Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification & Validation

Monthly Assessment Report

January 2024

February 12, 2024

Contract: 80101507-21-STC

Engagement: C213E8

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Executive Summary

The following list summarizes the key items the Florida PALM IV&V Team details in the Monthly Assessment Report for January:

- The Florida PALM Project Schedule is seeing a decrease in the delayed tasks, down from 159 mid-January to 113 at months end. The Schedule Performance Indicator experienced an increase from .89 to .90, which means the project is progressing at 90% of the planned pace.
- Monthly Agency meetings with Florida PALM Readiness Coordinators, or Readiness Touchpoints, brought in technical resources from the Florida PALM Project Team and hosted more technical discussions to answer Agency questions and provide direction.
- The number of Functional Designs (FDs) for Segment IV continues to increase. As of 1/31/24, there were 151 FDs identified to be part of Segment IV Design (84% increase from Segment III).
- The change order to People First Vendor was signed as of 12/18/23. Several meetings have been held to discuss current designs with the People First vendor, but much discussion is still required to finalize the designs and complete planning for subsequent interface development activities for both teams. The Florida PALM IV&V Team will continue to monitor any re-engagement progress and update Finding 13 accordingly.
- As of 1/31/24, 21 of the 32 Application Designs planned for development have been drafted and are starting the review process. Additionally, the review of the Application Designs has fallen behind, with 8 of the 27 targeted for draft review in January being completed.
- The PUM upgrade to Image 47 in January was successful, with minimal ticket activity. Post-upgrade system audits revealed some exceptions on the FINPROD1 server, which is typical but should be reviewed and dispositioned.

Focus Area Updates

The table below summarizes the Florida PALM IV&V Team's updates for the various focus areas since the last monthly assessment report. Detailed updates regarding these focus areas are provided in this document's Focus Area Updates section below. Some focus areas may be marked as Not Applicable (NA) as they have not started or there is no significant activity during this reporting period.

Table 1: Focus Area Updates

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
Overall Project Risk Indicator	Low Risk	Low Risk	The Florida PALM IV&V Team assesses the overall Project Indicator as Low Risk but showing a slight trend toward Medium Risk. This is primarily attributed to the significant scope increase for Segment IV design (an 84% increase from Segment III) and delays to the review of the Application Designs for development, which have consumed two out of the three additional weeks gained by the Florida PALM Project Team starting ahead of schedule.

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
Project Management	Low Risk	Low Risk	The number of delayed tasks on the Florida PALM Project Schedule has decreased to 113 by the end of the month. Of these 113 delayed tasks, 66 are DEL646 - Completion of Build Segment I. The Florida PALM End-of-Month (EOM) Project Schedule SPI increased from .89 to .90 at month's end, which means the project is progressing at 90% of the planned pace.
Organizational Change Management	Low Risk	Low Risk	Readiness Touchpoints with Agencies continue to be effective and supportive environments for Agencies to discuss task progress, risks, barriers, resource challenges, and overall progress. January Touchpoints were adjusted for the Segment II Design Workshops to encourage Agency participation in the meetings. In addition, some Readiness Touchpoints brought in technical resources from the Florida PALM Project Team and hosted more technical discussions to answer Agency questions and provide direction. The Readiness Team continued introducing helpful changes to the Readiness Touchpoint structure, agendas, technical support resources, in-person meetings, and Smartsheet support to support Agency engagement and help with reporting and dashboard metrics. Sharing the value and benefits of the Florida PALM Project Knowledge Center was a continued area of focus in January. The Knowledge Center serves as the central hub of information that provides Agencies with quick access to the design of the Financials and Payroll.
Requirements and Design	Medium Risk	Medium Risk	The Florida PALM IV&V Team attended the Segment II Design Workshops held 1/10/24 - 1/12/24 and 1/16/24 - 1/18/24, where the Florida PALM Project Team reviewed Segment II Functional Designs (FDs) with the Agencies. These meetings provided an effective forum to review the Segment II designs and receive feedback or questions from the various Agencies. The Agencies were well-prepared for the workshops, offering examples of specific business processes within their Agency. They also asked clarifying questions regarding the designs, and several follow-up items were identified during the workshops for the Florida PALM Project Team. As of 1/31/24, Segment III Design is nearing completion, with 70 of the 82 FDs approved. The Florida PALM Project Team was able to approve 31 FDs in the last week of January to get back on schedule.

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			Although Segment III Design is back on schedule, the scope of Segment IV Design continues to increase. As of 1/31/24, there were 151 FDs identified to be part of Segment IV Design (84% increase from Segment III). Although some of the FDs targeted for Segment IV will most likely be canceled, the overall scope still represents a substantial workload increase for the Florida PALM Project Team. Although the overall risk level is still Medium, it is trending higher due to the upcoming scope.

Several meetings have been held to discuss current designs with the People First Vendor. Although the People First Vendor is engaged and participating in these meetings, much discussion is still required to finalize the designs and complete planning for subsequent interface development activities for both teams. |
| Development | Low Risk | Low Risk | The 52 FDs selected for Build Segment I are provided to the development team so that additional technical design can be added, along with the unit test results, once development is complete.

As of 1/31/24, 21 of the 32 Application Designs targeted for Development have been drafted by the end of January and are starting the review process. Additionally, the review of the Application Designs has fallen behind, with 8 of the 27 targeted for draft review in January completed. The current review delays are due both to delays in receiving draft documents, as well as the need to focus on completing the Segment III FDs. Since the development efforts started three weeks ahead of schedule, these delays have not yet impacted the overall Segment I Build timeline since the delays represent two weeks of effort. The Florida PALM IV&V Team will closely monitor Segment I build activities but will keep the risk rating as a Low Risk at this time. |
| Testing | NA | NA | A risk rating for this Focus Area will be provided as testing-related activities on the Florida PALM Project occur.

The Florida PALM IV&V Team has completed a first draft of test scenarios based on a sample of Segment I Functional Designs (FDs) as a part of the independent testing effort. |
| Conversion | Low Risk | Low Risk | During the month of January, the Florida PALM IV&V Team reviewed FDs as it relates to conversion in |

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			D641. The information reviewed so far indicates positive work is being done in this Focus Area, so the risk rating will remain unchanged.
Implementation Readiness	NA	NA	The Florida PALM IV&V Team will begin reporting progress once implementation readiness efforts start.
Production Support	Low Risk	Low Risk	The Florida PALM IV&V Team is monitoring Open production incidents. The month of January shows 72 new incidents (including 2 classified as High Priority, one of which was later downgraded to Moderate Priority), with 58 marked as Closed or Resolved. The PUM upgrade to Image 47 in January was successful, with minimal ticket activity. 10 Moderate severity issues emerged during the first week of the stabilization period, of which one remains open, and another is awaiting user information. Post-upgrade system audits revealed some exceptions, which are common and do not appear to impact performance at this time. The Florida PALM IV&V Team is reviewing these reports with the Florida PALM Project Team.

New Findings

No new Findings were opened in this reporting period.

Open Findings

Finding Number and Statement: Finding 12 – Inconsistency in Requirements Traceability.

Date Opened: 9/15/23

Impact Update: Moderate (Unchanged)

Probability Update: Possible (Unchanged)

Priority Update: Medium (Unchanged)

Status Update: Additional cross-checks were implemented to avoid future inconsistencies between the RTM and FDs. The Florida PALM IV&V Team reviewed traceability between D637-Completion of Solution Design (Requirements) Segment II, the RTM, and the requirements information in the individual FDs. The Florida PALM IV&V Team identified one inconsistency between the RTM and D637 that was corrected before the acceptance of D637. The Florida PALM IV&V Team also identified that there is additional supporting requirement information that is included in the FD but not in the RTM. Since the additional supporting requirement information is not directly related to the FDs, the Florida PALM Project Team has elected to remove the supporting requirements from future FDs, eliminating the need to maintain the information in the RTM. The Florida PALM IV&V Team shared comments and questions from the review of D637 with the Florida PALM Project Team on 1/11/24 and the Florida PALM Project Team has responded to them. The Florida PALM IV&V Team is reviewing the responses provided and will schedule a follow-up meeting if required.

Finding Number and Statement: Finding 13 – People First Vendor unable to participate in design discussions.

Date Opened: 12/15/23

Impact Update: Significant (Unchanged)

Probability Update: Medium (Unchanged)

Priority Update: High (Unchanged)

Status Update: Following People First's reengagement, the vendor, the Florida PALM Project Team, and People First convened in January to identify design discussion topics and develop a meeting schedule around the interfaces and conversion data. As part of this process, meetings are scheduled for 2/7/24 and 2/8/24 to discuss the conversion of Job Code, Position Data, Personal Data, Privacy Indicators, Job and Payroll Data, and Retirement Benefit Data. The Florida PALM IV&V Team will continue participating in these discussions to track progress, monitor potential scope and schedule risks, and remain informed of any updates to vendor plans.

Closed Findings

No Findings were closed in this reporting period.

Findings Metrics

The following shows the metrics related to the Florida PALM IV&V Findings per month from July 2023.

