

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

IV&V Monthly Assessment Report March 2023

April 12, 2023

Contract: 80101507-IVV-15-1

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	3/1/23 – 3/31/23

Project Health Summary

For March 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). Schedule Risk trended downwards but remains in Yellow, Scope Risk remains unchanged in Yellow, and Resource Risk remains unchanged in Yellow.

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

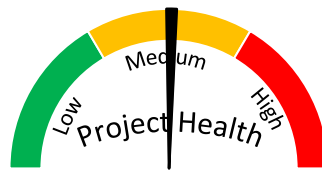
The Florida PALM IV&V Team’s primary focus in March was the review of the Amendment 8 Attachments to the SSI Vendor Contract. These consisted of the following:

- Attachment 2 Payment Schedule
- Attachment 5.1 Business Requirements
- Attachment 5.2 Customizations
- Attachment 8 Deliverable Acceptance Criteria.

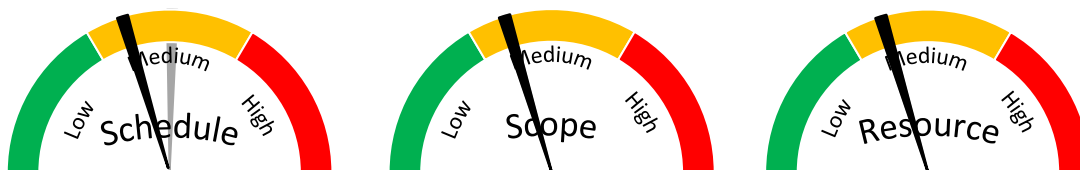
The Florida PALM IV&V Team also finalized its review of the Florida PALM Project Team responses to IV&V’s original assessment of Attachment 1 Statement of Work (SOW). IV&V reviewed its questions and recommendations on the above documents with the Florida PALM Project Team on 3/22/23 and 3/23/23 to better understand specific changes or decisions prior to finalizing the IV&V review. The Executive Steering Committee (ESC) met from 2/27/23 – 3/2/23 to discuss the SOW and Attachment 6 Definitions. The ESC Meetings occurred from 3/27/23 to 3/29/23. IV&V sent its final evaluation of the Attachments to the IV&V Distribution List before the 3/28/23 ESC Meeting. At the end of the 3/29/23 meeting, the ESC voted to approve Amendment 8 to the SSI Vendor Contract.

The Florida PALM IV&V Team completed its review of the Agency’s Monthly Status Reports in March. These Reports are defined by Proviso language and serve as a way for Florida Agencies and Departments to report their Florida PALM status to the Florida Legislature and ESC. IV&V gave a detailed assessment and recommendations in the 3/17/23 Weekly Status Report following a discussion with the Florida PALM Project Team. Additionally, IV&V continues to track proposed FY23-24 budgets and their potential impact on Agency resource availability for Florida PALM work.

Overall Risk



The Florida PALM IV&V Team assessed the overall Risk to the Florida PALM Project as remaining at Medium Risk (Yellow). Consistent with the Florida PALM Project IV&V Management Plan, the Medium Risk 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 decreasing to low Medium Risk (Yellow) range in March. The Amendment 8 timelines were met, and the documents have been routed for execution. The IV&V Team continues to keep this area in yellow for the month due to the upcoming D635 Project Schedule Deliverable and the short timeframe for creation, review, and acceptance. As this Deliverable is the first for the new contract, the process must be monitored closely. The Florida PALM IV&V Team will collaborate closely with the Florida PALM Project Team and the SSI Vendor to provide insight, feedback, and recommendations.

Scope

The Florida PALM IV&V Team continues to assess the Florida PALM Project Scope risk as Medium Risk (Yellow) in March. Based on a review of the changes to Amendment 8 Attachment 5.1 Business Requirements and the Amendment 8 Pricing Summary Presentation provided to the ESC, there are several scope increases for Amendment 8. Some of these include incorporating Data Warehouse and Business Intelligence solutions to replace the current Information Warehouse, adding 195 new business requirements, increasing customizations from 34 to 74, and adding 13 interfaces. The increase in scope coupled with the inherent scope of functionality included with the Financials/Payroll wave represents a medium risk to the Project as the Florida PALM Project Team and the SSI Vendor undertake the next steps to plan and execute for the scope. The Florida PALM IV&V Team will monitor the planning, scheduling, design planning, and review activities to determine if the Project's scope is being effectively addressed and update the risk level accordingly in future reporting periods.

