



Florida PALM Project
IV&V Assessment Report – July 2021
Deliverable IVV2.2

Presented by:

Information Services Group Public Sector

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1 IV&V Monthly Assessment

1.1 Executive Summary

July 2021

Overall, the Project continues to be assessed in a green status when measured against standardized project management criteria contained in Section 2.3 of this report.

Successful Launch of CMS Wave

During July, CMS Wave Launch was executed on schedule without disruption.

- *The multi-stage cutover for CMS Wave was completed without major incidents or other types of quality issues that cause disruption to normal business operations.*
- *The cutover processes were executed in an orderly and efficient manner and according to plan as contained in the cutover checklist and project schedule. The Project Team worked in collaboration with DFS OIT, Treasury, A&A, and DOR.*
- *Product Support operations appear to be well organized and supported by all parties. User Support operations are responsive and service contact volume is manageable.*
- *Following initiation of operations in the Florida PALM Production environment, unexpected outcomes and/or issues reported by the user community are logged as “incidents” in the ServiceNow application used by the State and Accenture to track and manage them to resolution.*
- *Incidents to date have consisted of a combination of:*
 - *Configuration updates to facilitate the introduction of new data scenarios (investment types), data selection criteria, or user access*
 - *Batch cycle interface timing adjustments*
 - *Routine transactions that encounter errors and require exception handling to complete processing*
- *These types of incidents were anticipated given: (1) the implementation introduced new investment data types and ongoing operations routinely encounter new types of investments; (2) new business activities that account for investments at an unprecedented level of detail; and (3) daily operations rely on a configurable crosswalk of chart of accounts data from Florida PALM to FLAIR and vice versa.*
- *As of the end of July, a set of incidents pertaining to the interface designed to facilitate automated posting of investment accounting entries had not been resolved. This functionality is needed to fully automate detailed accounting entries. Without it, DFS Treasury would need to rely on a manual calculation using data from the investments data services providers. Such a contingency plan was under development.*
- *A detailed assessment of Incident Management is included later in this section.*

“Hyper Care” activities to support business operations at DFS Treasury and DOR are observed to be productive and helpful.

Time Management Remains “Yellow”

IV&V continues to assess the Project to be in a yellow status in one area: 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 should prioritize actions to mitigate or resolve the causes.

	<i>The yellow status is calculated and specifically reflected by the scores that appear in Section 2.3 IV&V Detailed Assessment Scorecard, Area: Project Time Management beginning on page 23 of this report.</i>
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The yellow rating for Project Time Management persists due to the need to confirm the schedule for the new approach that consolidates Central and Departmental waves into a single implementation of PeopleSoft Financial functions. If the development and ratification of contract Amendment 6 is protracted, this risk will be exacerbated.

Potential Risk of Impractical Expectations

The Project has recognized the potential risk related to the misalignment of expectations for Project resources to engage in agency-specific analysis of changes to chart of accounts data, interface requirements, and business processes. Risk 265 has been logged and is under evaluation as of this report.

IV&V has previously reported on factors that cause concern in this area and in particular the idea that some stakeholders and agencies express an inability or reluctance to undertake internal analyses and mitigation activities until the Project provides final and definitive design details in the form of interface specifications. Meanwhile others go further to say that Project resources are needed to assist the agencies in mapping the Florida PALM data constructs to their legacy interfaces with FLAIR and their internal agency-owned software applications. Some agencies indicate that Project resources are needed to guide the agency efforts to map the Florida PALM data elements that will replace FLAIR data to the legacy interfaces and agency systems to identify which Florida PALM interfaces need to be implemented from the catalog provided by the Project.

The challenge appears to start with Florida PALM not replacing FLAIR data elements and FLAIR interfaces in a one-to-one manner. There are one-to-one, one-to-multiple, and multiple-to-one relationships at work in the transition. This is not uncommon in governmental ERP implementations. What is rare is that the straightforward explanation of the relationships between COA data elements was designed, shared, and explained relatively early in this project. The difficulty described by agencies may relate more to the deep-rooted structure of FLAIR interfaces in agency systems, the longstanding nature of the FLAIR data constructs, and organizations with a deficit in technical expertise on FLAIR data.

To avoid the risks of inaction by agencies and the potential for business disruption, the Department should prepare to leverage resources with expertise in FLAIR and legacy interfaces to help provide agencies with support in this area. The Project should be prepared to continue to explain the data, functionality, and purpose/content of Florida PALM interfaces.

Deliverable Assessments

Deliverable or Work Product # Name	D194 - Technical Architecture Documentation – Collaborative Development								
Description	D194 documents the Florida PALM technical infrastructure and system components for the Central Wave release. It builds upon the technical architecture in the CMS Wave Technical Architecture Documentation (D80). This deliverable highlights the net change in infrastructure from the CMS Wave release.								
Overall Quality	Accuracy			Completeness			Timeliness		
	Does the subject address its purpose?			Does the subject fulfill its purpose value?			Is the subject on time or is it late and causing other delays?		
			YES			YES			YES
Validation	Does the item fulfill requirements and support business objectives?							YES	
	D194 expands on the prior CMS Wave D80 Technical Architecture Documentation deliverable. D194 contains further information on how Florida PALM solution requirements and business objectives are fulfilled through software modifications and enhanced by opportunities taking advantage of available technology and the application of lessons learned in the area of technical infrastructure.								
	D194 clearly defines high level architecture of the Oracle Cloud Infrastructure (OCI) design including external and internal support access through defining multi-tier application run-time components, infrastructure architecture blueprints, operational batch processing, and operational integration between internal components and external parties. Security through Identity Access Management, PALM/OIDC/SAML2 Federated Authentication, malware and intrusion protection, encryption and Defense in Depth through the multi-tier application components are defined with blueprint diagrams.								
	Methodology and infrastructure to support the disaster recovery process, Restore Point Objectives, and Recovery Time Objectives are defined within the architecture design and blueprint components.								
	Naming conventions for infrastructure logical network and servers are clearly defined.								
Verification	Are appropriate methods and standards used to design, configure, and/or develop the item?							YES	
	The deliverable documents Florida PALM technical architecture design and OCI services accurately describing the solution incorporated and accepted industry standard design practices, software deployed, and the current releases of software. Implementation, configuration, operational processes, and disaster recovery methods and requirements were fully tested through the Project’s defined testing services through the software development life cycle. High level infrastructure related patching processes to keep software current are described within the deliverable. D202 (Non-production Infrastructure Installation) contains a complete list of the OCI Non-Production Inventory detailing virtual machines, virtual machine shapes with memory and storage, component listings, and resources used, along with a complete listing of databases provisioned.								
Acceptance Criteria	1. Run Time architecture design documented							Met	
	2. Development and operational architecture design documented							Met	
	3. Architecture blueprint diagrams documented							Met	

Project Actions to Resolve Deficiencies	None
Other Considerations, Potential Issues, Risks	None

Deliverable or Work Product # Name	D461 Published Interface Layouts					
Description	<p>Published Interface Layouts (D461) documents the list of published interface layouts for interfaces identified in the RICEFW Inventory (D185) for Central Wave Business Requirements.</p> <p>D461 includes layouts for the identified interfaces to agencies, third-party, and FLAIR systems and the associated supporting information such as the type of security protocol to be used or which system source and/or target.</p>					
Overall Quality	Accuracy		Completeness		Timeliness	
	<i>Does the subject address its purpose?</i>		<i>Does the subject fulfill its purpose value?</i>		<i>Is the subject on time or is it late and causing other delays?</i>	
		YES		YES		YES
Validation	<i>Does the item fulfill requirements and support business objectives?</i>					YES
	<p>D461 was submitted for acceptance in January, prior to the Department's decision to consolidate Central and Departmental Waves into a single Financials Wave implementation. Some items contained in D461 will be streamlined as a result of that decision.</p> <p>The deliverable Word document describes the four different interface layout types, Standardized, Legacy, Third-Party and Spreadsheet defined in this deliverable. It further describes the required content of each interface layout defining required component for data exchange with Florida PALM.</p> <p>D461 includes two sets of attachments: Attachment A contains the list of Interface layouts identified by the RICEFW Identifier and RICEFW Name, as defined in the RICEFW Inventory (D185); and Attachment B is a collection of the Published Interface layout specifications for each PALM interface in the RICEFW Inventory identified for Central Wave.</p> <p>Attachment A clearly lists each interface for the Central Wave including the RICEFW ID, Name description, layout type, Source/Target, and interface type. Attachment B includes individual Excel files containing Version History, General Information, File Format Legend, File Format, Sample Date and Parent Child Relationships (where applicable). Also included in each Attachment B interface layout file are interface connection and security details (actual security login details are shared individually with each interface partner as an MRW activity).</p> <p>The above noted components of the deliverable satisfy all Acceptance Criteria noted in the Deliverable Expectation Document for D461.</p>					
Verification	<i>Are appropriate methods and standards used to design, configure, and/or develop the item?</i>					YES

	<p>D461 is developed and expanded upon from previously accepted and complete RICEFW Inventory (D185). Attachment A contains details required for communicating available interfaces and components at a high level with interface partners. Attachment B contains individual and confidential interface specifications by interface that each interface partner requires to develop and implement a data exchange with Florida PALM.</p> <p>The deliverable components are saved in a project secured SharePoint 'Confidential Documents' location in which only identified PALM Project Team members have access to. Confidential interface connection details are shared with specific and authorized interface partner staff on an as needed basis only.</p> <p>D461 was completed and accepted by the Project within the project schedule designated time on 7/14/2021.</p>	
Acceptance Criteria	List of published interface layouts provided, including the following details in each interface layout:	
	a. End-point and access details provided	Met
	b. Security protocol expectations including authentication and authorization documented. Authentication and authorization approach documented (Authentication and authorization details will be provided via an MRW task).	Met
	c. Layout overview and definition of request and response documented	Met
	d. Data format and validation including required fields documented	Met
	e. Version history and Instructions documented	Met
Project Actions to Resolve Deficiencies	None	
Other Considerations, Potential Issues, Risks	None	

