly Performance Report June 2024.	7/18/24	Florida PALM IV&V Team to provide the names of the specific reports for review to the Florida PALM Project Team.

## Appendix A – Meetings Attended

The table below shows the meetings the Florida PALM IV&V Team attended during the period.

**Table 10: IV&V Meetings Attended**

Meeting Name	Date	Start Time	End Time	Location
APE008/APR013/POI003 Pre-Build Meeting	7/1/2024	8:00 AM	9:30 AM	Online
SDE003/SDE013 Pre-Build Meeting	7/1/2024	9:30 AM	10:30 AM	Online
Functional Operational Team Meeting	7/1/2024	1:00 PM	2:00 PM	Online
PRC003/PRC005/PRC006/PRC001/PRC018 Pre-Build Meeting	7/1/2024	2:00 PM	4:00 PM	Online
TRP Working Session	7/1/2024	2:05 PM	4:00 PM	Online
SDE006/SDE011/SDE012 Pre-Build Meeting	7/2/2024	8:00 AM	9:30 AM	Online
GLE012/GLE015/GLI009 Pre-Build Meeting	7/2/2024	8:30 AM	10:00 AM	Online
Commerce - Florida PALM Readiness Touchpoint Meeting	7/2/2024	10:00 AM	11:00 AM	online
PRC008/PRI012/PRI016 Pre-Build Meeting	7/2/2024	8:30 AM	10:00 AM	Online
SCS/Florida Touchpoint	7/2/2024	3:00 PM	4:00 PM	
STMS/Florida PALM Weekly Meeting	7/2/2024	9:00 AM	10:00 AM	Online
Financial Reporting Design Sessions	7/2/2024	10:00 AM	12:00 PM	Online
Project Director Design Dispositions	7/2/2024	3:00 PM	5:00 PM	Online
APE005/APE019/API016 Pre-Build Meeting	7/3/2024	8:30 AM	10:00 AM	Online
IUE002 Pre-Build Meeting	7/3/2024	9:00 AM	9:30 AM	Online
DW/BI working session with A&A/ BVR	7/3/2024	10:00 AM	11:30 AM	Online
MFMP/Florida PALM Weekly Meeting	7/3/2024	1:00 PM	2:30 PM	Online
GLC001/KKC001 Pre-Build Meeting	7/3/2024	1:00 PM	2:00 PM	Online
Financial Reporting Design Sessions	7/3/2024	2:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
PCC001/PCC002 Pre-Build Meeting	7/3/2024	3:00 PM	4:00 PM	Online
PRE034/SDE007/SDE018 Pre-Build Meeting	7/8/2024	8:00 AM	9:30 AM	Online
APW002/APW003/POE002 Pre-Build Meeting	7/8/2024	8:30 AM	10:00 AM	Online
DOL/Florida PALM Readiness	7/8/2024	1:00 PM	2:00 PM	Online
DMS/Florida PALM Readiness	7/8/2024	2:00pm	3:00 PM	Online
Functional Operational Team Meeting	7/8/2024	1:00 PM	2:00 PM	Online
PRC002/PRC004/PRC010/PRC017 Pre-Build Meeting	7/8/2024	2:00 PM	4:00 PM	Online
TRP Working Session	7/8/2024	2:05 PM	4:00 PM	Online
Payroll Working Session	7/8/2024	3:30 PM	4:30 PM	Online
API023 Pre-Build Meeting	7/9/2024	8:30 AM	9:00 AM	Online
Payroll Working Session	7/9/2024	8:30 AM	10:30 AM	Online
DOR/Florida PALM Readiness	7/9/2024	9:30 AM	10:30am	Online
PRE036/PRE044/PRI025 Pre-Build Meeting	7/9/2024	8:30 AM	10:00 AM	Online
LMC Weekly Round Up	7/9/2024	9:30 AM	11:00 AM	Online
EPA Team - AP/PO	7/9/2024	10:00 AM	12:00 PM	Online
Conversion of SAD/FSG Employees	7/9/2024	1:00 PM	2:00 PM	Online
APC001 Pre-Build Meeting	7/9/2024	1:15 PM	2:00 PM	Online
Payroll Working Session	7/9/2024	2:00 PM	4:00 PM	Online
PRI001/PRI005 Pre-Build Meeting	7/9/2024	2:00 PM	3:00 PM	Online
Commerce - Florida PALM Readiness Touchpoint Meeting	7/9/2024	3:00 PM	4:00 PM	Online
