



Florida PALM Project
IV&V Assessment Report – January 2020
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.

January 2020 IV&V Summary

IV&V observed the Project continue to demonstrate a highly organized approach to planning and execution of work along with commensurate degrees of quality control and appropriate focus on risk management.

Before the close of the prior reporting period, the Project received important feedback from divisions within DFS, legislative appropriations staff, and agencies that prompted reconsideration of the approach to phasing the implementation.

IV&V observed the Project's decision to change the phased approach from one that was incremental by functionality as well as incremental by organization to a more streamlined implementation approach that phases by functionality, thereby extending the lead time for statewide agency implementations without increasing the overall duration of the project plan and schedule. IV&V identifies two major factors that contributed to the rationale for the decision:

1. *Partner systems and agencies need more time to comprehend the changes, identify specifications to effect the changes to their systems, and obtain budgets to make those changes.*

As reported earlier, the Project's implementation schedule has been organized to pursue the implementation according to an industry standard sequence of activities. The implementation schedule was not designed to sync directly with the annual cycle of agency budget requests for some agencies. The original Project schedule was created to implement incrementally over multiple waves. This would partially mitigate timing risks for agencies that needed to seek additional funding. However, the timing of the original schedule caused concerns among agencies that there would be insufficient time to obtain budgets and complete technical changes in time for July 2021.

2. *The complexities and labor intensity of the proposed Interim Business Process Models caused concerns among agencies that they would be burdensome for agencies and DFS – this was especially the case for inter-unit (agency-to-agency) business during the original interim period that would have required agencies to operate using both FLAIR and Florida PALM to complete transactions.*



Original Timeline: Phased by Functionality and Phased by Organizations								
Functionality	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Central FLAIR Replacement		Statewide 7/1/2021						
CMS Replacement		Statewide 7/1/2021						
Departmental FLAIR Replacement		5 Pilot Agencies 7/1/2021		Wave 1 Agencies 7/1/2023	Wave 2 Agencies 7/1/2024			
Payroll FLAIR Replacement						Statewide 1/1/2025		
Phase 2 Expanded Functionality							Statewide 7/1/2026	

New Timeline: All Agencies Implement Specified Functionality at the Same Time								
Functionality	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
CMS Replacement		7/1/2021						
Central FLAIR Replacement			7/1/2022					
Payroll FLAIR Replacement					1/1/2024			
Departmental FLAIR Replacement					7/1/2024			
Phase 2 Expanded Functionality							7/1/2026	

The shift from an approach that included phasing by function (Central/CMS/Departmental) and phasing by increments of the organization (Pilots/Wave1/Wave2) to phasing by function only (whereby all agencies implement at the same time for each function) is very positive because:

1. It streamlines and simplifies the approach, which makes it easier to explain and easier for agencies to understand.
2. It achieves the budget-timing objective of granting more time for agencies to develop Legislative Budget Requests (LBRs).
3. It eliminates the need for interim business processes associated with inter-agency business, which was the most complex and onerous aspect of interim business processes.

The new approach does retain portions of the interim concept, as Florida PALM will first replace Central FLAIR and become the book of record for budget and cash in July 2022, and then replace Departmental FLAIR in 2024. For 2 years, agencies will input their transactions and accounting adjustments in FLAIR, and these transactions will be interfaced each day to Florida PALM from which warrant/checks/payments will be issued.

As the new schedule is developed in detail and shared with partner systems and agencies, IV&V continues to rate the Time Management component of the standardized IV&V assessment in a yellow status. This assessment is pending the confirmation of project schedule milestones for testing by partner system organizations, who represent important integrated elements of the Florida PALM solution.

The change in approach makes it necessary for the Project to revisit many deliverables including strategies, business process models, interface inventories, and technical infrastructure. The Project is presently undertaking the necessary impact analyses to determine what modifications are needed to accurately reflect the changes presented by the new approach. It is likely that these changes to the schedule and deliverables will entail modifications to the contracted Statement of Work and present cost adjustments. As of this report, this evaluation is underway.

