ISG™

Florida PALM Project

IV&V Assessment Report - September 2019
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.

September 2019 IV&V Summary

Overall, with 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.

It was reported last period that two deliverables had incurred prolonged delays that adversely affected one area of the standard IV&V Monthly Assessment Dashboard. Each of those deliverables was completed and accepted in September, thereby mitigating the risk of fiscal impacts related to carry forward appropriations.

IV&V has observed the ongoing transition of Project Deputy Director duties to two Track Managers continues to be effective in maintaining continuity. Resource capacity overall remains an area of focus to determine correct skills and resource demands and validate the need backfill roles.

Florida PALM Dependencies on other Enterprise Applications
During September, the Project focused attention on emerging risks related to key dependencies on integration with FFMIS systems on the present schedule, and on the completion of interim solution analysis to confirm and provide essential information to FFMIS partners and all state organizations.

IV&V observed the Project and DFS OIT continue to work closely to manage Florida PALM activities in parallel with OIT activities to identify and analyze FLAIR modifications needed to support the hybrid interim solution. These efforts were initially organized separately. The Project and DFS OIT continue to work on merging the project schedules to streamline management and improve Project and OIT visibility into critical dependencies.

Similarly, the Project has engaged with DMS teams to analyze the designs and timelines for interfacing with MyFloridaMarketplace, PeopleFirst, and Statewide Travel Management System (STMS). The Project also continues to work closely with the LAS/PBS team representing state budget systems.

IV&V observed leadership from DMS attended the initial meetings to provide direction and express a commitment to work toward the Florida PALM objective of being ready to begin testing interfaces by August 2020. LAS/PBS leadership continues to affirm a commitment to work toward developing interfaces using the new Florida PALM standards as of July 2021.

Interfaces and Schedule Risks

The Project recognizes that the level of effort needed to complete necessary changes with interfacing systems will vary and may be substantial. This creates urgency to arrive at definitive specifications as quickly as possible for enterprise systems for FFMIS partners and Pilot organizations where work has begun and will need to continue within the current budget cycle. FLAIR interfaces are essential to the Project's interim solution design. Other enterprise system interfaces such as the FMMIS partners, are also fundamental to the interim and long-term standardized solution that will eventually serve all state organizations. As part of the interfacing approach, the Project plans to develop interfaces that use legacy-like data structures in addition to standardized (end-state) interfaces. The legacy-like interfaces will be designed to facilitate the exchange of data between Florida PALM and organizations not yet fully implemented. The process of interfacing legacy-like data will require the Project to translate inbound interface data from FLAIR into Florida PALM and vice versa for outbound interfaces. The temporary use of legacy-like interfaces will support business operations as organizations transition to the Florida PALM standardized solution.

> *IV&V has observed the project schedule being regularly shared at Executive Steering Committee meetings with representatives from enterprise system stakeholder organizations. The Project also conducted one-on-one meetings with each Pilot organization to share the project schedule and develop commitments. At these meetings in September, concerns were expressed about the timing of information flow and detailed specifications potentially being insufficient for design and development work to be completed by August 2020.*

The current project implementation approach is designed to mitigate some of this risk by taking a phased incremental approach to the implementation of state organizations. This enables the project to schedule implementations for organizations that need more time to prepare and execute any technical changes they may require to function with Florida PALM. As described above, the phased approach does include both the standard Florida PALM solution and the interim Florida PALM solution becoming operational in July 2021.

> *IV&V observes that the Project has prioritized the completion of analysis and design specifications for interim business processes and for interfaces with enterprise systems and systems at Pilot organizations. As details are confirmed, the Project has plans to share design specifications beginning in October and culminating in early 2020.*

> *If FFMIS and other enterprise systems and associated interfaces are unable to be modified in time to begin testing in August 2020, the Project should exercise the flexibility built into the long-term project schedule to assess alternatives including the rescheduling of testing activities and assess any implications to the 2021 implementation date.*

Project Governance
The present governance structure and composition of the Executive Steering Committee (ESC) includes representatives from major stakeholders. While the primary purpose of the ESC is to oversee and exercise controls on certain project activities, there are other important reasons for constituting a body of project stakeholders. For this model to be effective, it is essential that representatives receive information, understand the business and technical implications of that information, and share information within their respective organizations to enable assessment of impacts and risks. This cycle depends on a candid and complete exchange of information as it becomes available. Preliminary information on design options and long-term scheduling should be consumed and proactively acted on for estimating and planning purposes within the organizations involved in the ESC.

