Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification and Validation

Monthly Assessment Report

August 2025

September 11, 2025

Contract: 80101507-21-STC

Engagement: C59CE1

Revision Summary

Version	Date	Author	Comment
1.0	9/10/25	PCG	Initial submission of the August Monthly Assessment Report.
2.0	9/11/25	PCG	Corrected formatting change for Table 6.

Table of Contents

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Executive Summary

The following list summarizes the key items of the Florida PALM IV&V Team details in the Monthly Assessment Report for August 2025:

- The overall Florida PALM Project Risk Rating remains a High Risk as a new User Acceptance Testing (UAT) start date is still under consideration and has yet to be determined. It is unknown whether the UAT phase will be shortened to maintain the current Go Live date of July 2026 or extended by incorporating the contingency timeline.

- The Florida PALM Project Development Focus Area Risk Rating has improved from a Medium to a Low Risk because of the progress made on the development of the Emplyee Self-Service (ESS) and Miscellaneous Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) Items.

- The Florida PALM Project Testing Focus Area Risk Rating has improved from a High to a Medium Risk since the State Quality Assurance (QA) Team is trending to complete their review of the SSI Vendor's Test Scripts by the second week of September and the SSI Vendor has met the Exit Criteria for System Testing Segment III.

- The Agency Requirements and Design Focus Area Risk Rating improved from a Medium to a Low Risk as Agencies continue to report minimal impact to their business processes based on updates released to the Florida PALM Knowledge Center Change Catalog.

- Finding 22 regarding the Issue that not all System Testing Segment III Exit Criteria will be met by the SSI Vendor before the 7/30/25 Executive Steering Committee (ESC) vote to confirm Stage Gate 3 – Ready to Begin UAT has been closed since all remaining Critical and High Business Criticality System Investigation Requests (SIRs) have been triaged, dispositioned, and reviewed by the Florida PALM Project Team.

- Finding 26 regarding the Issue that the SSI Vendor did not meet all Entry Criteria for Stage Gate 3 – Ready for UAT by the targeted completion date of 7/30/25 has also been closed because all UAT Environment Build tasks (excluding Data Warehouse "DW"/Business Intelligence "BI") and Mock Conversion 3 have been completed.

- An assessment of the Independent Software QA Testing Procurement has been included in Appendix A.

Focus Area Updates

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. Some Focus Areas may be marked as Not Applicable (NA) as they have not started or if there is no activity during this reporting period. Descriptions for each Focus Area will be incorporated into each Monthly Assessment Report.

Florida PALM Project Focus Areas:

Table 1: Florida PALM Project Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Overall Project Indicator	High	High	No Change	The overall Florida PALM Project Risk Rating remains a High Risk. A new UAT start date is still under consideration and has yet to be determined. It is currently unknown whether the UAT phase will be shortened to maintain the current Go Live date of July 2026 or extended by incorporating the contingency timeline. The delay to the start of UAT may limit the amount of Agency testing that can be completed before Stage Gate 4 – Continued Deployment, a contractual milestone that is currently scheduled for January 2026. As part of Stage Gate 4, the ESC will vote on whether to remain on the current timeline or invoke the 6-month contingency. Limited testing could reduce the information available on system readiness and stability, increasing the risk that the system may appear more stable than it is and potentially influencing a vote to stay on the current timeline. Uncertainty about whether the UAT timeframe will be condensed creates concerns for Agencies about having sufficient time to fully test their business processes and gain confidence in the new system before it is implemented in production. This is similar to the concerns raised regarding the previous UAT timeframe prior to the implementation of Amendment 12.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Florida PALM Project Management	Medium	Medium	No Change	The Risk Rating remained a Medium Risk. The Schedule Performance Indicator (SPI) improved to 0.93, representing an increase of 0.01 since July. An SPI of 0.93 indicates the Florida PALM Project is progressing at 93% of the planned pace. The Florida PALM Project Team approved five Decisions, which impacted the SPI by removing tasks and rebaselining other tasks. There were 197 Delayed Tasks in the Florida PALM Project Schedule, a 6% increase from 186 in July. Additional details on how both SPI and Delayed Tasks can increase are provided in the Focus Area write-up. All 11 newly Delayed Tasks were in D663 – Completion of Interface Testing Segment I Cycle 2.
Florida PALM Organizational Change Management	Low	Low	No Change	The Risk Rating remained a Low Risk. Organizational Change Management (OCM) activities are progressing as Agencies continue working on Readiness Workplan (RW) Tasks with a focus on UAT. The delay to the start of UAT has caused some Agency frustration and confusion around RW Task alignment and changing deadlines. The Florida PALM Agency Readiness Team has consistently addressed Agency questions where possible and published supplemental information on Interface testing and UAT preparation to the Florida PALM Knowledge Center and the public Florida PALM website.
Florida PALM Requirements and Design	Low	Low	No Change	The Risk Rating remained a Low Risk. Functional Designs (FDs) for 12 Miscellaneous RICEFW Items have been approved, with the final one approved on 8/13/25 (one week ahead of schedule). These FDs were identified either through Project Change Requests (PCRs) approved after Design completion or as a result of shifting from a mid-year to an end-of-year Go Live. Two remaining FDs

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				are pending cancellation in an upcoming PCR.
Florida PALM Development	Medium	Low	Improving	The Risk Rating has improved from a Medium Risk to a Low Risk. All five ESS and eight of the 14 Miscellaneous RICEFW Application Development (AD) documents have been approved. Two Miscellaneous RICEFW Items are pending cancellation in an upcoming PCR, leaving four pending approvals. All ESS and Miscellaneous RICEFW Items are expected to complete System Testing before the start of Full UAT.
Florida PALM Testing	High	Medium	Improving	The Risk Rating has improved from a High Risk to a Medium Risk. Finding 22 has been closed as all System Test Segment III Exit Criteria have been met by the SSI Vendor. Fifty-one System Test Scripts across all Segments are pending State QA Team review, which means new SIRs could be opened that potentially require resolution or disposition before UAT.
Florida PALM Data, Conversion, and Interfaces	High	High	No Change	The Risk Rating remained a High Risk. *Data* While the SSI Vendor completed initial System Testing execution for DW/BI, the State DW/BI Team's review of 66 passed Test Scripts as of 8/29/25 resulted in 31 failures (47%), with a majority of the SIRs attributed to code defects or data issues. *Conversion* Mock Conversion 3 was fully executed, and all Critical and High-priority SIRs were resolved. *Interfaces* Two hundred and thirty-seven of the 387 Test Scripts scheduled for August were executed, and 130 (48%) of those have failed. While High-priority SIRs have been largely addressed, the growing backlog of Medium-priority

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				SIRs, representing approximately one-third of total unresolved SIRs, could strain resources, extend resolution timelines, and impact future testing, highlighting the need for targeted remediation and root cause analysis.
Florida PALM Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

Florida PALM Agency Focus Areas

Table 2: Florida PALM Agency Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Project Management	High	High	No Change	The Risk Rating remained a High Risk. As of 8/29/25, Agencies were expected to show at least 25% completion on RW Tasks with five weeks remaining, but approximately a third have reported no progress, which may affect readiness for UAT and impact Mock Conversion 4. Training progress is ongoing, with 241 of 840 SMEs having completed all prerequisite learning paths. Completion of the Business Process Group Role path remains lower than others, which may affect SMEs' preparedness for UAT. Staffing changes from Subject Matter Expert (SME) departures, retirements, and vacancies represent approximately a third of Agency-reported Issues and a quarter of Agency-reported Risks. Ongoing recruitment and onboarding efforts are underway, but the time required for hiring and training may delay readiness activities and increase the potential for late-stage risks or rework. The Florida PALM IV&V Team recommends Agencies use the delay to the start of UAT to complete the prerequisite Training, onboard staff, and implement continuity plans.
Florida PALM Agency Readiness	Medium	Medium	Improving	The Risk Rating remained a Medium Risk but improved from Medium Yellow to Low Yellow. Agencies are engaged in Interface Testing and working with the Florida PALM Project Team to resolve issues before UAT, with most Agency Interface needs remaining stable and minor updates unlikely to impact readiness. Agencies are also progressing on third-party remediation and role provisioning, adjusting end-user role mapping as needed.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Requirements and Design	Medium	Low	Improving	The Risk Rating improved from a Medium to a Low Risk. The Florida PALM IV&V Team observed 46 updates released in the Florida PALM Knowledge Center Change Catalog across Business Processes, Reports, Interfaces, and Configurations (Conversions did not have any updates). Agencies reported continuing to review and refine their established processes with no adverse impacts.
Agency Testing	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. As Agencies prepare for Florida PALM UAT, the Florida PALM IV&V Team observed that Agencies were given three options for documenting readiness for RW Task 574. The options and their specific considerations are defined in the detailed Focus Area write-up. The Florida PALM IV&V Team recommends establishing common baseline data elements across all options and linking Agency-developed outputs to standardized tools to ensure visibility and consistency.
Agency Data, Conversion, and Interfaces	Medium	Medium	No Change	*Data* There are no updates pertaining to Agency readiness or progress related to DW/BI for August. *Conversion* The Florida PALM IV&V Team observed that Agencies continued participation in Mock 3 Conversion preparation and data cleansing. *Interfaces* Five Agencies reported increased response times for Interface-related inquiries, though three of the questions were addressed by 8/29/25, showing the Florida PALM Project Team's

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				recognition of the need for timely support.
				The Risk Rating remains a Medium Risk.
Agency Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Agency Implementation efforts begin.