IV&V New and Closed Findings by Month

Figure 1 shows the Florida PALM IV&V Team Findings Opened or Closed by month since July 2023. The Florida PALM IV&V Team will monitor progress as additional Findings are identified and whether the Florida PALM Project Team is actively addressing the Findings and recommendations in the future.
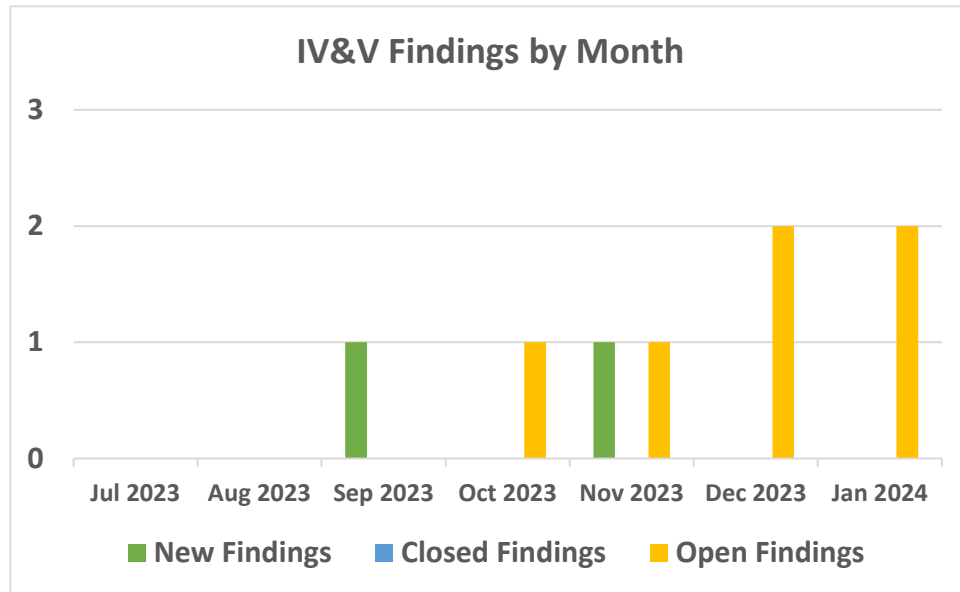
Figure 1: Florida PALM IV&V Team Findings by Month

Focus Area Updates

Project Management[1]

The Florida PALM IV&V Team continues to monitor and assess the Florida PALM Project Schedule. In January, the Florida PALM IV&V Team met wit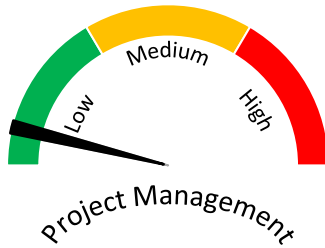h members of the Florida PALM PMO Team to discuss which Florida PALM Project Schedule file would be used to assess the SPI and delayed task data in Florida PALM IV&V Monthly Assessment Reports. It was decided the Florida_PALM_Project_ScheduleEOM.mpp file would be used in the Monthly Assessment Reports. This will help maintain consistency in the assessment data. Additionally, when citing this information in the report, the status date from the Florida PALM Project Schedule will be provided to validate the data further.

The delayed task data is also extracted from the Florida_PALM_Project_ScheduleEOM.mpp file for the Monthly Assessment Reports and analyzed using Steelray Project Analyzer to generate the report. Steelray Project Analyzer is a software tool specifically designed to analyze and review Microsoft Project files. It serves as a valuable resource for project managers, team leads, and stakeholders, offering insights into project schedules, identifying potential issues, and enhancing overall project quality.

Following this discussion, the Florida PALM IV&V Team provided the Florida PALM PMO Team with a Florida PALM IV&V Schedule Performance Index (SPI) and Delayed Tasks Metrics document. This document describes the methodology the Florida PALM IV&V Team uses to obtain the SPI and delayed tasks reported in the Mid-Month Progress and Monthly Assessment Reports. Based on the Florida_PALM_Project_ScheduleEOM.mpp file, which has a status date of 1/31/24, the SPI increased from .89 to .90 since mid-month. This indicates that by the end of the month, the project was progressing at 90% of the planned pace.

Additionally, in this schedule, the number of delayed tasks decreased from 159 to 113. Most of these tasks were associated with DEL646 - Completion of Build Segment I, with 66 tasks on the critical path. Additionally, I-WP129 - Develop ETL Technical Specifications, Programs, and Unit Test Plans had 12 delayed tasks, none of which were on the critical path.

There were three decisions having an impact on the overall delayed tasks for the month of January.

- DE317 Segment III FD and Configuration Changes. This decision moved several D641 tasks to Segment IV among other changes.
- DE312 – Configuration Tasks and Segment III Changes involved new schedule tasks to track the final configuration of WorkCenters. There are revisions to the name of future configuration tasks and updates to D641 – Completion of Solution Design (Requirements) Segment III FD. These changes will also require updating the existing configuration tasks with dependencies.

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[1] The dial would include this month's indicator as well as a shadow that shows the previous indicator rating, similar to what is provided in the current monthly assessment report template.

- DE315 – Segment III Cancellations and Name Revisions request to cancel and/or revise the RICEFW ID name and/or description for Segment III Functional Design (FD) items, which will also have an impact on D641 with several Work Units being canceled or moved to Segment IV.

The Florida PALM IV&V will continue to monitor decisions and Change Requests, and any impact on future Stage Gates and the overall project.

Organizational Change Management
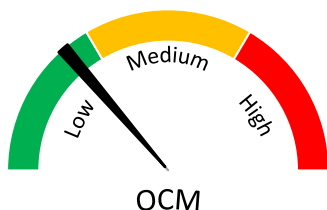
Organizational Change Management remains Low Risk (Green) in January. Agencies maintain their participation and provide status updates in routine Readiness Touchpoints with the Florida PALM Project. In January, some Readiness Touchpoint meetings were rescheduled to accommodate involvement in the Segment II Design Workshops. However, Readiness Coordinators ensured that Agencies were registered and adequately prepared ahead of these sessions. Readiness Coordinators promoted onsite attendance for the Design Sessions and facilitated online or recorded sessions for those unable to attend in person.

To ensure the sessions were informative and that the Agencies were well-prepared, Readiness Coordinators encouraged Agencies to submit lists of design and technical questions prior to the Design Sessions. The Readiness Coordinators/Team worked to ensure a strong Agency connection to and involvement in the Design Sessions. This comprehensive support notably facilitated the Agencies' engagement with these activities, enabling them to link relevant tasks to the sessions.

In January, Readiness Touchpoints were conducted after the Design Sessions to solicit feedback from Agencies. Agencies openly shared their thoughts and observations about site location, logistics, presentation of information, etc. Some Agencies reported conducting internal post-Design Session discussions to share findings, potential risks, and takeaways. Agencies reported that this was a successful process. These internal Agency Design Session follow-up discussions are a recommended practice by the Florida PALM IV&V Team that Readiness Coordinators should share with other Agencies to ensure information sharing and build awareness and knowledge for the PALM Project. These sessions also support discussion of Agency risks and mitigation plans and may help with early or timely identification of Agency risks (especially around staffing and resources).

Engagement of Technical Resources & Technical Discussions

In January, several Agency Readiness Touchpoints provided an opportunity for more technical discussions, bringing in technical and Florida PALM Project Team resources. These meetings were well received by Agencies; Agency members felt comfortable raising questions and openly discussing barriers and missing information. Comments at the end of these technical sessions were positive from the Agencies and the technical resources. The technical resources reminded the Agencies that they were welcome to submit questions and continue these technical discussions. It was clear from many Readiness Touchpoints that Agencies are at a point where they need direct technical support, discussion, answers, and a chance to have some dialogue

around technical concepts. This will help provide the information they need to complete upcoming tasks, especially around interfaces and data exchange.

A potential risk to conducting more technical meetings is that non-technical readiness topics would be skipped. However, in most of the technical meetings to date, the Readiness Coordinators effectively used a few minutes at the end to cover key topics (supplemented by providing agendas filled with relevant links). Using the last portion of the meeting (10-15 minutes) for a quick readiness check on tasks and key topics was an effective use of time and a practice that IV&V recommends continuing. In the coming months and with the current list of tasks, the Florida PALM IV&V Team encourages prioritizing technical support and meetings to continue to address Agency needs and eliminate any obstacles they may encounter.

Alongside the inclusion of technical resources, the Florida PALM IV&V Team also recognized another area of strength: the facilitation of joint processes and technical discussions among the Agencies. In some cases, this was introduced by the Readiness Coordinator, and in others, Agencies themselves invited others to their Readiness Touchpoints to support cross-communication about shared or similar processes. The Florida PALM IV&V Team sees this as a direct result of participation by the Agencies in business process flow discussions and Design Session reviews, opening additional areas of Agency-process overlap. Agencies should continue to cross-collaborate and ensure processes are fully documented, planned for, and expanded.