> *IV&V has observed indications that ESC members may not have consistently used information delivered by the Project within their organizations as described. It is not clear if this is due to misunderstanding or a reluctance to pursue implementation activities until all details are finalized.*
>
> *The risks described in the preceding paragraphs share common elements. The project schedule is constructed based on commitments between the Project and partner system organizations. Altogether, they potentially affect timing and do not present significant jeopardy to the overall feasibility of a successful implementation of Florida PALM to replace FLAIR/CMS. As previously reported, some of the risks are inherent to the complexities entailed in developing the hybrid solution relying on FLAIR and Florida PALM to be used during the interim period while the State proves the concept of Florida PALM. Others are based on the timing of project planning cycles and state fiscal cycles, which can be managed within the planned duration of the Project.*

The risks described above have been directly recognized and logged by the Project so that they are monitored and managed using the standard procedures. IV&V has also applied a yellow rating the Project Time Management area of the standard IV&V Monthly Assessment Dashboard (Section 1.3 of this report). The detailed risks relating to the assessment are described in Section 2 of this report.

Engagement Activities
During September the Project initiated Chart of Accounts agency engagement activities with FFMIS and all Pilot and Wave organizations. The goal of the Chart of Accounts Design is to establish the general ledger and budget structures for the Florida PALM data elements ("chartfields" is the term used by PeopleSoft) and associated budget structures. The new chart of accounts will be in effect for all organizations upon the implementation of Pilot in July 2021. These collaborative activities with DFS Divisions, FFMIS partners, and Pilot/Wave organizations will guide how budgetary and financial controls will be managed and financial transactions will be recorded. The proposed Florida PALM chartfield structure was presented along with its bi-directional crosswalk relationships to the existing FLAIR account code data elements.

IV&V observes discrete and direct relationships between the FLAIR and Florida PALM Chart of Accounts data elements. This clarity has not always been readily visible in similar projects in other states. The current FLAIR Account Code is clearly reflected in the Project's proposed design. This type of transition is always complicated and challenging. By leveraging the delivered PeopleSoft chart of accounts functionality and not attempting to customize it to match the legacy-FLAIR structures, the State is simplifying the implementation and avoiding many risks that manifested in its earlier attempt to replace FLAIR. This approach also enables mapping Chart of Accounts data elements within a bi-directional crosswalk between FLAIR account codes and Florida PALM chartfields. The Project intends to use this during conversion and for interim business processes while Wave organizations continue to operate in Departmental FLAIR. Each FLAIR data element directly relates to a Florida PALM chartfield data element or unique data attribute supporting Budgetary, Accounting, Business Unit, Project and Organization-specific operational business processes, auditing and reporting.

Additionally, IV&V observed the Project engage regularly with the five Pilot organizations to identify technical changes required in interfaces and agency-based business systems as well as to execute general readiness activities prescribed in the Master Readiness Workplan.

Technical Activities
During September, the Project SDS and DFS OIT teams conducted Oracle Cloud Infrastructure (OCI) meetings. Topics were focused on Florida PALM OIT hosted SMTP email server, F5 Load Balancer/Application Delivery Controller configuration review, and infrastructure presentations providing high level overviews of the Florida PALM Service Orientated Architecture (SOA) and PeopleSoft infrastructure. The SDS Infrastructure team and Key DFS OIT staff participated in knowledge-transfer activities and were provided audit access to the Florida PALM OCI Dashboard to review the Florida PALM Solution infrastructure setup and configuration.

IV&V observed productive and progressive SMTP and F5 configuration solutioning discussions between the Project and OIT teams during joint team meetings. Follow-up meetings will be used to develop a more thorough and in-depth understanding of OCI PeopleSoft infrastructure configuration.

To improve the cycle time for strategy deliverable development, the Project created detailed approaches for the Data Conversion and Migration Strategy and Interface and Integration Strategy. These approaches were shared with Project leadership and sponsors to confirm expectations on content, context, and structure to be included in the written deliverable.

IV&V observed the work to create the approaches and the presentation to leadership and sponsors to be thorough, clear and productive. With the knowledge shared and gained during the presentations, the SDS team's collaboration draft review during September resulted in improved drafts by Accenture and better alignment with project goals for their respective technical RICEFW areas.

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 continues to progress according to plan. • Resource allocation is monitored closely by Track Managers and PMO. Accenture has increased resources in key areas based on recent rescheduling of activities. • Activities are allotted reasonable time to complete provided Project secures commitment from FFMIS partners to fulfill critical dependencies. Otherwise, there is a risk to the schedule. • The project's managerial and reporting structure supports staff development, process definition, quality assurance, and other functions necessary for project success. • Risks and Issues are being managed proactively and with an appropriate sense of urgency. • PMO demonstrates consistent and strong cost management practices. • Quality control, financial control, and vendor processes are established and consistently executed. • The Project regularly conducts proactive communications to stakeholders. • 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		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 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 so that the project can be successfully completed. Prior period cost concerns regarding potential expiration of Carry Forward appropriations were satisfactorily resolved during the current period with no adverse impact to the project.	🟩	🔶
5	**Project Quality Management**	The Project is defining quality measures and using continuously improving processes to achieve intended results	🟩	🟩
6	**Project Stakeholder Management**	The Project has identified key individuals, groups or organizations that could impact/be impacted by the Project and is using the appropriate strategies to ensure stakeholder engagement on Project decisions, effective governance, and productive sponsorship participation	🟩	🟩
7	**Project Communications Management**	The Project team is identifying stakeholders and supporting timely, appropriate and accessible communications	🟩	🟩
8	**Project Risk & Issue Management**	The Project is effectively identifying, analyzing, 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 identified and developed the appropriate test scripts to evaluate and accept the system and supporting deliverables	⚪	⚪
15	**Project Training Management**	The Project is developing and delivering training to successfully prepare users for use of the new system	⚪	⚪