DW/BI Functional Team	7/9/2024	3:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Project Director Design Dispositions	7/9/2024	3:00 PM	5:00 PM	Online
GLR099 Demo	7/10/2024	8:00 AM	8:30 AM	Online
PRI002/PRI003/PRI020/PRI023 Pre-Build Meeting	7/10/2024	8:30 AM	10:30 AM	Online
DEP/Florida PALM Touchpoint Meeting	7/10/2024	9:00 AM	10:00 AM	Online
Financial Reporting Design Sessions	7/10/2024	10:00 AM	1:00 PM	Online
Readiness Team	7/10/2024	11:00 AM	12:00 PM	Online
AHCA/PALM monthly	7/10/2024	1:00 PM	2:00 PM	Online
MFMP/Florida PALM Weekly Meeting	7/10/2024	1:00 PM	2:30 PM	Online
Segment V Payroll Pre-FD/FD Meeting	7/10/2024	2:00 PM	3:30 PM	Online
Segment IV Conversion/Data Readiness Task	7/10/2024	3:30 PM	4:30 PM	Online
GLR170/KKR008/KKR018/KKR058 Pre-Build Meeting	7/11/2024	8:30 AM	10:30 AM	Online
People First / Florida PALM Weekly Meeting	7/11/2024	9:00 AM	11:00 AM	Online
Ticket Triage Meeting	7/11/2024	9:30 AM	10:30 AM	Online
PMO Weekly Touchpoint	7/11/2024	8:30 AM	9:30 AM	Online
Thursday Task Talk	7/11/2024	10:00 AM	10:30 AM	Online
Financial Reporting Design Sessions	7/11/2024	10:00 AM	12:00 PM	Online
DW/BI Functional Working Session	7/11/2024	10:30 AM	12:00 PM	Online
Payroll Team Meeting	7/11/2024	1:00 PM	2:00 PM	Online
POC001 - Open Encumbrances Data Analysis Meeting 1	7/11/2024	1:00 PM	2:00 PM	Online
Payroll Working Session	7/11/2024	2:00 PM	4:00 PM	Online
Citrus Readiness Touchpoint	7/11/2024	3:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Florida PALM/FRS ACH Returns Discussion	7/11/2024	3:00 PM	4:00 PM	Online
API015/API020/API022/API127 Pre-Build Meeting	7/12/2024	8:00 AM	9:00 AM	Online
RDNS Meeting	7/12/2024	8:45 AM	9:55 AM	Online
PRI039/PRI042 Pre-Build Meeting	7/12/2024	8:30 AM	9:30 AM	Online
GLE017 Governmental Asset Fund - Pre FD Discussion	7/12/2024	9:00 AM	10:00 AM	Online
Tech Team Weekly Touchpoint	7/12/2024	9:30 AM	10:00 AM	Online
Cross Team Collaboration	7/12/2024	1:00 PM	2:30 PM	Online
Design Disposition Discussions	7/12/2024	2:30 PM	5:00 PM	Online
PRI006/PRI015/PRI046/PRI053 Pre-Build Meeting	7/15/2024	8:30 AM	10:30 AM	Online
API038/API129/APR050 Pre-Build Meeting	7/15/2024	8:30 AM	10:00 AM	Online
SDI007/SDI008 Pre-Build Meeting	7/15/2024	10:00 AM	11:00 AM	Online
DFS/FL PALM Monthly Readiness	7/15/2024	11:00 AM	12:00 PM	Online
Functional Operational Team Meeting	7/15/2024	1:00 PM	2:00 PM	Online
APC001 Part 2 Pre-Build Meeting	7/15/2024	1:00 PM	2:00 PM	Online
EPA Team Weekly Meeting	7/15/2024	3:00 PM	4:00 PM	Online
Payroll Working Session	7/15/2024	3:30 PM	4:30 PM	Online
APW001/APW005 Pre-Build Meeting	7/16/2024	8:00 AM	9:00 AM	Online
PRE023/PRI036/PRI056 Pre-Build Meeting	7/16/2024	8:30 AM	10:00 AM	Online
Payroll Working Session	7/16/2024	8:30 AM	10:30 AM	Online
KKR046/KKR057 Pre-Build Meeting	7/16/2024	8:30 AM	9:30 AM	Online
STMS/Florida PALM Weekly Meeting	7/16/2024	9:00 AM	10:00 AM	Online