New Findings

No new Findings were opened in this reporting period.

Open Findings

Finding Number and Title: Finding 23 – Preliminary Concern that the current pace of System Testing DW/BI execution and defect retesting by the SSI Vendor may delay the completion of System Testing DW/BI and potentially impact the start of UAT.

Date Opened: 06/30/25		
Finding Description: As of 6/30/25, the SSI Vendor had executed 70 of the 144 total Test Scripts planned for System Testing DW/BI, representing approximately 49% of the total Testing scope. Of the Test Scripts executed, 34 resulted in failures. Based on the current execution pace of approximately three Test Scripts per day, the Florida PALM IV&V Team projects that initial execution of all remaining Test Scripts may extend approximately three days beyond the planned completion date of 7/25/25. In addition, given the initial failure rate of approximately 50%, the SSI Vendor may require additional time to resolve, and retest failed Test Scripts.		
Current Impact: High	**Previous Impact:** High	**Trend:** No Change
Current Probability: Possible	**Previous Probability:** Possible	**Trend:** No Change
Current Priority: High	**Previous Priority:** High	**Trend:** No Change

Status Update: As of 8/29/25, the SSI Vendor completed the initial execution of DW/BI System Test Scripts with a 92.5% pass rate and a 7.5% fail rate. As part of System Testing DW/BI, the State DW/BI Team is reviewing all Test Scripts passed by the SSI Vendor. Of the 66 Test Scripts reviewed by the State DW/BI Team, 47% have failed. All SIRs from failed Test Scripts must be resolved and unit-tested by the SSI Vendor before being re-executed in the System Testing DW/BI environment by the team that initially reported the failure, which may extend the time required to complete System Testing DW/BI.

Recommendation #1: Define and prioritize the execution of higher-risk Test Scripts early in the test cycle to help identify and address potential SIRs as soon as possible.

Status: No Change

Update: No documentation has been provided to define a plan that prioritizes the execution of higher-risk Test Scripts early to identify and mitigate potential SIRs sooner.

Recommendation #2: Establish daily stand-up meetings between the SSI Vendor and State DW/BI teams to facilitate ongoing communication and support the timely resolution of any issues that arise during Testing.

Status: Closed

Update: The Florida PALM IV&V Team has observed daily stand-up meetings between the SSI Vendor and the State DW/BI Team.

Recommendation #3: The SSI Vendor should develop a burn-down plan showing the number of known unresolved SIRs, the anticipated number of future SIRs based on remaining Test Scripts, the projected completion dates for those SIRs, and their actual resolution dates. This will allow tracking of progress and help determine when System Testing DW/BI may be complete.

Status: No Change

Update: The Florida PALM IV&V Team has not observed the creation of a burn-down chart to plan and track the resolution of SIRs. The Florida PALM IV&V Team continues to recommend the creation of this type of burn-down chart to track progress.

Finding Number and Title: Finding 24 – Risk that the high failure rate of DW/BI Test Scripts may indicate potential quality issues related to the DW/BI environment, data, or configuration.

Date Opened: 6/30/25		
Finding Description: System Testing for DW/BI began on 6/2/25 but was temporarily suspended by the SSI Vendor on 6/16/25 due to an increasing number of SIRs being identified. Testing resumed on 6/23/25, but the initial failure rate of Test Scripts executed by the SSI Vendor remains approximately 50% as of 6/30/25.		
Current Impact: High	**Previous Impact:** High	**Trend:** No Change
Current Probability: Possible	**Previous Probability:** Possible	**Trend:** No Change
Current Priority: Medium	**Previous Priority:** Medium	**Trend:** No Change

Status Update: Additional High Business Criticality SIRs, primarily related to code defects or data issues, were logged by the State DW/BI Team, increasing the backlog of SIRs for System Testing DW/BI. With System Testing DW/BI already delayed by approximately one month, this rise in SIRs may further extend the time required to complete testing.

Recommendation #1: The SSI Vendor should prioritize the resolution of SIRs with a defect type of code and data-related issue as these impact both the SSI Vendor's execution of Report-related Test Scripts and the State DW/BI Team's creation of the Self-Service Reports.

Status: In Process

Update: The Florida PALM IV&V Team has observed that the SSI Vendor is prioritizing the resolution of SIRs with a defect type of code and data-related issues.

Recommendation #2: The SSI Vendor should consider using a small group of dedicated resources to analyze the root cause for missing or incorrect data and develop a more holistic approach to addressing the underlying data issues.

Status: No Change

Update: The Florida PALM IV&V Team has not observed documentation regarding root cause analysis or mitigation strategies for data-related issues.

Recommendation #3: The SSI Vendor should define targeted timeframes for resolving Medium-priority SIRs, taking into account when the related functionality is needed in UAT.

Status: In Process

Update: The Florida PALM IV&V Team has observed that targeted timeframes for resolution for all SIRs in Jira, including those for DW/BI, have been added to indicate when the functionality is anticipated to be available for testing (i.e., Fix Before UAT Online, Fix Before Full UAT, etc.).

Finding Number and Title: Finding 27 – Preliminary Concern that remediation of MFMP Interfaces may be delayed, which could impact Interface Testing and UAT.

Date Opened: 07/31/25		
Finding Description: During the Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned (CRAIDL) Meeting on 7/24/25, the Florida PALM Project Team discussed a possible risk to the ongoing Ariba On-Demand remediation efforts for the MFMP Interfaces. If remediation of the MFMP Interfaces is delayed, MFMP may not be able to complete Interface Testing Cycle 2 or proceed to End-to-End Interface Testing with the Agencies. The Florida PALM Project Team is involved in discussions with MFMP and other State teams to discuss possible workarounds if remediation is delayed to keep progress on the Florida PALM Project moving forward.		
Current Impact: High	**Previous Impact:** High	**Trend:** No Change
Current Probability: Unlikely	**Previous Probability:** Possible	**Trend:** Improving
Current Priority: Low	**Previous Priority:** Medium	**Trend:** Improving

Status Update: The Florida PALM IV&V Team confirmed on 8/22/25 that discussions to keep progress moving forward on the remediation efforts for MFMP Interfaces were ongoing and appeared to be moving in a positive direction. As of 8/29/25, testing was on track with the exception of one Test Script delayed by MFMP, per the Interface Test Execution Tracker (ITEXT). Additionally, four Test Scripts have open SIRs that must be resolved by the Florida PALM Project Team before they can be re-executed.

Recommendation #1: All parties should continue to work to reach a mutually agreed approach that ensures the Ariba on Demand remediation work is completed within the timelines needed to support Interface Testing and UAT.

Status: In Process

Update: The Florida PALM IV&V Team observed discussions to advance remediation efforts for MFMP Interfaces were ongoing and that testing efforts have not been impacted.

Recommendation #2: The Florida PALM IV&V Team should continue weekly meetings to identify mitigation strategies or workarounds that will allow the continuation of MFMP remediation and testing activities.

Status: In Process

Update: Weekly meetings are continuing between the Florida PALM Project Team and MFMP to identify and resolve any issues during Interface Cycle 2 Testing.

Closed Findings

Finding Number and Title: Finding 22 – Issue that not all System Testing Segment III Exit Criteria will be met by the SSI Vendor before the 7/30/25 ESC vote to confirm Stage Gate 3 – Ready to Begin UAT, which could result in a delay to the start of UAT.

Date Opened: 6/30/25

Date Closed: 8/29/25

Rationale for Closing: As of 8/29/25, all remaining Critical and High Business Criticality SIRs had been triaged, dispositioned, and reviewed by the Florida PALM Project Team. While all Exit Criteria for System Testing Segment III have been met, three Segment III System Test Scripts remain to be reviewed by the State QA Team per the Test Execution Tracker (TEXT), which could result in the identification of Critical or High Business Criticality SIRs that potentially require a resolution or an agreed upon disposition for UAT.

