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Florida PALM Project

IV&V Assessment Report – February 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.

February 2020 IV&V Summary

IV&V observed the Project continue extensive rescheduling activities to organize and plan work according to the new wave approach adopted in the prior reporting period. Business process standardization and design work remain under review and analysis as the Project works to determine which designs require update or whether additional designs are needed to facilitate the replacement of Treasury's CMS system solely as the first to be implemented for the Project.

Scheduling Challenges

As rescheduling activities continued through the end of February, completion of a committed schedule of activities for the next 90 days (March through May) was delayed. The Project Management (PMO) team recognized this risk and used the standard process of logging the risk for escalated attention. There are also four (4) deliverables that were in a late status according to the original (Pilot/Wave) schedule (D48 Data Conversion Inventory, D64 RICEFW Inventory, D65 Interim Business Process Models, D71 Nonproduction Infrastructure Installation).

IV&V observed meetings scheduled to complete the commitment process during the first week of March. In the meantime, the work underway has been clearly defined by the management team and teams are fully engaged in the analyses, designs, and installations that remain important objectives in the near term. However, the Project plans to publish the revised Master Readiness Workplan (MRW) to agencies when the project schedule is committed/confirmed. The need for an updated MRW aligned to the new project schedule directly affects OCM readiness activities described later in this report. This also calls for continual focused attention from Accenture project management with the appropriate level of urgency to avoid the loss of momentum in agency engagement activities.

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. 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 result in cost adjustments. As of this report, the state is awaiting the results of Accenture's full evaluation. Accenture continues to indicate that fiscal impacts will no affect FY2019-2020 or FY2020-2021. IV&V understands that the deliverables in a late status at the end of February are each actively being worked and do not presently represent risks to project objectives.

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 (primarily DFS and DOR for the CMS Wave) who represent important integrated elements of the Florida PALM solution.

Chart of Accounts (D66) Completed
Late in February, the COA Design deliverable was reviewed, approved by ESC and, accepted by the Project.

In addition to the extensive and detailed COS Design deliverable which is posted to the Project's public website, IV&V observed the OCM and BPS teams develop a Chart of Accounts Overview (WP327) to provide agencies with a clear and succinct document that describes the changes to COA data that will come with Florida PALM. This document should be very useful for agencies to understand the changes and to independently assess the ways these changes will affect agency operations, agency business systems, and reporting needs.

Turnover in Key Positions
In recent months, multiple key positions have turnover or are in the process of transition within the Project. Turnover of key positions has been long-recognized and regularly managed as a Project Risk. Inherent in the planned extended duration of the Florida PALM project is the increased likelihood of turnover in key positions. In February, the State's Business Process Standardization (BPS) Track Manager submitted notice of resignation during February. The Accenture PMO Track Manager position continues to be in transition. Additionally, the Accenture P2P Team Lead position and the Accenture OCM Track Manager each completed transition.

IV&V observed the Project quickly activate a succession plan and begin transition activities for the BPS Track Manager position. The BPS team leaders include individuals who have served in roles of increasing responsibility since the project's earliest days. The team itself is cohesive and demonstrates a high level of cross-training on functional subject matters and project-related skills. By the end of February, the new BPS Track Manager, who is among the project's most experienced managers, had assumed the role so that full transition can be completed before the mid-March departure of the incumbent.

In February, IV&V observed the State and Accenture reach agreement on a candidate to fill the PMO Track Manager position. In the meantime, the incumbent is working with Accenture leadership to continue transition activities and maintain service levels.

The level of turnover in Accenture positions is an area that requires close attention by both State and Accenture management to avoid potential loss of productivity and disruption as the loss of project-specific experience and insight occurs.

Testing Team Staffed

The Project has fully staffed and organized a dedicated state testing team. The team comprises three test analysts and one manager who are actively working to develop test plans and user stories to lead test scenarios and scripts. These state team members will eventually work with Accenture testing counterparts to fulfill project objectives.

> *IV&V has observed the Testing Team's positive impact as they rapidly engaged with the BPS team to analyze the existing documentation and participate in ongoing work sessions. The testers have helped to expedite the work of the BPS team by demonstrating a highly organized approach and asking insightful questions that elicit productive answers. IV&V understands that Accenture plans to shift resources to testing activities and does not plan to designate a testing team lead dedicated exclusively to testing.*

Engagement Activities

The Project continues to manage OCM activities through regular face-to-face meetings with agency representatives using the original Master Readiness Workplan (MRW). Readiness Coordinators (RCs) have advised organization liaisons that revisions to the MRW are forthcoming. The Project received a 100% response rates from agencies to the Training Needs Assessment survey and the Identity Provider survey which is used as part of the overall technology to manage connectivity and access for users upon implementation.