Additional Readiness Touchpoint Findings and Observations

Recent changes and trends in the structure and delivery of Readiness Touchpoint meetings have been positively received by Agencies. These adjustments align with industry standards for continual improvement, such as Prosci and ITIL standards, and incorporate feedback loops based on Prosci and change management standards. The adaptations also aim to enhance general efficiency. The following meeting trends were noted positively by Agencies:

- **Adjustments to Readiness Touchpoint Meeting Agendas and Meeting Flows** – Agendas have evolved into a reference document with links, dates, and task reminders/highlights. Agendas are filled with valuable information and are well-organized. Many Agencies reported using these agendas throughout the month as reference tools. The meetings are geared less to agenda points/flow and more to what the Agencies need help with, such as reporting updates in SmartSheet, logging risks, tracking upcoming tasks and events, and prioritizing what Agencies need to focus on.

- **Changes to Dashboard Layout** – Changes to the Dashboard layout for improved task and risk visibility were called out and explained by Readiness Coordinators. Agencies appeared receptive to the new style and were able to find what they needed efficiently. Some Agencies need assistance and support with Smartsheet for areas such as risk reporting, using comments, and marking tasks complete. Readiness Coordinators continue to provide support in meetings and throughout the month, connecting Agencies to the areas that matter most. Comments and risks were regularly reviewed with Agencies this month.

- **Increased Onsite/In-Person Readiness Checkpoints** – Many of the January Readiness Touchpoints shifted to onsite or in-person meetings (with a virtual option) at Agency sites. This was supported and appreciated by Agencies, and Agency core teams encouraged virtual team members to join in-person. These face-to-face meetings

encourage engagement, demonstrate support, and help to develop relationships among Agency and Readiness Coordinators. This is a practice that the Agencies have mentioned they would like to continue to see.

- **Task Talks Moved to Thursdays** – In January, Readiness Coordinators highlighted when new tasks were due to be released (1/29/24), then explained that the Task Talks have been moved to Thursdays to give Agencies a few days to review the newly released tasks and come prepared with questions. This was an excellent and responsive schedule/communications shift, especially when many tasks were released and needed to be understood by Agencies. Again, this highlights continual improvement and feedback loops as standards for sharing readiness information.

The Readiness Team continues to check in on efforts for Agencies to secure resources (funding, hiring, selection, onboarding, training, RFPs, and sub-vendors). This will likely continue to be an area of concern that will become more evident in the next six months, with many tasks due. This concern has been raised at Executive and Advisory Meetings but remains a key topic of discussion and Agency concern in Readiness Touchpoints.

Additionally, the Florida PALM IV&V Team participated in multiple OCM Readiness Touchpoints and utilized the Florida PALM Project Smartsheet to assess the Agencies' progress in responding to PMO-related tasks RW 500-503, which had a target completion date of 12/15/23. The tasks were as follows:

- 500 – Create Agency Specific Project Charter
- 501 – Create Agency Specific Implementation Schedule
- 502 – Create Agency Specific Risks and Issues Management Plan
- 503 – Create Workforce Readiness Plan

The Readiness Coordinators provided detailed instructions, supporting materials and resources, calendar reminders, a dedicated Task Talk, and templates or guides to support the Agencies in completing these tasks.

Using the data from the Florida PALM Project Smartsheet as of 1/26/24, it was determined that 25% of the Agencies' verified submissions were incomplete for RW 500-503. The Readiness Coordinators provided notes indicating what is needed to complete the tasks. The incomplete status reasons range from documentation needing to be submitted/attached, additional information needed, incorrect data provided, and a Project Manager is needed to complete the request.

The Florida PALM IV&V Team recognizes that project planning and management tasks are critical to the success of any project. It is recommended that the Readiness Coordinators persist in following up to ensure the completion of these tasks. The Florida PALM IV&V Team will continue to monitor PMO tasks, Agency participation, and Agency readiness activities.

Knowledge Center

January Readiness Touchpoints and meetings continued to encourage the use of the new Knowledge Center as a tool and hub for Florida PALM Project information. Readiness Coordinators provided links and references to the Knowledge Center and actively used or referred to the site in Touchpoint Meetings.

Building on Prosci's industry-standard change management Awareness, Desire, Knowledge, Ability, and Reinforcement (ADKAR) Model, this practice demonstrates building "Awareness" and "Desire" for using the Knowledge Center as a tool. In the coming months it will be important to gauge if Agencies are actively using this tool or if more training and "Knowledge" building is needed.

At this point, most Agencies shared that they knew of the tool and may have gone out to view it but haven't had the chance to start using the tool actively. The hope is that this will change with repeated exposure and encouragement in Readiness Touchpoints. One Agency, however, is not only using the tool, but engaging staff with the new tool by offering a "treasure-hunt" style game to find items in the Knowledge Center. Fun and interactive ways of using this new tool are highlighted and encouraged.

Requirements and Design
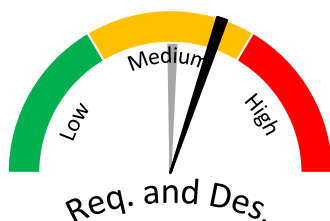
The Florida PALM IV&V Team reviewed D637 - Completion of Solution Design (Requirements) Segment II, along with the associated Functional Designs (FDs) and the Requirements Traceability Matrix (RTM). The Florida PALM IV&V Team shared comments and questions from the review with the Florida PALM Project Team on 1/11/24 to provide them with an opportunity to address the comments and/or resolve the questions. The Florida PALM Project Team responded to the questions and the Florida PALM IV&V Team is reviewing the responses and will schedule a follow up meeting if required.

The Florida PALM IV&V Team attended the Segment II Design Workshops held 1/10/24 - 1/12/24 and 1/16/24 – 1/18/24 where the Florida PALM Project Team reviewed the designs with the Agencies. These meetings provided an effective forum to review the Segment II Designs and receive feedback or questions from the various Agencies. The Agencies were well-prepared for the workshops, offering examples of specific business processes within their Agency. They also asked clarifying questions regarding the design, and several follow-up items were identified during the workshops for the Florida PALM Project Team.

As of 1/31/24, Segment III Design was nearing completion with 70 of the 82 Functional Designs (FDs) approved. The Florida PALM Project Team was able to approve 31 FDs in the last week of January to remain on schedule.

Although Segment III Design is back on schedule, the scope of Segment IV Design continues to increase. As of 1/31/24, there were 151 FDs identified to be part of Segment IV Design (84% increase from Segment III). Although some of the FDs targeted for Segment IV will most likely be canceled, the overall scope still represents a substantial workload increase for the Florida PALM Project Team.

The People First Vendor change order was approved on 12/18/23, and several meetings have been held to discuss current designs with the People First Vendor. Although the People First Vendor is engaged and participating in these meetings, there is still much discussion required to finalize the designs and to complete planning for subsequent interface development activities for both teams.

Due to the increased count of FDs in Segment IV as well as the need to make up for lost time in reviewing and finalizing designs with the People First Vendor, the Florida PALM IV&V Team has increased the risk level in this Focus Area to Medium – High.

Development
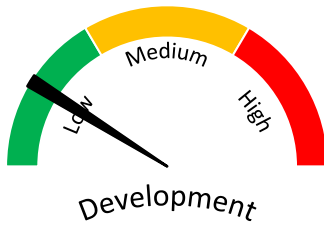
The 52 FDs selected for Build Segment I are provided to the development team so that the additional technical design can be added, along with the unit test results, once development is complete.

As of 1/31/24, 21 of the 32 Application Designs targeted for Development by the end of January have been drafted and are starting the review process. Additionally, the review of the Application Designs has also been falling behind with 8 of the 27 targeted for draft review in January completed. The current review delays are due both to delays in receiving drafts documents, as well as the need to focus on completing the Segment III FDs. Since the development efforts started three weeks ahead of schedule, these delays have not yet impacted on the overall Segment I as they represent a two-week delay to the planned target dates. The Florida PALM IV&V Team will closely monitor Segment I build activities, but at this time, IV&V still sees this as a low-risk focus area.

Testing

A risk rating for this focus area will be provided as testing-related activities by the Florida PALM Project Team on the Florida PALM Project occur.

The Florida PALM IV&V Team completed a first draft of the test scenarios based on a sample of Segment I Functional Designs (FDs) and will begin writing test scenarios for Segment II Business Process Models (BPMs) as a part of the independent testing efforts.

Conversion
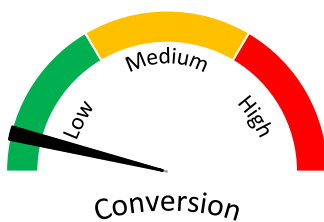
In the month of January, the Florida PALM IV&V Team began reviewing FDs as they relate to D641. At this time, the Florida PALM IV&V Team does not consider the Conversion Focus Area at risk to the Florida PALM Project and will continue to attend the design meetings related to conversions for Finance and Payroll. The Florida PALM IV&V observed that the Florida PALM Project Team worked on resolving Open issues in the FDs.

