ISG

Florida PALM Project

IV&V Assessment Report - October 2018
Deliverable IVV2.2

Presented by:

Information Services Group Public Sector

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1.1 Executive Summary

ISG began independent verification and validation (IV&V) services for the Design, Development and Implement 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 this reporting period, October 2018, the Project continued detailed scheduling and deliverable specification activities. State Project Team and Accenture resources also focused on the creation of multiple strategic planning and project management deliverables. The Project continues to fill open state positions and roll-on Accenture staff to provide resources necessary to produce work products and deliverables according to plan. The importance of completing staffing activities grows weekly as the planned workload increases.

As reported previously, the observed process cycle-time from request-to-release of budgeted funds indicates the Project should plan and communicate requests with sufficient lead time for decision-makers to process and release funds.

By the end of October, the Project completed multiple rounds of collaborative review and refinement to the Project Management Plan (D11), the Solution Analysis and Design Strategy (D18), and the Organizational Readiness Strategy (D20) which are the first major deliverables of the DDI phase to be presented for Executive Steering Committee review and approval in November (next reporting period).

- The Project Management Plan is a comprehensive document containing the agreed-upon processes, procedures, protocols, and accountabilities used to control project execution and enforce standards.

- The Solution Analysis and Design Strategy details how the Project will create and confirm the business specifications to be configured or developed in the new system. The BPS Team will use an iterative process that involves stakeholders from the Project, the Department of Financial Services, and every other State Agency that will use Florida PALM upon implementation.

- The Organizational Readiness Strategy describes the goals and multifaceted approach to preparing state agencies for the implementation of the Florida PALM system and supporting the business transition activities required to successfully operate using the new system.

The Project also began to close out the Transition Schedule used to bridge activities from the Pre-DDI phase to the DDI phase as the DDI Project Schedule deliverable (D007) neared completion. The DDI Project Schedule is on course to be submitted for acceptance at the outset of November. The scheduling activities are rigorous, detail oriented, and comprehensive. The move from the Transition Schedule to the ongoing DDI Project Schedule will provide even more clarity to the Project Team. PMO has already begun to communicate instructions and an orientation to the entire Project Team on how to best use the schedule as a resource.

From September through October, the OCM Training team organized and coordinated the delivery of intensive PeopleSoft functional training for the BPS Team (D9 Project Team Training). All courses were completed in October and covered each of the system modules in scope for Florida PALM. The SDS and OCM Teams participated in a subset of courses in preparation for the PeopleSoft technical training to occur later.

- The Teams completed the training program on PeopleSoft navigation, functionality and configuration of the software. This type of training is customarily delivered at the outset of projects to provide state resources with an orientation to the software, understanding of the software nomenclature and technical jargon used by the Accenture team, and insights into the process of configuring the software for operation.

- The enormous amount of information conveyed over a relatively short period in this type of training is sometimes very daunting to team resources. It is important to note that state resources are not expected to come away from this training fully capable of configuring the software. The value is in providing the BPS/SDS Teams with a foundation of knowledge that will help them engage, participate and expedite the learning curve to achieve higher levels of confidence and productivity as they work with their Accenture counterparts.

- Project team training also provides one of the earliest opportunities to identify how best to communicate the changes forthcoming for the state agency users who will be trained and required to use the new system.

The OCM and BPS/SDS Teams conducted a joint debriefing after conclusion of all courses to examine collated feedback and gather important items that emerged during training that will need to be incorporated into the later Florida PALM training program for agency users. Feedback from the BPS Team was constructively critical and generally positive.

PMO staff continue to work regularly with Track Managers to assign Project Team resources to tasks as part of the routine project scheduling activities. The high degree of organization and effectiveness of PMO operations was observed in the days preceding and immediately after October's hurricane occurred and recorded in Project Issue 17.

- In advance of the storm, the Project Team conducted a proactive assessment of works in progress and was directed to take steps to reduce the impact to productivity that would occur if the Project offices were without power.

- During the storm, the Project communicated efficiently using call trees to confirm team well-being, convey status reports and answer questions.

- Immediately upon state offices being reopened, the PMO worked with Track Managers to conduct a thorough review of work in progress and the impacts of lost time. Assessments were made to determine where the project schedule required adjustment.

- Due to the preparations made and the close supervision of work in progress, the impacts to project activities were minimal, and the Project was able to maintain course without major revisions to deadlines.