Deliverable or Work Product # Name	D202 Non-Production Infrastructure Installation					
Description	<p>Deliverable D202 documents the identified non-production infrastructure installation for Central Wave in the Oracle Cloud Infrastructure (OCI). D202 highlights the net new and changed components as originally planned for the Central Wave (e.g., virtual machines and databases) that build the non-production infrastructure installation from the foundation. The Non-production Infrastructure Installation document is an operational document to accommodate updates during the run phase and used in conjunction with Production Support Operations Plan (D137).</p>					
Overall Quality	Accuracy		Completeness		Timeliness	
	Does the subject address its purpose?		Does the subject fulfill its purpose value?		Is the subject on time or is it late and causing other delays?	
		YES		YES		YES
Validation	Does the item fulfill requirements and support business objectives?					YES

	D202 provides an inventory of the non-production OCI infrastructure components. These are listed in the Excel attachment. The Non-Production Infrastructure Installation inventory includes the details for the Servers, Databases, and Application Environments built at the time of deliverable submission.	
Verification	Are appropriate methods and standards used to design, configure, and/or develop the item?	YES
	<p>The non-production servers, databases, and environments documented in this deliverable have been validated by the State Systems and Data Strategy Infrastructure team. Confidential non-production installation details are shared with specific and authorized interface partner staff on an as needed basis only.</p> <p>D202 was completed and accepted by the Project within the project schedule designated time on 7/6/2021.</p>	
Acceptance Criteria	List of established infrastructure components provided, including description, usage, and Identification ID/Name/Environment Name	Met
Project Actions to Resolve Deficiencies	None	
Other Considerations, Potential Issues, Risks	None	

Incident Management Assessment

The Project's Incident Management protocols are prescribed by the principles and methods described in D137 – Production Support Operations Plan and D153 – Post Implementation Support Plan. The Production Support Operations Plan documents the operational structure and activities of the production support team, including team makeup, services provided, schedule of activities, and how these relate to contractual performance expectations. D153 documents the Post Implementation Support period, also described as the Stabilization Period, during the first three months following CMS Wave launch.

As production issues are identified and recorded, incidents are created in the ServiceNow (SNOW) incident management software. SNOW is the Project's production environment issue monitoring software. Incidents are triaged by the Tier 1 PALM Project team to determine resolution team assignment, priority ranking, and resolution tier assignment. Incidents are escalated to Tier 2 and 3, if required for resolution.

There are 4 Tiers in the agency production support structure:

- **Tier 0** (Agency Specific Support) – Agency staff (often including Florida PALM Super Users) who provide direct support to their agency's system users on matters such as questions on basic usage and agency-specific business processes, log-in issues, and user role assignments.
- **Tier 1** (Florida PALM End-User Support) – Department team members who receive calls and written communications from agency users and provide support for inquiries regarding Florida PALM to triage and resolve, where possible, and routing to Tier 2 and Tier 3 when additional support is needed.
- **Tier 2** (Production Operations Support) – Subject matter advisors primarily from the Accenture functional and technical teams, who answer escalated queries from Tier 1 and define, prioritize, and test ticket resolutions in Florida PALM.

- **Tier 3** (Application/Infrastructure Maintenance) – Application and infrastructure teams who maintain the application, infrastructure, system performance, and network, and provide support to address what cannot be resolved by Tier 1 or Tier 2 (e.g., application patching, application upgrades, and infrastructure fixes). Tier 3 will be comprised primarily of Accenture resources. Tier 3 will work with the Florida PALM Communications Team to develop and distribute communications regarding such topics as application updates, system downtimes, and maintenance releases to Project team members, the other tiers, and agency end users.

D127 Production Support Strategy defines how incidents are ranked according to the following severity levels:

- **Severity Level 1** (Critical) Problem – a problem or deficiency that causes total failure of critical Solution components or unrecoverable data loss, resulting in a critical business impact
- **Severity Level 2** (Major) Problem – a problem or deficiency that causes substantial failure of critical Solution components or data to be incorrectly processed or stored, causing a major business impact.
- **Severity Level 3** (Moderate) Problem – a problem or deficiency that impairs some functionality within the Solution but does not prevent or materially impair the continuation of normal production operations.
- **Severity Level 4** (Minor) Problem – a spelling or cosmetic problem or deficiency that does not impact the business processes, or another issue that does not impair the functionality of the Solution.

Stabilization Team

As defined in PALM’s Post Implementation Support Plan “Stabilization Stage 1”, for a two-week period following CMS Wave launch, daily Stabilization Team meetings were conducted to review, triage, and report status priority incidents recorded in SNOW. “Stabilization Stage 2” twice-weekly meetings began on the third week following implementation.

IV&V observed thorough and responsive attention to project needs through representation of all functional and technical disciplines identified during the on-going stabilization period. Issues are triaged and escalated as necessary. Issues are assigned specific resolution support teams to work through issues with the user community proving expedited resolution as needed.

As business areas with high profile, high priority issues are identified, “hyper care” working sessions are established with a defined schedule to work through and confirm incident resolutions and/or clarify new online business processes within the PALM Solution.

Change Control Management

As prescribed in the Florida PALM Production Support Operations Plan, the Project established the production Change Control Management Process for reviewing routine changes to address break/fix tickets (i.e., incidents), update system configuration (e.g., increase memory allocation), and to apply vendor patches as well as requests for new and/or enhanced functionality (i.e., enhancements).

IV&V observed twice weekly QA Testing and Change Control Management meetings. During QA Testing and Change Control Management meetings SNOW incident resolutions were presented to State Change Control Advisory team members with thorough end-to-end resolution fix descriptions and demonstration by the Accenture resolution team members. State Change Control Advisory team members reviewed solution results as well upstream and downstream regression testing type impacts.

With satisfactory review, the State Change Control Advisory team approves and schedules the SNOW incident resolution for migration to production with consideration for dependent business processes and priority. Upon SNOW incident resolution migration to production, Tier 1 support notifies the reporting PALM user of the migration of the fix to production for review.

Known Issues List

In preparing for the transition to production, the Project created a Known Issues List (WP47) identifying open “Deferred” Testing SIRs with the “Deferred” SIRs planned for resolution post PALM go-live. WP47 and WP48 SIRs were transitioned to Production Support and the Known Issues list with current status was posted to SmartSheet, where it is readily accessible to all interested parties. As of July, these are tracked and managed in SNOW as part of PALM operational reporting.

IV&V observed, as of the end of July, seven (7) open Minor and three (3) Moderate priority SNOW incidents remain open that were included in the Known Issues List (WP47). Of the Minor priority incidents three are related to application code, three are related to application configuration and one is related to interface data. Of the Moderate priority incidents, one relates to application code and two are related to interface data.

