

Florida Department of Financial Services Planning, Accounting, and Ledger Management Project

IV&V Monthly Assessment Report April 2023

May 10, 2023

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Engagement: P0055466



PUBLIC
CONSULTING GROUP

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Executive Overview

IV&V Services Start Date	IV&V Services End Date	IV&V Reporting Period
09/03/2021	6/30/2023	4/1/23 – 4/30/23

Project Health Summary

For April 2023, the Florida PALM Independent Verification and Validation (IV&V) Team assesses the overall health of the Florida PALM Project as remaining at Medium Risk (Yellow) but trending toward Low Risk (Green). Schedule Risk remains in Yellow but also trending toward Green, Scope Risk has moved to Green, and Resource Risk has moved to Green.

The Florida PALM IV&V Team opened no new Findings in April, and no Findings remained open.

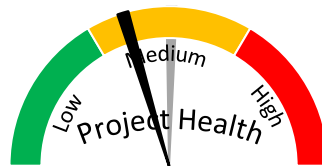
The Florida PALM IV&V Team reviewed the Requirements Traceability Matrix (RTM) and the Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) inventory, templates related to design artifacts, and initial mapping of business processes to design segments. The Florida PALM IV&V Team observed substantial progress in planning for upcoming design activities.

Additionally, Amendment 8 to the SSI Vendor Contract was executed on 4/26/23, with the Department of Financial Services Chief Business Officer providing the final sign-off. The current version of the Fiscal Year 23-24 Appropriations bill allocates funding for additional full-time equivalent staff for the Florida PALM Project Team.

The Florida PALM IV&V Team assessed the Change Readiness and Engagement Risk as decreasing to Low Risk (Green) in April due to activities intended to improve change readiness and engagement with enterprise partners and other State entities.

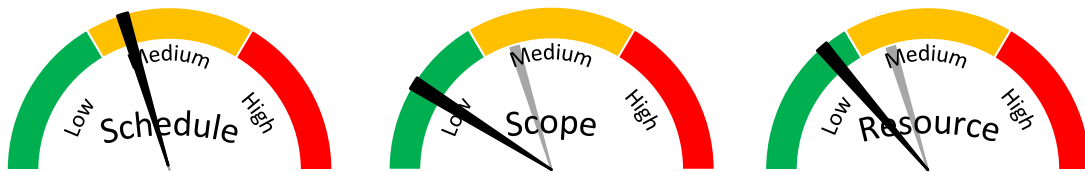
The Florida PALM Project Team performed planning activities to prepare for updating the Champion Change Network (CCN), which includes making updates to the CCN Guide. The Florida PALM IV&V Team views these activities as a positive step in preparing Agencies for the Financials and Payroll Waves.

Overall Risk



The Florida PALM IV&V Team assessed the overall Risk to the Florida PALM Project as remaining at Medium Risk (Yellow) but trending toward Low Risk (Green). Consistent with the Florida PALM

Project IV&V Management Plan, the Yellow rating is the possibility of a moderate impact on product quality, manageability, cost, or schedule.



How to Interpret Risk Rating Dials

Each month, the Florida PALM IV&V Team will rate the Florida PALM Project's Risk in terms of its respective Schedule, Scope, and Resources. The dials include an intuitive Green-Yellow-Red spectrum, where Green indicates a positive status or "Low" Risk rating, Yellow represents "Medium" Risk, and Red indicates a "High" Risk rating. A black hand on the dial represents the IV&V's current monthly rating. Any grey hand on the dial shows that IV&V has changed its rating (increased or decreased) compared to the previous month.

Schedule

The Florida PALM IV&V Team assesses the Florida PALM Project Schedule risk as remaining Medium Risk (Yellow) but trending to Low Risk (Green). The Florida PALM Project Team conducted meaningful discussions prior to the execution of Amendment 8 in preparation for the beginning of official planning activities. However, the timeframe for the execution of Amendment 8 resulted in a delay to the planned start date for the D635 Project Schedule Deliverable and its associated Deliverable Expectation Document (DED). The tentative timeframe for developing the Project Schedule was already a short turnaround, but the execution later than targeted has shortened this timeframe further. Additionally, the timeframe to execute Amendment 8 causes the Design phase of the Financials and Payroll Waves to be shifted to a month later than planned. Although this is not expected to impact the rest of the Project phases, the IV&V Team will continue to monitor the progress of the Project Schedule and any impact on the Project.

