ISG™

Florida PALM Project

IV&V Assessment Report – March 2020
Deliverable IVV2.2

Presented by:

Information Services Group Public Sector

April 10, 2020

imagine your future®

TABLE OF CONTENTS

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.

March 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 March, IV&V observed the Project achieve two important objectives that are essential to maintaining agency engagement and responding to the situations presented by the COVID-19 national emergency. The Project was able to establish a committed schedule through May 2020 and as a result update and publish the Master Readiness Workplan (MRW) for agency use. The Project also created a comprehensive schedule of CMS Wave activities through July 2021 with a detailed focus on planned activities through October 2020. This represents significant progress following the decision earlier this year to adopt a revised approach to the phasing of the implementation. While the near-term details organize and plan work for the CMS Wave (2021), activities for subsequent Waves to replace Central FLAIR, Payroll, and Departmental FLAIR are also identified and scheduled, as they occur in parallel with the initial CMS Wave.*

> *In response to the COVID-19 national emergency, in mid-March the Project transitioned to telework for the entire project team. IV&V observed a rapid and orderly transition without disruption to activities over the course of a couple of workdays. The use of video conference calls has enabled team meetings and engagement with agencies and external partners with few limitations caused by internet connectivity and audio quality. The Project has in place a variety of tools used to share work, monitor progress, and measure execution. Regular status meetings at multiple levels of the organization, status reporting against the project schedule and deliverable development criteria are all effective management tools employed by the project. Additionally, staff use detailed trackers on a daily basis to record progress on discrete work units. These methods all combine to enable remote supervision of project work and provide management with timely insights to items that could affect productivity.*

As of the end of March, business process standardization and design work continued without delays as the Project prepares data conversions and functional designs to configure the system and develop inbound and outbound interfaces. While the primary focus has been on the replacement of Treasury's CMS system as the first wave of implementation, the Project plans to begin work on Central Wave activities at beginning of April.

Schedule Risks

At the beginning of March, the Project established a committed schedule of activities through May 2020. As reported in the prior period, the Project Management (PMO) team logged a risk for escalated attention because the committed schedule had not been completed prior to March 1st. That risk was mitigated as a result of the committed schedule.

IV&V observes the creation and ongoing management of the project schedule remains a priority that gets attention from project leadership and track managers. While late tasks reflected in the current schedule have increased somewhat, assessment indicates that factors such as transition to the new approach, the shift to teleworking, and turnover in key positions may have contributed to delays in updating schedule task status. As of the end of March, follow-up with managers responsible for the work indicates no serious jeopardy to the overall schedule.

Many state agencies have reported 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 the functionality of Florida PALM will interface with FLAIR and agency business systems during the transition state. Follow-up with project team managers indicates the design details for interfaces, as well as data conversion, are for the most part known and understood. With that information, the project team should be able to complete designs and begin development of outbound interfaces and conversion programs. If resource unavailability persists, the Project may incur delays to the development of functionality needed to interface with FLAIR and agency business systems.

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 March, the Project, working with OIT and Accenture, was developing enhanced protocols and technical connection requirements to enable the affected employees to work remotely in a controlled and secure manner. Until this work is completed and the employees are equipped to work remotely, the off-site team is unable to access the Florida PALM environment.

IV&V observes that Accenture has begun to mobilize additional local resources as a contingency plan to augment the project team should the offshore team continue to be inaccessible. If access cannot be restored before mid-April, Accenture reports that there is risk to the project schedule.

As of March 31, three deliverables were in a late status: D48 Data Conversion Inventory, D71 Nonproduction Infrastructure Installation, and D127 Production Support Strategy.

> *IV&V observes that work to update and refine each deliverable continues. The delays incurred so far have not caused downstream impacts. The project team reports that negative impacts should not occur if these deliverables can be completed and accepted by April 30.*

Re-Planning Activities Continue
Analysis, review and discussions continued between the Project Director's Office and Accenture on the rescheduling of project deliverables and the implications for timing and deployment of resources. The senior management team met regularly throughout March 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). As of the end of March, Accenture has not presented any proposed pricing changes.

