

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

Independent Verification & Validation

Project Lessons Learned Report

Reporting Period: December 16, 2023 – March 21, 2024

March 21, 2024

Contract: 80101507-21-STC

Engagement: C213E8



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Executive Summary

The Florida PALM IV&V Project Lessons Learned report is intended to provide an overview of the various lessons that the IV&V Team has observed and encountered throughout the Florida PALM Project. Through comprehensive documentation and analysis of these experiences, the Florida PALM IV&V Team aims to present key recommendations to improve decision-making and influence successful outcomes for future project activities. The Lessons Learned report also aims to highlight the importance of tracking updates to prior lessons learned, serving as a mechanism to evaluate the effectiveness of past recommendations and encourage continuous improvement of project processes.

Some core themes identified during this quarter include:

- The Florida PALM Project increased technical knowledge for the Build Phase.
- The Florida PALM IV&V Team established predetermined dates for the Florida PALM Project Schedules that will be used to determine metrics for the Florida PALM IV&V Assessment Reports.
- The Florida PALM IV&V Team needed to develop a notification process to inform the Florida PALM Project Team about document reviews conducted by the Florida PALM IV&V Team.
- The Florida PALM IV&V Team needed to develop a process for reviewing the Florida PALM Project Deliverables during the Collaborative Review & Update phase.

Additional details for each of these core themes are described in the New Lessons Learned Table, along with potential impacts and recommendations.

Document Navigation

The Florida PALM IV&V's Lessons Learned are recorded and tracked within two separate tables below. The first table represents all newly identified Lessons Learned in the current reporting period. The second table is the historical record of all previously reported Lessons Learned. The report will include tables that contain the following fields as defined below:

- **"#"** – The Lesson Learned Number or the unique identifier for each Lesson Learned identified in this report.
- **"Date"** – The Lesson Learned reported date when the Lesson is identified and added to the Lessons Learned Report.
- **"Title"** – The Lesson Learned name with a summary of the nature of the Lesson described.
- **"Type"** – The nature of the Lesson Learned and its impact on the Florida PALM Project. The Type is reported as positive, negative, or neutral.
- **"Focus Area(s)"** – The areas within the Project Life Cycle where the Lesson Learned is identified and associated.
 - These focus areas can be Project Management, Organizational Change Management, Requirements and Design, Development, Testing, Conversion, Implementation Readiness, Production Support or IV&V.
 - A Lesson Learned may be associated with multiple Focus Areas if necessary.
- **"Description"** – The description of the Lesson Learned and any background and contextual information that helps to understand how and why the Lesson is identified.
- **"Impact"** – The description of the positive or negative effects and any impediments caused

by the Lesson Learned, including detailed information on how each related “Focus Area” identified earlier is impacted.

- What was the result observed from the Lesson Learned?
- **“Recommendation”** – The Florida PALM IV&V Recommendation for continuing the positive work or addressing any challenges for future consideration.
 - What to consider, continue doing, stop doing, or start doing as a result of the Lesson Learned.
- **“Updates”** – Any action taken in response to previously provided recommendations will be captured in the “Updates” field.
 - It is only contained in the “Previously Reported Lessons Learned” table.
 - It is not a mandatory field and will only be populated if there are any status updates to share.

New Lessons Learned

Table 1 below details the new Florida PALM IV&V Team’s Lessons Learned during the reporting period December 16, 2023, through March 21, 2024.

#	Date	Title	Type (+/-/ Neutral)	Focus Area(s)	Description	Impact	Recommendation
12	2/21/24	The Florida PALM Project needed increased functional expertise in order to effectively complete the Build Phase.	Neutral	Requirements and Design	During the Segment I Build activities, there were isolated instances where the Functional Design could not be implemented due to technical limitations during Functional Design or because the functional design was not fully understood.	Additional revisions were needed to the Application Designs based on technical limitations or understanding of the functional design.	The Florida PALM Project Team recognized the need and updated its approach to include more Functional participation during the Build phase to ensure the Functional Design was completely understood by the developers and incorporated technical limitations into future Functional Designs (FDs).