Production Support
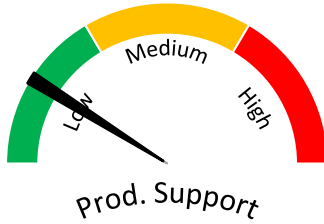
The 1/28/24 PUM upgrade to image 47 and PeopleTools Upgrade to 8.60 was a success, yielding minimal ticket activity. During the first week of stabilization following the upgrade, 10 Moderate severity defects surfaced. Out of these, 8 have been successfully closed/resolved.

For the month of January, a total of 72 tickets were opened, including 2 High-priority, with one later downgraded to a Moderate priority. Currently, 58 tickets have been successfully Closed.

Post-upgrade system audit reports uncovered certain exceptions on the FINPROD1 server. The Florida PALM IV&V Team is currently in the process of reviewing these reports and will present our findings in the upcoming reports for February.

Key Metrics or Analysis

This section provides metrics used by the Florida PALM IV&V Team to assess processes or activities.

Requirement and Design Metrics

RICEFW Counts Over Time

The diagram in Figure 2 compares snapshots of the Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) inventory over time. It is based on the RICEFW inventory working file. Overall, there have not been any significant increases in the number of RICEFW items. The total count of RICEFW items has decreased by .2% since the end of May 2023. This indicates that the scope of the RICEFW items is well controlled.

RICEFW Counts over Time

	31-May	30-Jun	31-Jul	31-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan
Workflow	31	35	35	35	35	32	37	37	39
Form	18	24	22	21	20	17	17	17	17
Extension	105	99	102	102	104	108	108	112	115
Conversion	43	44	37	37	36	37	36	36	34
DW Extract	0	6	6	6	6	6	6	6	6
Interface	191	187	173	172	173	173	172	173	168
Report	274	268	274	268	268	282	279	280	282
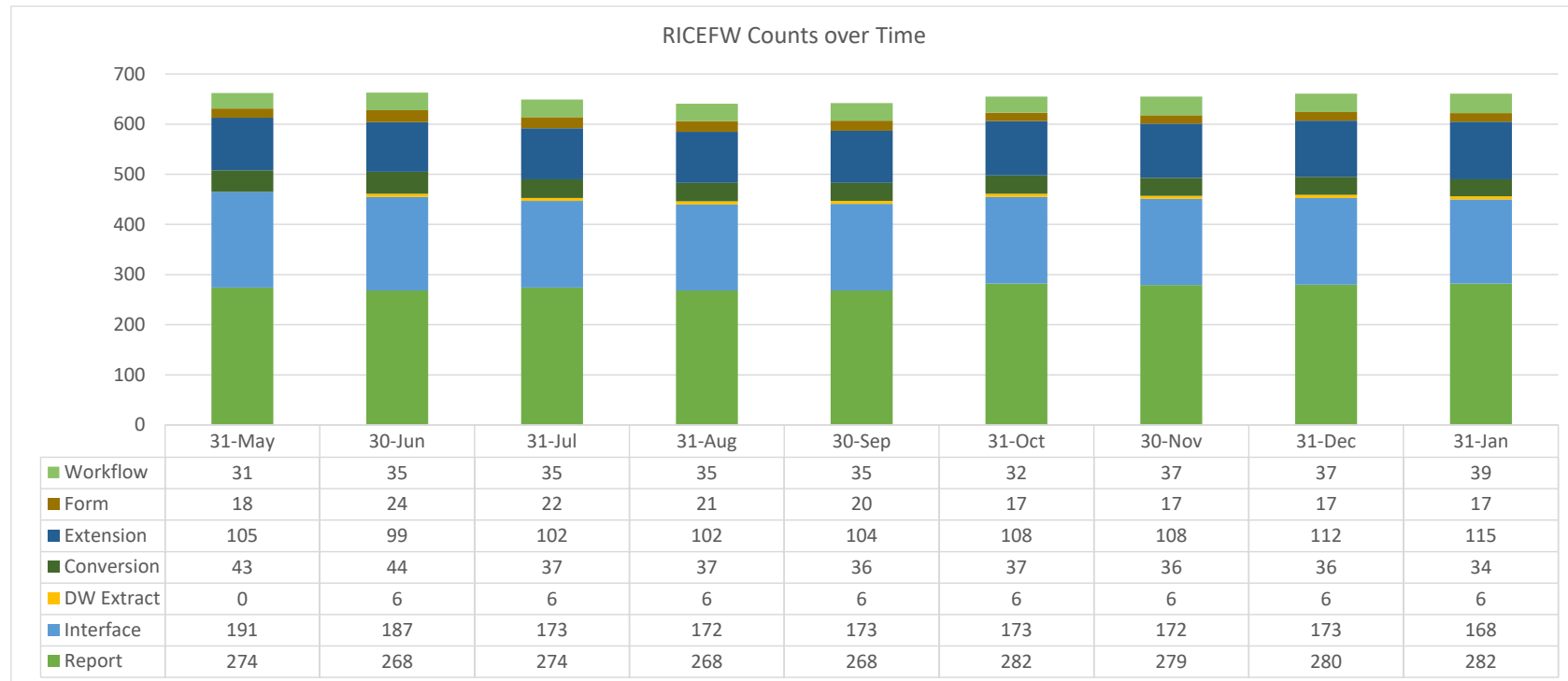
Figure 2: RICEFW Counts Over Time

Changes to Counts of Functional Designs Per Segment

The diagram in Figure 3 compares the expected count of Functional Designs in each Segment and how they have changed over time. This shows that the number of Functional Designs decreased in Segment III but has dramatically increased in Segment IV. It is expected that some of the FDs in Segment IV will be cancelled, similarly to what happened in Segments II and III. The overall count still represents a substantial increase in workload, especially since Segment I build is also underway. There are currently 6 FDs that are proposed for cancellation in Segment IV as well as 17 that are pending a PCR.

Functional Designs Per Segment

	DW/BI	Segment I - D636	Segment II - D637	Segment III	Segment IV
31-Oct	101	52	73	116	120
30-Nov	101	52	73	101	132
31-Dec	99	52	73	101	136
15-Jan	101	52	73	88	131
31-Jan	100	52	73	82	151
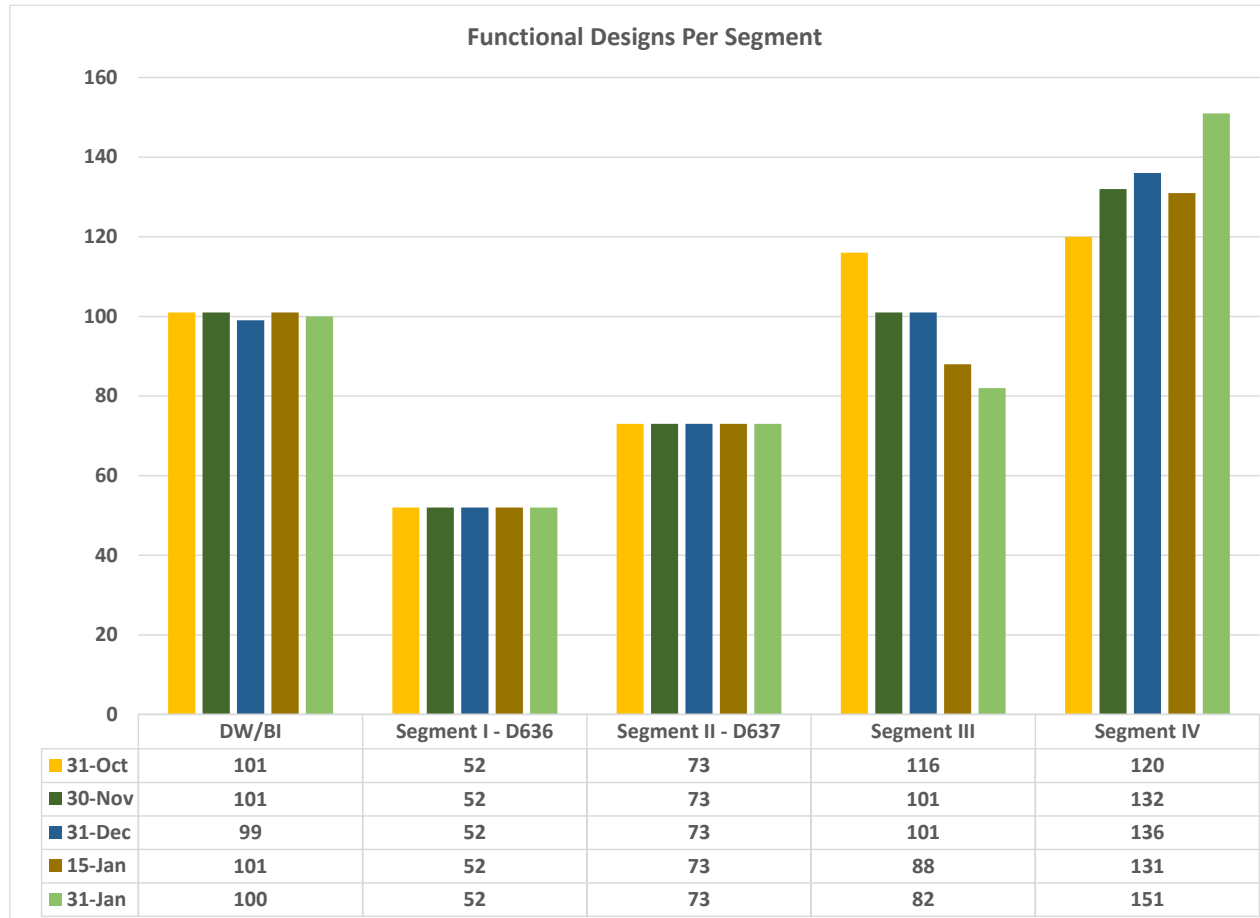
Figure 3: Changes to Count of Functional Designs Per Segment

Financials Versus Payroll Wave Functional Designs for Segment III and IV

The diagram in Figure 4 shows how many Functional Designs for Segments III and IV are associated with Payroll or Financials. Most of the Functional Designs for Payroll will be in Segments III and IV and represent increasingly complex functionality. Also, additional Functional Designs have been identified for Payroll that must go through the PCR process.