Organizational Change Management (OCM) Activities

The Project continued to conduct regular face-to-face meetings with agency representatives to manage activities contained in the Master Readiness Workplan (MRW). The MRW is a standardized plan of activities and deadlines developed by the Project and provided to each organization. The MRW can be added to and expanded in other ways by each organization to facilitate internal project practices. The standardized aspect of the MRW enables the Project to readily combine reports into a single, statewide master plan for agency readiness. The MRW milestones synch to the overall project schedule. Together these make up the Project's comprehensive statewide plan.

IV&V observed regularly scheduled meetings and conducted one-on-one interviews with agency liaisons as part of a focused assessment of OCM activities. Readiness Coordinators (RCs) reviewed the organization's planned dates for the tasks identified in the MRW and discussed the upcoming streamlining of MRW tasks to help organizations identify and focus on core tasks. In addition, RCs discussed tasks that are under evaluation during project re-planning. IV&V observed positive reaction to changes in the implementation schedule and adjusted waves. As planning moves forward, it will be imperative for the RCs to understand the timeline and impacts to all organizations. Interim Business Processes survey responses may provide valuable insights for RCs to understand how the new schedule impacts/address concerns.

As mentioned on the December report, IV&V observed varying levels of planning across the organizations with regards to the MRW and management of tasks. Some organizations expressed plans or interest in further developing the MRW for their internal management. Others are comfortable with the targeted list of tasks provided by the Readiness Coordinator at this point but expressed concern with their capacity to provide more detail closer to their wave implementation.

IV&V observed an ongoing effort to streamline the tasks included in the MRW to help organizations focus on upcoming tasks and forecast future tasks. During touchpoints, IV&V observed support from the organizations in simplifying the MRW. With the adjusted schedule, it will be important for agencies to clearly understand their responsibilities in each wave and for the MRW to reflect the full impact to those organizations that may have been planning their preparations with the expectation of being in a later wave.

During January, the Project continued to communicate with the Florida PALM community through multiple channels including the Florida PALM website, the Change Champion Network, posters and flyers, and via the Florida PALM email account.

During the organization touchpoints, IV&V observed the use and effectiveness of many communication channels. Agencies referenced questions they submitted through the Florida PALM mailbox and confirmed responses through their Readiness Coordinator or published FAQs. Readiness Coordinators provided Liaisons with hardcopy materials such as posters and postcards and discussed their distribution and quantities that they would need for their workspaces. In addition, they reinforced the location of print material on the Florida PALM website. The Communication Team and RCs may consider leveraging the postcards related to Treasury/CMS activities when discussing impacts to the organizations related to the first wave.

During IV&V organization interviews, agency liaisons expressed a desire for the organizations to see more of the solution and to have more peer-to-peer engagement. IV&V observed the project adapting existing plans for the Town Hall to an Open House format to provide the organizations with more exposure to the solution, the project team, and each other.

During the IV&V assessment interviews, participants frequently contrasted the Florida PALM project with the State's prior attempt to implement an ERP system (Project ASPIRE). They expressed satisfaction that the Florida PALM project was obtaining and applying stakeholder feedback and that the Project provides the vision, leadership, and focus required to succeed.

The Knowledge Transfer and Training (KT&T) team continued to provide knowledge-building information and initiatives to the Project Team during January, including online Project Team Orientation (PTO) training, Statement of Work (SOW) online training, and instructor-led infrastructure training.

The role of the RC entails frequent contact directly with agencies. Because of this, the RC will often be the first Project team member exposed to agency business concerns and/or potential issues requiring the Project's attention. It is important for RCs to have the knowledge and context to recognize these items.

IV&V observed an effort by the KT&T team to build this knowledge by conducting the first session of the New Information Needed for Journal Accounting (NINJA) training to increase functional knowledge across the OCM team.

While these initiatives provide broad exposure and context to the business functions and are beneficial, the Project may consider building deeper functional skills within the OCM team by aligning RCs by workstream in addition to organizations. As the project progresses, the availability of the BPS team will become more limited as their focus is pulled across activities such as testing, training review, and integration validation. With deeper skills in specific functional areas, RCs may be able to address some questions within the OCM team potentially resulting in a more expedient resolution.

