



Florida PALM Project  
**IV&V Assessment Report - January 2019**  
Deliverable IVV2.2

Presented by:

Information Services Group Public Sector

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# 1 IV&V Monthly Assessment

## 1.1 Executive Summary

ISG began independent verification and validation (IV&V) services for the Design, Development and Implementation phase (DDI) of the Florida PALM Project (Project) with the July 2018 reporting period. IV&V observations are made by participating in project meetings and deliverable review processes, examining project work products, and conducting IV&V specific interviews with the Project Team and stakeholders.

During January, the Project continued to focus efforts on analyses and planning activities and prepared to launch the initial stages of agency engagement pursuant to the Solution Analysis and Design Strategy. Work was completed on key Organizational Change Management (OCM) deliverables. Technical requirements confirmation sessions and project team training began for the State's Systems and Data Strategy (SDS) Team. The Business Process Standardization (BPS) Team finalized preparations ahead of the kick off for the multi-month effort of agency engagement in system design.

*IV&V has observed overall that the Project continues to produce work products and deliverables according to plan and that results reflect the collaborative efforts of State and Accenture resources. Project Schedule management remains a top priority for both parties, and as a result, there is very little schedule variance. The conscious investment in collaboration has produced results that maintain high quality standards set since project inception. Sound fiscal management is demonstrated on a regular basis resulting in consistently high Project Cost Performance Index results.*

The PMO Team refined Project Schedule control activities by streamlining the ways individual managers submit updates. These refinements serve to enhance the audit trail and enable more efficient quality control analysis. On an ongoing and regular basis, PMO works with Project Leadership and Track Managers to assess the timing of deliverables and determine if it makes sense within the parameters of the contract to adjust delivery dates to be earlier or later than initially foreseen. Adjustments to delivery dates can affect and be affected by the availability of resources. This can be especially true when project activities planned for one fiscal period are rescheduled to a different period. The fact that major deliverable dates are set by contract can complicate matters when conditions arise that call for flexibility on interim deliverables.

The Florida PALM Project Plan and contract with Accenture contain deliverable due dates that are based on the State's approach to implementing the system statewide over multiple years. The methodology used to develop the delivery dates is based on industry best practices to assure the timeliness and quality of delivery and fulfillment of State requirements and expectations. This means that deliverables and the obligations to pay for them occur when they are planned to best suit implementation and are not set on a regular chronological frequency throughout the project.

*IV&V has observed track managers are engaged in the scheduling process and comply with procedures and deadlines for updates. Overall, the project schedule is a sufficiently detailed tool that is demonstrably used by every level of the project team.*

*IV&V has also observed that Project Leadership at all levels demonstrate a keen awareness of resource availability and the need to manage the project spending plan closely. Project Leadership also demonstrates appropriate long-range financial management planning and controls. As reported previously, the observed process cycle-time from request-to-release of budgeted funds indicates the Project should plan and communicate requests with enough lead time for decision-makers to process and release funds.*

*While the Project has not experienced disruption of operations due to delays in funding, IV&V continues to observe that the request-to-release cycle is somewhat longer and more frequent than typical for a project of this nature. Rather than attempting to spread releases evenly across the calendar year, IV&V recommends the Project work closely with budget authorities to align the request-to-release process closely with planned delivery of services, including contractually obligated date-certain major deliverables as well as interim deliverables. This will help to avoid risk to liquidity and to create the ability to commit resources to mid-term and long-term objectives with greater confidence.*

The SDS Team completed its first round of technical requirements confirmation sessions with the involvement of the BPS Team. The SDS and BPS Teams are conducting these reviews of technical and functional requirements, respectively, prior to loading the Requirements Traceability Matrix (RTM) (D49), which will be used to manage fulfillment of the State's requirements. The State SDS Team also continued extensive analysis of current data structures, definitions, dependencies, and interfaces between FLAIR/CMS and other systems and began to deliver these analyses to Accenture SDS teammates. Later in January the State SDS Team began PeopleSoft technical training that will continue through February.

*IV&V continues to observe that the current state analyses are very thorough, well documented and should be instrumental in helping the Project Team work with agencies to ensure all known factors are recognized and solutions are in place as agency implementation activities commence.*

The BPS Team completed functional requirements confirmation sessions to assure mutual understanding of each requirement, identify how the new system will fulfill each and establish the cross references that will be used to trace requirements through configuration/development and testing cycles to assure fulfillment.