Segment III and IV Functional Designs Per Wave

	Segment III	Segment IV
■ Payroll	35	94
■ Financials	47	57
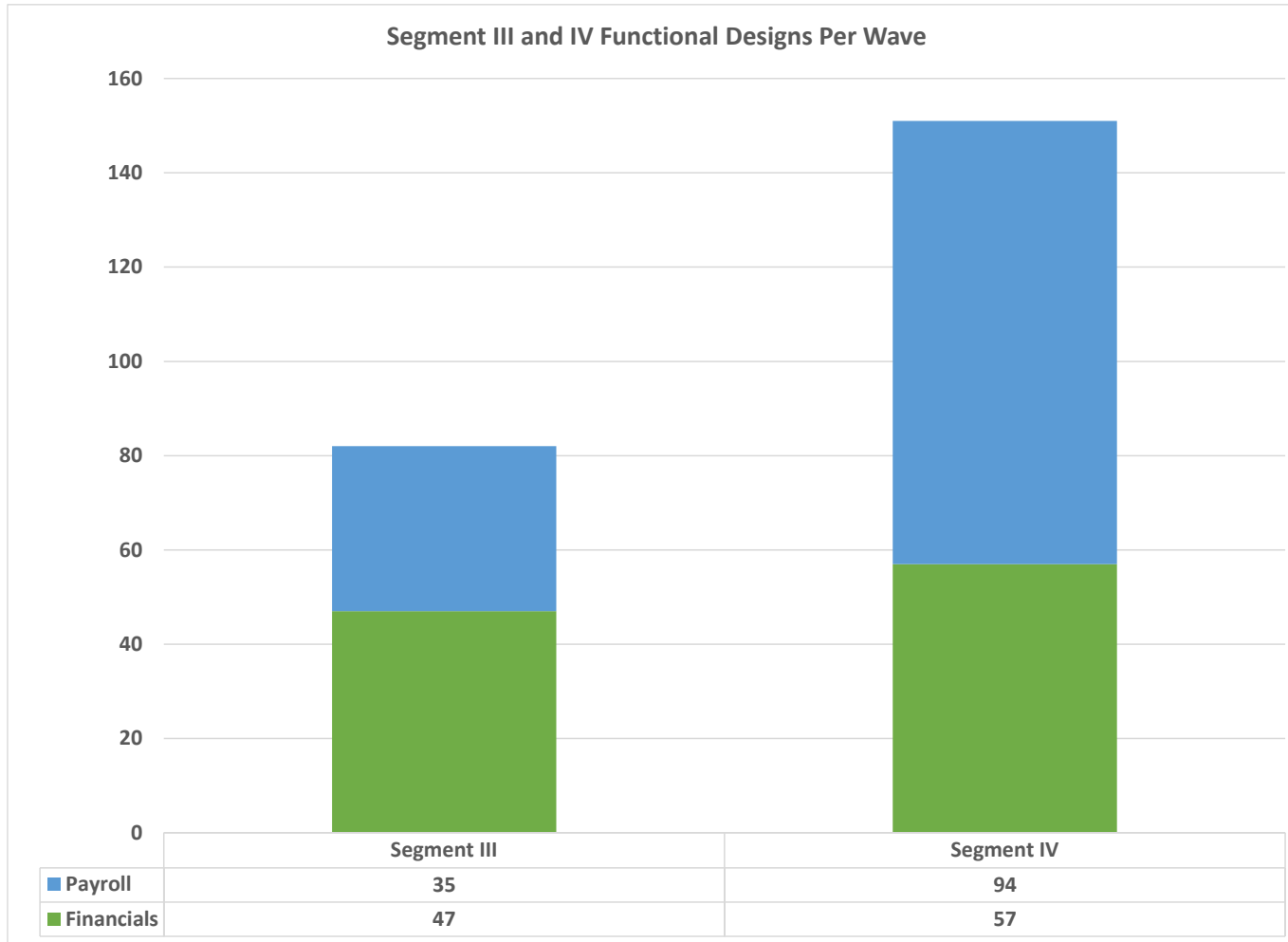
Figure 4: Financials Versus Payroll Functional Designs for Segments III and IV

Segment III Functional Design (FD) Approval

The diagram in Figure 5 shows the targeted count of FDs to complete Project Director approval versus the actual count that has been completed. As of 1/31/24, the Project Director approvals are on schedule (68 targeted for approval and 70 have been approved). There was a substantial effort to complete review and approval of FDs during the last week of January, with 31 being approved in that week. The Florida PALM IV&V Team will focus on reviewing the Segment III FDs in detail as part of D641 - Completion of Solution Design (Requirements) Segment III to ensure they continue to be of high-quality, thorough and complete.

Segment III FD - Project Director Approval

	12/20	12/27	1/3	1/10	1/17	1/24	1/31	2/2
Actual	2	6	10	13	20	39	70	
Target	2	5	5	10	16	33	68	82
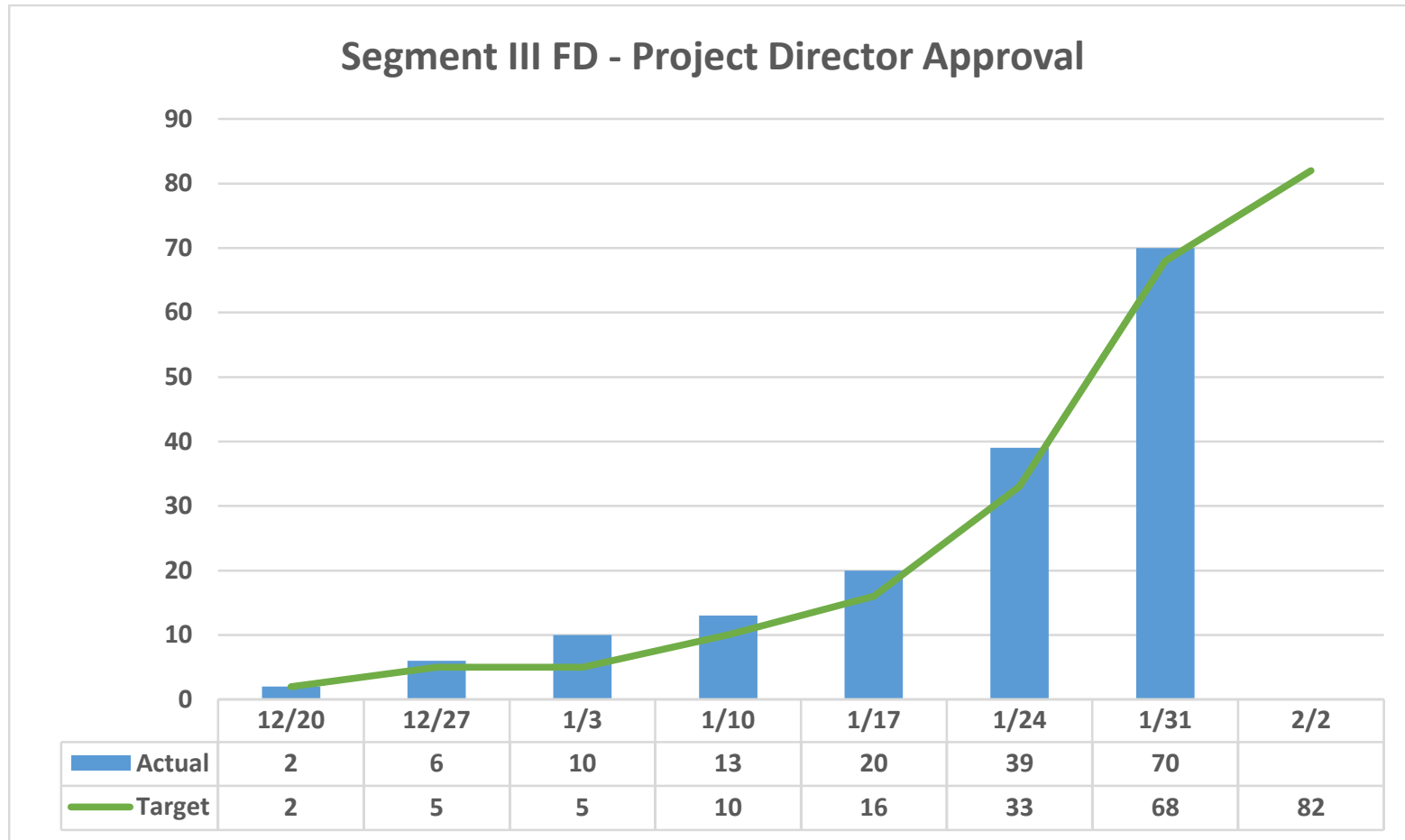
Figure 5: Segment III Functional Design Approval

Segment I Application Build

The diagram in Figure 6 shows the targeted count of application builds versus the actual count that has been drafted. Currently, the application builds are behind the targets; however, this is not unusual due to the recent holidays, as well as the focus on completing Segment III design. The Florida PALM IV&V Team will closely monitor ongoing application build activities to see if the current trend continues. The Florida PALM IV&V Team does not consider this a risk at this point since application build started three weeks ahead of schedule and the current delays only represent a two-week delay.