> *IV&V observed touchpoints with organization liaisons. Readiness Coordinators (RCs) discussed the updated project implementation approach and provided organizations with revised Cash Management Systems (CMS) flyers aligned to the first wave. In addition, RCs discussed the process of updating the schedule and subsequent MRW alignment. When distributing the updated MRW, the project may consider providing organizations with a graphic overview of the MRW to provide strategic context when they discuss the more tactical aspects at week-to-week touchpoints.*

> *While agencies were generally very positive about the Project's new approach to phasing and CMS Wave being the first, IV&V observed agencies express continued interest about receiving information required for Central FLAIR wave planning and preparation. IV&V understands the Project plans to begin sharing Central Wave details beginning in early summer. Whereas tasks associated with Central FLAIR will appear on touchpoint agendas closer to the activity due date, the Project may want to consider conducting some detailed longer-range overviews to provide agencies the context and timeframe for meetings, workshops, and activities. This may help to enable agency planning. It may also help the Project identify potential agency-specific issues.*

Workforce Transition

During this period, IV&V further assessed the workforce transition activities planned.

> *IV&V assessed that the Workforce Transition Plan(D62) presents a comprehensive OCM strategy for workforce transition based upon a foundational principle that the Project will enable the members of the Change Champion Network to be accountable for leading the readiness of their respective agencies. While this is a proven approach and has been used widely in statewide implementations, IV&V observed (through direct interviews with agencies) varying capabilities to manage agency readiness activities. This could introduce downstream risk for agencies with less internal capabilities.*

Once the revised project schedule is finalized and shared with agencies, it may be beneficial to assess agency capabilities to participate in workforce transition activities. To reduce the potential of risks to readiness, the Project may want to consider alternatives such as releasing tools/toolkits earlier than planned, providing a longer runway for agency completion, and/or supplementing support to agencies that require assistance in managing agency-specific readiness tasks.

If agencies require assistance or lack internal capabilities to plan for and execute project-related activities, the Project may want to consider adopting alternative approaches to providing support that could range from CCN Enablement (current approach) to a more Facilitated Engagement (whereby some direct assistance in executing tasks is afforded) to a Managed Support model (whereby the Project may actually execute tasks on behalf of an agency). This would be a major shift in approach to OCM and would require an impact analysis.

Communications

During February, 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. The Project also conducted an open house event on January 31 with a variety of engaging activities such as information sharing sessions, system demonstrations, panel discussions, and Q&A forums. The Project began working on a new communication channel in the form of a periodic podcast featuring Florida PALM stakeholders.

IV&V observed the Project updating communication channels with information relating to the revised schedule. IV&V also observed Readiness Coordinators (RCs) reinforce messaging on updated resources available on the website during regularly scheduled touchpoints with the agencies. Since January, IV&V has conducted direct interviews with eighteen (18) agencies to assess effectiveness of OCM activities. IV&V will continue to meet independently with agencies to corroborate Project readiness evaluations and assess for potential risks.

IV&V observed very positive and constructive feedback from the community regarding the open house. Participants relayed confidence in the project team and a continued interest in seeing more of the solution in future sessions. IV&V observed agencies express a desire for the Project to conduct future events with smaller groups of like agencies. This was communicated in the belief that it will help to foster peer-to-peer networking and problem solving among agencies.

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.

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1.2 IV&V Overall Risk Summary

Overall Status			
Current Period	**Prior Period**	**Overall Trend**	**Observations** *Based on standardized IV&V scoring*
🟩	🟩	⬌	• The DDI Phase is undergoing a rescheduling to adjust phases. This has resulted in a delay to confirming the detailed 90-day schedule of activities for the March-May period. 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 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 restructured the Wave deployment schedule to address concerns relative to alignment of fiscal cycles. This restructuring does not alter the planned project duration. • 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		CURRENT	PRIOR
	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 additonal time for partner systems and agenices to prepare. However, the schedule for the March-May 2020 period was not confirmed as of February 29, 2020. Additionally, pending the Project's completion of design details such as interface layouts, some critical partner systems (DFS and DOR for CMS Wave) 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 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 trainning 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

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. The adjusted assessment score also reflects the delayed completion of the committed Project Schedule for the March-May period. The Project needs to secure the commitment of partner systems at DFS and DOR to be ready to implement on schedule for the CMS Wave.