Finding Number and Title: Finding 26 – Issue that the SSI Vendor did not meet all Entry Criteria for Stage Gate 3 – Ready for UAT by the targeted completion date of 7/30/25, which contributed to the delay of the Stage Gate 3 vote and may impact the start date of UAT.

Date Opened: 7/31/25

Date Closed: 8/29/25

Rationale for Closing: As of 8/29/25, all UAT Environment Build tasks and smoke testing (excluding DW/BI) were completed. Mock Conversion 3 was also completed, and data has been migrated into the UAT Environments.

Metrics Related to Findings

The Figure below shows the open, closed, and new Findings identified by the Florida PALM IV&V Team. No new Findings were opened this month. There are three open Findings and 13 closed Findings.
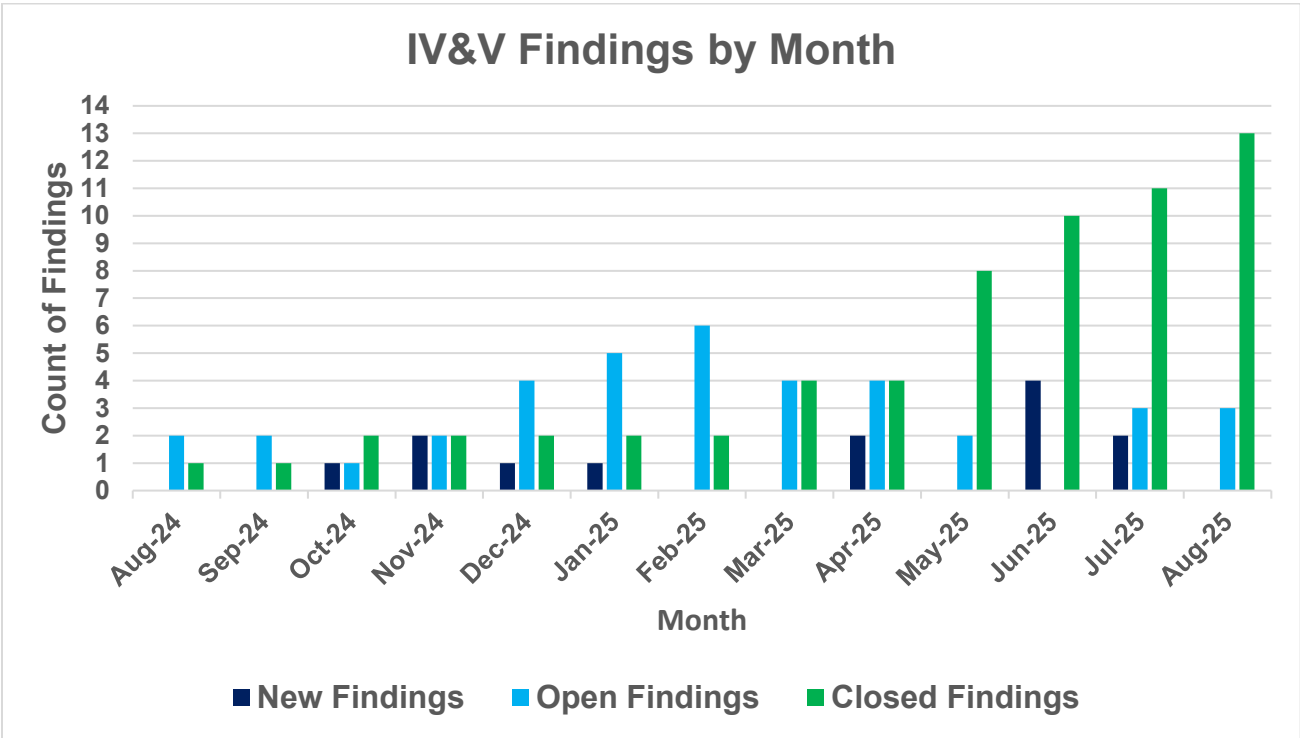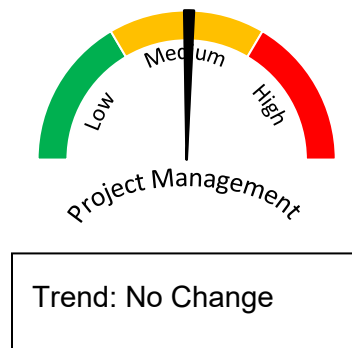

Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator[1]

Trend: No Change

Florida PALM Project Management Updates

The Florida PALM IV&V Team reviews several key metrics, such as SPI, Delayed Tasks, and Overall Tasks Completion to help determine how well the Florida PALM Project is progressing against the planned timeline and helps identify areas for potential improvement.

Overall Task Completion

The August End-of-Month (EOM) Florida PALM Project Schedule contains 12,926 tasks (excluding Summary tasks). The Table below provides a snapshot of the work completed versus remaining, helping Florida PALM Project team members and stakeholders better understand the status of the Florida PALM Project.

Table 3: Florida PALM Work Completed and Remaining

Status	Number of Tasks	Percent
Complete	9,815	**76%**
Future	2,820	**22%**
Late[1]	256	**2%**
On Schedule	35	**<1%**
Total	**12,926**	**100%**

[1]Microsoft Project considers a task late if the % complete value is less than the expected % complete as of the Status date, which is different from how the Florida PALM Project Team calculates Delayed Tasks. The current date will be used if a status date is not set. For example, if a task should be 50% complete by the status date but is 25% complete, it will be marked as late.

In August, 391 tasks were scheduled for completion, but 337 were completed, resulting in a variance of 54 tasks (approximately 14%). Delays in completing tasks within their planned

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[1] Indicator includes this month's indicator as well as a shadow that shows what the previous indicator rating was similar to what is provided in the current Monthly Assessment Report template.

timeframe may create competing priorities and potentially impact the targeted completion dates for future tasks, increasing the risk of overall Florida PALM Project delays.

SPI

The SPI improved to 0.93 in the Florida_PALM_Project_ScheduleEOM.mpp file with a status date of 8/31/25, representing an increase of 0.01 since July. This improvement reflects the impact of the Florida PALM Project Decisions described in the Decisions section below. An SPI of 0.93 indicates the Florida PALM Project is progressing at 93% of the planned pace.

Delayed Tasks

As of 8/31/25, there were 197 Delayed Tasks in the Florida PALM Project Schedule, a 6% increase from 186 in July. The Florida PALM IV&V Team defines Delayed Tasks as any task that should have started or finished but has not yet been completed or had schedule adjustments applied.

An increase in both SPI and Delayed can occur when a task's baseline is adjusted, when high Earned Value tasks are completed ahead of schedule or removed, or when delayed tasks have minimal impact on Earned Value. Earned Value provides insight into how much work has been completed relative to what was planned. In this instance, approved Decisions removed tasks and adjusted the baseline for some tasks that had various levels of Earned Value.

The increase in Delayed Tasks was largely driven by tasks related to inbound and outbound Interfaces for two third-party entities and six Agencies as part of D663 – Completion of Interface Testing Segment I Cycle 2. These tasks have not started on time and have no progress reported in the Florida PALM Project Schedule.

Decisions

The Florida PALM Project Team approved five Decisions, which impacted the SPI:

- Decision 367 – Alignment of Creation of UAT Materials with Release Approach, which aligned UAT Training Materials tasks (e.g., Process Steps and Pre-Materials) with the updated UAT materials publication timeline. It also removed the preparation of UAT Kick-Off Materials and DW/BI Training Materials tasks from the Florida PALM Project Schedule.

- Decision 368 – Removal of Specific State QA Tasks from the Project Schedule, which removed tasks no longer needed for the creation and review of new Test Scripts by the State QA Team.

- Decision 369 – Add Work Product (WP) Tasks to Schedule, which added tasks and adjusted start and finish dates for tasks missed during Amendment 12 updates. This included SSI Vendor Quality Control and Style Guide review tasks for WP433 – Updated Protected Data Inventory Plan, WP425 – Production Support Operations Plan, and WP428 – Exit Transition Work Plan.

- Decision 370 – Removal of Tasks (D657 and KC) and Re-Baseline Design Transparency Files, which removed tasks for several manual conversions from D657 –

Completion of Mock Conversion III and the Knowledge Center and re-baselined the remaining tasks.