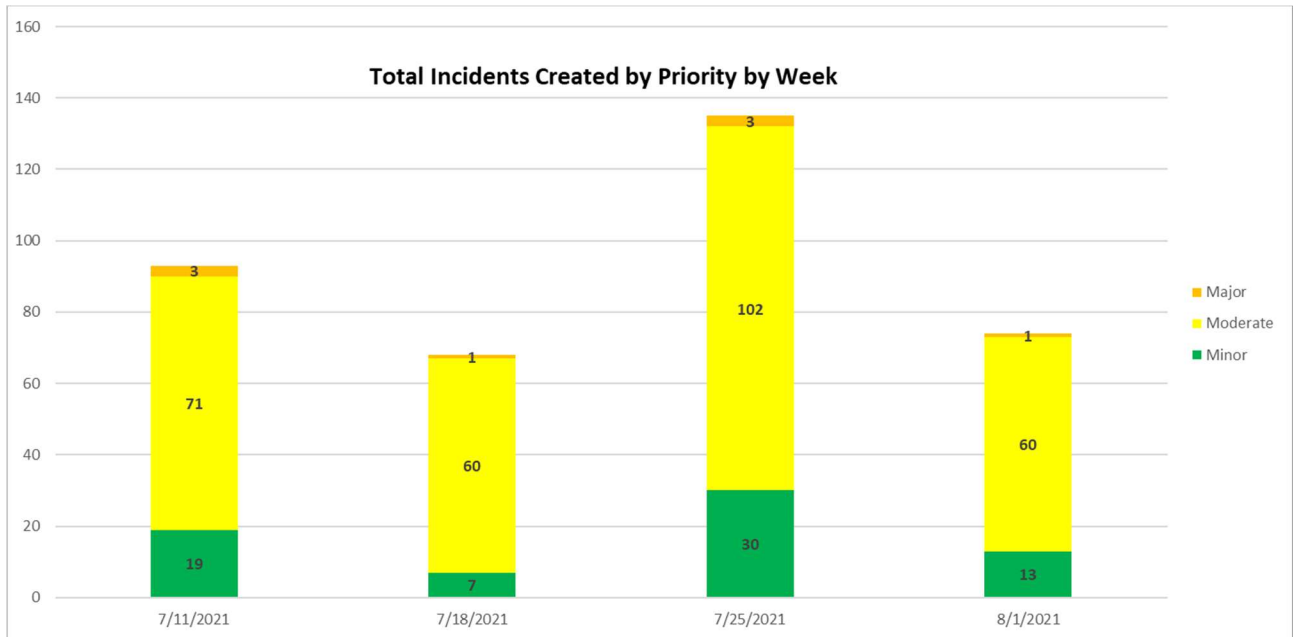
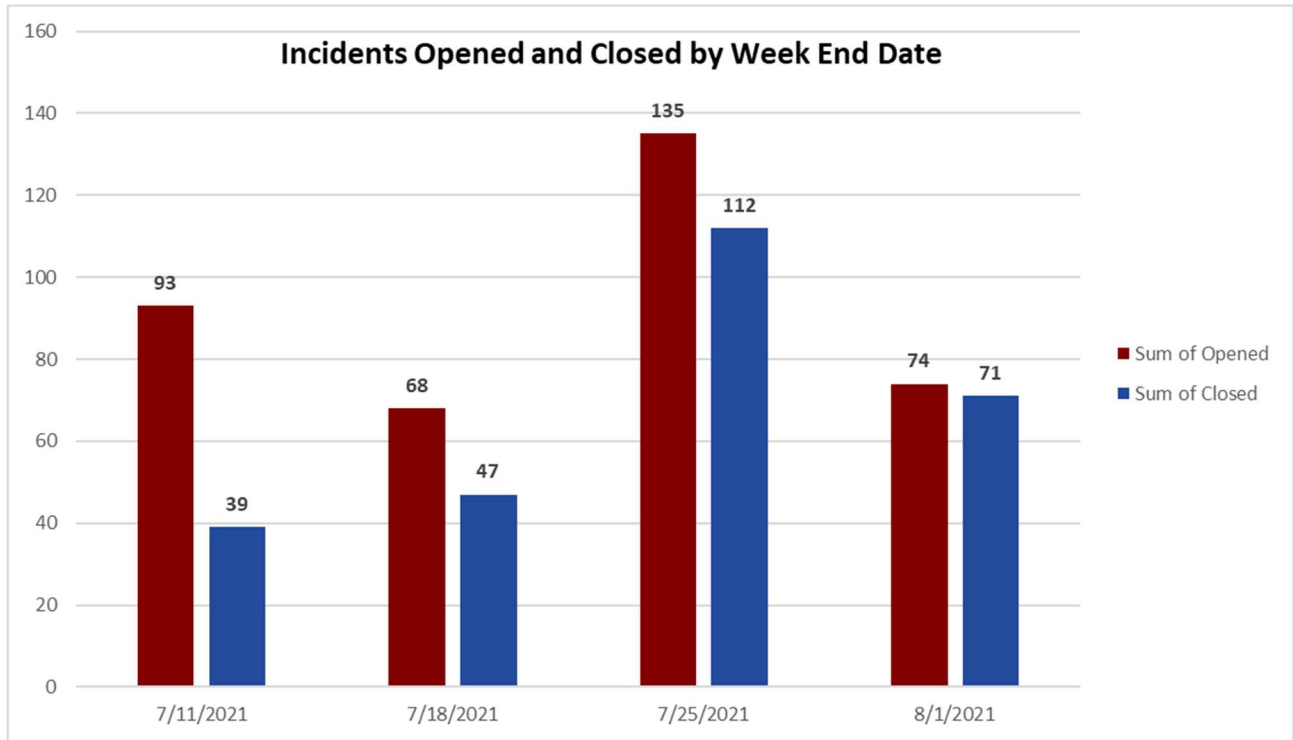
The following charts present SNOW incident trends from week ending 7/11/2021 to the last weekend in July. ‘Cancelled’ SNOW incidents are not included as these may be erroneous entry or SNOW functionality test entries.

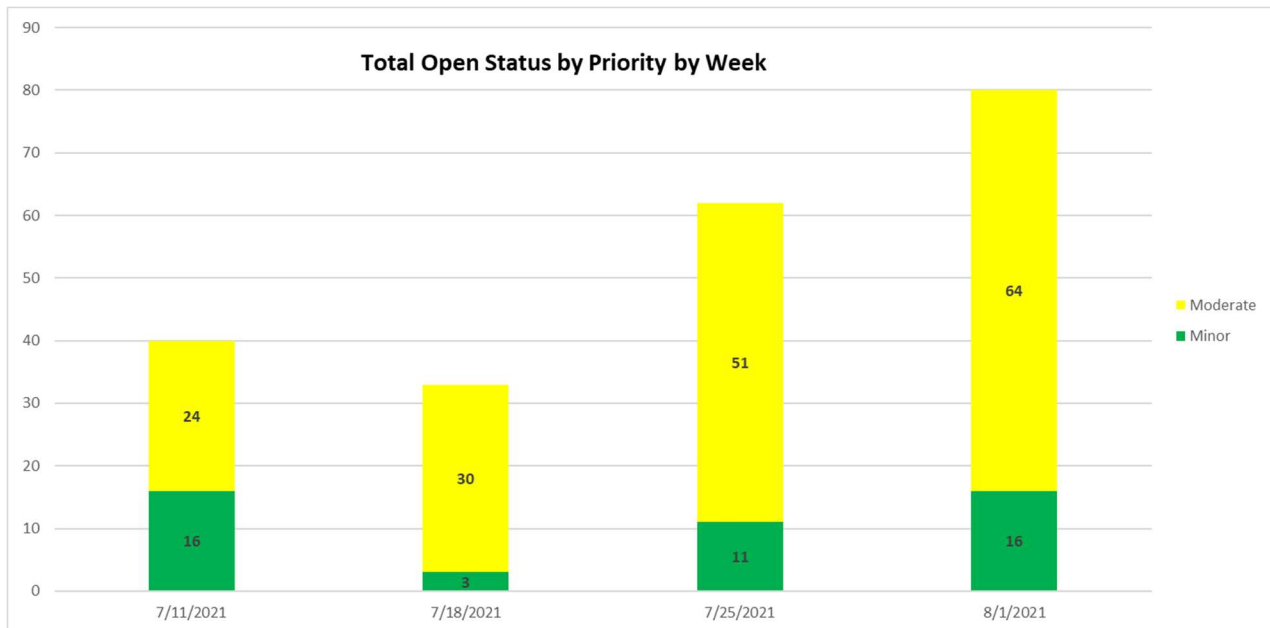
Incidents open are typical of implementations of the CMS Wave magnitude. Average time for incident closure is representative of a quality Post Implementation Support Plan and Team response.

As of July 31, 2021, no Critical incidents have been opened since launch.

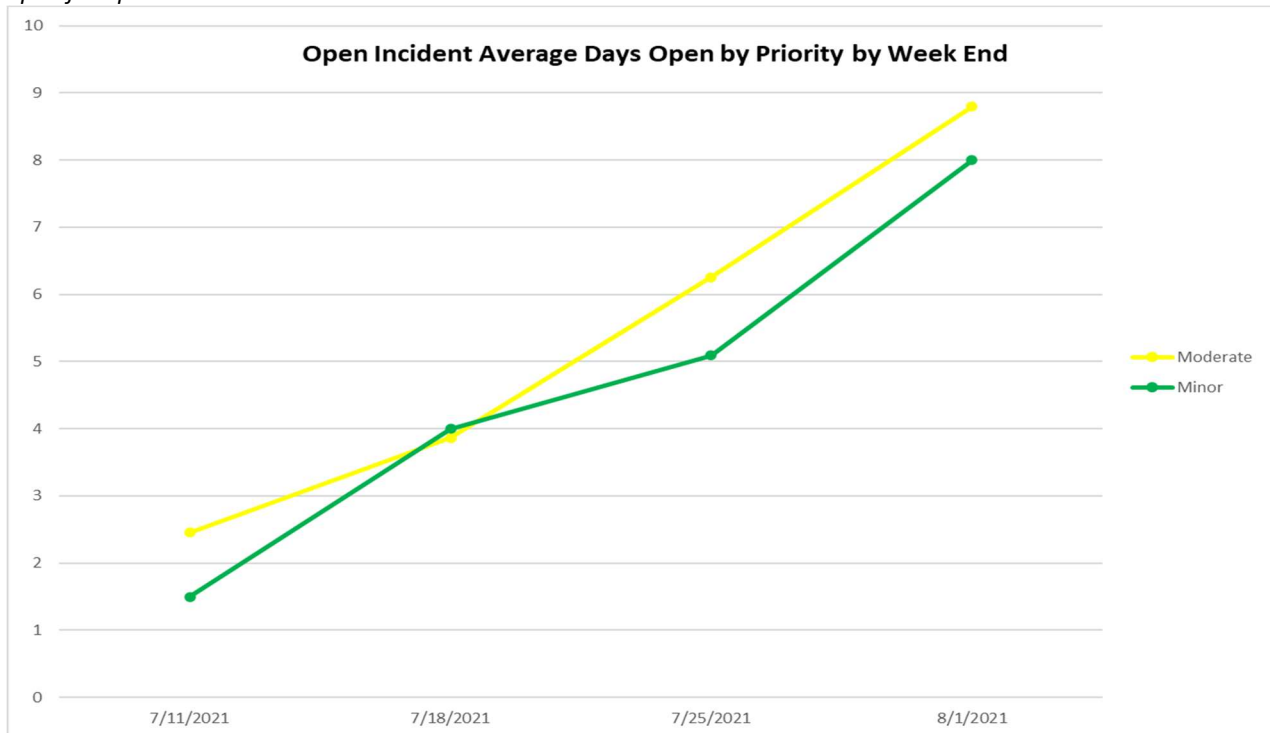
5 Major incidents, 271 Moderate, and 55 Minor were opened.