#	Date	Title	Type (+/-/Neutral)	Focus Area(s)	Description	Impact	Recommendation
13	2/29/24	The Florida PALM IV&V Team needed to establish predetermined dates for the Florida PALM Project Schedules that will be used to determine metrics for the Florida PALM IV&V Assessment Reports	Neutral	IV&V	During the review of the December and January Mid-Month Assessment reports, data between the Florida PALM Schedule and the Florida PALM IV&V Assessment Reports appeared not to match even though the Florida PALM IV&V Team was pulling the metrics from the Florida PALM Project Schedule on the appropriate date.	Due to the timing of the monthly recurring updates made to the Florida PALM Project Schedule by the Florida PALM PMO Team and the date the Florida PALM IV&V Team would assess the metrics for the Assessment reports, there could be a difference in the results reported. There were concerns that the metrics reported between the two teams could be contradictory when the intent is to ensure consistency between them.	<p>The Florida PALM IV&V Team met with the Florida PALM PMO Team and agreed to the following approach:</p> <ul style="list-style-type: none"> • The Florida PALM IV&V Mid-Month Progress Report will not contain a Schedule Performance Index (SPI) metric but rather a high-level analysis. • The Florida PALM IV&V Monthly Assessment Report will utilize the Florida PALM Project Schedule EOM file produced by the Florida PALM PMO when reporting specific schedule-related metrics such as the SPI.

#	Date	Title	Type (+/-/ Neutral)	Focus Area(s)	Description	Impact	Recommendation
14	3/19/24	The Florida PALM IV&V Team needed to create a notification process for the Florida PALM Project Team for IV&V's document review.	Neutral	IV&V	The Florida PALM IV&V Team needed to develop a process for notifying the Florida PALM Project Team when the Florida PALM IV&V Team is performing a review of any Project-related documentation.	The Florida PALM IV&V Team may be working on a Florida PALM Project Document review at the same time the document is making its way through the Collaborative Review & Update, Final Review & Update, phase, or Acceptance. The Florida PALM Project Team needs to know that the Florida PALM IV&V Team may have input or recommendations so they may elect to consider them.	The Florida PALM IV&V Team and the Florida PALM Project Team agreed that the Florida PALM IV&V Team will list all documents that IV&V plans to review in the appropriate upcoming Assessment Reports. The Florida PALM IV&V Team will also utilize the Status Meetings (typically held on Fridays) to further advise the Florida PALM Project Team of any additional details on document reviews.
15	3/19/24	The Florida PALM IV&V Team needed to create a process for reviewing the Florida PALM Project Deliverables during the Collaborative Review & Update phase.	Neutral	IV&V	The Florida PALM IV&V Team needed to create a process for reviewing the Florida PALM Project Deliverables during the Collaborative Review & Update phase rather than submitting all feedback during or after Acceptance.	Similar to Lesson Learned #14 above, it's important for the Florida PALM Project Team to know the input and recommendations that the Florida PALM IV&V Team has during the Collaborative Review & Update phase so they may elect to consider them.	The Florida PALM IV&V Team has initiated a process to give feedback on documents and Deliverables during the Collaborative Review & Update phase whenever possible to ensure the Florida PALM Project Team

Table 1 – New Lessons Learned

Updates to Previously Reported Lessons Learned

Table 2 below contains the historical record of the Florida PALM IV&V Team’s Lessons Learned for the previous reporting period from September 21, 2023, through December 15, 2023, along with their applicable updates.

#	Date	Title	Type (+/-/ Neutral)	Focus Area(s)	Description	Impact	Recommendation	Update
08	12/14/23	The Florida PALM IV&V Team kept Florida PALM Project documents checked out from SharePoint erroneously, thereby unintentionally causing limited access to update the documents by the Florida PALM Project Team.	Negative	IV&V	The Florida PALM IV&V Team has unintentionally checked documents out of the Florida PALM Project Team SharePoint site for several days before checking them back in.	The Florida PALM Project Team was delayed in making edits to the documents while they remained checked out.	<p>The Florida PALM IV&V Team should refrain from checking out documents from the Florida PALM Project Team SharePoint site altogether.</p> <p>The Florida PALM IV&V Team does not make changes to documents on the SharePoint site, so there is no need to make the documents accessible to Florida PALM Project Team members.</p> <p>The Florida PALM IV&V Team has implemented an internal process to ensure documents are not checked out from the SharePoint site.</p> <p>The Florida PALM Project Team is</p>	3/20/24 - The Florida PALM Project Team changed the permissions for the Florida PALM IV&V Team from “Read/Write” to “Read Only” on the Florida PALM Project SharePoint site. This change seems to have resolved the issue.