- Decision 371 – Add WP414 Tasks to the Project Schedule, which added Accenture Quality Control, Department Quality Control, and Style Guide Review tasks missed in the Amendment 12 updates for WP414 – Payroll Parallel Test Scripts.

Risks and Issues

The Florida PALM IV&V Team reviewed the Risks and Issues included in the Monthly Status Report. The report provides a summary of each Risk, including trends and an overview of approved mitigation strategies. Including details on specific activities performed to manage or mitigate each Risk or Issue since the last report could strengthen risk management practices by showing what actions have been taken, which strategies are effective, and which may need adjustment.

The Florida PALM IV&V Team has observed that the Florida PALM Project Team has been transparent in forums such as the Advisory Council and ESC that a new start date for UAT has not yet been determined. During the CRAIDL meeting on 8/28/25, the Florida PALM Project Team discussed concerns that the unknown UAT timeline affects Agencies' readiness and ability to plan for UAT. This communication is tied to Florida PALM Project Risk #5 that the timing and efficiency of information sharing between Enterprise Partners and Agencies could impact the success of the Florida PALM Project.

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

Florida PALM Organizational Change Management

**Focus Area Indicator**
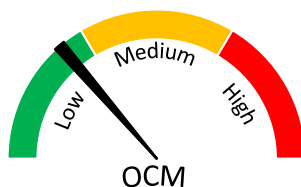
Trend: No change

Florida PALM Organizational Change Management Updates

The Florida PALM Agency Readiness Team continued engaging Agencies and providing updates on RW Tasks. While Agencies have expressed frustration about the uncertainty of the UAT start date, Readiness Coordinators (RCs) can use these discussions to encourage Agencies to leverage the extra time to expand previously submitted UAT RW Tasks, progress on current tasks, and complete prerequisite training.

The risk rating for this Focus Area remains a Low Risk.

Florida PALM Requirements and Design

Focus Area Indicator
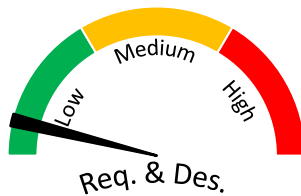
Trend: No Change

Florida PALM Requirements and Design Updates

All Miscellaneous RICEFW FDs were approved by the Florida PALM Project Team as of 8/13/25, with the exception of two that will be canceled – one Conversion for historical payroll data (to be made available in DW/BI) and one Extension for overpayment updates (already addressed by a delivered process). All planned Design work on the Florida PALM Project is now complete.

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

Florida PALM Development

Focus Area Indicator

Trend: Improving

Florida PALM Development Updates

As of 8/29/25, the Florida PALM Project Team has approved all five ESS AD documents and eight of the 14 Miscellaneous RICEFW Items. Two RICEFW Items will be canceled in an upcoming PCR, leaving four AD documents pending approval, which are expected by the end of September. Approved RICEFW Items are progressing into System Testing, with seven fully tested and passed by the SSI Vendor. While some approvals have experienced delays, all ESS and Miscellaneous RICEFW Items are expected to complete Development and SSI Vendor System Testing prior to the start of Full UAT. The Table below summarizes the Development and System Testing progress.

Table 4: AD Approval and System Test Status

RICEFW Item	Final Approval Target Date	Final Approval Actual Date	% Passed System Testing
AME006 - AM Physical Inventory File Path	5/16/25	5/6/25	100%
APC002 - 1099 Balances	8/25/25	9/14/25 (Projected)	0%
API133 - Outbound Voucher and Payment Extract Error Detail	7/21/25	7/20/25	0%
API134 - Inbound Supplier Certification and Unique Entity Identifier	9/17/25	9/28/25 (Projected)	0%
APR012 - Payment Monitoring Report	5/9/25	5/14/25	100%
GLE011 - Cash and Investment Thresholds	7/30/25	9/21/25 (Projected)	0%
GLI037 - Inbound Investment Activity	7/1/25	7/9/25	100%
GLI078 - Run Outbound ACFR Data With Blank File for Single Business Unit	9/18/25	9/14/25 (Projected)	0%
KKR041 - Operating/FCO Agency Recap Report	5/9/25	5/15/25	100%
KKR043 - Carry Forward Variance Report	5/16/25	5/28/25	100%
PCE004 - Inter/IntraUnit and Receipt Accrual Cost Collection	5/16/25	5/19/25	100%
PCI009 - Inbound Project Costing Budget Load	6/20/25	7/3/25	100%
PRC022 - Historical Paycheck Details	Pending Cancel	Pending Cancel	N/A
PRE050 - Overpayment Updates to PYRL Issued Payments	Pending Cancel	Pending Cancel	N/A
SDE020 - Employee Self-Service Login and Password Reset	7/7/25	8/13/25	0%
SDE025 - Employee Self-Service System Maintenance	7/7/25	8/17/25	0%
SDE026 - Employee Self-Service Registration	7/21/25	8/13/25	0%
SDE027 - Employee Self-Service Administrator Maintenance	7/14/25	8/13/25	0%
SDE028 - Employee Self-Service User Maintenance	7/14/25	8/17/25	0%

In addition to supporting development of the ESS and Miscellaneous RICEFW Items, the SSI Vendor Development staff are also addressing SIRs identified through ongoing testing activities. During the last two weeks of August, the number of unresolved SIRs declined as the volume of new SIRs identified each week decreased (averaging 152 SIRs per week) while the closure rate remained high (averaging 196 SIRs per week). This trend is expected to continue. The Figure below illustrates the total number of unresolved SIRs over time.
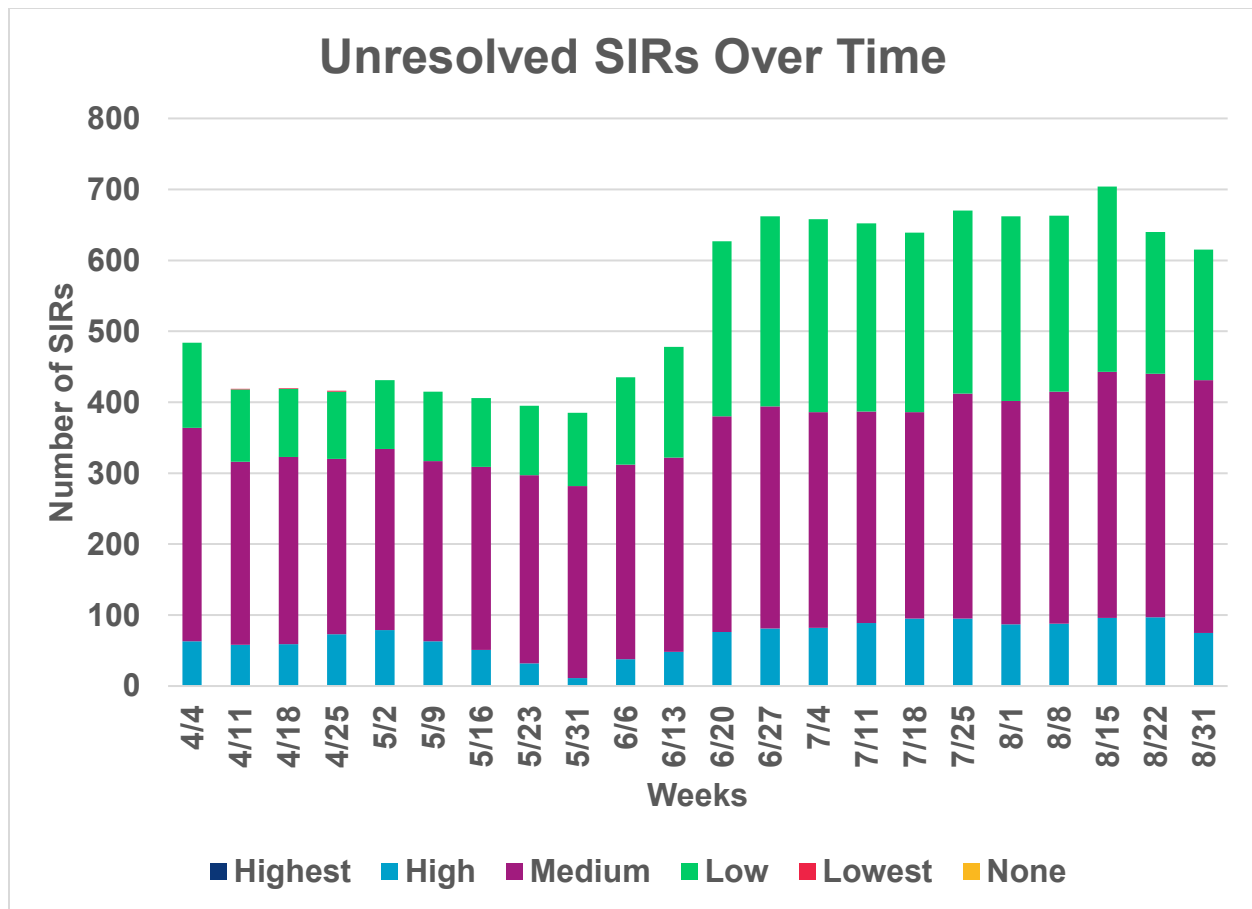
Figure 2: Total Number of Unclosed SIRs over Time