- *All but one of the Major incidents were resolved within 1 business day.*
- *44% of incidents have been Information/Report related with users needing additional instructional assistance and/or accessing/running reports.*
- *12% of incidents have been user-access related.*
- *11% of incidents have been application configuration related.*
- *5% of incidents have been software error related.*
- *All other incident SNOW categories had less than 5% of the total incident count occurrence.*





* Of six (6) Major priority incidents opened five (5) were resolved in less than one day. One (1) was resolved in 3 days. These Major incidents were closed by the same week's end and therefore not represented in average days open for open incidents in the chart below.



*Charts do not include SNOW incidents with a status of 'Cancelled'.

**Trend data collection began with Week Ending 7/11/2021.

***Open incidents include incidents in Resolved status. Resolved incidents are automatically moved to Closed status after 3 days if no further concerns are reported.

Agency Engagement Assessment

Throughout July the Project continued to effectively conduct touchpoint meetings by teleconference or video conference with organization representatives to manage activities contained in the Master Readiness Workplan (MRW).

Engagement activities in July focused on CMS cutover activities and user support. Agencies were asked to perform cutover activities, reinforce awareness of the solution center support resources, and prepare their staff to transition to performing CMS processes in Florida PALM.

IV&V observed agencies confirming their internal readiness to transition to Florida PALM for CMS processes. Many agencies indicated that they anticipated increased understanding of any additional help that their users might need internally or from Florida PALM as more users perform their work in the new system. Similarly, the Project offered User Support Labs (USLs) in July to aid users performing their work in production. These USLs were not heavily attended but IV&V observed some agencies indicating that their users may desire future sessions as their use of the system increases. IV&V observed the Project using the opportunity during USLs to provide specific topic-related support such as Reporting.

Last month, the Project communicated the change in implementation from the Central Wave and Departmental Wave approach to the single Financials Wave.

In July, the Project asked agencies to begin assessing their business systems and planning for the Financials Wave. Interface layouts were shared, and agencies were asked to use the layouts to begin assessing impacts. IV&V observed agencies considering the tools and processes provided by the Project for the CMS Wave, such as Change Impact Tool and Training, to determine how these can be applied to the Financials Wave and any gaps that they may need to fill to prepare for the larger, more impactful, Financials Wave.

The Project continued to offer training through the Learning Management System. Agencies monitored staff completion of the training and reported status to the Project. Last month, the Project released the Florida PALM End User Manual.

In July, IV&V continued to observe positive feedback from the agencies on this manual and a desire to have access to it earlier with the Financials Wave.

The Project continued to communicate with the Florida PALM community through multiple channels including Florida PALM website, the CCN and via the Florida PALM email account

In July, Project communications focused on CMS cutover activities and user support. IV&V observed positive agency response to the Florida PALM Solution and User Support pages.





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 & Readiness	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 material findings.

Assessment Scoring					
Blank	1	2	3	4	5
Not Active	Catastrophic	Critical	Moderate	Minor	No Material 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.

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"> • CMS Wave successfully launched in July. This represents a major accomplishment validating the Project's efficacy and progress toward eventually replacing FLAIR. • The Project is in the process of defining the approach and statement of work to implement a consolidated Financials Wave statewide in 2024. The consolidated implementation greatly reduces the complexity and risks associated with the prior plan to retain FLAIR in a hybrid state. • It is imperative that the consolidated approach, schedule, and contract amendment be completed and in effect as soon as possible to avoid squandering the time gained for agencies to prepare. • A decision to reschedule the Payroll Wave to coincide with the Financials Wave is pending. The desirability of this is based on the gap that would need to be filled to support agency payroll cost accounting if Departmental FLAIR is decommissioned while People First and FLAIR Payroll remain in operations. The proponents of the idea assert that the change impact to the Department and agencies would be contained to select back-office functions and a technical replacement of the payroll engine rather than a full-scale HR/payroll implementation affecting all employees. • 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/STMS and state agencies. • Risks and issues are being managed proactively and with an appropriate sense of urgency. • The risk of turnover in key positions remains high. The multi-year, multi-phase implementation approach increases the probability of occurrence. • Cost management and resource allocation are monitored closely by Track Managers and the 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 improving as CMS Wave success serves to prove the Project's ability to fulfill its 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 schedule continues to be at risk due to the factors described in the Executive Summary and discussed in Section 2.1 Project Risks.		
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 & Readiness	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.		



IV&V Dashboard			CURRENT	PRIOR
	PROJECT AREA	PROJECT AREA DESCRIPTION	RATING	
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 delivered training to DFS and state agencies via multiple channels and has made published training material available, including user manuals that provide instructions in business context for the CMS Wave. User labs are planned to provide remedial support.		

Continued on next page.

2 IV&V Detail Reporting

2.1 Project Risks

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	
			Current	Prior
3	Project Time Management	<p>The assessment score for Project Time Management remains in a yellow status due to the following factors:</p> <p>While the decision to consolidate the Departmental and Central Waves into a single Financials Wave should reduce the overall risk to the Project, the need to finalize the approach and execute the contract amendment is essential to reducing the risks to Time Management caused by not having the definitive schedule and statement of work in place and potentially enabling inaction by agencies.</p> <p>The eventual ratification of that decision along with revised deliverable and activities schedule as constituted by contract Amendment 6 should further improve scoring in this area.</p>		

The Risk Log lists thirty-two (32) open risks in the following statuses as of July 31, 2021:

- Mitigating: Twenty-three (23) 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: Six (6) are being monitored to identify when their probability of affecting the Project increases to the point that mitigation is required.
- Under Evaluation: There is three (3) risks currently in Under Evaluation status (risks being evaluated and awaiting plan development).

During July, there were fifteen (15) risks removed from the log while five (5) risks were added.

Risks removed from the log include:

Risk #165: Failure to achieve awareness among stakeholders impacts declining participation, inability to achieve standardization desired, focus only on the CMS Wave; thus having rework, interest or instruction by others to change approach.

IV&V notes Risk #165, created on September 12, 2018, was removed from the log on July 21, 2021 after the implementation of the CMS Wave as this risk was focused on the CMS Wave readiness activities. The lessons learned from this risk will be used to inform a risk of similar nature for the Financials Wave.

Risk #181: Organizations lack of participation in readiness activities may impact their ability to implement the Florida PALM Solution.

IV&V notes Risk #181, created on September 23, 2019, was closed on July 23, 2021 as the risk was tied to the CMS Wave launch. A new risk, #263, (similar to risk #181) has been opened for the Financials Wave.

Risk #184: External stakeholders understanding of Florida PALM scope or work may be unclear which could impact the Project's work.

IV&V notes Risk #184, created on September 23, 2019, was closed and removed from the log on July 23, 2021 as the risk was tied to the CMS Wave launch. A new risk, #252, (similar to risk #184) has been opened for the Financials Wave.

Risk #186: The Project might not have the staffing resources with the correct skills to perform the required activities which could have an impact on the progress of the Project.

IV&V notes Risk #186, created on September 23, 2019, was closed and removed from the log on July 23, 2021 as the risk was tied to the CMS Wave launch. A new risk, #253, (similar to risk #186) has been opened for the Financials Wave.

Risk #220: Current budget holdbacks could impact Project funding for FY 20-21.

IV&V notes Risk #220, created on July 22, 2020, was closed on July 23, 2021 as there are no issues with holdbacks at the present time.

Risk #226: If there is an inability to obtain the ESC approval for D175 Central Ready for Interface Testing Go/No-Go Decision in July 2021, then it could cause delays in the Project.

IV&V notes Risk #226, created on December 16, 2020, was closed and removed from the log on July 29, 2021 after the approval of PCR 81 by the Executive Steering Committee.

Risk #250: There is a delay in obtaining quotes for the planned Oracle technical support for existing licenses and procurement of additional licenses.

IV&V notes Risk #250, created on June 8, 2021, was removed from the log on July 21, 2021 after confirmation that quotes have been received, and Oracle has given assurances that service will not be interrupted during the procurement period.

Risk #254: Current budget holdbacks could impact Project funding for FY 21-22.

IV&V notes Risk #254, created on June 23, 2021, was closed on July 23, 2021 as there are no issues with holdbacks at the present time.

Risk #180: Organizations may identify changes that are required to their legacy/business systems during a Wave implementation, which could cause additional work prior to Go-Live.

IV&V notes Risk #180, created on September 23, 2019, was closed and removed from the log on July 23, 2021 as the risk was tied to the CMS Wave launch. A new risk, #255, (similar to risk #180) has been opened for the Financials Wave.

Risk #182: Florida PALM activities may not be completed timely which could affect implementation activities organizations need to complete for go-live.

IV&V notes Risk #182, created on September 23, 2019, was closed and removed from the log on July 23, 2021 as the risk was tied to the CMS Wave launch. A new risk, #257, (similar to risk #182) has been opened for the Financials Wave.

Risk #183: Deliverables may not be accepted within the fiscal year in which they are planned which could impact funding.

IV&V notes Risk #183, created on September 23, 2019, was closed and removed from the log on July 23, 2021 as the risk was tied to the CMS Wave launch. A new risk, #258, (similar to risk #183) has been opened for the Financials Wave.

Risk #187: Inability to make timely decisions may impact activities defined in the Project Schedule.

IV&V notes Risk #187, created on September 23, 2019, was closed and removed from the log on July 23, 2021 as the risk was tied to the CMS Wave launch. A new risk, #260, (similar to risk #187) has been opened for the Financials Wave.

Risk #217: Current budget holdbacks could impact agency funding for PALM transition.

IV&V notes Risk #217, created on July 9, 2020, was removed from the log on July 23, 2021 as there are no issues with holdbacks at the present time.

Risk #248: Untimely information sharing between Enterprise partners and the Project.

IV&V notes Risk #248, created on April 20, 2021, was closed and removed from the log on July 23, 2021 as the risk was tied to the CMS Wave launch. A new risk, #264, (similar to risk #248) has been opened for the Financials Wave.