#	Date	Title	Type (+/-/ Neutral)	Focus Area(s)	Description	Impact	Recommendation	Update
							looking into changing permissions from "Read/Write" to "Read Only" on the Project SharePoint site for the Florida PALM IV&V Team, which will help ensure the issue doesn't inadvertently happen again.	
09	12/8/23	The Florida PALM Project Team has developed an effective method of disseminating business process and design information to the various Agencies.	Positive	Design and Organizational Change Management	After each design segment, the Florida PALM Project Team has established review sessions with the Agencies for the Business Process Model (BPMs) and the Functional Design (FDs). These sessions have effectively presented design information to the Agencies and received feedback from them on specific design questions or concerns they may have about the solution.	The design review sessions have provided a platform for Agencies to express concerns or ask questions. The Florida PALM Project Team has tried to incorporate this feedback into the BPMs and FDs, encouraging Agencies to participate.	Continue the planned review workshops in future segments and provide BPMs and FDs to the Agencies before the review sessions.	3/19/24 - The Florida PALM Project continues to conduct BPM and FD review sessions with the Agencies. These forums have provided an excellent opportunity to both provide an overview of the Designs as well as for the Agencies to get answers to specific questions or describe impacts to their current processes.
10	12/8/23	The lack of a centralized lifecycle management	Negative	Design and Testing	The Florida PALM Project Team currently uses Excel and individual	Inconsistencies between the working RTM and the	Implement a tool the SSI vendor provides to trace and link requirements to	3/19/24 - The Florida PALM SSI Vendor continues using Excel to trace requirements to

#	Date	Title	Type (+/-/Neutral)	Focus Area(s)	Description	Impact	Recommendation	Update
		tool for Requirement, Design, and Testing on the Florida PALM project has created issues with requirements traceability between documents.			Functional Design (FD) documents to provide traceability from requirements to design. Some Requirements that have been included in the FDs have not been added to the RTM.	individual FDs during Segment I and Segment II have been reported by the Florida PALM IV&V Team. Without a single and consistent source for requirements traceability, there is the risk that either design or development will not align with the requirements or that test cases will not be complete and comprehensive .	business processes, design, and test cases for enhanced transparency, risk management, and compliance with project goals and specifications.	Design and intends to continue this approach to mapping requirements to testing. The Florida PALM IV&V Team continues to see the lack of a centralized Lifecycle Management Tool as a risk to the Florida PALM Project.
11	12/8/23	Backlog of 31 Segment II Functional Designs required approval within a very limited timeframe.	Negative	Design	The Florida PALM Project Team had difficulty aligning to the expected dates for the FD approvals in Segment II.	Thirty-one of the 73 FDs in Segment II required approval in the last two weeks of the Segment design timeline. While the Florida PALM	Conduct a post-mortem to determine why approvals of the FDs were pushed back until the last few weeks of Segment II and if there are opportunities to improve the	3/19/24 - The Florida PALM Project Team was able to approve the Segment II FDs on schedule. However, given the size of the Segment IV Designs (144 approved FDs versus 82 in Segment III), the Florida PALM

#	Date	Title	Type (+/-/ Neutral)	Focus Area(s)	Description	Impact	Recommendation	Update
						<p>Project Team successfully met the challenge, addressing the backlog and ensuring that key milestones were completed on time without compromising the quality of work, the number of FDs needing approval in Segments III and IV is expected to grow, which could lead to a risk to completion.</p>	<p>process. If the Florida PALM Project Team determines that more time is needed to complete the approvals, then additional time should be added to future design segments to ensure appropriate time is accounted for in the schedule.</p> <p>Project tasks assigned to the Team Manager, Architect, or Project Director that may overlap with the approval timeframe for the segment may be considered for reassignment to others if possible.</p>	<p>Project is extending the Design phase by a month to ensure Design is not rushed and the quality of the documents is maintained.</p>

Table 2 – Previously Reported Lessons Learned