



Florida PALM Project
IV&V Assessment Report – April 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.

April 2020 IV&V Summary

Overall, the Project continues to be in a green status when measured against standardized project management criteria. IV&V assesses the Project to be in a yellow status in one area: Project Time Management. This is due to schedule risks described in this report and officially logged by the Project to ensure the risk is evaluated and managed on a regular basis.

In April, the Project accepted three notable deliverables that represent tangible progress toward establishing the Florida PALM solution. Those are D48 Data Conversion Inventory, D71 Non-Production Infrastructure Installation, and D127 Production Support Strategy. D48 identifies the conversion programs and source data needed to support the Florida PALM solution through the CMS, Central, and Departmental Waves. Items in D48 align to the conversion work units for reports, interfaces, conversions, extensions, forms, and workflows (RICEFW) within the D64 RICEFW Inventory deliverable. D71 establishes the technical infrastructure into which the multiple Florida PALM environments will be built and used to configure, develop, and test the software, and train users. D127 encompasses the considerations the Department needs to prepare for and provide support to the Florida PALM system and user community when the system is in production.

As reported earlier, following the March 13, 2020 declared COVID-19 emergency, the Department shifted the entire project team to working from home. The transition was orderly, rapid, and had the team of over seventy people operating remotely within two business days.

As of the end of April, seven weeks had elapsed since the transition to working from home.

IV&V has observed the Project continue to conduct day-to-day operations that include long-range planning, business analysis and designs to produce software configuration and development, installation of infrastructure and multiple environments to support the cloud-based solution. The Project continues to maintain frequent and regular interactions with the thirty-nine state agencies participating in the implementation. The Project has also continued regular collaboration with partner system organizations because the Florida PALM solution relies on interfaces to other enterprise state systems, including those used for banking and investments, state purchasing, legislative budget development, human resources administration, and employee travel administration.

All of this has been accomplished working from home without major hindrances or interruptions to services. Execution of tasks and production of work items has been, for the most part, on schedule and observed productivity is high. Quality of work also continues to be good as project leadership has demonstrated effective reviews and acceptance cycles.

IV&V observes the following four factors contributing to this successful transition:

Factor 1: Technology

The combination of communications and work-sharing tools such as Skype, Go-To-Meeting, SharePoint, and Microsoft Teams, has enabled the project team to facilitate a diverse set of meeting styles and exchanges of information.

IV&V observes that the project has been able to leverage the multiple toolsets to select the right tools for the situation and get the job done. The project has also placed importance on the use of video conferencing (rather than simply voice) to foster interpersonal engagement like that which occurs in the office environment and in-person meetings.

Occasionally, the Project has encountered audio interruptions during day-to-day meetings but less so during multi-agency meetings. The lack of face-to-face interactions has made it a challenge in some instances involving larger groups to assess audience engagement in real-time. Feedback received from participants has been generally very positive. Less frequently, individual team members have experienced temporary loss of internet services. This condition has been reported widely to have affected many communities.

Factor 2: Clarity

The project team continuously maintains focus on developing a deep understanding of how Peoplesoft will be used to meet Florida PALM business requirements and the concepts embodied in the future-state business process models. The discipline applied to the creation of the models has produced results that conform to standardized practices and processes that serve public and private organizations worldwide. The Project set out to limit the demand for customization wherever possible.

IV&V observes the clarity achieved in the Florida PALM approach results in the Project having an extraordinarily low number of planned software customizations (<25) and that most of these represent elaborate configurations as opposed to full-fledged development items. Because of this, expectations are clearer, confusion is avoided, and deliberations have a foundation on which to return when analytical activities get bogged down.

Factor 3: Organization

Project managers at each level devote significant attention to details and to the organization of the team, work processes, planning and scheduling, and the protocols for State/Accenture interactions. Much of these are prescribed in the comprehensive project management plan (PMP). The PMP was one of the earliest deliverables and is the product of close collaboration between the two organizations and has been put into operations.

IV&V observes the Project's focus on project scheduling and time management has helped prevent slippage and risks to the critical path. The regular cycle of schedule development, commitments, and measurement along with readily accessible metrics enables speedy assessments and accountabilities. Additionally, status reporting on deliverables and supervision of individual team members is enhanced using more detailed tracking worksheets that are used to record daily progress on work units contributing to deliverables and milestones. At the same time, leadership regularly promotes activities that foster teamwork, camaraderie, and work-life balance.

Factor 4: Trust

The factor of trust is powerful, delicate, and difficult to measure. Each of the three elements described above enable the project team to focus on the work needed to fulfill project objectives and make steady progress toward its goals. Strong support of these concepts has been demonstrated by leadership and has helped to create a culture of collaboration, respect, and accountability. As pressures increase in the normal course of a large, complex project and as a result of external crises like COVID-19, high-functioning teammates develop working relationships which foster the confidence needed to work remotely from each other and produce expected results.