Risk #256: Current budget holdbacks could impact agency funding for PALM transition.

IV&V notes Risk #256, created on June 23, 2021, was removed from the log on July 23, 2021 as there are no issues with holdbacks at the present time.

Risks added to the log include:

Risk #261: Without an executed contract amendment to define the 2024 implementation approach, the Project implementation and agency adoption schedules are at risk.

IV&V notes Risk #261, was created on 7/22/21. This risk notes that Amendment 6 continues to be negotiated and is necessary for the agencies to complete their planning activities.

Risk #262: Agencies may encounter delays in funding releases for transaction activities.

IV&V notes Risk #262, was created on 7/22/21. The risk notes the need for the details from Amendment 6 in order for agencies to create long range plans and committed milestones.

Risk #263: Organizations lack of participation in readiness activities may impact their ability to implement the Florida PALM Solution.

IV&V notes Risk #263, was created on 7/23/21. The risk notes the need for agencies to use the tools at their disposal (Agency Readiness Coordinators and CCN liaisons, the Master Readiness Workbook (MRW), meetings, and the Florida PALM website) to collaborate and complete readiness activities.

Risk #264: Untimely information sharing between Enterprise partners and the Project.

IV&V notes Risk #264, was created on 7/23/21. This risk addresses the concern that sharing relevant information regarding Solution designs, configuration, or interfaces in a timely manner is critical to the Project's successful go-live of the Financials Wave.

Risk #265: There may be a misalignment of stakeholder expectations with Project Team activities.

IV&V notes Risk #265, was created on 7/26/21. This risk is under evaluation and is described in further detail in Section 1 of this report.

2.2 Project Issues

There are no open issues listed in the issues log as of July 30, 2021. No issues were added or deleted during the month.

2.3 IV&V Detailed Assessment Scorecards

AREA: General Project Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
GPM – 1	Verify and assess project management and organization, verify that lines of reporting and responsibility provide adequate technical and managerial oversight of the project.	5	The Project Director, Project Management Office, Track Managers and Team Leads regularly conduct joint and separate team meetings and demonstrate hierarchical support and accountability on activities, schedule and delivery.
GPM – 2	Evaluate the project's system's change request and defect tracking processes.	5	All teams are observed to adhere to the prescribed change control processes for requirements, designs, and tools to be used to implement the solution. Change control decisions are made according to the process as prescribed in the Project Management Plan (PMP). Changes to requirements and designs are also governed by the Executive Steering Committee.
GPM – 3	Verify the creation and approval of high-level plans.	5	PMO conducts regular planning sessions with Track Managers and Accenture to create and maintain the project plan and its schedule, and to commit resources to activities and deadlines. In addition to high level plans, these activities also develop and scrutinize details. Plans are coordinated with DFS Divisions, Enterprise systems partners, and key agencies when needed.
GPM – 4	Verify that a Project Management Plan and procedures are developed, communicated, followed, monitored and completed.	4	The DDI PMP is approved and updated as needed following the prescribed process. The Project uses a discrete plan for each Wave. The Project is observed to manage critical path by means of select milestones aligned to ESC Go/No Go Decisions encompassing select Deliverables. Where tasks entail the production of multiple work units, the Project uses discrete hillclimber tracking spreadsheets to avoid unnecessarily elongating the project schedule with subtasks and to enable team members to report progress daily by directly updating the hillclimbers. The consolidation of Central and Departmental Waves into a single implementation of Financial functions should enable management of the critical path using standard MS Project functionality. In lieu of that, the PMP should be updated to provide an explicit description of method used to manage the project's critical path beyond the use of Microsoft Project functionality.

AREA	TASK	SCORE	IV&V OBSERVATIONS
GPM – 5	Verify project status is accurately traced against milestones and completion dates via project reports and metrics.	5	Deadlines and work progress are monitored, and status is updated regularly by use of status reports, the project schedule, critical path stage gates/milestones, and detailed day-to-day inventories of select work units using hillclimber charts.
GPM – 6	Verify use of a project issue tracking mechanism that documents issues as they arise, enables communication of issues to proper stakeholders, documents mitigation strategies as appropriate, and tracks the issue to closure.	5	The RAIDL process is in place and used to identify, vet, monitor and manage risks, action items, issues, decisions, and lessons learned on a recurring and regular basis. The Project demonstrates a disciplined approach to the identification and analysis of issues. Furthermore, the project has consistently developed detailed action plans to address issues, and these are shared as part of the RAIDL log. Such plans have proven to be accurate and comprehensive. Since CMS Wave launch, issues encountered in production are recorded in the ServiceNow application used to manage incidents reported by users and Production Support operations. The Project has also maintained regular communications to a wide array of stakeholders on service metrics and the status of key incidents.
GPM – 7	Evaluate the effectiveness of the system's life-cycle development methodology (waterfall, agile, evolutionary spiral, rapid prototyping, incremental, etc.) and deployment process.	4	<p>The project is undergoing another re-planning action to consolidate phases originally designed to implement Peoplesoft in multiple parts to replace FLAIR incrementally. The new approach is more streamlined and makes unnecessary the interim period that would have been dependent on FLAIR, requiring temporary solutions and translation of legacy FLAIR data to new Florida PALM data and vice versa, on a daily basis, to support business processing. While there are inherent risks associated with a phased deployment approach due to the complexity of managing multiple Waves in parallel, this streamlined approach simplifies the implementation of financial functions and should reduce risks.</p> <p>The Project is also evaluating the potential consolidation of Payroll Wave to launch simultaneously with the Financials Wave. Stakeholders with operational responsibilities and dependencies on payroll, including People First, are engaged in the deliberations. Support for the decision has been expressed. Objections have not been raised as of the end of July.</p>
GPM – 8	Verify that the project's managerial and reporting structure supports training, process definition, independent quality assurance, configuration management, product evaluation, and any other functions critical for the project's success.	5	The project's managerial and reporting structure supports staff development, process definition, quality assurance, configuration management, and other functions necessary for project success. Project meetings, working sessions, and work products are all accessible for validation, verification, and quality assessments. Project team members demonstrate the ability and willingness to raise concerns and articulate risks and needs.

AREA	TASK	SCORE	IV&V OBSERVATIONS
GPM – 9	Assess coordination and management to verify agencies and departments are not working independently of one another and are following the communication plan.	3	<p>The project has created a Change Champion Network (CCN) to facilitate project-to-agencies and agencies-to-project communications. The CCN is also intended to foster agency-to-agency peer-to-peer communications. Despite the Project's efforts to communicate plan expectations and important details needed for agencies to take action to ready themselves, some agencies indicate less than full awareness of what information is available and express expectations of Project resource involvement in internal analysis of changes that the Project may not be able to fulfill.</p> <p>Agency Sponsors present a variety of levels of engagement ranging from completely aware, proactive, and keenly interested in details, to somewhat less engaged in details but supportive of delegates, to less engaged and more reliant on Project-initiated interactions to maintain awareness. Most exhibit a general awareness and express support for the plan.</p> <p>IV&V has conducted independent assessments of individual agency readiness specifically in areas of understanding what information is available, what are the impacts of changing the chart of accounts, what actions are needed, and deployment of resources. With few exceptions, agencies have attested they have the information they need to understand the impacts and their next steps to prepare for implementation.</p>

AREA: Project Time Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
TME - 1	Evaluate the estimating and scheduling process of the project to assess if the project budget and resources are adequate for the work-breakdown structure and schedule.	3	<p>The envisioned Florida PALM solution is dependent on timely completion of system modifications and/or new interface development by FLAIR, LAS/PBS, MFMP, STMS, and People First.</p> <p>IV&V has independently confirmed commitment of FLAIR, LAS/PBS, STMS and People First to complete these activities according to the previous project schedule containing Central and Departmental Waves. The Project and MFMP continue to engage to align activities and schedules. The consolidation of Central and Departmental Waves into a single implementation of Peoplesoft Financial functions reduces the risk of misalignment with MFMP because it provides more time and simplifies the development by reducing items meant to support interim processing.</p> <p>As of the end of July, the Project continues to work with People First and DFS Divisions to determine the implications to the timing/transition of agency payroll cost accounting processes with the new consolidated implementation. The Project continued to work with OIT and A&A to organize and establish production support resources for post-implementation operations and agency users. State leadership has redeployed resources and Accenture has added resources to fulfill expectations and comply with recent proviso mandates.</p> <p>Staff show some signs of working at or above normal capacity which is not ideal or sustainable long term.</p>
TME - 2	Review that project milestones are realistic and meaningful and aid in managing project performance.	4	<p>Deliverable Expectation Documents are inclusive of timelines to inform the project schedule. Deliverable deadlines and milestones have been sufficient in most cases.</p>

AREA	TASK	SCORE	IV&V OBSERVATIONS
TME - 3	Review schedules to verify that adequate time and resources are assigned for planning, development, review, testing and rework.	3	<p>As of July, the Project continues to meet the deadlines necessary to secure the support of its governance structure and Department management. While some tasks are behind schedule, those did not adversely affect the timely launch of CMS Wave or pose risks to the overall project.</p> <p>The Project has already designed the new chart of accounts and the standardized business processes that represent the end-state along with interface layouts for standard processing.</p> <p>The project schedule is being revised to simplify the objectives and provide more time for agencies to plan, develop interfaces, and be prepared for transition. The revised schedule will provide more time complete configuration, development and testing activities to assure quality.</p> <p>FFMIS partners and STMS have not expressed objections to the revised approach consolidating Central and Departmental Waves. People First has prompted discussions on how the new approach would affect agency payroll costs accounting if Florida PALM payroll is implemented later than the Financial functions. This has led to working sessions with OIT and People First to determine the feasibility of scheduling the Payroll Wave launch to coincide with the Financials Wave launch in July 2024.</p> <p>Neither State nor Accenture management has indicated an inability to complete work as planned. The Project is working to create a revised project schedule along with a contract amendment to fully detail how the new approach will be executed. It is crucial that these pieces of work be completed and ratified quickly to avoid loss of productivity following CMS Wave implementation in July. Until the schedule revisions are complete and contract Amendment 6 is executed, the risk remains high.</p>
TME - 4	Evaluate that the project team is taking full advantage of time savings and resource flexibilities available in the project schedule, managing lead times and float.	4	<p>The consistent attention paid to the project schedule results in increased awareness of planned activity starts and deadlines for completion. The project team is vigilant in observing deadlines and escalates time management concerns that would increase project risk. The workload is heavy and leaves little to no time for slack.</p>

