



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

Presented by:

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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.

December 2019 IV&V Summary

Overall, with a few exceptions, IV&V continues to observe the Project producing work products and deliverables according to plan with results reflecting the collaborative efforts of State and Accenture resources.

The painstaking approach to the analysis of current business processes and dependencies on data from FLAIR/CMS has completed of the inventory of reports, interfaces, conversions, extensions, forms and workflows to be developed for the Florida PALM solution. The approach has been labor-intensive. The Project leveraged existing information to complete of the RICEFW Inventory. This information should help Pilot and Wave organizations clarify expectations and understand what agency business systems will be able to be replaced by Florida PALM functionality or kept in service and, furthermore, what data needs to be exchanged between Florida PALM and agency business systems.

Engagement with state agencies and partner organizations continued in large group settings and on a one-to-one basis. The exchange of information at these meetings is productive as insights are developed and awareness of the business process and expected data changes continue to grow. Further implications for business operations and technical systems within state organizations are also being realized. The Project recognizes the need and demonstrates commitment to provide organizations with clear, complete, and definitive information as quickly as possible to enable estimating, planning, and analytical activities. IV&V has observed an appropriate sense of urgency and deployment of resources to produce detailed information and distribute it once quality has been assured.

IV&V continued to observe the orderly transition of Accenture's Project Director duties from the incumbent to his successor. IV&V also has observed the Project leadership team work collaboratively on staffing other key positions that have turned over recently and the staffing plan maintained by Accenture. This cooperation is essential to address near-term and mid-term transitions in other management roles.

IV&V continues to rate the Time Management component of the standardized IV&V assessment in a yellow status pending the confirmation of project schedule milestones for testing by partner system organizations, who represent important integrated elements of the Florida PALM solution.

Governance

The composition of the Executive Steering Committee (ESC) includes representatives from a variety of agencies. Seven of the fifteen ESC positions are prescribed to be representatives from DFS. These positions are occupied by Assistant Directors and Bureau Chiefs. From time to time the ability to discuss forthcoming project-related changes can be complicated by the dual roles played by these individuals. The scope of Florida PALM includes technical, operational, and organizational implications for DFS Divisions of Accounting and Auditing, Treasury, and the Office of Information Technology. As ESC members, these DFS leaders are prohibited by law from deliberating outside of a publicly noticed ESC meeting with each other on any matters that may require action by the ESC.

IV&V observes that the far-reaching impact of Florida PALM on all areas of accounting, finance, and their respective technologies, the need for DFS managers to effectively interact, collaborate, and make decisions on how best to implement cannot be overstated. In cases where cross-functional managers need to consider how best to accomplish their work, and may affect ESC decisions, participation will need to be properly planned and managed to avoid risk. Whereas, not having the participation of the DFS manager may present risks to internal operations. The Project is working with DFS to clarify expectations and help DFS-ESC members fulfill their project and operational roles.

Interim Business Process Models

In November the Project completed detailed presentations of Interim Business Process Models at multi-day workshops to which all state organizations were invited. The presentations provided details on processes to be used beginning at Pilot implementation by Wave organizations not yet fully implemented. Such organizations will need to operate using both FLAIR and Florida PALM for certain types of accounting transactions. This is due to the plan of Florida PALM replacing Central FLAIR and DFS Treasury's Cash Management System statewide upon Pilot implementation scheduled for July 2021.

In December, the Project received responses to a feedback request to review Interim Business Process Documentation.

The final design details of the interim business processes to be used by Wave organizations between the implementation of Pilot and the completion of Wave 2 remain in progress. During December, Pilot and Wave organizations submitted feedback on the interim processes following a series of workshops. In summary, the feedback consists of responses to questions about expectations that Wave organizations will temporarily rely on a hybrid solution of FLAIR and Florida PALM to conduct business. Some organizations responded with concerns about the practicability of interim processes and associated workload to maintain balance between Departmental FLAIR and Florida PALM until an organization is fully implemented on Florida PALM.

IV&V observed the interim business processes present complexities as described in earlier assessments, the responses received indicate concerns with the implementation of and operational viability of the interim business processes.

IV&V assessed the responses received from all agencies and observed the majority of responses were inquiries seeking business process clarification or instructional type questions. Organizations took the opportunity to express concern with an increase in workload related to the interim processes. Feedback focuses primarily on two process categories: Disbursements Management processes and Account Management/Financial Reporting processes.

