

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

Independent Verification & Validation
Project Lessons Learned Report

Reporting Period: September 21, 2023 – December 15, 2023

December 20, 2023

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:

- Continuation of Positive Lessons Learned processes identified in the previous Lessons Learned Report.
- Internal Florida PALM IV&V Team Lesson Learned regarding checking out documents from the Florida PALM Project SharePoint site.
- The Florida PALM Project Team has developed an effective method of disseminating business processes and design information to the Agencies.
- Continued need for tools to manage and maintain requirement traceability throughout the project life cycle.
- Need to evaluate the approval process and time allotted for Functional Designs (FDs).

Additional details for each of these core themes are described in Tables 1 and 2, 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 or negative.
- **"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, or Production Support.
 - 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: September 21, 2023 – December 15, 2023

Table 1 below details the new Florida PALM IV&V Team’s Lessons Learned during the reporting period September 21, 2023, through December 15, 2023.

#	Date	Title	Type (+/-)	Focus Area(s)	Description	Impact	Recommendation
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 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.</p>

#	Date	Title	Type (+/-)	Focus Area(s)	Description	Impact	Recommendation
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.

#	Date	Title	Type (+/-)	Focus Area(s)	Description	Impact	Recommendation
10	12/8/23	The lack of a centralized lifecycle management tool for Requirement, Design, and Testing on the Florida PALM project has created issues with requirements traceability between documents.	Negative	Design and Testing	The Florida PALM Project Team currently uses Excel and individual 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.	<p>Inconsistencies between the working RTM and the individual FDs during Segment I and Segment II have been reported by the Florida PALM IV&V Team.</p> <p>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.</p>	Implement a tool the SSI vendor provides to trace and link requirements to business processes, design, and test cases for enhanced transparency, risk management, and compliance with project goals and specifications.

#	Date	Title	Type (+/-)	Focus Area(s)	Description	Impact	Recommendation
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 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>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 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>

Table 1 – New Lessons Learned

Previously Reported Lessons Learned

Table 2 below contains the historical record for the Florida PALM IV&V Team’s Lessons Learned for the previous reporting periods. This table reflects the previously reported Lessons Learned prior to the current reporting period. The Lessons Learned reported during the period from July 1, 2023, through September 20, 2023, and have updates have been added to this table.

#	Date	Title	Type (+/-)	Focus Area(s)	Description	Impact	Recommendation	Update
01	9/20/23	The Design Disposition Process has proven effective and efficient.	Positive	Requirements and Design	The design disposition process included regular meetings with the Florida PALM Project Director and Auditing & Accounting (A&A), Office of Information Technology (OIT), and Treasury. These meetings were effective in driving design dispositions. Also, the design disposition log was well documented and communicated.	This led to effective and timely design dispositions that allowed the design to move forward.	Continue regular meetings with the Project Director, A&A, OIT, and Treasury and update the design disposition log.	12/15/2023 - This process and the meetings with A&A, OIT, and Treasury have continued to be effective in driving design dispositions.
02	9/20/23	Excessive circular discussions during some design sessions that are not moving the design forward can hinder design progress.	Negative	Requirements and Design	During some design sessions, the progress was slow due to circular discussion around a single topic that did not lead to a specific design direction.	Additional design sessions are needed to cover topics that were not addressed in previous meetings, sometimes impacting the overall timeline and durations	Incorporate a parking lot list approach to document items requiring additional discussion so that the additional topics can be addressed, as well as provide a time box for each item on the agenda to aid in moving the discussion forward	12/15/2023 - This was discussed with the Florida PALM Project Director. There was concern that time-boxing topics or implementing a parking lot may create the impression that

#	Date	Title	Type (+/-)	Focus Area(s)	Description	Impact	Recommendation	Update
						in the Project Schedule.	and ensure all agenda items are at least covered minimally. When employing a parking lot approach, it is essential to communicate clearly to all staff that this is not an effort to restrict discussion and that any items placed in the parking lot will be addressed in future meetings.	SMEs are not being heard or their concerns aren't being given proper time for discussion. The Florida PALM IV&V Team believes this is a valid concern and recommends that a parking lot approach may still be effective but that the parking lot's purpose and use would have to be carefully explained to the SMEs to avoid negative perceptions.
03	9/20/23	The Design Working Sessions strategy resulted in well-planned and well-attended sessions that yielded the	Positive	Requirements and Design	The working sessions to review and discuss designs were well organized and attended.	Working sessions allowed for a complete discussion of topics with the key Subject Matter Experts (SMEs) and Florida PALM Project staff	Continue planning and conducting the design working sessions in the same manner as before. However, the team should make note of Item #02 above for the discussions that might take longer than planned.	12/15/2023 - Design working sessions are still well organized, and attendance is high.