Although Development staff levels have begun to gradually decrease, the reduction is less than originally planned. Current staffing appears sufficient to continue addressing the SIR backlog, as development of the remaining RICEFW Items is nearly complete. The Figure below shows the actual and projected number of Development staff compared to the projected staffing levels from February 2025.
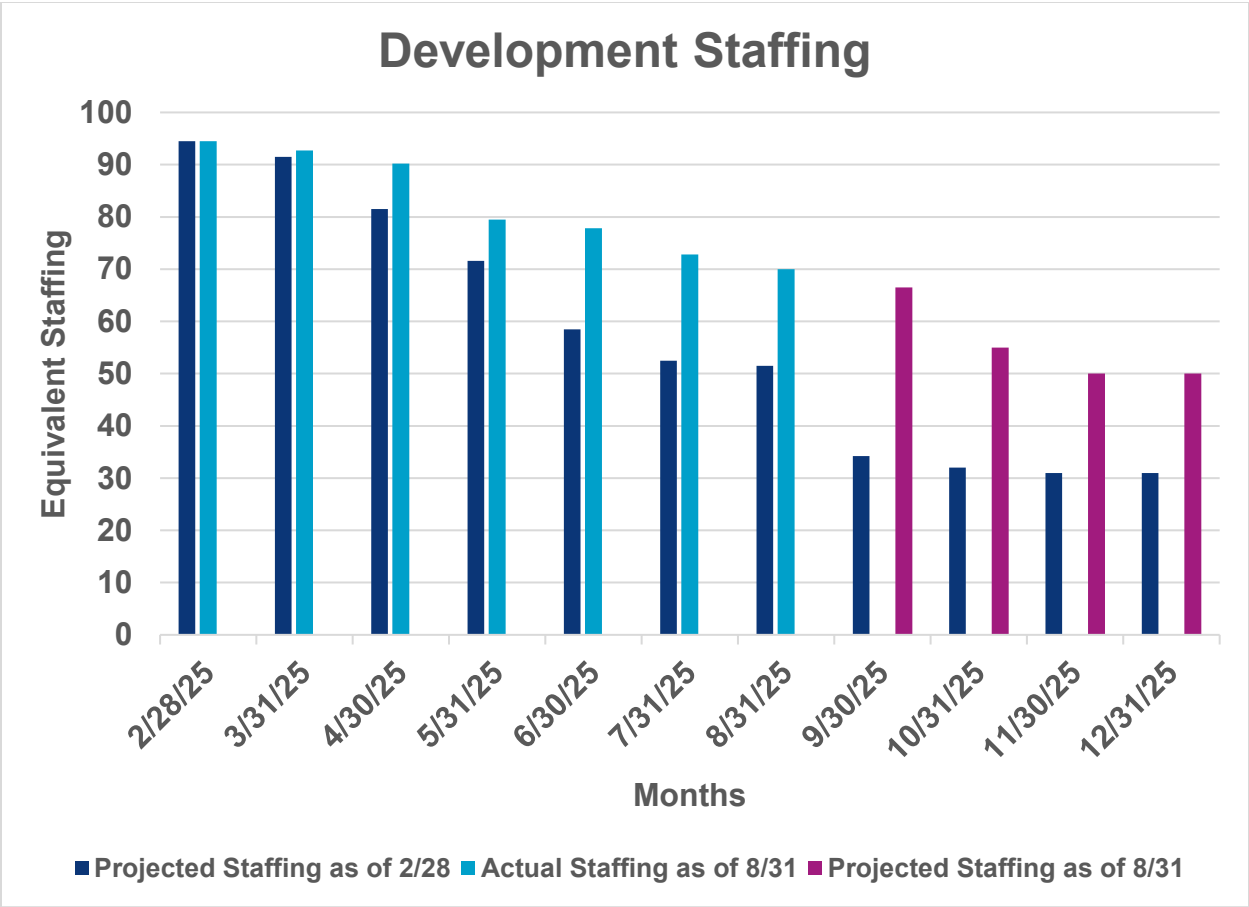
Figure 3: Projected and Actual Development Staffing

A minor configuration change was identified to combine two Agencies into a single pay group (MJA) for payroll processing. This change is intended to align payroll processing by grouping staff with similar pay cycles. As this is a configuration change, it is not expected to impact the status of System Testing or subsequent activities such as UAT or Payroll Parallel Testing.

The Risk Rating for this Focus Area is improving from a Medium to a Low Risk.

Florida PALM Testing

Focus Area Indicator
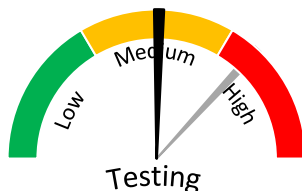
Trend: Improving

Florida PALM Testing Updates

System Testing

As part of System Testing, the State QA Team reviews and executes SSI Vendor Test Scripts after they are passed by the SSI Vendor. According to the TEXT, 51 Test Scripts across all System Testing segments remain for State QA Team review. The State QA Team is trending to complete their review by the second week of September based on an average weekly pace of 50 reviews completed throughout the month of August. This review may result in the identification of Critical or High Business Criticality SIRs, which could affect the availability of functionality and system stability during UAT.

State Functional Team Testing

The State Functional Team tests business processes and scenarios in Florida PALM, similar to how Agencies will test during UAT, rather than executing specific Test Scripts like the SSI Vendor and State QA Team. The State Functional Team requested to complete their testing in a production-like UAT environment. To support this request, a "Use of UAT Environment by Functional Team" meeting was held on 8/1/25, where the need for testers to switch between user roles was discussed. Challenges related to authentication and separation of duties in the UAT environment were identified, and a follow-up meeting is scheduled for September to continue discussions on user role coordination. These technical details, such as switching between roles and updating user preferences, will also need to be addressed to support Agency testing.

The Risk Rating for this Focus Area is improving from a High to a Medium Risk.

Florida PALM Data, Conversion, and Interfaces

Focus Area Indicator

Data, Con, Int
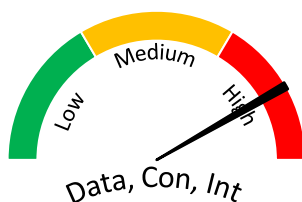
Trend: No Change

Florida PALM Data, Conversion, and Interface Updates

Data

While the SSI Vendor has completed initial execution of all planned System Testing DW/BI Test Scripts, the State DW/BI Team's review of the Test Scripts passed by the SSI Vendor is in progress. Although the SSI Vendor's fail rate has decreased to 7.5%, the State DW/BI Team has reported a failure rate of 47% on the Test Scripts they have executed as of 8/29/25.

Table 5: Execution Results During Reporting Period

Status	SSI Vendor	State DW/BI Team
Test Scripts Planned	120	120
Test Scripts Executed	120	66
Pass	111	33
Fail	9	31
In Progress	0	2
Percent Passed Based on Test Script Execution	92.5%	50%