Scope

The Florida PALM Project Team assesses the Florida PALM Project Scope risk as moving to Low Risk (Green) in April. With the execution of Amendment 8, the Project has a baseline from which to build the Project Schedule. The Florida PALM Project has been actively planning for the start of the design sessions. This included the initial assignment of business processes to the Four planned Design Segments for the Financials/Payroll Wave. The intention of the Design Segments is to group the design of the Florida PALM System into logical business functions. The Florida PALM Project is also reviewing the Business Process Models (BPMs), the RICEFW inventory, and the configuration items list. These review activities and the assignment of business processes for each Design Segment define the scope of the upcoming design sessions and functional design specifications.

Resources

The Florida PALM IV&V Team assesses the Florida PALM Project Resources risk as moving to Low Risk (Green) in April. The current version of the Florida Appropriations Bill allocates funds to the Agencies for general Florida PALM-related activities. The bill also allocates funds for new resources for the Florida PALM Project starting in July 2023. The SSI Vendor Team has started onboarding new resources to the Florida PALM Project. These are positive changes that are planned, and result in lowering the risk to the Project. However, given the challenges the Agencies may have with filling various roles for their Florida PALM Project work, IV&V will continue to monitor over time to ensure there are no concerns.

Findings

The Florida PALM IV&V Team uses its proprietary Eclipse IV&V® methodology to define the types of Findings used in our IV&V practice:

- **Issue:** an event or condition that has already happened and has impacted or is currently impacting the Project objectives. There is no uncertainty or probability aspect associated with an issue. The issue probability rating is automatically set to the value five as the issue, by definition, has already occurred.
- **Risk:** an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost, or quality.
- **Preliminary Concern:** a condition, based on observations, where the Florida PALM IV&V Team has concerns but may have "limited visibility" of the subject area. More analysis and a better understanding of the Concern are necessary before classifying the item as a Risk or Issue and assessing the potential impact. This Finding may serve as notice of a concern the Florida PALM IV&V Team is researching.

Readers can find the definitions for probability, impact, and priority rating in Appendix A of this document and the IV&V Management Plan.

New Findings

No new Findings were opened in April.

Updated Findings

No Findings remained open at the end of April.

Closed Findings

No Findings were closed in the month of April.

IV&V Activities Completed

This section discusses the activities performed by the Florida PALM IV&V Team during the reporting period. This is not intended to be an exhaustive detailing of the activities but a high-level description.

Meetings Attended

This section contains the meetings the Florida PALM IV&V Team attended, detailing the event's subject, purpose, and timing during the reporting period.

Note: The Florida PALM IV&V Team attendees will only be tracked for meetings conducted by the Florida PALM IV&V Team.

Meeting Subject/Name	Purpose	Date/Time
DFS Change Champion Network (CCN) Meeting	Discussion of Department of Financial Services (DFS) Agency readiness, readiness workplan tasks, and collaboration for challenges	4/3/23 3:15 PM – 5:00 PM
Accenture PALM Discussions with QA Representative	Discussion with Accenture's Regional QA Representative for Project input.	4/4/23 1:30 PM – 2:00 PM
Design Topic Planning	Discussion on topics/functional areas that need design review and any associated customizations.	4/4/23 2:30 PM – 3:30 PM
PMO Weekly Touchpoint	Review PMO objectives, questions, and hot topics	4/4/23 3:00 PM – 4:00 PM
Readiness Team Meeting	Review of activities impacting Agency readiness	4/5/23 11:00 AM – 12:00 PM
LMC Meeting	Ledger and Management Control (LMC) Working Meeting Requirements confirmation sessions with business stakeholders for the LMC Team.	4/5/23 2:00 PM – 4:30 PM
Weekly Schedule Checkpoint	Review Project Schedule	4/6/23 9:30 AM – 10:00 AM
Disposition Meeting	Review potential options for addressing functionality gaps with both project staff and partners	4/7/23 9:30 AM – 10:30 AM
Tech Team Review	Review Project plan tasks/dates	4/7/23 10:00 AM – 10:30 AM
Monthly SLE Discussion	Review of Service Level Expectation metrics for the month of March	4/7/23 1:00 PM – 2:00 PM