2   IV&V Detail Reporting

2.1 Project Risks

As reported earlier, Risk 172 was logged in April to acknowledge the risk to project execution that arises when any key position goes unfilled. Project leadership plans to mitigate this risk by assigning interim resources to act in the unfilled role.

> *IV&V has observed the State Deputy Project Director's resignation in August is being addressed by a transition plan designed to mitigate the loss, preserve continuity and fulfill responsibilities. IV&V has not observed any adverse impacts stemming from this transition. The Project should assess workload capacity to determine the best way to ensure sufficient resources are available to manage track activities.*

As described in Section 1 of this report, the risk to the project schedule presented by the timing of final specifications for interfaces and system modifications required to implement Pilot and the interim solution, including iFLAIR, has changed the assessment score in the area of Project Time Management.

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.	🔶	🟩

> *IV&V has observed continuous collaboration between the Project and partner system organizations. This work should continue using the best information available. As details and specifications 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 FFMIS and other partner system organizations whose systems are integral to the Florida PALM solution.*

Risk 178 was logged in August to acknowledge 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.*

Risk 177, also logged in August, recognizes that State organizations with technical dependencies on Florida PALM, including agencies and FFMIS 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 August 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.*

During September, the project management team convened a risk brainstorming session to define additional risks that are specific and discretely manageable. From this effort, the Project logged thirteen new risks and maintained seven open risks logged in the SharePoint application used to record and administer risk identification, monitoring, mitigation and potential issue resolution.

Risk #	Risk Status	Risk Description
181	Mitigating	Organizations' lack of participation in readiness activities may impact their ability to implement the Florida PALM Solution.
184	Mitigating	External stakeholders' understanding of Florida PALM scope or work may be unclear, which could impact the Project's work.
185	Mitigating	Entities responsible for helping operate the Interim models might not agree to the to the Interim Process and End State Models, which could impact the Project's timeline.
186	Mitigating	The Project might not have the staffing resources with the necessary skills to perform the required activities, which could have an impact on the progress of the Project.
188	Mitigating	If there is an inability to obtain the ESC approval for Ready for Interface and Conversion Testing Go/No-Go Decision (D108) in August 2020, it could cause delays in the Project.
189	Mitigating	If there is an inability to obtain the ESC approval for Pilot Ready for User Acceptance Testing UAT Go/No-Go Decision (D130) in February 2021, it could cause delays in the Project.
190	Mitigating	If there is an inability to obtain the ESC approval for Pilot Ready to Deploy Go/No-Go Decision (D156) in June 2021, it could cause delays in the Project.
191	Mitigating	If there is an inability to obtain the ESC approval for Pilot Ready to Go Live Go/No-Go Decision (D158) in June 2021, it could cause delays in the Project.
180	Monitoring	Organizations may identify changes that are required to their legacy/business systems during Pilot implementation, which could cause additional work prior to Go-Live.

Risk #	Risk Status	Risk Description
182	Monitoring	Florida PALM activities may not be completed timely, which could affect implementation activities organizations need to complete for go-live.
183	Monitoring	Deliverables may not be accepted within the fiscal year in which they are planned, which could impact funding.
187	Monitoring	Sufficient lead time is necessary to facilitate the Project decision-making process. Inability to make timely decisions may impact activities defined in the Project Schedule.

2.2 Project Issues

The Project had no open issues logged during this reporting period.

IV&V did not observe any other issues requiring action.

2.3 Other IV&V Activities

During this period, the following deliverable reviews were undertaken by the IV&V Team as part of our ongoing role in the quality assurance process.

Subject	Activities	Description
D007	Review and periodic quality control analysis	Project Schedule
D040	Review and observations on deliverable	Organizational Readiness Assessment
D047	Review and observations on deliverable	Conversion Strategy
D048	Review and observations on deliverable	Conversion Inventory
D049	Review and observations on deliverable	Requirements Traceability Matrix
D050	Review and observations on deliverable	Gap Inventory
D055	Review and observations on deliverable expectations document	Application Configuration and Development Strategy
D059	Review and observations on deliverable	Interface and Integration Strategy
D062	Review and observations on deliverable	Workforce Transition Plan
D064	Review of deliverable	RICEFW Inventory
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
I-WP05	Review and observations on internal work product	Current State Data Analysis
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-WP296	Review and observations on internal work product	Interim Business Process Models

3   IV&V Contact Information

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