Organizational Change Management (OCM) and Engagement Activities

The Project continued to conduct regular face-to-face meetings with representatives of Pilot and Wave organizations to manage activities contained in the Master Readiness Workplan (MRW). The MRW is a standardized plan of activities and milestones 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 and status assessment for agency readiness. The MRW milestones synch to the overall project schedule. Together these comprise the Project's comprehensive statewide plan.

IV&V observed touchpoint meetings with liaisons from both Pilot and Wave organizations. Touchpoints were leveraged to complete outstanding tasks related to integrations and interim business processes, as well as other agenda items prioritized by the Readiness Team. Readiness Coordinators (RCs) reviewed the organization's Readiness Dashboard and discussed next steps for areas that were not on track. The Readiness Dashboard is a monthly assessment of each organization's progress against the planned dates for the tasks identified in the MRW. As part of the touchpoints, RCs reviewed the working versions of the organization's Readiness Dashboard, updated as needed, and finalized the document. IV&V observed consistency across organizations and RCs on what was presented and the topics discussed.

IV&V observed varying levels of planning across the organizations with regards to the MRW and management of tasks. Some organizations expressed plans or interests in further developing the MRW for their internal management. Organizations indicated use of the MRW as provided by the Project with little or no customization or expansion for internal factors. They acknowledged that, as the project progresses, there will be a need for more organization-specific tasks to be added. They also express concern about the capacity to perform additional planning and implementation efforts.

The Readiness Team is working to encourage organizations to share approaches and tools with each other at upcoming Town Hall (Open House) meetings, as well as planning to provide more project support. The Project may consider developing more detailed guidance on the nature of project support before presenting to organizations, as expectations across organizations can vary and may exceed the Project's intent and capacity to provide such support.

During December, the Project continued to communicate with the Florida PALM community through multiple channels, including Florida PALM website, the Change Champion Network, posters and flyers, and via the Florida PALM email account consistent with the Project's Communications Plan.

During the organization touchpoints, IV&V observed the use and effectiveness of many communication channels. Organization liaisons demonstrated awareness of new information available on the Florida PALM website. Readiness Coordinators worked with liaisons to confirm that questions submitted through the Florida PALM mailbox have been responded to directly and/or as part of published FAQs. Readiness Coordinators provided Liaisons with posters and postcards and discussed the number that they would need for their workspaces. In addition, they reinforced the location of available print material on the Florida PALM website.

The Change Champion Network is the Project's network of organization-based resources with important roles in their respective organizations. There are multiple roles, including Agency Sponsor and Agency Liaison. The Agency Liaison acts as the primary point for contact receiving information from and providing information to the Project. At some organizations, the internal hierarchy may not have a direct reporting relationship between these two key roles.

In a few instances, IV&V observed areas where information communicated with liaisons may not have shared with the organization sponsors and was communicated to the sponsor for the first time during the Sponsor Briefing conducted with the Project Director and Project Sponsor. As the Project progresses and organization-focused project activities accelerate, it will be increasingly important for the Agency Liaisons to communicate to their entire Change Champion Network as designed.

Risk to Time Management Associated with Project and Agency Fiscal Cycles

In December, IV&V observed that additional agencies have submitted Legislative Budget Requests (LBR) to support Florida PALM project-related activities. The Project leadership team devoted attention to the development of contingency planning to address the following assessment topic and IV&V observations discussed in the November 2019 report:

As organizations learn the process model details and schedule for implementation, each must assess the internal impact of changes to be brought by Florida PALM. These changes will entail business process procedures, automation of improved internal controls, and transformation of selected data. The implications can be far reaching, especially for organizations with technical dependencies on legacy FLAIR data.

As Florida PALM presents new data elements and structures in these situations, organizations with internal business systems utilizing FLAIR data may require modifications to remain in service using Florida PALM data. These organizations may need to organize their own projects to accomplish the technical changes as well as deciding to pursue funding via appropriations to support such work.

The Project's implementation schedule has been organized to pursue the implementation according to an industry standard sequence of activities. It is not designed to sync directly with the fiscal year cycle of budget requests. However, the Project is planned to implement incrementally by organization over multiple waves. This partially mitigates timing risks for agencies that need to seek additional funding.

IV&V observes the Project continually provides information to state organizations to describe the scope of business to be affected and to contrast the differences between current processes and those to be implemented. This is also true as the analysis and design of the chart-of-accounts proceeded to determine the definition and structure of Florida PALM data.