#	Date	Title	Type (+/-)	Focus Area(s)	Description	Impact	Recommendation	Update
		desired results.				generally on hand.	Maintaining ongoing communication about the necessity for Agencies to participate in these meetings is essential to optimize outcomes in subsequent project activities.	
04	9/20/23	Early engagement with Enterprise Interface Partners before formal designs were developed allowed the interface partners the most amount of time for preparedness, minimizing project risks.	Positive	Requirements and Design	The Florida PALM Project Team has been actively meeting with People First, the Bureau of State Payrolls (BOSP), and FACTS to discuss these complex interfaces' design and business processes. These discussions were held well before the formal designs were developed.	Interface partners were able to develop a common understanding of the interfaces and business processes, which allowed for additional time to mitigate risks and coordinate design, development, and testing activities.	Continue identifying and conducting meetings with enterprise partners to discuss complex interfaces or conversions ahead of the formal design sessions.	12/15/2023 - The Florida PALM Project has continued to engage with Enterprise Interface Partners when possible; however, due to delays in change order approval, one of the key vendors for the People First system has put meeting participation on hold. The Florida PALM IV&V Team has recently reported this item as a Finding to the Florida PALM

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								Project Team and will continue to assess its impact on the project. <i>Please Note: The Florida PALM IV&V Team received an update that the People First Contract Change Order was executed on 12/18/23.</i>
05	9/20/23	Collaboration on key activities, especially those that revolve around scheduling and activity development, benefited from the involvement of multiple areas of expertise.	Positive	Project Management, Organizational Change Management	The Florida PALM Project Team has effectively collaborated internally with the Software and System Integrator (SSI) Vendor and Agencies/ stakeholders when developing the Readiness Workplan and other Florida PALM Project activities.	Agency readiness tasks were aligned with overall development activities, and tasks were tailored to the information that could be made available by the Florida PALM Project.	Continue creating effective collaborative environments within the Florida PALM Project and with all involved parties.	12/15/2023 - The Florida PALM Project Team continues to incorporate input from functional and technical team members into planning for and discussions related to Agency activities.
06	9/20/23	Employment of single-source solutions for project	Positive	Project Management	The Florida PALM Project Team has created a Project Schedule reporting process that is the	Project Team members or Stakeholders no longer need to seek	Continue to operate with streamlined single sources for key project	12/15/2023 - The Florida PALM Project Team continues to utilize the

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		progress information resulted in streamlined, easy-to-access project status information.			single source for project information regarding Project Status reporting.	different documents and reports to interpret Project Progress (e.g., Hillclimbers), and project progress information can be gleaned from the Project Schedule or the RADAR Reports (a snapshot of the Project Schedule).	progress, data, and information.	Project Schedule as the single source of truth for project information regarding Project Status Reporting. This continued process has allowed the Florida PALM Project and IV&V Teams to view and accurately assess the project's progress.
07	9/20/23	Continued demonstration of commitment to the Florida PALM IV&V Team in providing access to resources and material.	Positive	Project Management	The Florida PALM Project Team provided quick and efficient responses to written inquiries, provided access to requested documentation, and made individuals available to answer questions or clarify processes.	The availability of the Florida PALM Project Team and resources has allowed for a transparent and efficient workstream for the Florida PALM IV&V Team, removing any additional boundaries or barriers to providing meaningful	Sustain collaboration and ensure an open flow of information and responses between the Florida PALM Project and IV&V Teams.	12/15/2023 - The Florida PALM Project Team continues to operate transparently and proactively, providing timely and detailed answers to IV&V's questions and making themselves available when needed to discuss various aspects of the

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						independent verification and validation reviews and reports.		Florida PALM Project's activities.

Table 2 – Previously Reported Lessons Learned