Analysis of the DW/BI defect triage report shows that no Critical Business Criticality SIRs have been opened and a majority of the High Business Criticality SIRs opened by both the SSI Vendor and the State DW/BI Team fall into two main categories: code-related and data-related issues. As a part of the System Testing DW/BI Exit Criteria, all Critical and High Business Criticality SIRs need to be resolved or have an agreed-upon disposition. The Figure below indicates that code-related SIRs are typically identified and were primarily resolved earlier in testing, suggesting an effective process for detecting and addressing this defect type. At the same time, data related SIRs have continued to rise over the reporting period.
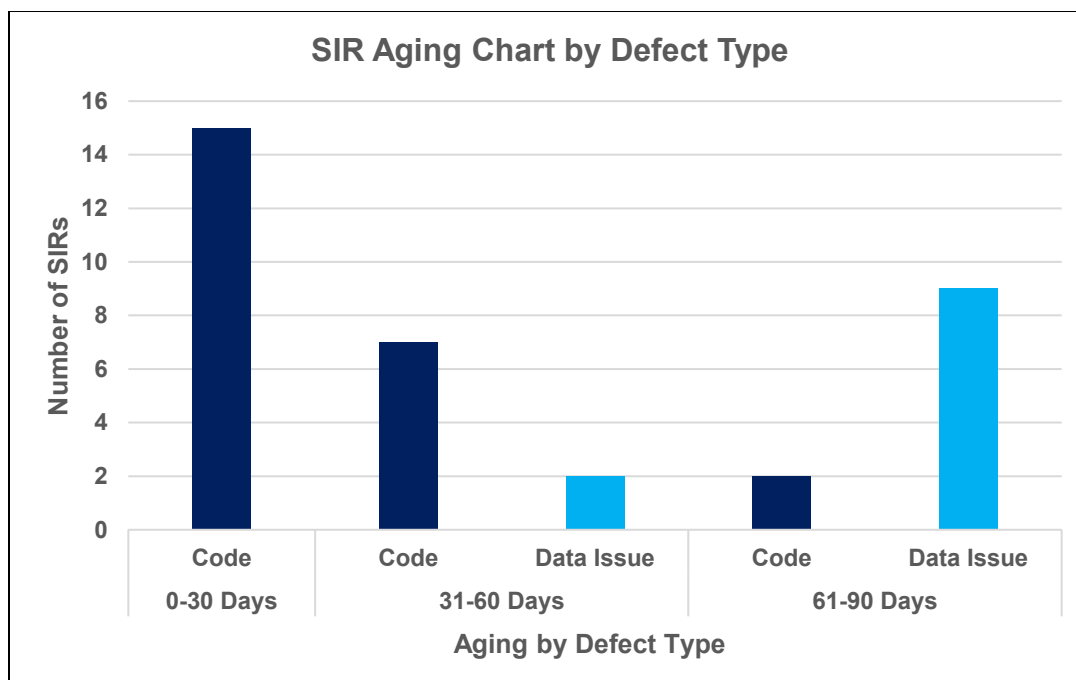
Figure 4: SIRs Aging by Defect Type

The SSI Vendor and the Florida PALM Project Team reviewed delivered reports in the Payroll, Finance, and Human Resources Subject Areas, leading to the cancellation of Test Scripts due to revised functionality and duplicative processes. This reduced the planned 144 Test Scripts to 120.

Analysis tasks for the Gap Analysis were completed as of 8/19/25 and will be summarized in Internal Work Product (I-WP) 390 – DW/BI Gap Analysis. The data elements identified in the Gap Analysis will be reviewed by the State DW/BI Team to determine which elements are needed to begin developing Self-Service reports.

Conversions

Mock Conversion 3 was fully executed, and all Critical and High-priority SIRs were resolved prior to 8/29/25. The SSI Vendor continues to resolve the remaining Medium and Low-priority SIRs while preparing for Mock Conversion 4.

Interfaces

In August, 387 Interface Test Scripts out of a total of 512 were scheduled for testing. Of those scheduled, 273 were executed, resulting in 143 passes and 130 failures, as seen in the Table below.

Table 6: Execution Results During Reporting Period

Status	Number of Test Scripts	Percent of Test Scripts Executed
Total Test Scripts Planned	512	N/A
Test Scripts Planned for August	387	N/A
Test Scripts Executed in August	273	N/A
Pass	143	52%
Fail	130	48%

The backlog of Interface SIRs increased from June to August, driven by growth in Medium-priority SIRs. High-priority SIRs declined, indicating progress in resolving the most critical issues. While Medium-priority SIRs are not blockers for the next Interface Testing Cycle, they should be monitored to prevent impacts on downstream activities. The accumulation of Medium-priority SIRs can extend resolution timelines, increase retesting demands, and place additional pressure on Development and Testing resources. The Figure below illustrates the backlog of unresolved Interface SIRs from June to August, grouped by priority.
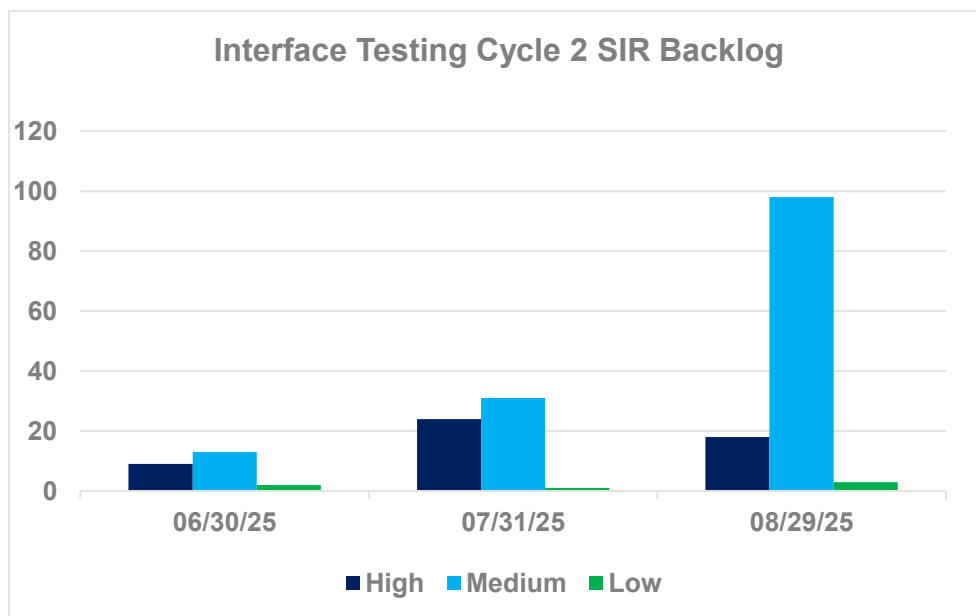

Figure 5: Interface Testing Cycle 2 SIR Backlog

From June to August, SIR closure activity focused on High-priority SIRs, with 85 resolved during August compared to 62 Medium and 10 Low-priority SIRs. This distribution demonstrates meaningful progress on the most impactful issues, while Medium and Low-priority SIRs accounted for a smaller portion of closures.

The Table below shows the three Interfaces with the largest share of unresolved SIRs.

Table 7: Largest Amount of Unresolved Interface SIRs

Interface	Total SIRs	Open SIRs	Closed SIRs	Percent Closed
API002	20	12	8	40%
API031	14	9	5	35.7%
ARI007	11	9	2	18.2%

These Interfaces account for nearly a third of the SIR backlog as of 8/29/25. Prioritizing remediation and root cause analysis on these items could help identify the underlying source of the SIRs, enabling targeted fixes, improved code quality, and more effective testing. It may also reduce the risk of recurring issues and informs process improvements to prevent similar SIRs in the future.

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

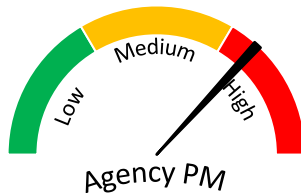### Florida PALM Implementation Readiness

Florida PALM Implementation Readiness Updates

The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator

Trend: Improving

Agency Project Management Updates

Agency RW Task Completion

The Florida PALM IV&V Team analyzed RW Tasks related to Preparing for UAT and Mock Conversion 3 activities. The Table below represents the current RW Tasks related to these two milestones.

Table 8: Agency RW Tasks-Preparing for UAT and Mock Conversion 3 Progress

RW Task	Category	Start	Finish	0%	25%	50%	75%	100%
573-B Complete and Submit End User Role Mapping Worksheet for Remaining End Users	People	7/14/2025	10/3/2025	10	11	9	5	0
587-A Complete Data Cleansing Based on Mock Conversion 3	Data	8/11/2025	10/3/2025	10	10	11	2	1
587-B Complete Data Cleansing Based on Mock Conversion 3	Data	8/11/2025	10/3/2025	7	4	3	8	13
587-C Complete Data Cleansing Based on Mock Conversion 3 - PCC001	Data	8/11/2025	10/3/2025	3	7	7	1	0
662 Submit Updated Configuration Workbooks	Data	8/11/2025	10/3/2025	14	12	8	1	0
661 Update Conversion Field Mapping	Data	8/11/2025	10/3/2025	14	12	8	1	0

As of 8/29/25, there were five weeks left to complete these RW Tasks, and the Florida PALM IV&V Team expects that the Agencies should be reporting at least 25% complete for each Task. Agencies reporting 0% progress may be an indication that they are not using the extra time to prepare for UAT, or that Florida PALM Project Tasks are not being prioritized until an updated UAT start date is communicated. The impacts to the Agencies for not completing these tasks on time include:

- End Users may not be loaded into Florida PALM with their Financials and Payroll roles for UAT.
- Agency-specific data may not be error-free or ready for UAT.
- FLAIR values may not align with Florida PALM's value mapping, which could result in additional challenges and issues for Mock Conversion 4.