> *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 March, 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 is awaiting a cost proposal from Accenture. Accenture continues to indicate that proposed fiscal impacts will not affect FY2019-2020 or FY2020-2021.*

Engagement Activities
Following the transition to remote work, the Project continued to conduct OCM touchpoint meetings by teleconference or video conference with organization representatives to manage activities contained in the Master Readiness Workplan (MRW). The MRW is a standardized plan of activities and deadlines developed by the Project and provided to each organization. The MRW has been updated to align with the revised implementation approach. The MRW can be added to and expanded in other ways by each organization to facilitate internal project practices. The standardized aspect of the MRW enables the Project to readily combine reports into a single, statewide master plan for agency readiness. The MRW milestones sync to the overall project schedule. Together these make up the Project's comprehensive statewide plan.

> *IV&V observed video conference and teleconference touchpoints with organization liaisons. Readiness Coordinators (RCs) discussed challenges that the organizations may be having as they transition to remote operations and any potential project impacts. In addition, RCs shared the CMS Wave overview and discussed the revised MRW. During the March touchpoints, RCs informed organizations of upcoming CMS tasks associated with interfaces, business models and configuration workbooks that were included in the revised MRW distributed on March 27.*

In March, the Knowledge Transfer and Training (KT&T) team drafted the training curriculum needed to support the CMS Wave.

IV&V reviewed the initial draft of the CMS Wave Training Curriculum. This draft was distributed for review and additional contributions from the functional team. IV&V discussed with KT&T leadership the tracking of the training work units and method of reporting status throughout the design and development of the materials.

The Project also 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.

*IV&V observed that the Project made effective use of the various communication channels to provide updated information relating to the CMS Wave. The Project posted the new Florida PALM podcast and CMS Wave Overview as well as communications related to the updated MRW and upcoming virtual Town Hall. RCs reinforced updated resources available on the website during touchpoints with the agencies.*

Continued on Next Page

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** *Based on standardized IV&V scoring*
🟩	🟩	⬌	• 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		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 has been revised to provide additonal time for partner systems and agenices 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 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

Similar to last month's report, 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 additonal time for partner systems and agenices 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 has logged them in the Project Risk Log during March. These risks are indicated below.

Twenty-eight (28) risks remain open in the following statuses as of March 31, 2020:

- Mitigating: 19 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: 9 are being monitored to identify when their probability of affecting the Project increases to the point that mitigation is required.

During March, five (5) new risks were logged:

Risk 202 lists a concern that functional design work has begun without a finalized RICEFW inventory for CMS Wave.

IV&V understands that the Project is working to finalize the new RICEFW list and plans to update functional designs as needed if changes to the inventory affect functional designs already in process..

Risk 203 acknowledges that if the Project is impacted by COVID-19, then Project resources may be unable to complete assignments and contribute to project work.

IV&V understands the Project has taken the necessary mitigations steps and the Project Team has transitioned successfully to working remotely.

Risk 204 identifies if current health advisory restrictions continue, the Project may encounter challenges onboarding new Project team members.

IV&V understands the Project has been able to work with the DFS HR department to continue onboarding procedures and monitor effectiveness of the efforts.

Risk 205 recognizes if re-planning tasks are not completed by the baselined schedule date, PMO may face delays in completion of the re-planning schedule.

IV&V understands during the review of the DED for the Project Schedule (D172) it was suggested that DEDs associated with work occurring in the commits timeline should be submitted and approved by mid-May 2020. This would allow the Project Schedule to include the related activities during the commits cycle and reduce solutioning discussions occurring through commits.

Risk 206 acknowledges that current COVD-19 restrictions within the local area could have an impact on team and agency engagement, along with workload management.

IV&V understands that due to the effective use of digital engagement and communication the Project team has transitioned successfully and is working remotely without significant near-term impacts.

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	Data Conversion Inventory
D064	Review and observations on deliverable	RICEFW Inventory
D069	Review and observations on deliverable	Testing Strategy
D074	Review and observations on deliverable expectations document	System Testing Plan
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
WP016	Review and observations on work product	Functional Design Specifications

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.

For questions regarding this report, please contact:

Mark Fairbank, ISG Director
IV&V Project Manager
Mark.Fairbank@isg-one.com

or

Nathan Frey, ISG Partner
IV&V Principal
Nathan.Frey@isg-one.com