Meeting Subject/Name	Purpose	Date/Time
Spend Plan Review	Review of the Florida PALM Spend Plan Working File	4/7/2023 3:00 PM – 4:00 PM
PPA Team Weekly Meeting	Discussion of prior week and upcoming activities	4/10/23 3:15 PM – 4:00 PM
DOR Deposit Process & Account Values	Florida Department of Revenue Identify and add account codes for transition to FLPALM	4/11/23 3:00 PM – 4:00 PM
PPA Team Working Session - Asset BPM Review	Review BPM for add/create an asset	4/12/23 9:30 AM – 12:00 PM
ESC Planning Meeting	Review Agenda for April ESC Meeting	4/12/23 9:30 AM – 10:00 AM
Current Expenditure Object Code Structure	Walkthrough of the proposed revised structure for object codes to facilitate review	4/12/23 11:00 AM – 11:30 AM
AHCA/PALM Monthly Touchpoint	Review and discuss Florida PALM implementation activities with the Agency	4/12/23 1:00 PM – 2:00 PM
Treasury Production Support	Review incidents associated with Treasury	4/12/23 2:00 PM – 3:00 PM
PPA Team Working Session - AP/PO Workload Prioritization	Review and prepare prioritization by segment for AP/PO module components	4/12/23 2:00 PM – 3:30 PM
RW Task 327 (Reports Inventory)	Review of Task 327 with FLHSMV	4/12/23 2:30 PM – 3:00 PM
4390 Discussion - Evaluate Need for A&A BU	Identify current uses and how they would be addressed in the solution.	4/12/23 4:00 PM – 5:00 PM
Advisory Council Planning Meeting	Review Agenda for upcoming Advisory Council Meeting	4/13/23 9:00 AM – 9:30 AM
People First Florida PALM Integration Discussions	Florida PALM & People First Design Planning	4/13/23 1:00 PM – 4:00 PM
PPA Team Working Session – Asset BPM Review	Review BPM for add/create an asset	4/13/23 1:00 PM – 2:00 PM

Meeting Subject/Name	Purpose	Date/Time
Review of Annual Memos	Review of A&A Year End Memos	4/13/23 1:30 PM – 3:30 PM
Florida PALM Change Advisory Board Meeting	Review Change Advisory Board Tickets	4/13/23 3:30 PM – 4:00 PM
Tech Team Review	Review project plan tasks/dates Discuss any open items that are not in the plan but being addressed	4/14/23 10:00 AM – 10:30 AM
Knowledge Base Update	Discussion of Knowledge Base planning	4/14/23 11:00 AM – 12:00 PM
Weekly PCG/Accenture Connect	Discussion on any Project questions or status	4/14/23 11:30 AM – 12:00 PM
Grant & Contract COA values	Discussion on Business Process roles and possible A&A policies for Adding and modifying Grant and Contract COA values	4/14/23 11:30 AM – 12:30 PM
Cross Team Collaboration	General project status updates, review of RTM, RICEFW, functional design templates, design timelines, and approach to identifying subprocesses for each segment.	4/14/23 1:00 PM – 2:30 PM
Payments and Assets Team Planning Meeting	Planning meeting for Payment and Asset Team	4/14/23 2:30 PM – 3:00 PM
(2) Review of Annual Memos (cont. from 4/13)	Continue review of comments and questions associated with the Annual Memo	4/17/23 1:30 PM – 3:00 PM
Ticket Triage Meeting	Review and update new or existing incident tickets	4/18/23 10:30 AM – 11:30 AM
PMO Weekly Touchpoint	Review PMO activities and tasks	4/18/23 3:00 PM – 4:00 PM
Florida PALM Advisory Council Meeting	Monthly Advisory Council Meeting	4/19/23 10:00 AM – 12:00 PM
Treasury Production Support	Review Treasury-Related Incidents	4/19/23 2:00 PM – 3:00 PM