Following Accenture's delivery of Leading Practice Workshops in December, during which representatives from 25 agencies along with members of the PMO, BPS, OCM and SDS Teams participated in focus groups, the BPS Team used the data gathered from participants to create an analysis contained in the Leading Practices Decision and Outcomes deliverable (D32). This deliverable presents dozens of leading practices as observed by Accenture based on experience in past projects like Florida PALM and considers each in terms of agency perspectives on its potential value to the State and the degree of change it represents to current state practices. The leading practice focus groups were organized in functional categories: Chart of Accounts; Managing Customer Records; Billing and Accounts Receivable; Accounts Payable; Reporting and Business Intelligence.

*As reported previously, IV&V observed agency representatives participated and provided inputs needed for the workshops to be productive.*

*IV&V observes the resultant analysis in D32 objectively captures the various opinions and reactions expressed by agencies. The deliverable is under review by the Project to share the results and affirm next steps. It is notable that almost all the leading practices presented by Accenture are regarded as having some relatively high degree of value. Many of the practices discussed are now inherent in the PeopleSoft application as it has evolved to meet market demands. Others can be supported by PeopleSoft without custom development.*

In preparation for the Representative Agencies Workgroups (RAW), pursuant to the Solution Analysis and Design Strategy (D18), the BPS Team created the Process Model Template and began drafting the Standardized Business Process Models (Models) (D54) to be presented as the Project Recommended Solution. These models combine the results from the State's efforts 2014-2016 with Accenture's PeopleSoft business process models to represent a design that includes the State's vision with the details that accurately describe how the actual Solution will be used. RAW activities are planned to share the Project's recommended design to gather feedback, consider alternatives, and make refinements where necessary.

*IV&V has observed that the level of detail and overall quality of the business process diagrams produced thus far for D54 are consistent with the prior iterations of Process Models produced by the State BPS Team. These diagrams are to be combined with their respective narrative documents to comprise the whole Business Process Model for each BPS Workstream and Business Process Area. IV&V has observed that the BPS Team has reintroduced peer review techniques to help expedited and enhance quality controls for these documents.*

The Requirements Management Plan (D22) was pending acceptance at the end of January. This deliverable serves to define the process for how the Requirements Traceability Matrix (D49) and reports will be used to plan for, coordinate, and execute requirements tracking and tracing activities as part of the overall testing and implementation strategies for Florida PALM. D22 was schedule for acceptance by 1/16/2019. As of the end of this reporting period, the deliverable has been reviewed by the State and was being updated to improve clarity.

*IV&V observes that D22 contains all of the material necessary to satisfy deliverable acceptance criteria and that the time spent to clarify certain aspects of the document is justified given the importance of its purpose, the need for it to be clear and unambiguous to readers outside of the project, and the fact that a modest delay in its completion will have no material impact on downstream activities.*

The Florida PALM Reporting Strategy (D38) was drafted and underwent reviews by the BPS and SDS Teams. D38 will define the myriad ways that users of the Florida PALM solution will be able to draw information from the system to support business processing, decision-making, and accountability. The strategy will address the use of reports delivered as part of the PeopleSoft product, reporting tools and approaches to ad-hoc reporting.

*IV&V observed that the collaborative reviews on D38 were productive and positive. The constructive feedback from the State teams helped to increase clarity within the document for the best practice alignment of reporting tool capabilities available within the Solution to the expressed Florida PALM reporting requirements. The teams also focused on differentiating the reporting goals in terms of these tools and whether data updates will be available real-time vs. next day. Review comments were discussed and the next draft needs affirmed. Accenture will update the document per meeting discussions and share with the SDS and BPS Teams for second draft review.*

The OCM Communications Plan (D25) and Communications Measurement Plan (D24) were completed and accepted during this reporting period.

The OCM Team continued to develop the Knowledge Transfer Plan (D34). This deliverable now details the sequence of topics and activities that will occur to transfer information to, exercise skills with, and confirm understanding by State resources on their assigned duties. Topics are aligned to ongoing roles of system administration, controls and maintenance. Each role is addressed in multiple learning methods. The plan includes a variety of approaches to accomplish the goal of building knowledge within the State teams.