Resources

The Florida PALM IV&V Team assesses the Florida PALM Project Resources risk as remaining Medium Risk (Yellow) in February. The Florida PALM Project Team is not facing any significant resource deficit compared to allocated positions at this time, and they are searching for replacements to open positions. However, Agencies continue to need more resources for their planning and implementation efforts. While proposed budgets for FY23-24 indicate additional funding for Agencies to perform Florida PALM-related work, they remain in draft format and will not be implemented for a few months.

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 March.

Updated Findings

No Findings remained open at the end of March.

Closed Findings

No Findings were closed in the month of March.

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
CRAIDL Meeting	Review of open Florida PALM Project CRAIDL items.	3/1/23 11:00 AM – 11:30 AM
ESC Meeting	Florida PALM ESC Meeting to review Amendment 8 Attachments and discuss feedback.	3/1/23 2:00 PM – 4:00 PM
PMO Weekly Touchpoint	Review of Project Schedule and Reporting, Status of Current Projects, Upcoming Projects, and Roadblocks and Impediments.	3/2/23 1:00 PM – 2:00 PM
ESC Meeting	Florida PALM ESC Meeting to review Amendment 8 Attachments and discuss feedback.	3/2/23 2:00 PM – 4:00 PM
Week-end Checkpoint	Key Meetings for the Week, A-8 Items, and Solution Center Update.	3/3/23 10:30 AM – 12:00 PM
Cross Team Collaboration	Collaboration Meeting between Florida PALM Project Teams.	3/3/23 1:00 PM – 2:30 PM
PPA Team Working Session	Weekly Team meeting of Payments, Payroll, and Accounting Teams.	3/3/23 2:30 PM – 3:30 PM
Change Champion Network (CCN) Meeting	Discussion on Agency readiness, readiness workplan tasks, and collaboration for challenges.	3/6/23 4:00 PM – 5:00 PM
Comms/Readiness Check-in	Discussion of upcoming readiness activities	3/8/23 1:00 PM – 1:30 PM
Year End Coordinator's Meeting	Planning and preparation for Year End Close activities	3/9/23 10:30 AM – 12:00 PM

Meeting Subject/Name	Purpose	Date/Time
Florida PALM Terminology and Definitions	Plan an approach to create a central repository of Florida PALM terminology and definitions.	3/9/23 3:00 PM – 4:00 PM
Tech Team Review	Review Project plan tasks/dates	3/10/23 10:00 AM – 10:30 AM
Week-end Checkpoint	A-8 Items, Staffing Updates, and Solution Center Update	3/10/23 11:00 AM – 12:00 PM
Change Champion Network (CCN) Meeting	Meeting between DFS (Dept of Financial Services) CCN and Florida PALM Readiness Team to discuss Project activities	3/13/23 4:00 PM – 5:00 PM
Tuesday Task Talk	Instructing Agencies on Readiness Workplan Task 326	3/14/23 10:00 AM – 10:30 AM
PMO (Project Management Offices) Weekly Touchpoint	Discussion of schedule and other PMO items	3/14/23 3:00 PM – 4:00 PM
Florida PALM Advisory Council Meeting	March Advisory Council meeting in preparation for March Executive Steering Committee	3/15/23 10:00 AM – 12:00 PM
Florida PALM Change Advisory Board (CAB) Meeting	Review of change impacts on the Florida PALM Project	3/16/23 3:30 PM – 4:00 PM
Tech Team Review	Review of RADAR Report	3/17/23 10:00 AM – 10:30 AM
TRP Working Session	Discussion of design items and business processes	3/20/23 2:00 PM – 3:00 PM
Change Champion Network Town Hall	Quarterly town hall to update Agencies on Florida PALM and field questions	3/21/23 2:00 PM – 4:00 PM
PeopleSoft Security Design for Financials/Payroll Waves	Discussion of security and access controls	3/21/23 4:00 PM – 5:00 PM
Carry/Certified Forward Design Discussion	Design discussion on carry/certified forward accounting entries	3/22/23 3:30 PM – 5:00 PM
Functional Leads Touchpoint	Touchpoint on design items between functional team leads	3/23/23 2:00 PM – 3:00 PM