Meeting Subject/Name	Purpose	Date/Time
Weekly Schedule Checkpoint	Review Project Schedule	4/20/23 9:30 AM – 10:00 AM
FLHSMV Florida PALM Touchpoint	Florida PALM touchpoint meeting between Change Champion Network Agency Liaison and Readiness Coordinator, to review and discuss Florida PALM implementation activities	4/20/23 10:30 AM – 11:00 AM
Functional Leads Touchpoint	Discuss topics that go across functional areas	4/20/23 2:00 PM – 3:00 PM
DMS/Florida PALM Readiness Touchpoint Meeting	Review and discuss Florida PALM implementation activities	4/20/23 3:00 PM – 4:00 PM
Florida PALM Change Advisory Board (CAB) Meeting	Review change request items	4/20/23 3:30 PM – 4:00 PM
Tech Team Review	Review project plan tasks/dates	4/21/23 10:00 AM – 10:30 AM
Florida PALM A8 All Hands	Project all-hands meeting to review key changes in Amendment 8 and upcoming activities and timelines	4/24/23 10:00 AM – 11:00 AM
TRP Working Session	Discuss the approach to reviewing and updating RICEFW inventory and configuration items	4/24/23 2:00 PM – 4:00 PM
Ticket Triage Meeting	Update and review the status of incident tickets	4/25/23 9:30 AM – 10:30 AM
PMO Weekly Touchpoint	Review PMO activities and tasks	4/25/23 3:00 PM – 4:00 PM
Department of Juvenile Justice (DJJ)/Florida PALM Readiness Touchpoint	Readiness touchpoint to discuss tasks and activities for DJJ	4/26/2023 10:00 AM – 11:00 AM
CRAIDL Meeting (Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned)	Identify and review risks in the risk log	4/26/2023 11:00 AM – 12 PM
Treasury Production Support	Review and update the status of Treasury-related incidents	4/26/23 2:00 PM – 3:00 PM

Meeting Subject/Name	Purpose	Date/Time
Executive Steering Committee Meeting	ESC Meeting for April	4/26/23 2:00 PM – 4:00 PM
Florida Department of Corrections (FDC) & Florida Commission on Offender Review (FCOR) Readiness Touchpoint	Readiness touchpoint to discuss tasks and activities for FDC and FCOR	4/26/23 3:00 PM – 4:00 PM
Weekly Schedule Touchpoint	Discussion of schedule DED and deliverable for Financials and Payroll Wave	4/27/23 9:30 AM – 10:30 AM
Florida Department of Law Enforcement (FDLE)/Florida PALM Readiness Touchpoint	Readiness touchpoint to discuss tasks and activities for FDLE	4/27/23 10:30 AM – 11:30 AM
Florida School for the Deaf and the Blind (FSDB)/Florida PALM Monthly Touchpoint	Readiness touchpoint to discuss tasks and activities for FSDB	4/27/23 2:00 PM – 3:00 PM
Weekend Checkpoint	Key Meetings for the Week, A-8 Items, and Solution Center Update	4/28/23 10:30 AM - 12:00 PM
Cross Team Collaboration	Post/Unpost process and impacts for all modules	4/28/23 1:00 PM – 2:30 PM
Speed Key Extension Concept Demonstration	Demonstration of Speed Key concepts	4/28/23 3:00 PM – 4:30 PM

Meetings Conducted

This section contains the meetings Florida PALM IV&V Team conducted during the reporting period.

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
Florida PALM IV&V Weekly Report Draft Review	Review of the 4/7/23 Weekly Status Report	4/7/23 9:30 AM – 10:00 AM	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sebastian Lende
IV&V March Monthly Assessment Report Draft Review	Review of the Florida PALM IV&V March Monthly Assessment Report draft	4/11/23 2:30 PM – 3:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Hannah Sorber Sebastian Lende
Florida PALM IV&V Weekly Report Draft Review	Review of the 4/7/23 Weekly Status Report	4/14/23 2:00 PM – 2:30 PM	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sebastian Lende
Florida PALM IV&V Weekly Report Draft Review	Review of the 4/21/23 Weekly Status Report	4/21/23 1:30 PM – 2:00 PM	Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Hannah Sorber John Gunnufsen Srikanth Durvasula Sebastian Lende

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
Potential Interface Partner Concern	Discussion on Florida PALM Project Team plans for engaging with interface partners	4/25/23 1:30 PM – 2:00 PM	Florida PALM Project Director Florida PALM Contract Manager Florida PALM Technical Architect Florida PALM Support Services Contractor Nicolle Suvada Hannah Sorber John Gunnufsen Srikanth Durvasula Sebastian Lende
Florida PALM IV&V Weekly Report Draft Review	Review of the 4/21/23 Weekly Status Report	4/28/23 9:30 PM – 10:00 PM	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Substitute Nicolle Suvada Hannah Sorber Srikanth Durvasula Sebastian Lende

IV&V Deliverables and Documentation Submitted

The following are the materials the Florida PALM IV&V Team delivered to the Florida PALM Distribution List during the reporting month.