Technical Activities

During the prior reporting period, the SDS team submitted the Oracle Cloud Infrastructure (OCI) Non-production Infrastructure Installation deliverable (D071) and completed round one project team deliverable review. D071 identifies and confirms environment components required to ready non-production environments in which to complete application configuration and development of reports, interfaces, conversions, software extensions, forms and workflows (RICEFW). In January, Accenture completed the preliminary build of five initial non-production environments located at the Phoenix data center. The Florida PALM Model Office environment data has been migrated to two of the non-production environments (Prototype and Development) within the Phoenix data center making these environments available for functional project needs. Also in January, the Configuration and Conversion non-production environments became available to support PALM project application configuration efforts that are scheduled to begin soon.

The SDS Team performed technical and functional environment validation of the non-production environments during January. The SDS Team leveraged the Accenture Enterprise Services for Government (AESG) standard environment validation checklist templates modifying each with Florida PALM specific validation points for continued use with future environment releases throughout the life cycle of the project.

IV&V observed thorough, coordinated and well documented validation of the non-production environments during the month of January. The Accenture team leveraged resources to expedite activities toward future production environment builds. The environment technical and functional validation processes identified infrastructure configuration and security role adjustments needed prior to releasing the environments for use. All items requiring immediate attention were promptly addressed. Additional infrastructure tasks pending completion (e.g., load balancer configuration, DFS-OIT network email server configuration) are expected to be completed ahead of scheduled downstream dependencies.





The Florida PALM team continued to facilitate Interim Reporting Options working group meetings with DFS-OIT, A&A, and Treasury teams during January. The teams refined the options and added system diagrams for each option, including Florida PALM and FLAIR reporting sources and tools. The diagrams help participants visualize and further identify advantages and disadvantages of each option. Additional meetings are planned to finalize refinements of proposed options and select viable options that offer the best means to fulfill state reporting needs.

IV&V observed progressive and productive evaluation and refinement of the reporting options. The project team endeavors to offer comprehensive approaches to state financial reporting using Florida PALM in its interim solution for pre-PALM historical data, and future standardized enterprise reporting needs. In addition to clarifying presentation and evaluation of the reporting options, the team is evaluating the adherence of each option to the project's data management and governance strategic goals as defined in the Florida PALM Data Architecture Strategy (D042).

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&V scoring</i>
			<ul style="list-style-type: none"> The DDI Phase is undergoing a rescheduling to adjust phases. Observed planning activities are consistent with the Project Management Plan and standard practices. The Project regularly conducts proactive communications to stakeholders including partner system organizations such as FFMIS, Pilot agencies, and Wave agencies. The Project has developed and consistently conducts a multi-faceted organizational change management program. The rescheduling provides extended time for many activities to be completed. This should enable the Project to secure commitment from partner system organizations and agencies to fulfill critical dependencies. Otherwise, there is a risk to the schedule. Risks and Issues are being managed proactively and with an appropriate sense of urgency. The Project is actively managing risk to the implementation schedule and has begun to restructure the Wave deployment schedule to address concerns relative to alignment of fiscal cycles. This restructuring does not alter the planned project duration. The project’s managerial and reporting structure supports staff development, process definition, quality assurance, and other functions necessary for project success. Resource allocation is monitored closely by Track Managers and PMO. PMO demonstrates consistent and strong cost management practices. Quality control, financial control, and vendor processes are established and consistently executed. An effective organizational structure combined with positive morale among staff continues to foster a collaborative environment. Collaboration between the State Project Team and Accenture Team continues to produce acceptable results. The Project trend is stable as work toward executing the statement of work and producing deliverables is proceeding according to plan.

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	General Project 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 consistently demonstrates the ability to manage completion of activities according to the project schedule. The schedule is currently under revision to provide additional time for partner systems and agencies to prepare. However, pending the Project's completion of dependent specifications, some critical partner systems may lack sufficient time to complete necessary accommodations to begin testing in accordance with the current project schedule.	◆	◆
4	Project Cost Management	The Project is routinely estimating, budgeting, managing, and controlling costs.	■	■
5	Project Quality Management	The Project has defined quality measures and uses continuously improving processes to achieve intended results. The State expresses clear and thorough expectations for quality. Accenture responds positively to address concerns.	■	■
6	Project Stakeholder Management	The Project has identified key individuals, groups or organizations that could impact/be impacted by the Project and uses consistent outreach strategies to ensure stakeholder engagement on Project decisions, effective governance, and productive sponsorship participation.	■	■
7	Project Communications Management	The Project team routinely identifies internal and external stakeholders and supports timely, appropriate and accessible communications.	■	■
8	Project Risk & Issue Management	The Project is effectively identifying, analyzing, prioritizing, 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 begun to identify use cases to support the development of test scripts to evaluate and accept the system and supporting deliverables.	■	■
15	Project Training Management	The Project has begun to develop the training needs assessment to inform the creation and delivery of end user training to successfully prepare employees for use of the new system.	■	■