Meeting Subject/Name	Purpose	Date/Time
Week-end Checkpoint	Key Meetings for the Week, A-8 Items, and Solution Center Update	3/24/23 10:30 AM – 11:30 PM
Florida PALM Executive Steering Committee Meeting	March ESC meeting for the Florida PALM Project and review of Amendment 8 Attachments	3/27/23 2:00 PM – 4:00 PM
Florida PALM Executive Steering Committee Meeting	Review of Amendment 8 Attachments	3/28/23 2:00 PM – 4:00 PM
Florida PALM Executive Steering Committee Meeting	Review of Amendment 8 Attachments	3/29/23 2:00 PM – 4:00 PM
Treasury Production Support	Review of open production support items from the Division of Treasury	3/29/23 2:00 PM – 3:00 PM
Florida PALM Review/Discussion of A&A Memos	Review Project Team member's feedback on Year-end Memos as part of the discussion	3/30/23 10:30 AM – 11:30 AM
Cross Team Collaboration	Cross-team review of design topics	3/31/23 1:00 PM – 2:30 PM
Expenditure Refunds Discussion	Review of expenditure refunds options and pros/cons	3/31/23 2:30 PM – 3:30 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
IV&V Review – Draft Weekly Status Report	Review draft of the 3/3/23 Weekly Status Report.	3/3/23 9:30 AM – 10:00 AM	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Kimberly Nichols Sebastian Lende
Agency Status Report Discussion with IV&V	Discuss IV&V recommendations and questions on the Agency Status Reports	3/8/23 11:00 AM – 12:00 PM	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sebastian Lende
Florida PALM IV&V Weekly and Monthly Reports Combined Review	Review of the draft 3/10/23 Weekly Status Update and the February Monthly Status Report	3/10/23 9:00 AM – 10:00 AM	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 3/17/23 IV&V Weekly Status Update	3/21/23 1:00 PM – 1:30 PM	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Fred Forrer Sebastian Lende

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
IV&V Amendment 8 Attachments Review	Review of Attachment 5.2, Customizations, and Attachment 2, Payment Schedule	3/22/23 11:00 AM – 12:00 PM	DFS Chief Business Officer Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Fred Forrer Sebastian Lende John Gunnufsen Srikanth Durvasula Hannah Sorber
IV&V Amendment 8 Attachments Review – 2nd Session	Review of responses to Attachment 1, SOW	3/22/23 1:00 PM – 2:00 PM	DFS Chief Business Officer Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Fred Forrer Sebastian Lende John Gunnufsen Srikanth Durvasula Hannah Sorber

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
A8 Document Review with PCG	Review of Attachment 8, Deliverable Acceptance Criteria, and Attachment 5.1, Business Requirements	3/23/23 10:00 AM – 12:00 PM	DFS Chief Business Officer Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Fred Forrer Sebastian Lende John Gunnufsen Srikanth Durvasula Hannah Sorber
Florida PALM IV&V Weekly Report Draft Review	Review of the 3/24/23 IV&V Weekly Status Update	3/24/23 11:30 AM – 12:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Fred Forrer Sebastian Lende
Project Discussions	Touch base discussions on Project.	3/30/23 2:00 PM – 2:30 PM	Florida PALM Contract Manager Nicolle Suvada
Project Discussions	Touch base discussions on Project.	3/30/23 4:00 PM – 5:15 PM	Florida PALM Project Director Florida PALM Deputy Project Director Nicolle Suvada
Florida PALM IV&V Weekly Report Draft Review	Review of the 3/31/23 IV&V Weekly Status Update	3/31/23 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 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.