Meeting Name	Date	Start Time	End Time	Location
LMC Weekly Round Up	7/16/2024	9:30 AM	11:00 AM	Online
Payroll Working Session	7/16/2024	10:00 AM	11:30 AM	Online
LEG/Florida PALM Readiness Touchpoint Meeting	7/16/2024	2:00 PM	3:00 PM	Online
Payroll Working Session	7/16/2024	1:30 PM	3:00 PM	Online
Project Director Design Dispositions	7/16/2024	3:00 PM	5:00 PM	Online
PRE046/PRR061/PRI026/PRI045 Pre-Build Meeting	7/17/2024	8:30 AM	10:30 AM	Online
SDE023/SDI004 Pre-Build Meeting	7/17/2024	8:30 AM	9:30 AM	Online
CMI006 Pre-Build Meeting	7/17/2024	9:30 AM	10:00 AM	Online
Segment V Payroll Pre-FD/FD Meeting	7/17/2024	10:30 AM	11:30 AM	Online
MFMP/Florida PALM Weekly Meeting	7/17/2024	1:00 PM	2:30 PM	Online
PRE047 - FD Follow-Up	7/17/2024	1:00 PM	2:30 PM	Online
Payroll Working Session	7/17/2024	2:00 PM	4:00 PM	Online
DMS/Florida PALM Readiness Touchpoint Meeting	7/17/2024	3:00 PM	4:00 PM	Online
APE017/APE018/APW001 Pre-Build Meeting	7/18/2024	8:30 AM	10:00 AM	Online
GLE006/GLI071 Pre-Build Meeting	7/18/2024	9:00 AM	10:00 AM	Online
Payroll Working Session	7/18/2024	9:00 AM	11:00 AM	Online
Ticket Triage Meeting	7/18/2024	9:30 AM	10:00 AM	Online
Financial Reporting Design Sessions	7/18/2024	10:00 AM	12:00 PM	Online
DW/BI Functional Working Session	7/18/2024	10:30 AM	12:00 PM	Online
Florida PALM/OFFE Training Touchpoint	7/18/2024	11:00 AM	12:00 PM	Online
ARC001-Customer Conversion Discussion	7/18/2024	1:00 PM	2:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Payroll Team Meeting	7/18/2024	1:00 PM	2:00 PM	Online
CRAIDL Meeting	7/18/2024	2:00 PM	3:00 PM	Online
Payroll Working Session	7/18/2024	2:00 PM	4:00 PM	Online
DOEA/Readiness touchpoints	7/18/2024	3:00 PM	4:00 PM	Online
PRI054 Pre-Build Meeting	7/18/2024	2:00 PM	2:30 PM	Online
API002 Pre-Build Meeting	7/19/2024	8:30 AM	9:00 AM	Online
RDNS/Readiness Meeting	7/19/2024	8:45 AM	9:55 AM	Online
PRI034/PRR007/PRR010/PRR029/PRR035 Pre-Build Meeting	7/19/2024	8:30 AM	11:00 AM	Online
Tech Team Weekly Touchpoint	7/19/2024	9:30 AM	10:00 AM	Online
SpeedKey Brainstorming Session	7/19/2024	10:00 AM	11:00 AM	Online
DW/BI APR064 - Clearance Pattern Report	7/19/2024	10:00 AM	11:30 AM	Online
Design Disposition Discussions	7/19/2024	3:30 PM	6:00 PM	Online
Projects - Configuration and Conversion Workbooks	7/22/2024	8:00 AM	9:00 AM	Online
APE007/APE016/API020/API022 Pre-Build Meeting	7/22/2024	8:30 AM	10:30 AM	Online
PRR052/PRR055/PRR062 Pre-Build Meeting	7/22/2024	8:30 AM	10:00 AM	Online
Functional Operational Team Meeting	7/22/2024	1:00 PM	2:00 PM	Online
TRP Working Session	7/22/2024	2:05 PM	4:00 PM	Online
FSDB/PALM Monthly Touchpoint Meeting	7/22/2024	2:30 PM	3:30 PM	Online
Touchpoint with MFMP to discuss Org Security File	7/22/2024	4:00 PM	4:30 PM	Online
Payroll Working Session	7/22/2024	3:30 PM	4:30 PM	Online
Segment IV Workshop	7/23/2024	8:30 AM	5:00 PM	Onsite