App Dev Build - Draft Complete

	12/20	12/27	1/3	1/10	1/17	1/24	1/31	2/7	2/14	2/21	2/28
Actual	0	2	6	12	13	17	21				
Target	2	6	10	15	22	25	32	36	43	47	52
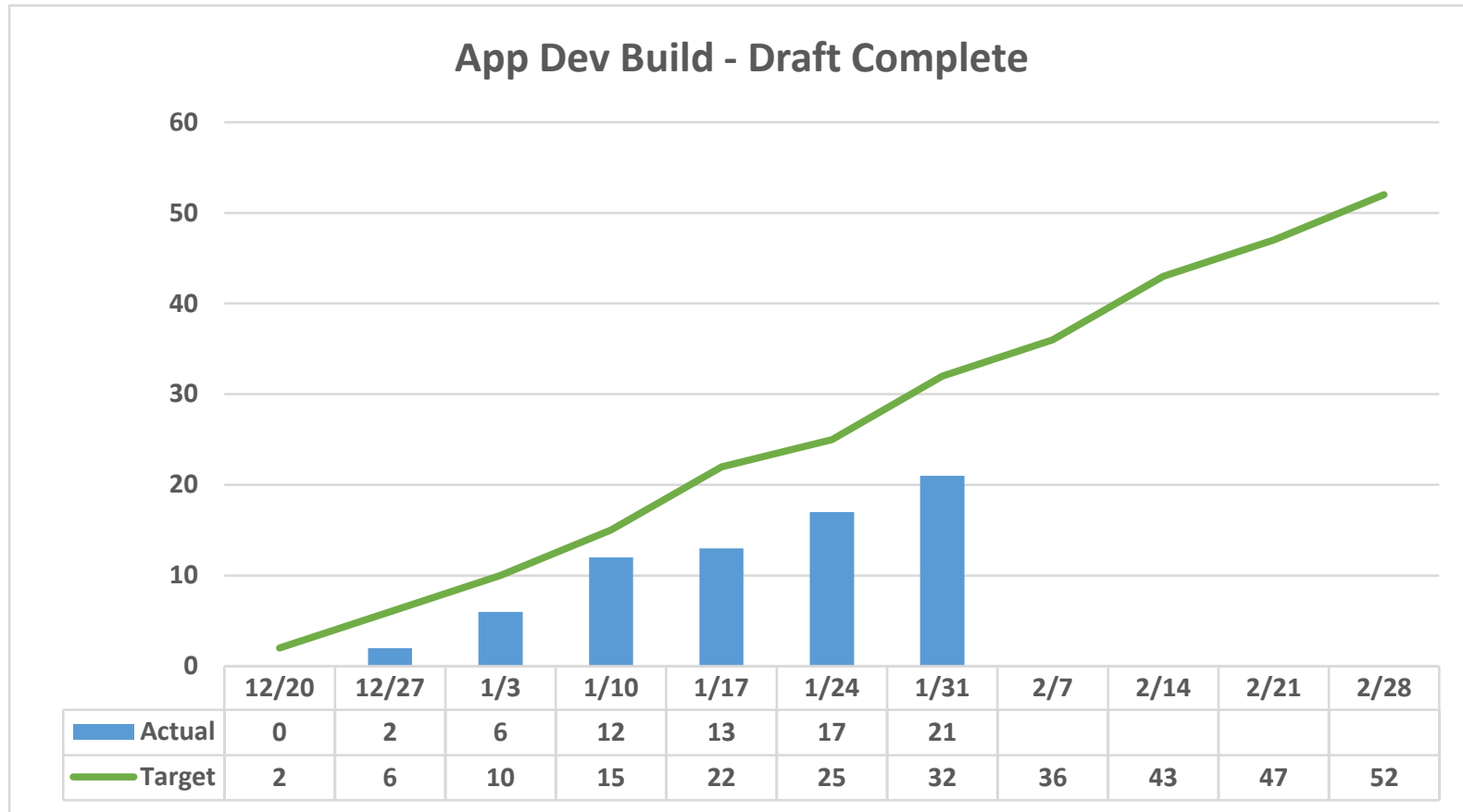
Figure 6: Segment I Application Build

Segment I Build Initial Review

The diagram in Figure 7 shows the targeted count of initial reviews for application builds versus the actual count that are completed. Currently, the initial reviews are behind schedule. This delay can be attributed to both delays in receiving the draft Applications Designs and the emphasis on completing the review and approval of Segment III designs. The Florida PALM IV&V Team does not consider this a significant risk at this point since application build started about three weeks ahead of schedule, but we will be closely monitoring to see if the backlog improves or degrades going forward.

Segment I Build - Initial Review

	10-Jan	17-Jan	24-Jan	31-Jan	7-Feb	14-Feb	21-Feb	28-Feb	6-Mar
Actual	2	2	8	8					
Target	3	12	23	27	33	36	46	48	52
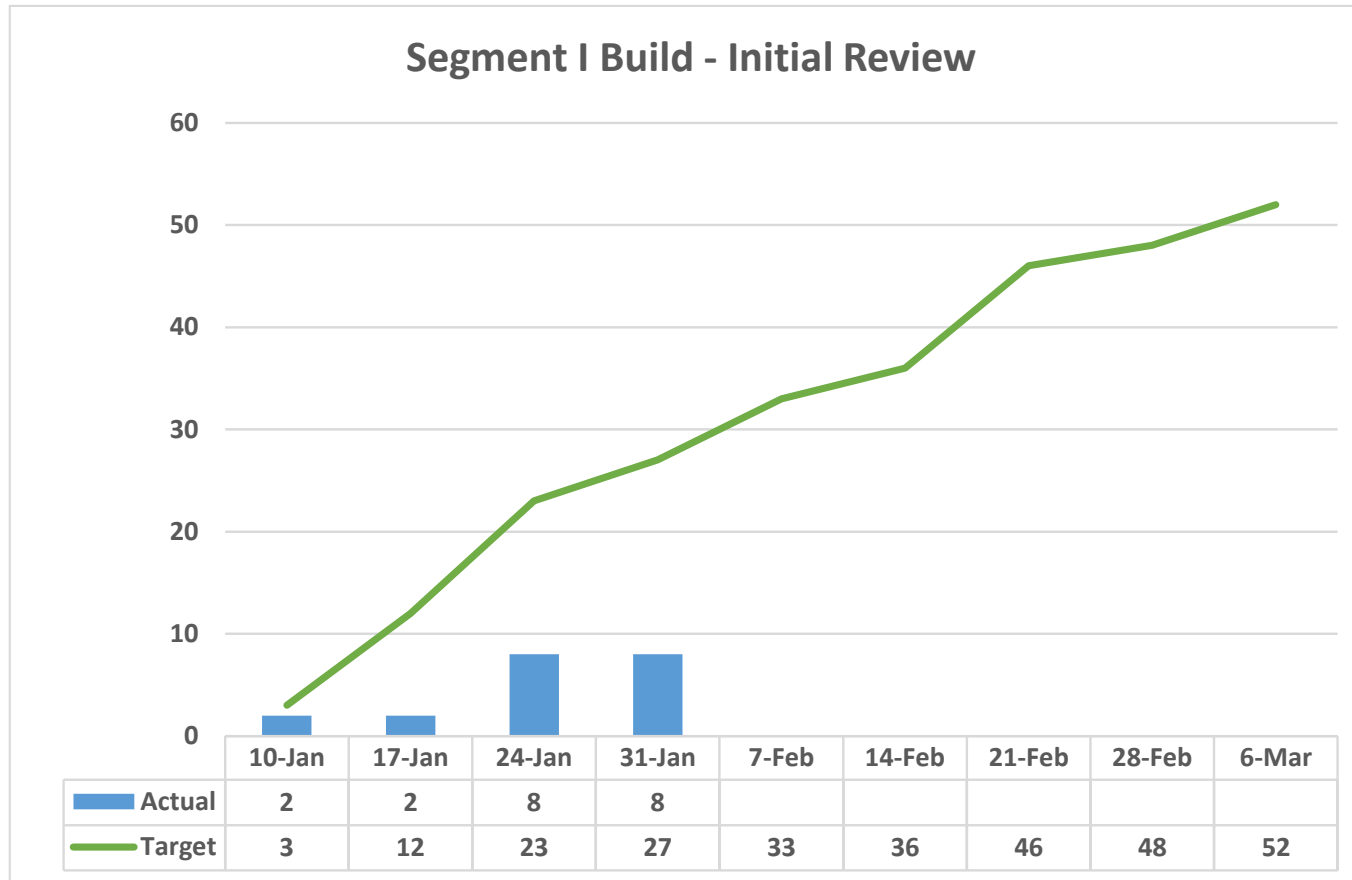
Figure 7: Segment I Build – Initial Review