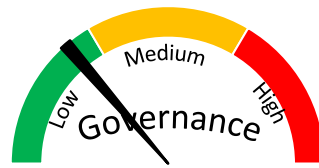
Deliverable Name	SOW ID	Date Submitted
Florida PALM IV&V Weekly Status Report 030323	IV&V3-D6	3/3/23
Florida PALM IV&V Weekly Status Report 031023	IV&V3-D6	3/10/23
Florida PALM IV&V Monthly Assessment Report for February 2022	IV&V3-D7	3/10/23
Florida PALM IV&V Weekly Status Report 031723	IV&V3-D6	3/21/23
Florida PALM IV&V Weekly Status Report 032423	IV&V3-D6	3/24/23
IV&V Review Amendment 8 Attachment 1 SOW 03282023	IV&V3-D11	3/28/23
IV&V Review Amendment 8 Attachment 2 Payment Schedule 03282023	IV&V3-D11	3/28/23
IV&V Review Amendment 8 Attachment 5.1 Business Requirements 03282023	IV&V3-D11	3/28/23
IV&V Review Amendment 8 Attachment 5.2 Customizations 03282023	IV&V3-D11	3/28/23
IV&V Review Amendment 8 Attachment 6 Definitions 03282023	IV&V3-D11	3/28/23
IV&V Review Amendment 8 Attachment 8 Deliverable Acceptance Criteria 03282023	IV&V3-D11	3/28/23
Florida PALM IV&V Weekly Status Report 033123	IV&V3-D6	3/31/23

Project Documentation Reviewed

During March, IV&V reviewed the following documents.

Subject	Document in Review	Description
Amendment 8	Attachment 2: Payment Schedule	Payment rates and planned cost schedule for the Florida PALM Project
	Attachment 5.1: Business Requirements	A listing of all business requirements for the Florida PALM
	Attachment 5.2; Customizations	A list of all completed and planned customizations for Florida PALM.
	Attachment 8: Deliverable Acceptance Criteria	Acceptance Criteria for all Florida PALM Project Deliverables split between Amendment 8 and all previous Amendments.

Project Governance Assessment



Project Governance Risk Rating

Project Governance Risk Assessment

The Florida PALM IV&V Team assesses the Florida PALM Project Governance as remaining Low Risk (Green) in March. The final round of Attachments of Amendment 8 to the SSI Vendor Contract was released in early March for review and discussion by IV&V and the Executive Steering Committee (ESC). IV&V reviewed the Attachments and provided feedback to the IV&V Distribution list. Governance processes continued functioning with the March ESC Meeting, where these Attachments were reviewed, and Amendment 8 was approved on 3/29/23.

Amendment 8

The ESC met from 2/27/23 – 3/2/23 to discuss Amendment 8 Attachment 1 Statement of Work and Attachment 6 Definitions. Following, Attachment 2 Payment Schedule, Attachment 5.1 Business Requirements, Attachment 5.2 Customizations, and Attachment 8 Deliverable Acceptance Criteria were released to the Florida PALM IV&V Team for review in March. The dates IV&V received each document are listed in the table below. After completing an internal review, IV&V met with the Florida PALM Project Team representatives on 3/22/23 and 3/23/23 to discuss IV&V’s questions and recommendations for each attachment. A final review of IV&V’s responses to Attachment 1 – Statement of Work was conducted during these two days and provided to the Florida PALM Project Team and Distribution List.

IV&V compiled and distributed its reviews to the IV&V Distribution List on 3/28/23 before the start of the second day of the ESC Meetings, which took place from 3/27/23 – 3/29/23. The ESC unanimously voted to approve Amendment 8 to the SSI Vendor Contract on 3/29/23.

Attachments	IV&V Received Date
Florida PALM SSI Contract	11/8/22
Attachment 10: Service Level Agreement	11/8/22
Attachment 1: Statement of Work	1/23/23
Attachment 6: Definitions	1/23/23
Attachment 5.1: Business Requirements	3/6/23

Attachments	IV&V Received Date
Attachment 5.2: Customizations	3/6/23
Attachment 8: Deliverable Acceptance Criteria	3/13/23
Attachment 2: Payment Schedule	3/14/23

Attachment 2: Payment Schedule

The Florida PALM IV&V Team met with the Florida PALM Project Team representatives on 3/22/23 to discuss the IV&V Findings and Recommendations as they related to the proposed Amendment 8 Attachment 2 Payment Schedule. IV&V shared their feedback in a live meeting and distributed the feedback in writing to the IV&V Distribution List on 3/28/23. The teams contributed to meaningful discussion and elaboration from various points of view. Ultimately and after much deliberation, the teams did not change their positions but instead agreed to closely monitor the Payment Schedule through the SSI Vendor’s contract term. Specific details on IV&V’s Amendment 8 Attachment 2 Payment Schedule feedback can be found in *IVV Review Amendment 8 Attachment 2 Payment Schedule 03282023*.