2 IV&V Detail Reporting

2.1 Project Risks

As part of rescheduling activities, the Project has begun a thorough review of the previously logged risks and is working to identify potential risks associated with the rescheduling effort itself.

As reported last period and described in Section 1 of this report, the assessment score for Project Time Management has been adjusted to reflect the risk presented by the timing of confirmed design details for interfaces and system modifications required to implement the solution. This includes modifications to FLAIR to support business processing during the interim period between the replacement of Central FLAIR and the replacement of Departmental FLAIR. The Project needs to secure the commitment of partner systems of FFMIS and STMS to be ready to implement on schedule.

A rating of yellow indicates a challenge that could, if left unmanaged, negatively impact the Project’s outcome in terms of schedule, cost, or quality. The Project Team has prioritized corrective action, as described below.

	PROJECT AREA	PROJECT AREA DESCRIPTION	Rating	
3	Project Time Management	The Project consistently demonstrates the ability to manage completion of activities according to the project schedule. The schedule is currently under revision to provide additional time for partner systems and agencies to prepare. However, pending the Project’s completion of dependent specifications, some critical partner systems may lack sufficient time to complete necessary accommodations to begin testing in accordance with the current project schedule.		

In addition to witnessing Project leadership’s decision to exercise contingency plans and begin rescheduling of phases, IV&V has noted continuous collaboration between the Project and partner system organizations. The project continues to share design details, including standard layouts to support preliminary interfaces. This work should continue using the best information available. As design details are finalized, all parties should recognize that development efforts may need to adjust. To take no action until every detail is finalized would only squander the extended time available and increase the risk to the project schedule. To reduce this risk and improve this assessment rating, the Project needs to confirm commitments from all FFMIS and other partner system organizations whose systems are integral to the Florida PALM solution.

No new project risks were logged during January. Eighteen (18) risks remain open in the following statuses:

- Mitigating: 12 are being actively mitigated by project management techniques, including the activities that address the risk directly or that enhance already planned activities to avoid or otherwise prevent the risk from affecting project outcomes.
- Monitoring: 6 are being monitored to identify when their probability of affecting the Project increases to the point that mitigation is required.

2.2 Project Issues

The Project had no open issues logged during this reporting period.

Beyond the situations described in Section 1 of this report and the observed actions already undertaken, IV&V did not observe additional project issues requiring action.

2.3 Other IV&V Activities

During this period, IV&V observed and participated in activities involving the following deliverables as part of our ongoing role in the quality assurance process.

Subject	Activities	Description
D048	Review and observations on deliverable	Conversion Inventory
D062	Review and observations on deliverable	Workforce Transition Plan
D064	Review and observations on squad activities	RICEFW Inventory
D066	Review and observations on deliverable	Chart of Accounts Design
D069	Review and observations on deliverable	Testing Strategy
D071	Review and monitor build schedule; attend status and working build sessions	Non-production Infrastructure Build
D075	Review and observations on deliverable expectations document	Conversion Extract Layouts
D076	Review and observations on deliverable expectations document	Published Interface Layouts
D088	Review and observations on deliverable expectations document	Master Data Configuration Workbooks
D127	Review and observations on deliverable expectations document	Production Support Strategy
D169	Review and observations on deliverable	Business Benefits
I-WP06	Review and observations on internal work product	Current State Interface Research & Analysis
I-WP010	Review and observations on internal work product	Interfaces and Connections Inventory
I-WP012	Review and observations on internal work product	Reporting Inventory
I-WP016	Review and observations on internal work product and squad activities	Functional Design Specifications
I-WP296	Review and observations on internal work product	Interim Business Process Models



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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