SPI Trend for the Florida PALM Project Schedule

Figure 8 shows the Schedule Performance Index (SPI) trend for the Florida PALM Project Schedule over the last three months. The SPI measures schedule efficiency as the ratio of earned value and the planned value. The data represents the relative number of tasks that are behind or ahead of schedule. The SPI of .90 means the project is progressing at 90% of the planned pace, indicating it is slightly behind schedule. Currently, the Florida PALM IV&V Team does not consider this a risk to the Florida PALM Project. The interpretation of SPI is as follows:
If SPI = 1, the project is on schedule.
If SPI < 1, the project is behind schedule.
If SPI > 1, the project is ahead of schedule.
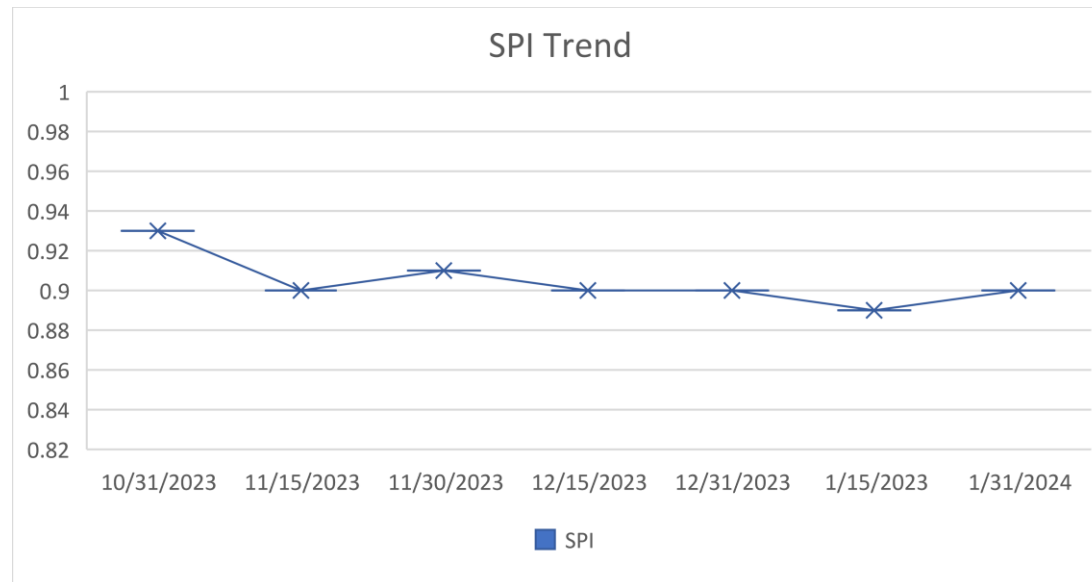
Figure 8: SPI Trend for the Florida PALM Project Schedule

IV&V Upcoming Schedule of Activities

Project Management

- Continue to assess the Florida PALM Project Schedule SPI and schedule variances, and potential impacts of delayed tasks to the Critical Path and Stage Gates.
- Continue attending readiness meetings to review Agency responsiveness to PMO tasks.
- Review Project Change Requests (PCR).

Organizational Change Management

- Review and analyze the Florida PALM Agencies' participation data regarding RW Tasks 500, 501, 502, and 503 (due in December 2023), Tasks 504, 505, and 508 (due in January), and any potential impacts on the readiness plan.
- Review Tasks 510, 512 – 519 newly released as of 1/29/24 and due in the coming months (March – June 2024).
- Review Bi-Monthly Agency Status Reports, and potential risks and impacts to delayed tasks and readiness.

Requirements and Design

- Continue review and analysis of Design Work Unit Tracker, RICEFW Inventory, and RTM.
- Continue development and updates of metrics to track Segment III Design.
- Participate in Functional Design sessions.
- Review Functional Design Specifications.
- Compile a list of Lifecycle Management tools to streamline requirements management, test preparation, and execution activities.
- Review of D641 Completion of Solution Design (Requirements) Segment III.
- Review of WP402 Requirements Traceability Matrix - Segment III Updates.
- Review of WP430 Updated Requirements Management Plan.

Testing

- Begin writing test scenarios based on the BPMs for Segment II.
- Attend meetings for any upcoming testing-related tasks and discussions.

Conversion

- Continue to attend the design meetings.
- Continue to review approved Functional Designs for Finance and Payroll.

Production Support

- Continue to review support tickets as they are reported.
- Attend meetings that pertain to issue resolutions and changes to production functionality.

IV&V Information Requests

The table below includes the outstanding Florida PALM IV&V Team information requests from the Florida PALM Project Team.

Table 2: IV&V Information Requests

Information Request	Date of Request	Status
None	None	None

Appendix A – Meetings Attended

The table below shows the meetings the Florida PALM IV&V Team attended during the period.

