Oversight Analysis Executive Summary

Background

The Florida Planning, Accounting, and Ledger Management (PALM) Project (the Project) is a multi-year initiative to replace the State of Florida's accounting and cash management systems with a financial management solution. The Project is considered to be one of the largest information technology projects in the history of the State of Florida. Because of this, oversight and transparency are of the utmost importance in project planning, risk management, and execution. While the Project's governance structure includes a 15-member Executive Steering Committee (ESC), there are two separate external reporting oversight entities for the Project: 1) Agency for State Technology (AST), and 2) Independent Verification and Validation (IV&V). Additionally, the Project performs a self-assessment of the Project's performance.

Agency for State Technology (AST)

AST was established in 2014 by the Florida Legislature to develop and publish information technology policy for the management of the State's information technology resources, oversee the State's essential information technology projects, and manage the State Data Center.[1] Pursuant to 282.0051(15)(a), Florida Statutes (F.S.), AST provides oversight to the Department of Financial Services projects that have total project costs of $25 million or more. AST assesses the Project on a quarterly basis using criteria established in Chapter 74-1, Florida Administrative Code (F.A.C.).

Independent Verification and Validation (IV&V)

IV&V is defined in Subsection 74.1 (2)(a)17, F.A.C. as a review of project plans and other project artifacts by an independent third party. The primary purpose of IV&V is to provide an objective assessment of products and processes throughout the project management lifecycle. In addition, IV&V facilitates early detection and correction of issues, enhances management insight into risks, and ensures compliance with project budget, performance, and schedule requirements. IV&V has no technical, managerial, or financial interest in the project and has no responsibility for or participation in any other aspect of the Project.

Oversight Approach

AST Approach and Components

AST produces and publishes a monthly Key Performance Indicator (KPI) Dashboard that evaluates risk in the following categories: scope management, schedule management, cost management, risk management, issue management, and overall Project status. Each category is assigned a color (green, yellow, or red) to indicate risk level. Table 1 below provides a legend for each color. AST is to report to the Executive Office of the Governor (EOG), the President of the Senate, and the Speaker of the House of Representatives at least quarterly if AST identifies a project to be high risk due to exceeding acceptable variance ranges defined and documented in a project plan. All monthly KPI Dashboards may be accessed through the Project's Oversight webpage.

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[1] Information taking from the Agency for State Technology website at http://www.ast.myflorida.com/

Table 1: AST KPI Scoring Color Legend

Color	Risk Level
Green	Low
Yellow	Medium
Red	High

IV&V Approach and Components

At the end of each month, IV&V produces and publishes a Monthly IV&V Assessment Report that evaluates the following Project areas: overall status; execution; governance; procurement and contracts; quality management; and communications and outreach. IV&V is not required to assess the Project using the same categories, methodology, and/or compliance with AST assessment criteria. Each IV&V assessment category is assigned a color (green, yellow, or red) to indicate risk and performance level. Table 2 below provides a legend for each color. All Monthly IV&V Assessment Reports may be accessed through the Project's Oversight webpage.

Table 2: IV&V Assessment Category Scoring Color Legend

Color	Descriptions
Green	The assessment category or area is on track without material issues.
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.
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.

Project Approach and Components

The Project evaluates the performance of the following Project areas on a monthly basis: cost; schedule; risks; issues; scope; quality; and staffing. Each Project performance area will be assigned a color (green, yellow, or red) to indicate performance level. Table 3 below provides a legend for each color.

Table 3: Florida PALM Project Area Scoring Color Legend

Color	Descriptions
Green	The performance area or area is on track without material issues.
Yellow	The performance area faces a challenge or set of challenges that could, if left unmanaged, negatively impact the Project's outcome.
Red	The performance area faces a challenge or set of challenges that is threatening the Project's outcome.

Oversight Analysis Quarterly Dashboard

Side-by-side comparisons of oversight assessment data will be posted to the Project's Oversight webpage. The oversight assessment data will include the last month of the current quarter assessment for AST, IV&V, and project performance review.

Florida PALM
Planning, Accounting, and Ledger Management

Department of Financial Services
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March 2019 Update

Assessment Criteria	AST Assessment (Monthly*)	IV&V Assessment (Monthly*)	Project Performance (Monthly*)	Project Comment (As Needed)
General Project Management	G	G	G	
Project Scope Management	G	G	G	
Project Time Management	N/A	G	G	
Project Cost Management	G	G	G	
Project Quality Management	N/A	G	G	
Project Stakeholder Management	N/A	G	N/A	
Project Communications Management	N/A	G	N/A	
Project Risk & Issue Management	G	G	G	
Project Procurement Management	N/A	G	N/A	
Project Vendor Management	N/A	G	N/A	
Project Human Resource Management	N/A	G	G	
Project Change Control	N/A	G	N/A	
Project System Capability Management	N/A	G	N/A	

*Reflects status for last month in quarter.
N/A reflects measure not tracked by entity.