The Florida PALM IV&V Team noted the following changes to the Payment Schedule for Amendment 8. Amendment 8 creates additional costs over the next four years. The breakdown of the incremental changes includes:

- Incremental change related to Financials Wave
- Incremental change related to Payroll Wave
- Incremental change to Data Warehouse/Business Intelligence
- Incremental change related to Hypercare services.
- Incremental change to Post-Implementation Support
- Incremental change related to Application Maintenance and Infrastructure Maintenance
- Incremental change related to Deal Management (credit)
- Incremental change related to Phase 2 (removed)
- Incremental change related to Contract Contingency (removed)

Attachment 5.1: Business Requirements

The Florida PALM IV&V Team reviewed all the requirements in Amendment 8 Attachment 5.1 Business Requirements (3,617 requirements) except those identified as implemented in the CMS wave (i.e., those already in the production system). The review focused on assessing the requirements for minimum quality standards (clear, concise, testable), changes from the previous requirements, and comparing requirements to known functionality within the PeopleSoft solution. IV&V noted the following changes from prior requirements:

- 3,215 requirements were unchanged from the previous version.
- 207 requirements changed from the previous version. These were mainly minor wording changes or the result of the Advisory Council requirement review comments.
- 195 new requirements were added. Of those newly added:
 - 52 were identified as met by delivered PeopleSoft functionality or configuration;

- 61 are identified as extensions;
- One is identified as a new form;
- 12 are identified as reports;
- 61 are identified as interfaces;
- Three are identified as new workflows, and
- Five are identified as To Be Determined (TBD).
- 154 requirements were removed. Of those removed, one was previously identified as a report, six were identified as delivered functionality from PeopleSoft, and the rest were identified as to be assessed in future waves. The requirements were generally spread across all the PeopleSoft functional and technical modules.

The Florida PALM IV&V Team completed its review on 3/22/23 and provided comments on 231 requirements. Specific details on PCG's Amendment 8 Attachment 5.1 Business Requirements feedback are provided in *IV&V Review Amendment 8 Attachment 5.1 Business Requirements 03282023*, which was sent to the distribution list on 3/28/2023. IV&V's comments were mainly focused on clarifying the scope or intent of a requirement or how the requirement integrated with Peoplesoft functionality. The comments were sent for Florida PALM Project Team representatives' review on 3/23/23. Based on subsequent discussions, the requirements were not updated based on IV&V comments. The Florida PALM Project Team stated that the comments from IV&V are more appropriate for the design documentation and will be considered part of that work. IV&V will reference the comments when we assess the functional design documents to ensure the design appropriately clarifies and elaborates on the requirement.

Attachment 5.2: Customizations

The Florida PALM IV&V Team reviewed Amendment 8 Attachment 5.2 Customizations. IV&V requested additional clarification from the Florida PALM Project Team on some of the customizations which involved already delivered functionality or may be addressed by native PeopleSoft functionality. The Florida PALM Project Team provided clarification for why these customizations are required, which is because some of the delivered functionality does not fully address the business needs of Florida PALM users. It is important to note that this was not due to the functionality being delivered incorrectly, but rather other reasons such as new requirements for broader functionality. The Florida PALM Project Team provided IV&V sufficient clarification on the questions. Customization details will be revisited when the initial design is prepared to continue understanding how the customizations address the business needs of Florida PALM users.

Attachment 8: Deliverable Acceptance Criteria

The Florida PALM IV&V Team reviewed Amendment 8 Attachment 8 Deliverable Acceptance Criteria, focusing on identifying changes from Amendment 5 and providing feedback related to the Deliverable acceptance approach or criteria. IV&V noted a fundamental change in approach for Deliverables in Amendment 8. Numerous plan-level Deliverables have been replaced with a smaller set of milestone-based Deliverables centered on key transition points from design, to development, to testing for various groups of functionalities (i.e., segments). Each of the milestone-based deliverables would require a more holistic and comprehensive set of documentation to substantiate milestone completion. This differs from the previous approach, where multiple individual deliverables would each have acceptance and payment points. Similar milestone-based review approaches are common on other projects and provide a mechanism to

hold the SSI Vendor accountable for a group of work and incentivize keeping the Project on schedule. As a result of the shift in approach, 206 individual Deliverables were removed and replaced with 49 milestone-based Deliverables.