AREA	TASK	SCORE	IV&V OBSERVATIONS
TME - 5	Examine relevant supporting data to determine if the project team has accurately estimated the time required for system configuration and/or software development efforts.	3	<p>Some Deliverables have not been submitted or accepted within the originally scheduled deadlines. This did not prevent the CMS Wave launch from occurring on schedule.</p> <p>Isolated agency feedback indicates there may be near term challenges in securing resources to support the development of interfaces and internal systems remediation. This appears to be affected by the idea that the consolidation of Departmental and Central Waves somehow delays the need to execute analysis and design activities, which is not advisable given one of the purposes of the consolidation is to provide sufficient time.</p> <p>The draft timelines shared with the Executive Steering Committee in July indicate a plan with enough time to complete configuration and development activities in addition to providing extended time for testing.</p>
TME - 6	Review Project Team meeting process for tight agendas focusing on proactive issues (e.g., problem solving, risk identification, meaningful analysis) and relevant progress reports.	5	Agendas are used and meetings are focused and productive.

AREA: Project Scope Management

AREA	TASK	SCORE	Comments
SCP – 1	Verify that the project scope is clearly documented; look for items listed as out of scope.	4	<p>Project scope as defined in the SOW is communicated and affirmed. No potentially out-of-scope items have emerged. The phased approach to implementation creates a prolonged dependency on FLAIR. The decision to consolidate Central and Departmental waves into a single Financials wave greatly reduces the complexities of this dependency.</p> <p>As of the end of July, the impacts to FLAIR presented by CMS Wave have proven to be minimal.</p> <p>As contract Amendment 6 is developed to support this decision, consideration will be given to further reschedule the Payroll Wave to coincide with the Financials Wave. It remains to be confirmed whether this is practicable for the State.</p>
SCP – 2	Review the procedure/process to evaluate the impact of scope changes to the project, including trade-offs, is unambiguous (e.g., objectives, schedule, cost, resources).	4	Changes in Scope are managed through Project Decisions and/or Project Change Requests. As of the end of July, while progress continues toward a finalized Amendment 6, decisions, their trade-offs and potential costs are not yet finalized.
SCP – 3	Evaluate that assumptions made to support scope change requests are fully checked and vetted.	5	Project Decisions and/or Project Change Requests affecting project scope are fully vetted by subject matter experts and reviewed in Sponsor Meetings and with the Executive Steering Committee as mandated by criteria established in the governance structure.
SCP – 4	Project sponsors and stakeholders demonstrate a clear understanding of scope control and participate in the scope control and management process.	5	The Project routinely takes a painstaking approach to sharing detailed information with stakeholders, sponsors, and governance entities. Attention to and absorption of such information has improved for most parties.
SCP – 5	Evaluate the thoroughness of scope control communications including project team, sponsors, and stakeholders.	5	The Project routinely takes a painstaking approach to sharing detailed information with stakeholders, sponsors, and governance entities. The Project has conducted frequent and regular written updates to stakeholders and weekly meetings with the ESC leading to the launch of CMS Wave and continues to broadcast regular updates to the broader stakeholder community.

AREA: Project Cost Management

AREA	TASK	SCORE	Comments
CST - 1	Review and evaluate the Project Cost Management Plan to assess its reasonableness related to the project.	5	Project Management consistently demonstrates attention to detail and cost management practices. Change orders to date have been absorbed without introducing costs more than budgeted appropriations including contingency funds.
CST - 2	Examine relevant supporting data to determine if the project team has accurately estimated the labor and cost of software deployment efforts.	5	Execution of planned work, fulfillment of deliverables and work products, and adherence to protocols have been evident without any indications that the levels of effort are significantly greater or less than budgeted resources are able to accomplish.
CST - 3	Review the basis for cost forecasts and assess their accuracy.	4	The original contract is fixed price fixed duration. IV&V has observed discussions concerning cost containment and project leadership work to minimize any new costs associated with changes and/or unanticipated work. The multi-wave phased approach has an increased risk of cost variances due to higher complexity and longer duration of the Project. It is unclear at this point whether contract Amendment 6 will introduce additional costs.
CST - 4	Verify that State staff are tasked to monitor project costs and the allocation of resources according to resource estimates and plans.	5	The Project Director's office and PMO team demonstrate regular and vigilant prospective and actual cost analysis and management practices.

AREA: Project Quality Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
QAL - 1	Verify the project's Quality Assurance plans, and procedures are comprehensive and complete.	5	The Project has adopted quality assurance processes that assure vendor accountability and help to ensure quality upon delivery/submission. The Project has also established a well-organized State Testing team that has demonstrated insight, thoroughness, and engagement with Track teams to create plans and supporting documents for test efforts. The State BPS functional team and SDS technical team are extensively involved in testing activities and demonstrate attention to details and quality criteria.
QAL - 2	Verify QA is following the QA plan and procedures by performing checks of system documentation, and monitoring products produced by the project with formal reviews and sign-offs.	4	The collaborative review process combined with individual quality review steps are effective in detecting and resolving quality issues prior to final submission for acceptance. The execution of test plans, scenarios, and scripts are well documented and are cross referenced to support resolution of issues and requirements traceability.
QAL - 3	Evaluate if appropriate mechanisms are in place for project self-evaluation and that measures are continually taken to improve the process.	3	Written deliverables have routinely required significant efforts pre and post-submission to attain approval and acceptance. Although Accenture has made efforts to improve pre-collaboration and pre-submission quality reviews to make the prescribed process more efficient, in some cases, State reviews continue to generate a high volume of revisions, edits, and rework. Collaborative reviews have been invoked to lessen handoffs; however, these demand resources that are already assigned to other work.
QAL - 4	Verify that QA has an appropriate level of independence to raise concerns, make recommendations on the project's Quality Assurance plans, procedures and organization and is acknowledged by project management.	5	The testing process is transparent with information accessible to participants, management and IV&V. Input and feedback from team members at all levels is frequent and does not appear to be stifled in anyway. Project management is updated regularly on progress and hindrances.
QAL - 5	Verify that QA is monitoring all major development process definitions and standards for completeness, clarity, up-to-date, consistent in format, and easily available to project personnel.	5	The State Testing team is organized to monitor cross-track activities and changes to deliverables and work products that affect test planning, design, and execution.
QAL - 6	Verify that the processes and standards are followed and compatible with each other and with the system development methodology.	5	There has been no indication of variances. On the contrary, the Project overall adheres to a very disciplined approach to prescribed processes.

AREA: Project Stakeholder Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
STK -1	Verify that executive sponsorship supports all changes which impact project objectives, cost, or schedule.	5	Sponsors are fully engaged, inquisitive, and active within their respective organizations. Sponsors demonstrate a high level of commitment to the Project. DFS Division leaders have increasingly demonstrated a commitment to finding workable solutions.
STK -2	Verify that there is a Project Governance Plan and an active Executive Steering Committee (ESC) whose role it is to oversee changes impacting project objectives, cost, or schedule.	5	<p>The governance plan and ESC are in place and active on a regular basis. The individual members of the ESC express a common understanding of their role and expectations of work demands as approvers of major project deliverables and overseers of project management.</p> <p>The Project has increased interaction with the ESC to provide updates on progress and issues and to solicit input and feedback from the Committee.</p>
STK -3	Verify that project is in compliance with the State of Florida's Enterprise Architecture, Information Security and other IT policies and Guidelines	5	The Department has engaged fully in the process of planning and assessing the design of infrastructure, network connectivity, and security of the cloud-based solution. No objections have been raised by authorities.
STK -4	Assess to assure stakeholder participation, support and commitment, and that open pathways of communication exist among all stakeholders.	5	Internal and external stakeholders are consistently communicated with, engaged in project activities, and encouraged to contribute feedback as project plans and designs are shared.