Meeting Name	Date	Start Time	End Time	Location
Segment IV Workshop	7/23/2024	8:30 AM	5:00 PM	Online
Payroll Working Session	7/23/2024	8:30 AM	10:30 AM	Online
PMO Weekly Touchpoint	7/23/2024	3:00 PM	4:00 PM	Online
Tasks 548, 550	7/23/2024	11:00 AM	12:00 PM	Online
Payroll Working Session	7/23/2024	1:00 PM	4:00 PM	Online
Project Director Design Dispositions	7/23/2024	3:00 PM	5:00 PM	Online
Segment IV Workshop	7/24/2024	8:30 AM	5:00 PM	Onsite
Payroll Working Session	7/24/2024	9:00 AM	11:00 PM	Online
Payroll Working Session	7/24/2024	2:00 PM	4:00 PM	Online
Payroll Working Session	7/24/2024	3:15 PM	4:00 PM	Online
Mock Conversion 0 Kickoff Meeting	7/24/2024	5:00 PM	6:00 PM	Online
Testing Alignment	7/24/2024	4:00 PM	5:00 PM	Online
Mock Conversion 0 Kick off	7/24/2024	5:00 PM	6:00 PM	Online
Segment IV Workshop	7/25/2024	8:30 AM	5:00 PM	Online
People First / Florida PALM Weekly Meeting	7/25/2024	9:00 AM	11:00 AM	Online
DW/BI Functional Working Session	7/25/2024	10:30 AM	12:00 PM	Online
GL Journal Discussion	7/25/2024	10:30 AM	12:00 PM	Online
Benefit Plans and Deduction Codes	7/25/2024	1:30 PM	2:30 PM	Online
Payroll Working Session	7/25/2024	2:30 PM	4:00 PM	Online
Session iv Workshop	7/25/2024	8:30 AM	5:00 PM	Online
API006/API007/API041 Pre-Build Meeting	7/26/2024	8:00 AM	9:30 AM	Online