IV&V observes that because these factors are in place, the project team has been able to undertake complex, intensive activities that demand peak capacity and produce satisfactory results with an astonishing absence of conflicts. The culmination of this is mutual trust. This trust has been earned by diligence, perseverance, and teamwork. This trust also underpins the day-to-day interactions occurring during the COVID-19 emergency to make them efficient, productive, and effective.

As the Project proceeds under these circumstances, challenges are sure to come. The State and Accenture must continue to work through the details of re-planning each Wave, while maintaining commitments to scope, cost containment, quality, and operating principles. However, by maintaining a culture of collaboration, respect, and accountability, the State and Accenture can avoid the pitfalls that too often erode trust and threaten productivity.

Schedule Risks

At the end of April, many state agencies continued to report operating with reduced staff and/or staff working remotely as a result of the response to COVID-19. This has somewhat affected the availability of DFS divisions and agency representatives to participate in project activities. If staff is unavailable, upcoming work to design conversion details, configuration details, and interface details may incur delays.

IV&V observes the dependency on staff from DFS and other agencies is most critical to designing and developing how the functionality of Florida PALM will interface with FLAIR and agency business systems during the transition state. DFS Division staff were able to fulfill requests and provide critical information to the Project throughout the reporting period resulting in no loss of time.

The State's contract with Accenture allows Accenture to use teams located outside of the project site to perform configuration and development activities in support of the onsite project team, with the stipulation that this work be performed only at Accenture facilities. In response to COVID-19, Accenture employees have been ordered to work from home. As of the end of April, the Project established enhanced protocols and technical connection requirements to enable the affected employees to work remotely in a controlled and secure manner. Until all off-site resources are fully enabled through these processes, the off-site team is unable to access project information.

IV&V observes that Accenture mobilized additional local resources as a contingency plan to augment the project team should the off-site team continue to be inaccessible. Accenture reported earlier that, if access were not restored before mid-April, risk to the project schedule would steadily increase. As of April 30th, Accenture indicated progress on equipping and preparation to mobilize off-site resources.

Re-Planning Activities Continue

Analysis, review and discussions continued between State project leadership and Accenture project leadership on the rescheduling of project deliverables and the implications for timing and deployment of resources. The senior management team met regularly throughout April to review Accenture's proposed staffing and deliverable changes in response to the revised implementation approach and to clarify expectations of work activities, levels of effort across teams, and timing (including fiscal year shifts). Late in April, Accenture began to present proposed pricing changes associated with the re-planned approach.

As reported earlier, the change in approach makes it necessary for the Project to revisit many deliverables, including strategies, business process models, interface inventories, and technical environment plans.

During April, IV&V observed the Project execute impact analyses to determine what modifications are needed to reflect the changes presented by the new approach. It remains likely that these changes to the schedule and deliverables will entail modifications to the contracted Statement of Work and result in cost adjustments. As of this report, the State has begun to assess the initial cost proposal from Accenture and negotiate contract changes. Accenture continues to indicate that proposed fiscal impacts will not affect FY2019-2020 or FY2020-2021.

Engagement Activities

The Project and many agencies performed work remotely due to COVID-19 workplace restrictions but conducted touchpoint meetings by teleconference or video conference with agency representatives to manage activities contained in the Master Readiness Workplan (MRW).

In April, the project released instructions for several MRW tasks relating to the CMS Wave in addition to ongoing tasks. Although this initially seemed like a jump in the requested agency activity from the project, IV&V observed an increase in the agency liaisons understanding of the effort involved when Readiness Coordinators (RCs) walked through current and upcoming tasks during agency touchpoints. During these video conference and teleconference touchpoints with agency liaisons, RCs continued to check in regarding the challenges that the agencies may be having as they transition to remote operations and any potential project impacts. Apart from a limited number of tasks from a few agencies with unique COVID-19 operational impacts, agencies were able to complete the tasks due in April. As of this report issuance, all April tasks were completed. It is notable that these tasks included all agencies having established and fully staffed their Florida PALM Change Champion Networks.

During April, the Project continued to prepare for the CMS Wave. As part of this effort, the Knowledge Transfer and Training (KT&T) team began to design work units for this wave.

IV&V reviewed the training design template and review process and observed training design sessions. The training team performed peer reviews and engaged members of the BPS team as needed for content validation and design review. As with all aspects of the CMS Wave, it is important to make sure that effective knowledge transfer is occurring to the State of Florida training staff. The limited scope of the CMS Wave provides opportunities to reinforce their understanding of training resources, process and effectiveness before moving to future waves that have more business processes and increased statewide agency impact.

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.





IV&V observed the Project updating communication channels with information relating to the CMS Wave, released MRW tasks, and agency-specific inquiries. The project conducted several outreach initiatives to foster awareness and support agencies in completing MRW tasks including the Town Hall and CMS Wave Office Hours. The virtual Town Hall was well attended, and IV&V observed positive agency feedback during touchpoints following the session.

In an effort for continuous improvement, the Communications Team performed a lessons learned session during April. They assessed the effectiveness of messages, templates, channels, and process. Similar to knowledge transfer mentioned above, this type of assessment is valuable in not only serving current wave communications needs but also in preparing for future waves.