AREA	TASK	SCORE	IV&V OBSERVATIONS
STK -5	Verify that stakeholder expectations match the project objectives and deliverables	3	<p>The Project regularly conducts proactive communications to and interaction with stakeholders and uses stakeholder feedback to improve where needed.</p> <p>Despite those efforts, there are indications that some agency stakeholders may not be fully aware of, or acting on, available information to fully adapt to the technological changes forthcoming. In some instances, it appears there are expectations that Project staff will not only explain how the FLAIR chart of accounts data is transformed to the Florida PALM chart of accounts but also participate in agency activities to map the new chart of accounts data into various agency business systems. This agency expectation may be driven the fact that FLAIR-to-PALM chart of accounts data elements are not a one-to-one relationship. Nevertheless, the Project does not appear to be staffed to provide internal analytical services to agencies.</p> <p>There have also been statements made that indicate agencies may face challenges in securing resources to support development of interfaces and business system remediation activities. This may result in disruption of automated processing in cases where development of interfaces and/or business system modifications lags.</p>

AREA: Project Communications Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
COM - 1	Confirm communication plans and strategies are established, accessible and being used.	5	The project continues to maintain a comprehensive, multi-channel communication planning log. The OCM team has created a comprehensive communication strategy to share information and follow-up with recipients to confirm receipt and solicit feedback.
COM - 2	Verify communication plans and strategies are effective and support communications and work product sharing between all project stakeholders.	4	<p>Stakeholder assessments have been used to gauge effectiveness. The Project routinely publishes targeted communications and makes materials available online. IV&V has observed agency liaisons leveraging published online material and the quarterly communications package to create internal content for meetings and other forms of communication (i.e., SharePoint, newsletters, agency site).</p> <p>Some agencies indicate a need for detailed information for them to be able to assess the impact of Florida PALM on their agency business systems, operations, and demand for technical resources to complete preparations. The Project continually assesses its communications practices and creates alternative communications to inform agencies on where to find the details they seek. Some agencies demonstrate infrequent or incomplete interaction between agency sponsors and the various agency liaisons established as part of the project's Change Champion Network.</p> <p>Agency project participants find the Project web site to be a comprehensive source of project materials that represents a collective history of project work products, communications, documentation and the like. However, the volume of materials and periodic changes in organization present challenges for users to locate the latest and most pertinent materials applicable to their needs. The OCM team should highlight organizational and structural elements to direct agency users to materials that are most applicable to current and upcoming project activities.</p>
COM - 3	Review that mechanisms to capture informal communications and feedback are active and effective for informing project team of stakeholder and end-user needs.	5	The Project has established a Change Champion Network designed to channel informal communications to various agency-based liaisons prior to contacting Project resources directly. This helps to ensure ad hoc communications are received, treated by the appropriate resources, and responded to in a consistent manner.

AREA: Project Risk Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
RSK - 1	Verify that the project is managing project risk through plans and procedures to identify, quantify, report, log and act upon reducing risk through contingency plans and communication.	5	The project has a long-established process to manage risks and consistently monitors and assesses potential risks. The project to date has logged a small number of issues that have been resolved without negative impacts to the plan or objectives. More details are provided in Section 2 of the IV&V Monthly Assessment.
RSK - 2	Verify that the project is managing project issues and actively acting to resolve.	5	The project has a long-established process to manage issues and is consistently monitoring and assessing risks that present emergent issues. As of the end of July, the Project had no open issues on the Issues log. Situations requiring urgent attention in the CMS Wave production environment are addressed, and Accenture actively manages these matters as Incidents.
RSK - 3	Verify that Risk Plans include indicators for executive commitment and support.	5	Risks and Issues are regularly reviewed with Executive Sponsors and the Executive Steering Committee. Input and feedback are unrestrained. Support for mitigation plans is evident.
RSK - 4	Verify the Risk Plan recognizes multiple aspects of integrated project risk: processes, systems, organizations, culture and knowledge.	5	No Material Findings. The risk management practices are proactive and circumspect.
RSK - 5	Verify the Risk Plan includes a review of technical components for quality factors including stability, availability, scalability, usability, security and extensibility and identifies specific risks in components.	5	Contractual performance standards address quality, stability, availability, scalability, usability, security, and extensibility.

AREA: Project Procurement Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
PRC - 1	An inventory of necessary services and resources for completion of the project has been created and maintained.	3	<p>The contract, statement of work, and schedule, reflect responsibilities and resources assigned to tasks.</p> <p>With the decision to consolidate Central and Departmental Waves results in the need for schedule revisions, the potential for new or increased services, and contract Amendment 6 to support the necessary changes.</p> <p>Until Amendment 6 is finalized, it remains to be determined whether additional services are needed.</p>
PRC - 2	Necessary timeframes and specifications for project resources are identified and monitored.	5	No material findings
PRC - 3	Vendors and suppliers are identified to provide resources that meet the criteria.	5	There is no foreseen need to change vendors or suppliers because of the re-planning effort.
PRC - 4	Contracts have been secured following State requirements and conditions for the selected vendors.	5	Contracts are in effect and compliance has been assured by Department legal reviews.

AREA: Project Vendor Management

TASK #	TASK	SCORE	Comments
VND - 1	Verify the obligations of vendors (including sub-contractors) are clearly defined under the statement of work, requirements, standards, development milestones, acceptance criteria, delivery dates, etc.	5	Statement of Work is comprehensive. Roles and responsibilities are clear. The Project maintains a disciplined approach to the development of Deliverable Expectation Documents that include scope, timeframes, and acceptance criteria.
VND - 2	Verify that vendor's services are delivered in a manner compatible with the project's standards and work environment.	4	Adaptation of vendor service delivery practices to meet project standards is an ongoing process. Accenture has demonstrated a commitment to meeting State expectations. At times the expectations have needed to be clarified and confirmed after being originally expressed and agreed to by both parties.
VND - 3	Verify the vendor has and maintains the required skills and resource capacity, procedures and supervisory standards to meet their commitments	3	Vendor resource issues require ongoing management to prevent risk. Turnover remains an area of focus. Late in June, Accenture notified the State of upcoming departures of some positions. Demand for resources may exhaust capacity in some areas. Accenture has deployed additional resources in areas requiring more and/or escalated attention.
VND - 4	Verify that any proprietary tools used by vendor do not restrict the future maintainability, portability, and reusability of the system.	5	Infrastructure and application designs have been reviewed by the State Project team and Department stakeholders.

AREA: Project Human Resource Management

AREA	TASK	SCORE	IV&V Observations
HUM - 1	Evaluate the project staffing plan and verify that adequate human resources will be available for project activities.	4	June brought notice that some Accenture resources will depart the project. As turnover occurs, there are indications of challenges in securing adequate resources to quickly refill positions.
HUM - 2	Verify skills and experience of project resources are adequate for the job assignments.	5	Track management and PMO demonstrate clear accountability and performance management practices are in place and exercised.
HUM - 3	Verify the Project Team allows for staffing adjustments to schedule and cost e.g. learning curves when team members need to acquire new skills.	5	Project Staff are provided training and lead time as new skills are required. Staff are added to the schedule aligning with the need for resources.
HUM - 4	Assess team morale and any potential effects on project progress.	4	The increased workload leading to the CMS Wave launch, and complexities associated with the multi-wave approach, have affected morale. While no serious or dramatic manifestations have been observed, stress and fatigue factors are evident at times during working sessions. Deadlines continue to be met in most areas and teams continue to maintain high productivity.

AREA: Project Change Control

AREA	TASK	SCORE	IV&V OBSERVATIONS
CNG - 1	Verify that a Change Control Plan is created with procedures to evaluate/approve change requests and verify they are developed, communicated, implemented, monitored, and complete.	5	Change control processes are included in the PMP and System Analysis and Design documents.
CNG - 2	Verify that appropriate processes and tools are in place to manage system changes, including formal logging of change requests and the review, prioritization, and timely scheduling of maintenance actions.	5	No Material Findings
CNG - 3	Verify that mechanisms are in place to prevent unauthorized changes being made to the system and to prevent authorized changes from being made to the wrong version.	5	No Material Findings
CNG - 4	Verify that changes are communicated to stakeholders in advance of decisions, participation of stakeholders is sufficient to increase awareness of proposed changes and provide for adequate input.	5	The Project Change Control and Decision Processes adequately inform stakeholders and solicit involvement with stakeholders.
CNG - 5	Review the change requests received by the Project and the documentation to approve/reject the change.	5	Project Change Requests are reviewed and approved by Project Management and the Executive Steering Committee when required by the Governance Plan.
CNG - 6	Assess the project's analysis of approved changes for reasonableness and impact to existing requirements, schedule, cost, quality and complexity.	5	Project Management adequately manages the Project Change Control Process. Multiple perspectives are factored in the process.

AREA: Project Capability Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
CAP - 1	Assess the configuration management (CM) plans and procedures for clarity and completeness.	5	Configuration management controls are defined in deliverables and evident in daily project activities as well as being reflected in the course of CMS Wave UAT and Full Dress Rehearsal exercises.
CAP - 2	Evaluate the project's process and procedures for managing requirements.	5	The Project has confirmed mutual understanding of requirements and associated each requirement with functionality in the system to be used to fulfill the requirements. As of June, there have been relatively few disputes on the interpretation of requirements and those have been resolved amicably to mutual agreement.
CAP - 3	Verify that business/technical requirements can be traced through design and test phases to verify that the system is configured/developed and performs as intended.	5	The Requirements Traceability Matrix is designed to facilitate traceability to requirements and tests and it is maintained regularly.
CAP - 4	Evaluate project policies and procedures for ensuring that the system is secure, and that the privacy of client data is maintained.	5	The strategy for data protection (D499) was accepted.
CAP - 5	Evaluate the project policies and procedures for security on user access to the system and data.	5	Standard Accenture procedures for assignment of user security have been adapted to comply with State requirements
CAP - 6	Evaluate the project policies and procedures for security and risk analysis.	5	Accenture's use of Oracle Cloud Infrastructure has been evaluated by DFS OIT and the buildout and planned ongoing operations comply with State requirements.
CAP - 7	Verify that performance requirements (e.g., timing, response time and throughput) are completely specified.	5	System performance requirements are defined as part of the Service Levels Expectations deliverable.
CAP - 8	Verify that user's maintenance requirements for the system are completely specified.	5	The contract stipulates maintenance agreements and includes State requirements.
CAP - 9	Verify that all system interfaces are identified, and specifications are defined.	4	The Project has provided standard interface layouts and in June completed the process of working with agencies and partner systems to finalize development for the CMS Wave.