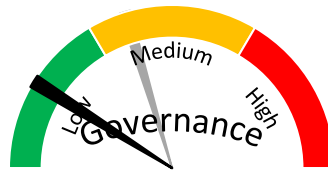
Deliverable Name	SOW ID	Date Submitted
Florida PALM IV&V Weekly Status Report 040723	IV&V3-D6	4/7/23
Florida PALM IV&V Monthly Assessment Report for March 2023	IV&V3-D7	4/12/23
Florida PALM IV&V Weekly Status Report 041423	IV&V3-D6	4/14/23
Florida PALM IV&V Weekly Status Report 042123	IV&V3-D6	4/21/23
Florida PALM IV&V Weekly Status Report 042823	IV&V3-D6	4/28/23

Project Documentation Reviewed

During April, IV&V reviewed the following documents.

Subject	Document in Review	Description
Design Planning	Requirements Traceability Matrix	Identifies where and how requirements will be met in Florida PALM.
	RICEFW Inventory	An inventory of all Florida PALM Reports, Interfaces, Conversions, Extensions, Forms, and Workflows.

Project Governance Assessment



Project Governance Risk Rating

Project Governance Risk Assessment

The Florida PALM IV&V Team assesses the Florida PALM Project Governance as moving to Low Risk (Green) in April. Project governance processes operated as expected in April. There were frank discussions about the state of the Florida PALM Project and hurdles that would need to be overcome in the Financials and Payroll Waves to advance effectively.

Amendment 8

Amendment 8 to the SSI Vendor Contract was executed on 4/26/23 after the Department of Financial Services Chief Business Officer provided a final sign-off. The Florida PALM Project Team held a Florida PALM Amendment 8 All Hands Meeting on 4/24/23 ahead of the execution to establish internal baseline expectations and standards for work conducted under Amendment 8. Key themes in this meeting included:

- The goals and expectations for the Florida PALM Project Team in the Financials and Payroll Waves from Amendment 8;
- Overarching considerations and high-level lessons learned from the CMS Wave;
- The importance of following the escalation process to ensure quick and effective problem resolutions; and
- The importance of Agency collaboration and input during the design and development.

Project Management

The Florida PALM Project Team worked on two important project management activities in April. The first is preparing for the Department of Financial Services (DFS) SharePoint transition under the Office of Information Technology (OIT), which is planned to go live in June 2023. The Florida PALM IV&V Team views this as a positive step in improving the ability of the Florida PALM Project Team and the SSI Vendor Team members to collaborate with each other and Agencies. The second is performing updates to the Project Management Plan (PMP). As the PMP has been relatively unchanged since the CMS Wave, these updates will align the PMP with the scope of work defined in Amendment 8.

Change Readiness and Engagement Initiatives Assessment



Change Readiness and Engagement Initiatives Risk Rating

Change Readiness and Engagement Risk Assessment

The Florida PALM IV&V Team assesses the Change Readiness and Engagement Risk as decreasing to Low Risk (Green) in April. Several essential activities are underway that are intended to improve change readiness and engagement with enterprise partners and other State entities. First are the planned updates to the Change Champion Network (CCN), which will add additional depth to the CCN's roles and functions. The second is the start of discussions with enterprise partners to plan collaboration during design and development to ensure their systems can properly interface with Florida PALM. The Florida PALM Project Team continues to perform outreach activities and emphasizes the importance of interacting with the Florida PALM Project to improve readiness.

Change Champion Network Updates

The Florida PALM Project Team performed planning activities in April to prepare for the work of the CCN. These activities include making updates to the CCN Guide, a document that describes the roles and attendant responsibilities of Agency members of the CCN. The goal for these updates is to add depth to the CCN's structure and role responsibilities to align with the work that the Financial and Payroll Wave requires. The Florida PALM IV&V Team views these activities as a positive step in helping Agencies prepare for the Financials and Payroll Waves. The IV&V Team notes that additional funding for Florida PALM-related positions at Agencies has been allocated in the Fiscal Year 23-24 Appropriations Bill, which could help Agencies improve CCN staffing levels. The outcomes of this increased funding and the CCN updates will be monitored, and the IV&V Team will provide recommendations as needed.