Meeting Name	Date	Start Time	End Time	Location
RDNS/Readiness meeting	7/26/2024	7:55 AM	9:55 AM	Online
GLC001 Discussion	7/26/2024	8:30 AM	10:30 AM	Online
IUE003/IUW001 Pre-Build Meeting	7/26/2024	8:30 AM	9:30 AM	Online
Cross Team Collaboration	7/26/2024	1:00 PM	2:30 PM	Online
Design Disposition Discussions	7/26/2024	2:30 PM	5:00 PM	Online
FRS/Florida PALM Overview of FRS AP Processes	7/29/2024	9:00 AM	11:00 AM	Online
PRC018 Build Meeting	7/29/2024	9:30 AM	10:00 AM	Online
IU DW/BI report meeting	7/29/2024	10:00 AM	11:00 AM	Online
Functional Operational Team Meeting	7/29/2024	1:00 PM	2:00 PM	Online
PCC001 Build Meeting	7/29/2024	2:00 PM	2:30 PM	Online
TRP Working Session	7/29/2024	2:05 PM	4:00 PM	Online
EPA Team Weekly Meeting	7/29/2024	3:00 PM	4:00 PM	Online
Payroll Working Session	7/29/2024	3:30 PM	4:30 PM	Online
API022 Pre-Build Meeting	7/30/2024	8:30 AM	9:00 AM	Online
SDE018 Build Meeting	7/30/2024	9:00 AM	9:30 AM	Online
FD Review APE20	7/30/2024	10:00 AM	11:00 AM	Online
DW/BI TRP working session	7/30/2024	2:00 PM	3:00 PM	Online
Financial Reporting Design Sessions	7/30/2024	2:00 PM	4:00 PM	Online
PRC003 Build Meeting	7/30/2024	2:00 PM	2:30 PM	Online
DW/BI Functional Team	7/30/2024	3:00 PM	4:00 PM	Online
PMO Weekly Touchpoint	7/30/2024	3:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Project Director Design Dispositions	7/30/2024	3:00 PM	5:00 PM	Online
API020 Build Meeting	7/31/2024	8:30 AM	9:00 AM	Online
GLC001 Discussion	7/31/2024	8:30 AM	9:00 AM	Online
FD Review Discussion POI007 and POI006	7/31/2024	9:00 AM	10:00 AM	Online
FDLE/Readiness Touchpoint	7/31/2024	9:00 AM	10:00 AM	Online
Readiness Team	7/31/2024	11:00 AM	12:00 PM	Online
IU DW/IU reports meeting	7/31/2024	1:00 PM	2:00 PM	Online
MFMP/Florida PALM Weekly Meeting	7/31/2024	1:00 PM	2:30 PM	Online
FDC& FCOR Readiness Touchpoint Meeting	7/31/2024	3:00 PM	4:00 PM	Online
Payroll Working Session	7/31/2024	2:00 PM	4:00 PM	Online
System Test Readiness Meeting	7/31/2024	3:00 PM	4:00 PM	Online

## Appendix B – Meetings Conducted

The table below shows the Florida PALM IV&V Team’s meetings conducted during the period.

**Table 11: IV&V Meetings Conducted**

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V Weekly Status Meeting	7/8/2024	11:00 AM	11:30 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Sarah Crouch John Gunnufsen Preethi Kembhavi Bill Patton Srikanth Durvasula Sebastian Lende
Florida PALM IV&V June 2024 Monthly Report Review	7/11/2024	2:00 PM	3:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicole Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Bill Patton Srikanth Durvasula Sebastian Lende
Florida PALM IV&V Weekly Status Meeting	7/19/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Nicole Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Bill Patton Srikanth Durvasula Sebastian Lende

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V Weekly Status Meeting	7/26/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Bill Patton Srikanth Durvasula Sebastian Lende

## Appendix C – Documents Reviewed

The table below shows documents the Florida PALM IV&V Team reviewed during the period.

**Table 12: Documents Reviewed**

Document Name	Date	Version
Florida CRAIDL Logs	Weekly	Working
Florida_PALM_Project_Schedule.mpp	Weekly	Working
PCR118 – Segment V Financials Customizations	7/19/24	Final
PCR119 – Cancellation and Optional Services Related Requirement Changes	7/19/24	Final
PCR120 – Requirement Text and Customization Alignment Changes	7/19/24	Final
Project Management Plan	Weekly	5.0
Project Risk #7	Weekly	Working
Project Risk #8	Weekly	Working
Project Risk #9	Weekly	Working
Smartsheet (Various reports and Agencies status)	Weekly	Working
Project Schedule QC Checklists	Weekly	Working
RADAR Report	Weekly	Working
RICEFW Inventory Working	Weekly	Working
RTM Working	Weekly	Working
WPED I-WP110 Training Build	7/31/24	Draft
WPED I-WP111 User Acceptance Training Materials	7/31/24	Draft
WPED I-WP112 End User Manual	7/31/24	Draft
WP402 Requirements Traceability Matrix Segment IV	7/15/24	Draft
WPED WP407 Mock Conversion Scripts	7/15/24	Draft
WPED WP438 Data Migration and Modeling Strategy and Execution	7/15/24	Draft
D647 Establish DW/BI Environment	Weekly	Final
DED for D649 Completion of Build Segment III	Weekly	Draft
DED for D651 Completion of Mock Conversion 1	Weekly	Draft
Project Dependency Tracker	Weekly	Working
Design Work Unit Tracker	Weekly	Working
D648 – Completion of Build Segment II	7/31/24	Final