Training Progress

The Florida PALM IV&V Team reviewed the Agency UAT Prerequisite Tracker Report in Smartsheet to assess Training progress. Agency SMEs are required to complete ten learning paths as part of the Prerequisite Training. Of the 840 identified users, 241 have completed all assigned paths. While all these learning paths are important to prepare for participation in UAT, the low completion rate of the Business Process Group Role Learning Path represents a potential concern. Not completing this learning path may limit SMEs' understanding of Florida PALM business processes, which impacts their ability to serve effectively as SMEs and leaders during UAT sessions.

While an updated start date for UAT has not yet been determined, current participation levels indicate a readiness gap. Agencies that delay completing Prerequisite Training will not be granted access to Florida PALM Project-hosted UAT sessions, increasing the risk of entering UAT underprepared. This may result in reduced testing quality, higher rework, and greater challenges with user adoption. While the delay to the start of UAT provides an opportunity to strengthen staff knowledge and readiness, those who have not completed Training may face steeper learning curves and increased risks to their testing.

Risk and Issue Analysis

The Florida PALM IV&V Team observed that the volume and criticality of Agency-reported Risks and Issues in August demonstrated relative stability compared to July. The Table below shows the running total of open Risks and Issues reported by the Agencies each month.

Table 9: Monthly Counts of Agency Open Risks and Issues

Issues	Mar 25	May 25	Jun 25	Jul 25	Aug 25
Open Issues	83	62	75	75	74
Critical or High	66	50	59	58	58

Risks	Mar 25	May 25	Jun 25	Jul 25	Aug 25
Open Risks	312	260	275	289	302
Risks Score 6+	147	127	140	149	155

Two new Issues were opened, and three Issues were closed, while nine new Risks were opened and five Risks were closed. As of 8/29/25, the Florida PALM IV&V Team observed that 10 open Issues and 75 open Risks were marked as "Confirmed" by the Agencies, indicating they have been assessed by the Agency as applicable and relevant for the July-August 2025 Bimonthly report.

Agencies raised concerns about a change to the KKI009 Interface, published in the Knowledge Center on 8/8/25, which removes the State Program from Florida PALM allotments. Initially, the State Program was included in the file layouts and business process documentation and recognized as a Chartfield. The update to remove it was made because no budget definitions in Florida PALM contain the State Program, so there would not be a place to store the value if it was

included in outbound files from KKI009. Agencies expressed concern that they may be unable to perform allotments without the State Program, which could lead to rework of business processes and supporting systems.

As of 8/29/25, the Florida PALM Project Team reinstated the State Program ChartField in the Agencies' allotment budget structure. A related RW Task will be released in September to enable the Agencies to select this field, and the KKI009 interface will revert to its prior version with the State Program field included.

Agencies are also facing ongoing staffing challenges resulting from the loss of SMEs, retirements, and unfilled vacancies. As of 8/29/25, 29% of open Issues classified as Critical or High, and 24% of open Risks scored 6 or higher, with either stable or increasing trends, are directly related to staffing shortages. Limited staffing capacity can potentially reduce Agencies' ability to effectively manage end-user role assignments, complete Florida PALM Project tasks, and sustain regular operational activities. While Agencies are involved in recruiting and onboarding replacements, the hiring and training process is time-intensive, which can lead to potential delays in readiness activities and increase the likelihood of late-stage risks or rework. The Florida PALM IV&V Team recommends that Agencies assess their staffing needs for UAT preparation and testing and use the delay to the start of UAT to onboard Testing and Training roles. Agencies could also consider developing a staffing continuity plan that includes:

- **Temporary backup resources:** Identify staff within the Agency who can step in during SME or resource transitions.
- **Shadowing arrangements:** Have incoming hires train alongside existing staff before transitions occur.
- **Task prioritization and sequencing:** Prioritize and sequence Florida PALM Project and operational tasks to ensure the most critical activities are addressed first within available capacity.

One Agency reported a dependency on data from a system managed by another Agency, but remediation support from the managing Agency's IT team had not been secured. This created a critical gap, preventing the dependent Agency from completing testing, validating data flows, and confirming business processes. As of 8/29/25, the managing Agency was directed to perform the necessary remediation, which should provide the dependent Agency with the required data to proceed with testing.

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

Florida PALM Agency Readiness

Focus Area Indicator
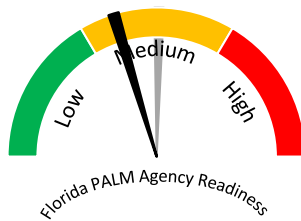
Trend: Improving

Florida PALM Agency Readiness Updates

Agencies are engaged in Interface Testing and collaborating with the Florida PALM Project Team to resolve issues before UAT. Most Agency Interface needs remained stable in August, with only minor updates reported that are not expected to impact their readiness. Agencies also continued third-party Interface remediation activities to align systems with business processes, including work dependent on third-party vendor systems.

Agencies are addressing role provisioning and access, with Security Access Management (SAM) activities ongoing. Some Agencies revised end-user role mapping after the Florida PALM Project Team identified that the initial approach included too many individuals for SME online testing.

The Florida PALM IV&V Team recommends the following for Agencies:

- Participate as contributors in the collaborative Agency Risk and Issue discussions and stay informed of all Agency Risks.
- Designate a single Interface lead to centralize questions and feedback, ensuring precise and timely communication with the Florida PALM Project Team and technical SMEs.

The Risk Rating for this Focus Area remains a Medium Risk but is improving from Medium Yellow to Low Yellow.

Agency Requirements and Design

Focus Area Indicator

Trend: Improving

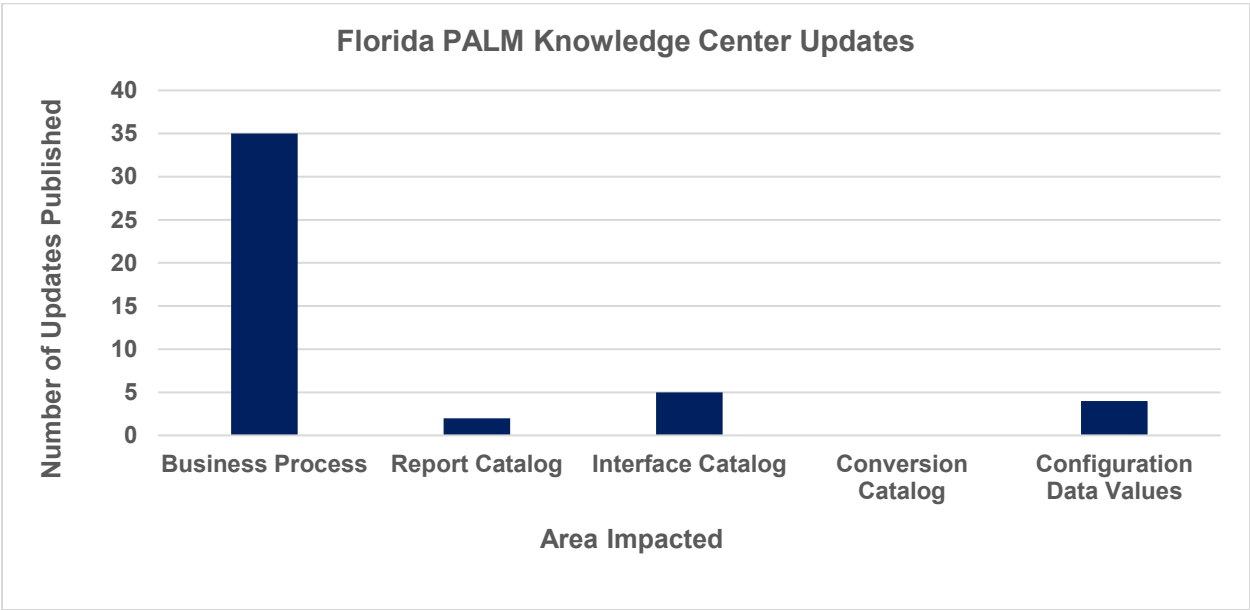**Agency Requirements and Design Updates**

Figure 6: Knowledge Center Updates

The Florida PALM IV&V Team observed 46 updates documented in the Florida PALM Knowledge Center for August. The updates were distributed across Business Processes (35), Configuration Data (4), Interfaces catalog (5), and Reports catalog (2). Regular updates to business processes, configuration data, and catalogs are critical to maintaining accuracy, completeness, and alignment with Florida PALM Project requirements. This activity helps ensure that the Agencies operate with current information and reduces reliance on outdated documentation.