Design Planning

During April, the Florida PALM IV&V Team observed substantial progress in planning for upcoming design activities. This included a review of Business Process Models (BPMs), RICEFW inventory, templates relating to design artifacts, and initial mapping of business processes to design segments. Although the start of design sessions may be pushed back from the initial expected start date due to delays in approving Amendment 8, this is not likely to impact the overall Project Schedule. Overall, the Florida PALM Project should be effectively positioned to start

upcoming design sessions and ensure the prerequisite background and foundational documentation is available for support.

The Florida PALM IV&V Team observed the following while participating in the design planning meetings:

- Several team meetings to review potential updates to Business Process Models (BPMs).
- Team reviews of the RICEFW inventory as well as the configuration item list to identify updates.
- Active process to document, review, and disposition design options, i.e., design disposition process.
- Updates and reviews of templates for the Requirements Traceability Matrix (RTM), RICEFW Inventory, and the Functional Design Specifications.
- Initial discussion with the People First team to discuss the overall approach and timeline for the interfaces.
- Initial review and assignment of business processes to each Design Segment. The intention of the Design Segments is to group the design of the Florida PALM System into logical business functions. There are Four Design Segments planned for the Financials/Payroll wave.

IV&V Activities Planned for Future Periods

Project Schedule

The Florida PALM IV&V Team will review the D635 Project Schedule documents as they progress through the process, including the Deliverable Expectation Document (DED). The D635 Project Schedule will not be fully finalized until June 2023; however, the IV&V Team is working with the PMO Team to review in-progress versions of the Project Schedule during the working process to provide real time input with the PMO Team.

Design Activities

The Florida PALM IV&V Team will:

- Participate in upcoming design planning and design sessions;
- Review updates to RICEFW and configuration items against previously approved versions of those documents to identify differences and assess any changes to the design scope;
- Review updates and mapping between the RTM and the RICEFW inventory to assess requirements that require development support (I.e., not delivered, or configured functionality);
- Review and assess the scope for each Design Segment based on finalized mapping of business processes to segments; and,

Project Management

The Florida PALM Project Team is finalizing the Florida PALM Project Management Plan (PMP) updates. Once the draft document has been made available, the Florida PALM IV&V Team will review the updates. The IV&V Team will also review the Risk Log and continue participating in Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned (CRAIDL) meetings to review any updates.

Documentation/Information Requests

The Florida PALM IV&V Team has no pending Information requests.

Appendix A: Risk Priority Matrix

The Florida PALM IV&V Analysts will use the following table to assign a Risk probability rating to each identified Risk.

Risk Probability Rating	Probability of Occurrence	Probability Description
1	Improbable	Risk has between a 1%-19% likelihood of occurring.
2	Unlikely	Risk has between a 20%-39% likelihood of occurring.
3	Possible	Risk has between a 40%-59% likelihood of occurring.
4	Likely	Risk has between a 60%-79% likelihood of occurring.
5	Probable	Risk has between an 80%-99% likelihood of occurring.

The Risk Impact Criteria the Florida PALM IV&V Analysts will use to assign a Risk impact rating to each identified Risk are described in the table below.

Risk Impact Rating	Magnitude of Impact	Impact Description
1	Negligible	Risk will have an impact so small that it can be ignored when studying the larger effect.
2	Minor	Risk will have a small impact on the Project that should not be ignored when studying the larger effect.
3	Moderate	Risk will have a noticeable impact on the Project.
4	Significant	Risk will have a large impact on the Project
5	Critical	Risk will have a large impact and may jeopardize the success of the Project.

The table below outlines the Risk Priority Ratings for a Finding based on a combination of impact and probability of occurrence.

Probability of Occurrence	Magnitude of Impact				
	Negligible 1	Minor 2	Moderate 3	Significant 4	Critical 5
Probable 5	Low	Medium	High		
Likely 4			Medium	High	
Possible 3		Medium		High	
Unlikely 2				Medium	High
Improbable 1		Low	Medium	High	

The table below defines the levels of the Risk Priority Ratings.

Rating	Definition
High	The possibility of substantial impact to product quality manageability cost or schedule. Major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
Medium	The possibility of moderate impact to product quality manageability cost or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
Low	The possibility of a slight impact to product quality manageability cost or schedule. Minimal disruption is likely, and some oversight is needed to ensure that it remains low. Mitigation strategies should be evaluated and considered for implementation when possible.