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 has been rescheduled to adjust phases. Observed planning activities are consistent with the Project Management Plan and standard practices. As part of a multi-faceted organizational change management program, the Project regularly conducts proactive communications to stakeholders, including partner system organizations such as FFMIS and state agencies. The Project has made good use of available technologies to support remote operations during the COVID-19 emergency. 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 execution of project activities and the implementation schedule. The risk associated with turnover in key positions remains high, as the Project has experienced such, and the multi-year, multi-phase implementation approach increases the probability of occurrence. The project's managerial and reporting structure supports staff development, process definition, quality assurance, and other functions necessary for project success. Cost management and resource allocation are monitored closely by Track Managers and PMO. Quality control, financial control, and vendor processes are established and consistently executed. 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 has been revised to provide additional time for partner systems and agencies to prepare. The Project has communicated schedule revisions and design details for interface layouts. The Project needs firm commitment from critical partner systems (DFS and DOR for CMS Wave) to the project schedule. Additionally, the COVID-19 emergency presents resource availability challenges that may increase risk to the scheduled completion of interface development activities.		
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 fully staffed the Testing Team and continues 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 conducted the training needs assessment and has begun to create the inventory of training curricula for delivery of end user training to successfully prepare employees for use of the new system.		

2 IV&V Detail Reporting

2.1 Project Risks

The assessment score for Project Time Management remains in a yellow status to reflect challenges presented to the Project Schedule. Specifically, as the Project continues to communicate schedule and design details, IV&V will monitor engagement with partner system organizations and agencies for signs of concurrence and commitment to the project schedule. Additionally, the continuation of the COVID-19 emergency and the enforced mitigation strategies may impact resource coordination and availability for the on-schedule development of interfaces.

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 has been revised to provide additional time for partner systems and agencies to prepare. The Project has communicated schedule revisions and design details for interface layouts. The Project needs firm commitment from critical partner systems (DFS and DOR for CMS Wave) to the project schedule. Additionally, the COVID-19 emergency presents resource availability challenges that may increase risk to the scheduled completion of interface development activities.		

The PMO has recognized these risks as well as potential mitigations and recorded them in the Project Risk Log during March.

Twenty-six (26) risks remain open in the following statuses as of April 30, 2020:

- Mitigating: 18 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: 8 are being monitored to identify when their probability of affecting the Project increases to the point that mitigation is required.

During April, three (3) risks were removed from the Risk Log:

Risk 175: If FY 20/21 Proviso identifies new mandates for the Project, then these could impact items on the Schedule.

IV&V observes that while Risk 175 Status field is listed as Closed-Completed and that the Project has engaged with Legislative staff to clarify expectations, identify actions needed satisfy Proviso, and thereby reduce the risk of uncertainty.

Risk 193: If Florida PALM team members do not have adequate OCI RDS access with Microsoft Office Licenses the Project may occur delays in configuration/development activities.

IV&V observes the Status field indicates Closed-Completed, and the risk has a 4/15/20 status update of a decision to close the risk. The Date Closed or Removed field received a date of 4/15/20.

Risk 204: If current health advisory restrictions continue, the Project may encounter challenges onboarding (i.e., new resources) new Project team members.

IV&V observes the Status field indicates Closed-Completed, and the risk has a 4/29/20 status update of Risk Closed. The Date Closed or Removed field received a date of 4/29/20.

During April, one (1) new risk was logged:

Risk 208: If Department of Economic Opportunity (DEO) requires assistance handling the influx of unemployment claims by the citizens of Florida due to COVID-19, the Project may experience delays creating training curriculum.

IV&V understands the Project has taken the necessary mitigations steps by identifying resources to take over responsibility for tasks if needed, and no further action is required at this time.

2.2 Project Issues

Former Risk 203 was recategorized as an Issue:

Issue 21: Some Contractor team members are not able to access secure bay to perform Project work.

As indicated earlier in Schedule Risks in Section 1 of this report, IV&V observes that, Accenture indicates progress on equipping and preparation to mobilize off-site resources. This risk is prioritized as Critical and is related to Schedule Item D172 Project Schedule which has a 5/22/2020 due date.

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
D027	Review and observations on deliverable	Organizational Readiness Plan
D048	Review and observations on deliverable	Data Conversion Inventory
D069	Review and observations on deliverable	Testing Strategy
D071	Review and observations on deliverable	Non-Production Infrastructure Installation
D074	Review and observations on deliverable expectations document	System Testing Plan

D080	Review and observations on deliverable	Technical Architecture Documentation
D081	Review and observations on deliverable	Training Curriculum
D103	Review and observations on deliverable expectations document	Helpdesk Strategy
D127	Review and observations on deliverable	Production Support Strategy
D172	Review and observations on deliverable	Project Schedule
I-WP06	Review and observations on internal work product	Current State Interface Research & Analysis
WP010	Review and observations on work product	Interfaces and Connections Inventory
WP012	Review and observations on work product	Reporting Inventory

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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