The Florida PALM IV&V Team completed the review of Attachment 8 on 3/20/23 and met with the Florida PALM Project Team representatives on 3/22/23 to discuss the comments. Specific details on IV&V's Amendment 8 Attachment 8 Deliverable Acceptance Criteria feedback, are provided in *IV&V Review Amendment 8 Attachment 8 Deliverable Acceptance Criteria 03282023*, which was sent to the distribution list on 3/28/2023. As part of the review, IV&V identified the following:

- Five general comments related to the overall approach or how milestones were organized.
- 19 comments related to previous Deliverables. These were associated with an individual Deliverable assigned to the departmental or central waves to ensure these were either in process or completed. Based on a discussion with the Florida PALM Project Team, these comments were all addressed.
- 49 comments related to the new Attachment 8 milestone Deliverables mainly centered around clarification or expanding acceptance criteria either directly in the Minimum Acceptance Criteria included in Attachment 8 or within the Deliverable Expectation Document (DED) that will be developed. Of the 49 comments provided, 12 were fully addressed based on discussions with the Florida PALM Project Team, ten were partially addressed, and for the remaining 27, the Project indicated that these could be addressed as part of reviewing and approving the Deliverable Expectation Documents (DEDs) associated with the Deliverables.

For the comments that were not already fully addressed, IV&V will incorporate these into the review of the applicable DEDs when they are available.

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 Department Engagement Risk as remaining Medium Risk (Yellow) in March. Agencies continue to note problems with resource retention and training. While FY23-24 draft budgets include additional funds for Agency readiness for Florida PALM, the budgets will not take effect until the next fiscal year. IV&V met with the Florida PALM Project Team on the topic of Agency Monthly Status Reports in March to discuss recommendations for improving its usefulness for the Legislature and Executive Steering Committee (ESC) and making the Report easier for Agencies to complete. The Florida PALM Project Team continues to improve Agency engagement with the Florida PALM Project. Several positive steps are in the works for Change Readiness and Department Engagement, but the impacts have yet to materialize fully.

Agency Monthly Status Reports

The Florida PALM IV&V Team completed its assessment of the Agency's Monthly Status Reports in March. The Agency Monthly Status Reports are reports completed by the Agencies to inform the Florida Legislature on readiness activity highlights and the progress and cost of Agency business system and interface remediation. This report is mandated by Proviso language in General Appropriation Act FY 22-23. IV&V's review included examining Florida PALM Project documentation: the January Agency Status Reports, Sponsor_162_Status Report (which provides instructions to the Agencies on completing the reports), D16 Change Champion Plan, and D27 Organizational Readiness Plan. Industry best practices and PCG experience in other engagements were also examined. IV&V supplemented this review through discussions with the Florida PALM Project Team to better understand the historical context in which the Agency Monthly Status Reports were first developed, their use to the Florida PALM Project Team, and steps that could be taken to improve their utility as a reporting mechanism. IV&V provided the results of this review in the 3/17/23 Weekly Status Report, with a summary of recommendations below:

- Agency Status Reports instructions and Proviso should be more explicit in the information that is asked for from the Agencies.
- In addition to tracking the current number of full- and part-time equivalent resources assigned to Florida PALM work, Agencies should also note expected changes to resource

availability and other resource constraints. This will allow a better understanding of and support for proper staffing of an Agency's Florida PALM Team.

- Remove budget tracking from the Agency Status Reporting, as there is no consistent tracking among the Agencies for budget allocations. The Agency Status Reports do not appear to serve as an effective method for assessing the amount of work performed for remediation. The Florida PALM Project Team uses different reporting methods to convey that information more effectively.
- Agencies should track risks and issues they have open internally, not just tickets submitted to the Florida PALM Project Team over a certain number of days.

IV&V Activities Planned for Future Periods

Project Schedule

The Florida PALM IV&V Team will review the D635 Project Schedule documents as they are available to IV&V. The anticipated D635 Project Schedule review is provided below:

- D635 Project Schedule DED anticipated review – April 2023
- D635 Project Schedule anticipated review – April 2023 - June 2023 for initial delivery. Ongoing after initial delivery as needed when changes and updates are made to the schedule.

Design Meetings

The Florida PALM IV&V Team will attend Financials and Payroll Wave design meetings as they occur in April and provide advice on implementing best practices in design efforts.

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		High		High	
Unlikely 2				High	
Improbable 1		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.