*IV&V has observed that D34 includes instructional and practical exercises that take advantage of regular project tasks and rely on collaboration between State and Accenture teammates in a mentee/mentor relationship. The BPS and SDS managers have worked closely with the OCM Team to define roles and identify the best opportunities and timing to insert Knowledge Transfer activities into the course of regular project activities.*

The OCM Team continued work on executing the Organizational Readiness Strategy (D20) and the Change Champion Plan (D16). The Organizational Readiness Plan (D27) underwent review cycles during January. D27 details the activities and timeframes for developing agency awareness and understanding of what needs to be done, supporting agency internal preparations, and cultivating support for Project activities. The OCM Team continued to review and exercise PeopleSoft User Productivity Kits (UPK). UPK is PeopleSoft's online collaborative tool that will be used to create Florida PALM user instructions and support materials.





*IV&V continues to observe the OCM Team proactively engaged in the development of OCM track-specific deliverables while also facilitating cross-track engagement and cooperation via project communication efforts. OCM Team members are also working individually to build OCM business and software subject matter knowledge. These three types of effort promise to make OCM highly effect in communicating with, guiding, and facilitating agency readiness and change management activities.*

Continued on next page.

The following pages contain the IV&V monthly assessment in which ISG provides independent observations using an evidence-based rating method applied to fifteen standard project areas listed in the following table. Further information regarding ISG’s IV&V methodology can be found in deliverable IVV2.1, the Florida PALM IV&V Management Plan.

Project Areas		
General Project Management	Project Scope Management	Project Time Management
Project Cost Management	Project Quality Management	Project Human Resources
Project Communications	Project Change Control	System Capability
Project Stakeholder Management	Project Risk & Issue Management	Project Procurement
System and Acceptance Testing	Project Vendor Management	Project Training




The ratings are calculated using a five-point scoring range designed to objectively assess conditions in each project area based on evidence observed and examined. Each assessment is given a score between 1 and 5 with 1 being the highest severity and 5 to indicate no notable findings. Ratings are applied to multiple tasks or deliverables in each project area to calculate an average score for the area. The resulting score for each area is used to determine a status based on the commonly used scale of green, yellow, or red, as defined in the table below and indicated by an icon for each project area in the IV&V Dashboard.

Color	Icon	Description
Green		The assessment category or area is on track without material issues. The Project Team should consider any recommendation offered by the IV&V Team as process improvement opportunities only.
Yellow		The assessment category or area faces a challenge or set of challenges that could, if left unmanaged, negatively impact the Project’s outcome in terms of schedule, cost, or quality in the future. The Project Team should prioritize corrective action.
Red		The assessment category or area faces a challenge or set of challenges that threatens the Project’s outcome in terms of schedule, cost, or quality. The Project Team should take corrective action immediately.
White		During the project life cycle some project areas may not have activities underway. Project areas not assessed will be reported using a white icon.

When a project area is assessed and rated as red or yellow, ISG will provide a detailed description including status and actions taken, recommendations on potential solutions and contingency plans to resolve issues and reduce risk.



## 1.2 IV&V Overall Risk Summary

Overall Status			
Current Period	Prior Period	Overall Trend	Observations <i>Based on standardized IV&amp;V scoring</i>
			<ul style="list-style-type: none"> <li>• The DDI Phase continues to progress according to plan.</li> <li>• Resource allocation is monitored closely by Track Managers and PMO. Activities are allotted reasonable time to complete.</li> <li>• The project’s managerial and reporting structure supports staff development, process definition, quality assurance, and other functions necessary for project success.</li> <li>• Risks and Issues are being managed proactively and with a reasonable sense of urgency.</li> <li>• PMO demonstrates consistent and strong cost management practices.</li> <li>• Quality control, financial control, and vendor processes are established and consistently executed.</li> <li>• The Project regularly conducts proactive communications to stakeholders. Feedback from stakeholders to IV&amp;V indicates a high degree of satisfaction with project support.</li> <li>• An effective organizational structure combined with positive morale among staff continues to foster a collaborative environment.</li> <li>• Collaboration between the State Project Team and Accenture Team continues to produce results without some of the more typical challenges that occur on similar projects.</li> <li>• The IV&amp;V Team has identified no significant risks to DDI Phase activities.</li> <li>• The Project trend is positive as momentum increased toward producing deliverables and achieving project milestones.</li> </ul>