While the final design details are not expected to be confirmed until early 2020, the information developed over the past year-and-a-half has been consistently shared with organizations in workshops to obtain input and feedback and many aspects have not incurred significant changes along the way. The works-in-progress documents have also been provided to organizations for review, scrutiny, and to inform.

At times organizations express a reluctance to undertake internal analysis, estimations, and planning until final design requirements are received from the Project. The details provided should enable organizations to begin internal analysis, estimations, and planning for eventual implementation of Florida PALM. IV&V has observed Project attempts to encourage organizations to act on the information available. Nevertheless, for organizations planning to implement fully upon Pilot in 2021, the fiscal timing may require them to shift to a later Wave implementation. For FFMS partner system organizations facing the same situation, the potential impact to the overall Florida PALM Project timeline is greater because the integration of these systems is essential to constitute a complete Florida PALM solution.

Technical Activities

During December, the SDS team continued efforts to complete the Oracle Cloud Infrastructure (OCI) Non-production Infrastructure Installation (D071) environment build, readying non-production environments for preliminary application configuration and development efforts scheduled to begin in early 2020. The Accenture SDS team completed the preliminary build of four initial non-production environments located at the Phoenix data center as well as the VPN connections to access these environments. Initial login capability was confirmed by the State SDS team and a demonstration of environment access was provided to the SDS and DFS OIT Teams.

IV&V observed the SDS team collectively identifying and completing outstanding environment build tasks during December. The SDS Teams began validating non-production environment builds released during December. Environment refinement is planned continue through the month of January with the expectation of completing the non-production build for preliminary application configuration and development efforts beginning late January 2020.

The Florida PALM team facilitated a set of internal working meetings to discuss the option for handling historical and enterprise data and impacts to the current information warehouse. Participants established a framework for future discussion to evaluate the pros and cons of options. Additional meetings are planned in January to further evaluate options based on business and technical needs.

IV&V observed the team proactively present potential reporting approach options. Summarization of the brainstorming activities produced reporting options, offering different approaches to Florida PALM interim solution, historical and future enterprise reporting needs. While additional clarification of potential reporting approaches is needed and planned for, the options under consideration relate directly to Florida PALMs interim designs, standardized solution, and strategic goals.

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 continues to progress according to plan. • 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. • Activities are allotted reasonable time to complete provided Project secures commitment from partner system organizations and Pilot 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 developing contingencies to address concerns relative to alignment of fiscal cycles. • 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 with some schedule variation that presently does not affect milestones.

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 is effectively managing completion of the activities according to the project schedule. However, based on the planned 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 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 to the project schedule presented by the timing of confirmed design details for interfaces and system modifications required to implement Pilot and the interim solution, including iFLAIR.

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 is effectively managing completion of the activities according to the project schedule. However, based on the planned 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 increased focus on contingency planning, IV&V has observed continuous collaboration between the Project and partner system organizations. The project has continued to share design details, including standard layouts to support preliminary interface. This work should continue using the best information available. As 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 increase the risk to the project schedule. To reduce this risk and improve this assessment, the Project needs to confirm commitments from all FFMS and other partner system organizations whose systems are integral to the Florida PALM solution.

The Project has 18 risks logged in the following statuses:

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

Of note and as reported earlier, Risk 177 recognizes that State organizations with technical dependencies on Florida PALM, including agencies and FFMS partners, may not have enough time to ensure full preparedness for testing of data interfaces and any other potential integrations by the Project’s scheduled start date for testing in by September 2020.

IV&V has observed the Project continue to develop the information needed to identify technical dependencies, explain designs, and establish and share schedules for organizations to use to plan and prepare for implementation.

As reported earlier, Risk 178 acknowledges the critical interdependency for alignment of the Florida PALM project schedule and DFS OIT’s schedule to develop FLAIR modifications for the interim solution. If the timing of development, testing, and delivery of the two systems are not in sync, the Project’s planned implementation date for Pilot and beyond will be at risk of delays.

IV&V has observed the Project and OIT continue to work collaboratively to merge project schedules while analyzing needs and coordinating activities in working meetings and at leadership meetings.

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
D055	Review and observations on deliverable expectations document	Application Configuration and Development Strategy
D062	Review and observations on deliverable	Workforce Transition Plan
D064	Review and observations on squad activities	RICEFW Inventory
D065	Review and observations on deliverable expectations document and deliverable	Interim Business Process Models
D066	Review and observations on deliverable	Chart of Accounts Design
D069	Review and observations on deliverable expectations document and 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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