AREA	TASK	SCORE	IV&V OBSERVATIONS
CAP - 10	Verify approved interface specifications are documented and available and that appropriate relationships (such as interface working groups) are in place with all agencies and organizations supporting the interfaces.	4	The Project has shared standard interface layouts for the Financials Wave and is in the process of working with interfacing entities to determine specifications. CMS Wave objectives are clear and commitments to schedule are confirmed.
CAP - 11	Verify that the processes and tools are in place to identify software versions within environments and to rebuild system configurations based on predecessors.	5	No Material Findings
CAP - 12	Verify that sufficient software instances and environments are available for training, test, and production and that formal control procedures are in place to avoid conflicting demands.	5	No Material Findings

AREA: Project Testing Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
TST - 1	Evaluate the plans, environment, procedures, and acceptance criteria to be used for system testing of the software.	5	The State Testing team is organized and leveraging all available information to develop plans, scenarios, and test scripts.
TST - 2	Evaluate interface testing plans and procedures for compliance with industry standards.	5	No Material Findings
TST - 3	Review and evaluate cutover and go-live plan.	5	<p>In June, cutover planning was completed with all parties. There were no objections to timing or activities as of this reporting period.</p> <p>The Project completed multiple iterations of "Full Dress Rehearsal" testing of the cutover plan, which included execution of data conversion programs and reconciliation of results. The exercises were successful in identifying some changes needed and the cutover plan was enhanced accordingly.</p> <p>The Project and OIT completed end-to-end batch testing and clarified validation steps and quality criteria for the automated batch processing cycle.</p> <p>The Project, OIT, A&A and Treasury met their objectives to establish how incidents that occur during batch cycles will be responded to and how records that error out of the cycle will be resolved by exception handling.</p>
TST - 4	Acceptance criteria for each deliverable of business functionality and technical component must be defined, reviewed, and approved prior to test and the results of the test must be documented. Acceptance procedures must also address the process by which any software product that does not pass acceptance testing will be corrected.	5	Deliverable Expectation Documents have all included detailed acceptance criteria.

AREA	TASK	SCORE	IV&V OBSERVATIONS
TST - 5	Verify that a sufficient level of system test coverage is achieved by the test cases/scenarios and execution, that test results are verified, and that the test results are documented.	5	During December System Test was completed. Test cases/scenarios produced findings that are documented, triaged, and being addressed in an orderly fashion. There are no apparent risks to meeting exit criteria for System Test.
TST - 6	Verify that a sufficient level of integration test coverage is achieved by the test cases/scenarios and execution, that test results are verified, and that the test results are documented.	4	<p>Testing services for CMS Wave were completed successfully. Open SIRs to address items needing development or configuration have been triaged and prioritized.</p> <p>Project leadership reviewed the SIRs to identify those most critical to be resolved prior to implementation and focused resources on those.</p> <p>Mutually agreed workarounds used as the basis for categorizing SIRs should be documented within the SIR itself to help expedite the assessment of SIRs.</p>
TST - 7	Verify that the test organization has an appropriate level of independence from the software configuration/development organization.	5	The State has organized a Testing team consisting of full-time testers. The team is organized under SDS Track management.
TST - 8	Verify that a sufficient number and type of case scenarios are used to ensure comprehensive but manageable testing and that tests are run in a realistic, real-time environment.	5	No Material Findings
TST - 9	Verify that test scripts are complete, with step-by-step procedures, required pre-existing events or triggers, and expected results.	5	No Material Findings

AREA	TASK	SCORE	IV&V OBSERVATIONS
TST - 10	Verify that test results are verified, that the correct code configuration has been used, and that the test runs are appropriately documented, including formal logging of errors found in testing.	4	<p>Test results are verified, and correct system versions are used to execute tests. Results and findings are documented. SIRs are documented insofar as they describe the issue preventing execution.</p> <p>The Project has implemented a secondary ranking JIRA category for SIRs - "Business Criticality". Introduction of the Business Criticality metric is intended to more accurately classify the business operational impact in the production environment if the identified defect were not fixed prior to implementation. However, while considerable progress has been made to include complete descriptions of business impact and workarounds to support priority assigned, not all SIRs have been updated.</p>
TST - 11	Verify that appropriate acceptance testing based on the defined acceptance criteria is performed satisfactorily before acceptance of software products.	5	No Material Findings
TST - 12	Verify that the acceptance test organization has an appropriate level of independence from the software configuration/development organization.	5	No Material Findings

AREA: Project Training Management

AREA	TASK	SCORE	IV&V OBSERVATIONS
TRN - 1	Verify that all necessary policy, process and standards documentation is easily available to resources responsible for configuration/development of software.	5	Cross-track accessibility to information and coordination for assistance is in place.
TRN - 2	Verify that all necessary policy, process, procedures and standards documentation is easily available to state systems administrators	4	User Support Page on the Florida PALM website contains information for agency Security Access Managers, Super Users and End users. Upcoming Operational Readiness Testing should provide additional exposure to these processes and procedures.
TRN - 3	Assess curriculum and delivery plan for training to be provided to state system administrators. Verify sufficient knowledge transfer for maintenance and operation of the new system.	5	Training modules for CMS Wave have been developed and are posted to the Project website for agencies to preview. Training curriculum and materials are comprehensive on use of the application. DFS Treasury and A&A are pursuing some additional training materials and job aids on specific topics relative to ancillary procedures.
TRN - 4	Verify that training for users is instructor-led and hands-on and is directly related to the business process and required job skills.	5	The plan includes all facets. End-user training for CMS Wave is in design and build.
TRN - 5	Verify that training materials including policies and processes along with help desk services are easily available to all users.	5	No Material Findings
TRN - 6	Verify that all training is given on-time and is evaluated and monitored for effectiveness, with remedial training provided as needed.	5	Initial project instructor-led training of Security Access Managers was delivered in February. Feedback from participants was predominantly very positive. During March, online CMS Wave overview training was developed for an April delivery.
TRN - 7	Verify that developer/configuration training is technically adequate, appropriate for the development phase, and available at appropriate times.	5	The Project maintains an extensive program of Knowledge Transfer to ensure project staff are trained on how to maintain and update the system.

AREA	TASK	SCORE	IV&V OBSERVATIONS
TRN - 8	Verify that systems administrator training is technically adequate, appropriate for the development phase, and available at appropriate times.	5	The Project maintains an extensive program of Knowledge Transfer to ensure project staff are trained on how to operate and maintain the system.
TRN - 9	Verify that training in using the contractor-supplied software is ongoing throughout the development process, especially if the software is to be turned over to state staff for operation.	5	Training on Accenture-provided tools that the State expects to use on an ongoing basis is part of the overall Knowledge Transfer Plan and occurs regularly as needed.

2.4 IV&V Other Activities

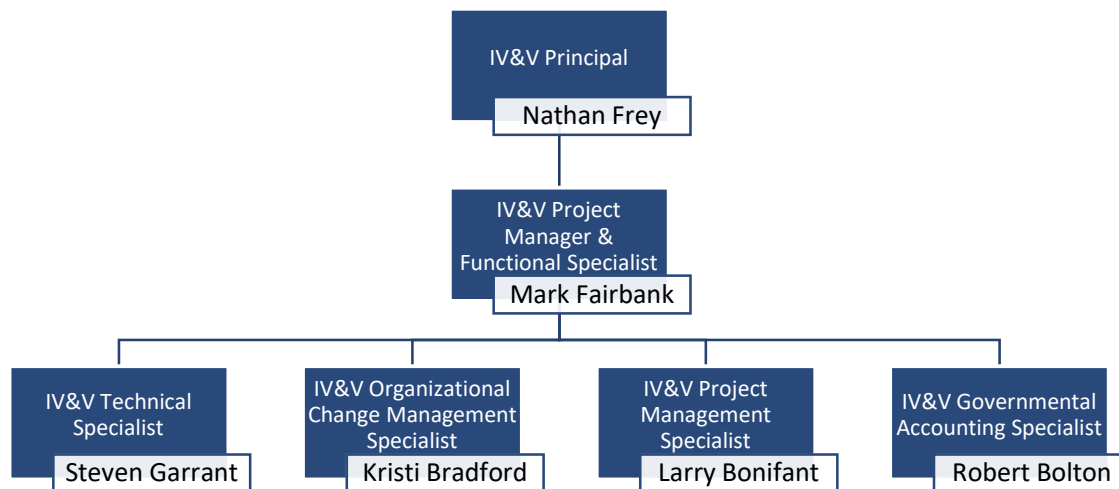
During this period, IV&V observed and participated in activities involving the following topics as part of our ongoing role in the quality assurance process.

Subject	Activities	Description
D120	Ongoing validation of execution	Help Desk Strategy
D127	Ongoing validation of execution	Production Support Strategy
D135	Ongoing validation of execution	Deployment and Contingency Plan (CMS Wave)
D153	Ongoing validation of execution	Post Implementation Support Plan (CMS Wave)
D159	Assessment of deliverable	Knowledge Transfer Scorecard
D172	Ongoing review and observations on schedule	Project Schedule
D163	Validation of deliverable	Completion of Knowledge Transfer Activities
D194	Assessment of deliverable	Technical Architecture Documentation
D202	Validation of deliverable	Non-Production Infrastructure Installation
D461	Assessment of deliverable	Published Interface Layouts
D465	Ongoing review and observations on deliverable	CMS Wave Master Readiness Workplan
IV&V	Ongoing validation	Project/Department/Agencies engagement and readiness activities
IV&V	Ongoing validation	Project phasing approach and resourcing
IV&V	Ongoing validation	Incident management, test services execution and defect management

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.

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. The IV&V team comprises multi-disciplinary specialists with government career experience in ERP project management, software development, data science, business process design, operations management, and organizational change management.



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.

For questions regarding this report, please contact:

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