### 1.3 IV&V Monthly Assessment Dashboard

IV&V Dashboard			C U R R E N T	P R I O R
	PROJECT AREA	PROJECT AREA DESCRIPTION	Rating	
1	<b>General Project Management</b>	Consistent and effective project management processes are being used and coordinated within the Project and with Project participants to achieve desired results	■	■
2	<b>Project Scope Management</b>	Effective scope management practices are evident	■	■
3	<b>Project Time Management</b>	The Project is effectively managing the timely completion of the activities	■	■
4	<b>Project Cost Management</b>	The Project is routinely estimating, budgeting, managing, and controlling costs so that the project can be successfully completed	■	■
5	<b>Project Quality Management</b>	The Project is defining quality measures and using continuously improving processes to achieve intended results	■	■
6	<b>Project Stakeholder Management</b>	The Project has identified key individuals, groups or organizations that could impact/be impacted by the Project and is using the appropriate strategies to ensure stakeholder engagement on Project decisions, effective governance, and productive sponsorship participation	■	■
7	<b>Project Communications Management</b>	The Project team is identifying stakeholders and supporting timely, appropriate and accessible communications	■	■
8	<b>Project Risk &amp; Issue Management</b>	The Project is effectively identifying, analyzing, and controlling project risks and issues	■	■
9	<b>Project Procurement Management</b>	The Project is appropriately managing the acquisition of products and services needed from outside the project team and is effectively managing the resulting contracts over the life of the contract	■	■
10	<b>Project Vendor Management</b>	The Project is monitoring vendors and subcontractors to confirm they meet all requirements and managing performance where needed	■	■
11	<b>Project Human Resource Management</b>	The Project is acquiring, developing and managing appropriately skilled and adequately staffed project teams	■	■
12	<b>Project Change Control</b>	The Project is appropriately managing the change request process and potential impacts on project scope, project objectives and goals, and implications to the overall project plan	■	■
13	<b>System Capability Management</b>	The Project is effectively communicating technical process and security requirements (and changes to requirements), managing configuration/development activities, controlling software and environments to support project life cycle	■	■
14	<b>Project System and Acceptance Testing</b>	The Project has identified and developed the appropriate test scripts to evaluate and accept the system and supporting deliverables	○	○
15	<b>Project Training Management</b>	The Project is developing and delivering training to successfully prepare users for use of the new system	○	○

## 2 IV&V Detail Reporting

### 2.1 Project Risks

As of January, the Project has maintained five open risks logged in the SharePoint application used to record and administer risk identification, mitigation and resolution. Two of these risks are being actively mitigated by the execution of planned project activities. Three risks are being regularly monitored to determine if mitigating action is needed. All of the risks are categorized as stable indicating no imminent change to their probability.

All except one risk, Risk 169 pertaining to the project facility buildout (which has been mitigated), can be characterized as inherent to any long-term system implementation project that will impact a large organization.

- Two risks focus on the potential consequences of insufficient awareness, participation, and cooperation of stakeholders and major decisions on whether to proceed with the project at defined milestones. Each of these have active plans for mitigation underway as part of the Project's Risk Management Process and in the way the Project has integrated organizational change management in pursuit of its goals.
- Two risks recognize potential delays in key decisions if decision-making positions are vacated due to attrition and/or transition, and the potential emergence of new requirement mandates and their effect on the project plan. All of these are being actively monitored to determine if the Project will need to implement a mitigation plan.

*IV&V did not identify any other risks warranting action during the reporting period.*

### 2.2 Project Issues

The Project has no open issues logged.

*IV&V has not observed any other issues.*

## 2.3 Other IV&V Activities

During this period, the following deliverable reviews were undertaken by the IV&V Team as part of our ongoing role in the quality assurance process.

Subject	Activities	Description
D027	Review and recommendations on deliverable	Organizational Readiness Plan
D031	Review and recommendations on deliverable	Project Guidelines and Operating Principles
D032	Review and recommendations on deliverable	Leading Practice Workshops Decisions and Outcomes
D033	Review and recommendations on deliverable	Training Strategy
D034	Review and recommendations on deliverable	Knowledge Transfer Plan
D038	Review and recommendations on deliverable	Reporting Plan
D007	Review and periodic quality control analysis	Project Schedule
D025	Review and recommendations on deliverable	Communications Plan
D024	Review and recommendations on deliverable	Communications Measurement Plan
D022	Review and recommendations on deliverable	Requirements Management Plan

## 3 IV&V Contact Information

ISG (Information Services Group) (NASDAQ: III) is a leading global technology research and advisory firm. A trusted business partner to more than 700 clients, including 75 of the top 100 enterprises in the world, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; technology strategy and operations design; change management; market intelligence and technology research and analysis. Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry’s most comprehensive marketplace data.

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