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	
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 additonal time for partner systems and agenices to prepare. However, the schedule for the March-May 2020 period was not confirmed as of February 29, 2020. Additionally, pending the Project's completion of design details such as interface layouts, some critical partner systems (DFS and DOR for CMS Wave) may lack sufficient time to complete necessary accommodations to begin testing in accordance with the current project schedule.	🟨	🟨

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 partner system organizations whose systems are integral to the Florida PALM solution.

Additionally, the PMO has escalated the need to complete the committed project schedule for the March-May 2020 period. As of February 29, 2020, resources were scheduled to focus on this during the first week of March and to mitigate the Risk.

Twenty-five (25) risks remain open in the following statuses as of February 29th:

- Mitigating: 17 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 February, seven (7) new risks were logged:

Risk 193 was logged to recognize the need to provision Microsoft Office licensing for the entire project team.

> *IV&V understands the Microsoft Licenses risk is mitigated by Accenture resources having individual state network accounts.*

Risk 194 recognizes delays past February 2020 in receiving the release of funds associated with the Q3 budget amendment may result in the Florida PALM Project not controlling sufficient funds to pay all invoices within the prompt payment window.

> *IV&V understands the current budget amendment release request is under consultation at the legislature with an anticipated resolution date of March 6, 2020.*

Risk 195 lists a protest received by Division of Treasury relating to the recent E-Payments ITN which, if unresolved, could delay interface testing with a new vendor.

> *IV&V observes the Project plans to proceed with the development of interfaces per the project schedule. A protracted protest could delay execution of contract with a new provider which could impact the project schedule for interface testing.*

Risk 197 identifies the possible lack of capacity for classroom, instructor-led training of end users across the State for each wave if the Project cannot secure the required agency trainers for Train-the-Trainer.

Risk 198 recognizes if the Project is unable to secure enough training facilities for end user training across the State prior to go live, the desired or needed quantity of classroom, instructor-led training may not be provided to end users for the wave.

> *IV&V observes Risks 197 and 198 are based on feedback contained in the Training Needs Assessment survey. The contract stipulates a commonly adopted Train-the-Trainer approach, which assumes the Project will train select individuals from agencies who will then train users within agencies. In some cases, agencies maintain internal training operations. In others, agencies have internal subject matter experts who have the capacity to serve as trainers. However, other agencies have neither. The Project has a multi-faceted approach to OCM and training. By fostering cross-agency networks of project liaisons and leveraging web-based video technology, it is expected that most of these types of risks can be mitigated through leverage of existing capacity to the greater benefit of all agencies.*

Risk 199 recognizes a delay in the Department's Final Production support model decision may affect the completion of project Deliverables and Work Products.

> *IV&V understands that Deliverable 103 Helpdesk Strategy and Work Product 326 Roles and Responsibilities are dependent on a decision by DFS leadership.*

Risk 200 acknowledges the Project's new implementation approach may affect the FY19/20 and FY20/21 budgets.

IV&V understands Accenture is working to develop a schedule that recasts deliverables to minimize shifts in fiscal year costs. The Project is hopeful of receiving the revised schedule in early March.

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
D027	Review and observations on deliverable	Organizational Readiness Plan
D048	Review and observations on deliverable	Data Conversion Inventory
D062	Review and observations on deliverable	Workforce Transition Plan
D064	Review and observations on deliverable	RICEFW Inventory
D066	Review and observations on deliverable	Chart of Accounts Design
D069	Review and observations on deliverable	Testing Strategy
D074	Review and observations on deliverable expectations document	System Testing Plan
D077	Review and observations on deliverable	Training Needs Assessment
D081	Review and observations on deliverable	Training Curriculum
D103	Review and observations on deliverable expectations document	Helpdesk Strategy
D133	Review and observations on deliverable expectations document	Security Testing Plan
D127	Review and observations on deliverable	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
WP010	Review and observations on work product	Interfaces and Connections Inventory
WP012	Review and observations on work product	Reporting Inventory
WP016	Review and observations on work product	Functional Design Specifications
WP296	Review and observations on work product	Town Hall Materials
WP327	Review and observations on work product	Chart of Accounts Overview

3   IV&V Contact Information

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