The Risk Rating for this Focus Area has improved from a Medium to a Low-Medium Risk.

Agency Testing

Focus Area Indicator
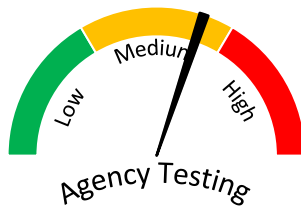
Trend: No Change

Agency Testing Updates

The Florida PALM IV&V Team observed that the Agencies were given three options to complete RW Task 574 – Prepare Documentation for User Acceptance Testing:

- Option I: Change Analysis Tool.
- Option II: User Story Inventory Worksheet.
- Option III: Agency Developed Inventory Outside of Smartsheet.

Each option offers distinct benefits relative to its influence on the overall quality and effectiveness of UAT engagement. Each option is also a tool to demonstrate the Agencies' readiness for UAT.
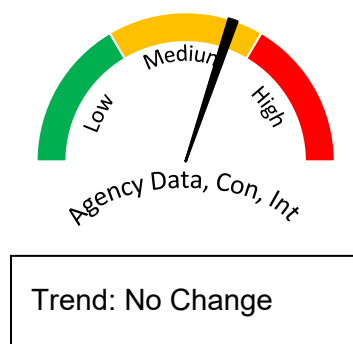
As of 8/29/25, the Florida PALM IV&V Team observed that 17 Agencies selected Option III, which allows the development of Agency User Stories outside of Smartsheet. Option III provides flexibility to create unique workflows, enhances buy-in, and increases ownership, but it also presents challenges for cross-Agency consolidation, standardization, and traceability.

Options I and II provide a standardized and structured method for creating User Stories. Although they may lack tailored Agency workflows and require context to bridge system changes to Agencies' day-to-day operations, these two options have the potential to strengthen traceability and requirements validation.

The Florida PALM IV&V Team recommends that Agencies consider using Option I or II to document User Stories where feasible. The Florida PALM Project Team could also consider establishing a process where outputs are linked back to the User Story Inventory Worksheet or Change Analysis Tool to provide full traceability from Agency-developed documents.

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

Focus Area Indicator

Trend: No Change

Agency Data, Conversion, and Interfaces Updates

Data

There are no updates pertaining to Agency readiness or progress related to DW/BI for August.

Conversion

The Florida PALM IV&V Team observed progress reported against RW Tasks 587-A thru C – Complete Data Cleansing Based on Mock Conversion 3 as indicated in the Agency Project Management Focus Area, and that some Agencies had previously continued Mock 2 data cleansing activities in preparation for UAT even though the RW Task is closed.

Interfaces

During Florida PALM IV&V touchpoints with the Agencies, five Agencies reported that some responses to Interface-related inquiries have taken up to four weeks. While these delays may affect the Agencies' ability to execute Interface testing on schedule, three of the questions were addressed by the Florida PALM Project Team as of 8/29/25, demonstrating recognition of the importance of timely support.

To improve communication and governance around Interface Testing, the Florida Project Team could consider performing a root cause analysis to understand the extended response times for this month. This may help identify potential process improvements or determine if additional support staff may be needed to assist RCs in managing inquiries and resolving Agency questions as more Agencies progress with Interface Testing Cycle 2.

The Risk rating for this Focus area remains Medium Risk

Agency Implementation Readiness

Agency Implementation Readiness Updates

The Florida PALM IV&V Team will report progress in this Focus Area once Agency Implementation efforts begin.

IV&V Information Requests

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

Table 10: IV&V Information Requests

Information Request	Date of Request	Status
None	NA	NA

Appendix A – Independent Software QA Procurement Assessment

Introduction

The Florida PALM IV&V Team has developed this assessment for the Independent Software QA Testing Procurement. The Florida PALM IV&V Team is including in this report a focus on the following assessed areas:

- A review to determine if the procurement supports Florida PALM Project objectives or needs.
- A review to determine if the procurement aligns with proviso language.
- A review to determine if the procurement clearly defines the expectations for the vendors.
- A review to determine if the procurement unduly restricts competition.

The intent of this procurement is to establish a standardized UAT practice for all Agencies to ensure consistent and effective testing across integrated systems with Florida PALM. The selected vendor is expected to centralize Agency testing efforts, improve efficiency, and reduce redundant work. Additionally, the selected vendor should identify opportunities to automate end-to-end business scenarios and implement automated testing where applicable to enhance efficiency.

The sections below provide additional details regarding the results and recommendations.

Review Results and Recommendations

Overall, the Florida PALM IV&V Team's review of the procurement found that the procurement documentation effectively supports Florida PALM Project objectives, aligns with the proviso language and promotes a competitive marketplace. Some of the recommendations included below may be applicable to the Florida PALM Project Team's evaluation of the responses received or during initial onboarding once a Vendor has been selected.

Does the procurement support Florida PALM Project objectives or needs?

Effective and efficient UAT is critical to both ensure the software meets the business needs of the Agencies and to ensure timely implementation of Florida PALM. Procuring an Independent Software QA Vendor will support Agencies by standardizing UAT and increasing efficiency, while automating Test Scripts will further improve the quality of Florida PALM. As such, the procurement aligns with the business objectives and supports the needs of both the Florida PALM Project and the Agency UAT activities.

Recommendation

As part of the review, the Florida PALM IV&V Team observed that the procurement did not specify minimum years of experience with UAT support tasks or require prior experience supporting Government entities. These requirements were excluded to allow broader competition, though the Florida PALM Project Team retains the right to reject resources lacking sufficient experience. In addition, the procurement did not require Vendors to submit sample templates or deliverables to demonstrate their ability to produce complete and comprehensive outputs.

The Florida PALM IV&V Team recommends that the Florida PALM Project Team carefully evaluate proposed resources to ensure they have the necessary experience to support UAT for a project of this size and complexity. Additionally, the Florida PALM Project Team should consider requiring the awarded Vendor to provide sample templates for all deliverables for review and approval, ensuring the documents are complete and comprehensive.

Does the procurement align with proviso language (if applicable)?

The Florida PALM IV&V Team observed that the language used in the procurement aligns with the proviso language for GAA Section 6 Appropriations 2218 for the procurement of an Independent Software QA Vendor for the Florida PALM Project. Examples include tasks associated with implementing automated testing and regression efforts across separate Agency business systems and evaluating if Florida PALM meets functional and non-functional requirements.

Recommendation

The Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team.

Does the procurement clearly define the expectations for the vendors?

While the procurement sufficiently defines the expected work to be performed by the Vendor, the Florida PALM IV&V Team identified areas where the Florida PALM Project Team may want to clarify expectations to ensure alignment once a Vendor is selected. For example, terms such as "centralized Agency testing efforts," "automated testing suites," and "adaptable testing tools" could be interpreted differently by the Vendor or Agencies, potentially leading to inconsistent execution or understanding of the requirements.

Recommendation

The Florida PALM IV&V Team recommends the following actions for the Florida PALM Project Team during onboarding of the selected Vendor and initial execution to reduce potential ambiguity and align expectations:

- Clarify the Vendor's responsibilities in coordinating testing activities, including leading test planning across Agencies, managing schedules, facilitating test execution, and defining their level of authority or decision-making.

- Develop a shared glossary and usage guide for all Agencies to define terms such as "automated testing suites" and "adaptable testing tools," ensuring consistent understanding and application.

- Confirm with the Vendor that their role is focused specifically on QA-related tasks and does not extend to broader project management duties outside the intended scope.

Does the procurement unduly restrict competition?

The Florida PALM IV&V Team found that for a project as large and as complex as the Florida PALM Project, the procurement requirements were appropriately specific to help ensure that desired UAT support services would be delivered by the selected Vendor. In one instance, the Florida PALM IV&V Team indicated that requiring proposed resources to have experience with

systems that "all integrate with the same ERP system" could potentially limit competition as few projects involve moving into a single ERP in the same way as the Florida PALM Project.

Recommendation

The Florida PALM IV&V Team recommends that the Florida PALM Project Team consider the value of resources with experience in ERP implementations involving integration across multiple systems and agencies when evaluating responses.

Appendix B – 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 11: Risk Probability Rating

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 12: Risk Impact Criteria

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 significant impact on the Project
5	Critical	Risk will have a significant 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 13: Risk Priority Ratings

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

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

Table 14: Risk Priority Definitions

Rating	Definition
High	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.
Medium	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.
Low	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.