Document Name	Date	Version
DE333 – D650 WP439 Configuration Design Changes.pdf	7/10/24	Final
DE333 – D650 WP439 Configuration Design Changes Attachment A	7/10/24	Final
DE332 – Administrative SSI Contractual Requirements.pdf	7/10/24	Final
RW Task Tracker – Verification of Complete	7/31/24	Final
Agencies Readiness Workplan Task Tracker	Weekly	Working
Data Warehouse and Business Intelligence Risk.docx	8/31/24	Draft
Test Script Work Unit Tracker	7/31/24	Working
System Test Readiness Checklist	Weekly	Working
D643 – Updated System Testing Plan	7/31/24	Final
WP408- System Test Scripts	Weekly	Working

## Appendix D – IV&V Documents Delivered

The table below shows documents the Florida PALM IV&V Team delivered during the period.

**Table 13: IV&V Documents Delivered**

Document Name	Date	Version	Delivered Date	Follow Up Required
Florida PALM IV&V Monthly Assessment Report June 2024	7/11/24	1.9	7/11/24	None

## Appendix E – Risk Priority Matrix

The Florida PALM IV&V Analysts will use the following table to assign a Risk probability rating to each identified Risk.

**Table 14: Risk Priority Matrix**

Risk Probability Rating	Probability of Occurrence	Probability Description
1	Improbable	Risk has between a 1%-19% likelihood of occurring.
2	Unlikely	Risk has between a 20%-39% likelihood of occurring.
3	Possible	Risk has between a 40%-59% likelihood of occurring.
4	Likely	Risk has between a 60%-79% likelihood of occurring.
5	Probable	Risk has between an 80%-99% likelihood of occurring.

The Risk Impact Criteria the Florida PALM IV&V Analysts will use to assign a Risk Impact Rating to each identified Risk are described in the table below.

**Table 15: Risk Rating Impact**

Risk Impact Rating	Magnitude of Impact	Impact Description
1	Negligible	Risk will have an impact so small that it can be ignored when studying the larger effect.
2	Minor	Risk will have a small impact on the Project that should not be ignored when studying the larger effect.
3	Moderate	Risk will have a noticeable impact on the Project.
4	Significant	Risk will have a large impact on the Project
5	Critical	Risk will have a large impact and may jeopardize the success of the Project.



The table below outlines the Risk Priority Ratings for a Finding based on a combination of impact and probability of occurrence.

**Table 16: Risk Priority Rating**

Probability of Occurrence	Magnitude of Impact				
	Negligible 1	Minor 2	Moderate 3	Significant 4	Critical 5
Probable 5	Low	Medium	High		
Likely 4			Medium	High	
Possible 3		High			
Unlikely 2		High			
Improbable 1		High			

The table below defines the levels of the Risk Priority Ratings.

**Table 17: Risk Rating Definition**

Rating	Definition
<b>High</b>	The possibility of substantial impact on product quality manageability cost or schedule. Major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
<b>Medium</b>	The possibility of moderate impact to product quality manageability cost or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
<b>Low</b>	The possibility of a slight impact to product quality manageability cost or schedule. Minimal disruption is likely, and some oversight is needed to ensure that it remains low. Mitigation strategies should be evaluated and considered for implementation when possible.