One area presenting an increased risk due to the hurricane is the Facilities Buildout. Risk 169 was logged during the prior period to recognize that external factors have the potential to affect the plan to relocate the Project to a new workspace that will accommodate the entire project team.

In the aftermath of the hurricane, demand for local construction and permitting services has escalated to a point where there may be a shortage of available services and materials to complete the Facilities Buildout on its present schedule. The Project continues to monitor the risk and has escalated the risk level from *Stable* to *Increasing*.

In an overall assessment of October activities, IV&V observed work being completed at an expected pace and on schedule, without major obstacles, and at mutually agreeable levels of acceptable quality.

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		
Project Integration 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 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** *Based on standardized IV&V scoring*
🟩	🟩	⬆	• The DDI Phase continues to progress according to plan. • Strategies are developed with clear goals, practicable approaches, and reasonable measures of success. • State Project Team positions are being filled concurrent with the on-site arrival of Accenture resources. • Risks and Issues are being managed proactively and with a reasonable sense of urgency. • Quality control, financial control, and vendor processes are established and consistently executed. • Planning and deliverable creation activities are focused on practical, value-added outputs and proceeding at an acceptable pace. • An effective organizational structure combined with positive morale among staff is fostering a collaborative environment. • Collaboration between the State Project Team and Accenture Team continues to produce results without some of the more typical challenges that occur when new teams are merged. • The IV&V Team has identified no significant risks to DDI Phase activities. • The Project trend is positive as momentum increased toward producing deliverables and achieving project milestones.

1.3 IV&V Monthly Assessment Dashboard

IV&V Dashboard			CURRENT	PRIOR
	PROJECT AREA	PROJECT AREA DESCRIPTION	Rating	
1	Project Integration Management	Consistent and effective project management processes are being used and coordinated within the Project and with Project participants to achieve desired results	🟩	🟩
2	Project Scope Management	Effective scope management practices are evident	🟩	🟩
3	Project Time Management	The Project is effectively managing the timely completion of the activities	🟩	🟩
4	Project Cost Management	The Project is routinely estimating, budgeting, managing, and controlling costs so that the project can be successfully completed	🟩	🟩
5	Project Quality Management	The Project is defining quality measures and using continuously improving processes to achieve intended results	🟩	🟩
6	Project Stakeholder Management	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	Project Communications Management	The Project team is identifying stakeholders and supporting timely, appropriate and accessible communications	🟩	🟩
8	Project Risk Management	The Project is effectively identifying, analyzing, and controlling project risks and issues	🟩	🟩
9	Project Procurement Management	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	Project Vendor Management	The Project is monitoring vendors and subcontractors to confirm they meet all requirements and managing performance where needed	🟩	🟩
11	Project Human Resource Management	The Project is acquiring, developing and managing appropriately skilled and adequately staffed project teams	🟩	🟩
12	Project Change Control	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	System Capability Management	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	Project System and Acceptance Testing	The Project has identified and developed the appropriate test scripts to evaluate and accept the system and supporting deliverables	⭕	⭕
15	Project Training Management	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 October, the Project has six risks logged in the SharePoint application used to record and administer risk identification, mitigation and resolution. IV&V did not identify any other risks warranting action during October. As noted above, Risk 169 pertaining to the project facility buildout has been adjusted to reflect an increasing probability due to the shortage of construction services following the hurricane.

2.2 Project Issues

There are no open issues to report this period.

2.3 Other IV&V Activities

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

Subject	Activities	Description
D012	Review and recommendations on deliverable	Communications Strategy
D016	Review and recommendations on deliverable	Change Champion Plan
D018	Review and recommendations on deliverable	Solution Analysis & Design Strategy
D020	Review and recommendations on deliverable	Operational Readiness Strategy
D022	Review and recommendations on deliverable	Requirements Management Plan
DED D024	Review and recommendations on expectations document	Communications Measurement Plan
DED D025	Review and recommendations on expectations document	Communications Plan
DED D031	Review and recommendations on expectations document	Project Guidelines and Operating Principles
DED D032	Review and recommendations on expectations document	Leading Practice Workshops Decisions and Outcomes
DED D036	Review and recommendations on expectations document	Security and Technical Compliance Strategy
DED D037	Review and recommendations on expectations document	Information Technology Controls Strategy

3   IV&V Contact Information

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For questions regarding this report, please contact:

Mark Fairbank, ISG Director
IV&V Project Manager
Mark.Fairbank@isg-one.com

or

Nathan Frey, ISG Partner
IV&V Principal
Nathan.Frey@isg-one.com