Meeting Name	Date	Start Time	End Time	Location
FD Draft Review Discussion: API038 and API127	1/3/24	9:00 AM	11:00 AM	Online
Solution Design Workshop Planning - AP/PO	1/3/24	11:00 AM	12:00 PM	Online
InterUnit Team Meeting	1/3/24	2:00 PM	4:00 PM	Online
Pre-FD Review Discussion: APW003 and APW005	1/4/24	8:30 AM	10:30 AM	Online
Ticket Triage Meeting	1/4/24	9:30 AM	10:30 AM	Online
DOR Readiness Touchpoint	1/4/24	11:00 AM	12:00 PM	Online
FD Review Discussion: API015	1/4/24	1:00 PM	2:00 PM	Online
Retiree Payment Solution	1/4/24	2:30 PM	3:30 PM	Online
Pre-Build APR112 Meeting	1/5/24	8:30 AM	9:00 AM	Online
FD Draft Review Discussion: API129 Inbound Retiree Payment Load	1/5/24	9:00 AM	10:30 AM	Online
Cross Team Collaboration	1/5/24	1:00 PM	2:30 PM	Online
AMW004 Mass Transaction Manager Workflow	1/8/24	8:00 AM	9:30 AM	Online
Pre-Build ARI022/ARI033 Meeting	1/8/24	8:00 AM	9:00 AM	Online
Functional Leads Touchpoint	1/8/24	10:30 AM	11:30 AM	Online
DFS/ FL PALM Monthly Readiness Touchpoint Meeting	1/8/24	11:00 AM	12:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
DW OCI ACCESS	1/8/24	11:30 AM	12:00 PM	Online
Functional Operational Team Meeting	1/8/24	1:00 PM	2:00 PM	Online
APD/FL PALM Readiness Touchpoint	1/8/24	1:30 PM	2:30 PM	Online
Prep for Pre-FD/FD/Config Meetings	1/8/24	2:00 PM	4:00 PM	Online
TRP Working Session	1/8/24	2:05 PM	4:00 PM	Online
Pre-Build Meeting KKW002/KKR022	1/9/24	8:00 AM	9:00 AM	Online
People First / Florida PALM weekly meeting	1/9/24	9:00 AM	10:30 AM	Online
IW Schema Review	1/9/24	2:00 PM	3:00 PM	Online
Segment II Design Workshop: Disbursements Management	1/10/24	8:30 AM	5:00 PM	Online
AHCA/PALM Monthly Touchpoint	1/10/24	1:00 PM	2:00 PM	Online
Segment II Desing Workshop: Asset Accounting & Management	1/11/24	8:30 AM	5:00 PM	Online
Payroll Team Meeting	1/11/24	1:00 PM	2:00 PM	Online
Segment II Design Workshop: Disbursements Management	1/12/24	8:30 AM	5:00 PM	Online
Segment II Design Workshop: Accounts Receivables	1/16/24	8:30 AM	5:00 PM	Online & Onsite
LMC Weekly Round Up	1/16/24	9:30 AM	11:00 AM	Online
Weekly PUM Upgrade Touchpoint Meeting	1/16/24	1:30 PM	2:00 PM	Online
Payroll FD Meeting (PRI053, PRI020, PRC010)	1/16/24	2:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
FD Review: APR091	1/16/24	2:00 PM	3:30 PM	Online
PMO Weekly Touchpoint	1/16/24	3:00 PM	4:00 PM	Online
Segment II Design Workshop: Grants Management / System Access & Controls	1/17/24	8:30 AM	5:00 PM	Online & Onsite
FD Review: APR141	1/17/24	8:30 AM	10:00 AM	Online
FD Review: APW003 and APW005	1/17/24	10:30 AM	12:00 PM	Online
People First / Florida PALM weekly meeting	1/18/24	8:00 AM	9:30 AM	Online
Segment II Desing Workshop: Acct Mgmt & Financial Reporting	1/18/24	8:30 AM	5:00 PM	Online & Onsite
FD Review: API020 and API059	1/18/24	8:30 AM	10:30 AM	Online
PALM & FL[DS] Touchpoint	1/18/24	11:00 AM	12:00 PM	Online
Payroll Team Meeting	1/18/24	1:30 PM	3:00 PM	Online
DOS/ FL PALM Monthly Readiness Touchpoint Meeting	1/18/24	2:00 PM	3:00 PM	Online
AD ARR021/ARR070 Build Review Meeting	1/19/24	8:00 AM	10:00 AM	Online
FD Review: API016	1/19/24	8:30 AM	10:00 AM	Online
InterUnit Team Meeting	1/19/24	10:00 AM	11:30 AM	Online
SNow Implementation License Discussion	1/19/24	11:00 AM	12:00 PM	Online
DBPR/FL PALM Monthly Readiness Touchpoint Meeting	1/19/24	11:00 AM	12:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
HCM Budget Date Solution (added salary payments)	1/19/24	1:00 PM	2:30 PM	Online
FD Review: APC001 Suppliers	1/19/24	2:30 PM	4:00 PM	Online
Design Disposition Discussions	1/19/24	2:30 PM	5:00 PM	Online
DMS/Florida PALM Readiness Touchpoint Meeting	1/19/24	3:00 PM	4:00 PM	Online
AD APR024 Build Review Meeting	1/22/24	8:00 AM	8:30 AM	Online
FRS Supplier FD Discussions	1/22/24	9:00 AM	11:00 AM	Online
Payroll Discussion	1/22/24	11:00 AM	12:00 PM	Online
Functional Operational Team Meeting	1/22/24	1:00 PM	2:00 PM	Online
TRP Working Session	1/22/24	2:05 PM	4:00 PM	Online
FD Review: API022	1/22/24	2:30 PM	4:00 PM	Online
Pre-build GLI051 meeting	1/23/24	8:00 AM	8:30 AM	Online
FD Review: API005 Outbound Positive Pay File	1/23/24	9:00 AM	10:30 AM	Online
Payroll Pre-FD/FD/Config Meeting	1/23/24	10:30 AM	11:30 AM	Online
DEP/Florida PALM Touchpoint Meeting	1/23/24	9:00 AM	10:00 AM	Online
FD Review: API005 Outbound Positive Pay File	1/23/24	9:00 AM	10:30 AM	Online
Weekly PUM Upgrade Touchpoint Meeting	1/23/24	12:30 PM	1:00 PM	Online
Weekly Comms concept Touch point	1/23/24	1:00 PM	2:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
CRAIDL Meeting	1/23/24	1:00 PM	2:00 PM	Online
LEG/Florida PALM Readiness Touchpoint Meeting	1/23/24	2:00 PM	3:00 PM	Online
Project Director Design Dispositions	1/23/24	2:00 PM	5:30 PM	Online
PMO Weekly Touchpoint	1/23/24	3:00 PM	4:00 PM	Online
Pre-Build KKI012 & KKF001 Build Meeting	1/24/24	8:30 AM	9:30 AM	Online
Florida PALM Executive Steering Committee Meeting	1/24/24	2:00 PM	4:00 PM	Onsite
GLI012 - Inbound Combo Edit Validation Web Service	1/24/24	2:00 PM	4:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	1/24/24	2:00 PM	4:00 PM	Online
People First / Florida PALM weekly meeting	1/25/24	8:30 AM	12:00 PM	Online
Ticket Triage Meeting	1/25/24	8:30 AM	9:30 AM	Online
AD ARW002 Build Review Meeting	1/25/24	8:30 AM	9:00 AM	Online
DMA Readiness Touchpoint with Florida PALM	1/25/24	9:30 AM	10:30 AM	Online
Oracle License Touchpoint	1/25/24	10:30 AM	11:00 AM	Online
DVA Readiness Touchpoint	1/25/24	11:00 AM	12:00 PM	Online
Options Discussion: API016 Inbound W-9 Updates	1/25/24	1:00 PM	1:30 PM	Online
AHCA FL PALM Readiness Touchpoint	1/25/24	1:00 PM	2:00 PM	Online
IW Schema Review	1/25/24	2:00 PM	3:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
FDLE/FL PALM Monthly Readiness Touchpoint Meeting	1/25/24	3:00 PM	4:00 PM	Online
Payroll Team Meeting	1/25/24	3:30 PM	4:30 PM	Online
RDNS/RW Meeting	1/26/24	8:45 AM	9:55 AM	Online
FRS Supplier FD Discussions	1/26/24	9:00 AM	11:00 AM	Online
FGCC/FL PALM Monthly Readiness Touchpoint Meeting	1/26/24	10:00 AM	11:00 AM	Online
Technical Team Touch point	1/26/24	9:30 AM	10:00 AM	Online
AMC001 Task Source Data Analysis	1/26/24	1:30 PM	2:30 PM	Online
FSDB PALM Monthly Readiness Touchpoint Meeting	1/26/24	1:30 PM	2:30 PM	Online
Design Disposition Discussions	1/26/24	2:30 PM	5:00 PM	Online
FDC & FCOR Readiness Touchpoint Meeting-Microsoft Teams Meeting added	1/26/24	3:00 PM	4:00 PM	Online
Pre-Build POW001 Meeting	1/29/24	9:00 AM	9:30 AM	Online
JAC Monthly Readiness Touchpoint	1/29/24	9:00 AM	10:00 AM	Online
PRI010 - Outbound CMDV Website Data	1/29/24	10:30 AM	11:00 AM	Online
AMC001 Task Source Data Analysis - Continuation	1/29/24	11:00 AM	12:00 PM	Online
DOS/FL PALM Monthly Readiness Touchpoint	1/29/24	11:00 AM	12:00 PM	Online
Functional Operational Team Meeting	1/29/24	1:00 PM	2:00 PM	Online
FWC Readiness Touchpoint	1/29/24	1:30 PM	2:30 PM	Online

Meeting Name	Date	Start Time	End Time	Location
TRP Working Session	1/29/24	2:05 PM	4:00 PM	Online
Florida PALM Retirement meeting	1/30/24	9:00 AM	10:00 AM	Online
LMC Weekly Round Up	1/30/24	10:00 AM	11:00 AM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	1/30/24	1:00 PM	3:00 PM	Online
SCS Florida PALM Readiness Touchpoint	1/30/24	2:00 PM	3:00 PM	Online
PMO Weekly Touchpoint	1/30/24	3:00 PM	4:00 PM	Online
Project Director Design Dispositions	1/30/24	3:00 PM	5:00 PM	Online
APE006 Updates	1/31/24	8:00 AM	10:00 AM	Online

Appendix B – Meetings Conducted

The table below shows the Florida PALM IV&V Team's meetings during the period.

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V Weekly Status Meeting	1/5/24	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Sebastian Lende
Florida PALM IV&V December Monthly Report Review	1/11/24	1:30 PM	2:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Rick Huff Sebastian Lende

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V January Mid-Month Report Review	1/18/24	2:00 PM	2:30 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Rick Huff Sebastian Lende
Florida PALM IV&V Weekly Status Meeting	1/26/24	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Sebastian Lende

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Project Schedule Files and SPI	1/23/24	4:05 PM	4:30 PM	Online	Nicolle Suvada, Sarah Crouch, Dianna Brandl Tommy Werner, Gabriela Gibson, Julian Gotreaux, Jason Cherry

Appendix C – Documents Reviewed

The table below shows documents the Florida PALM IV&V Team reviewed during the period.

Document Name	Date	Version
Bimonthly Agency Readiness Status Report November – December 2023	1/16/24	1.0
Florida_PALM_Project_Schedule	Weekly	Working
RADAR Report	Weekly	Working
Florida CRAIDL Logs	Weekly	Working
RICEFW Inventory - Working	Weekly	Working
RTM - Working	Weekly	Working
Design Work Unit Tracker	Weekly	Working
WP410 – Interface and Integration Strategy	1/5/24	NA
Florida PALM Monthly Status Report	1/3/24	NA
Agency Issues Report.xlsx	1/3/24	NA
Agency Risks Report.xlsx	1/11/24	NA
Florida PALM Project Management Plan	Weekly	NA
SmartSheet	Weekly	NA
DE314 – Refine Training Work Products.docx	1/12/24	NA
DE315 – Segment III FD Cancellations and Revisions.pdf	1/12/24	NA
PMO Weekly Touchpoint.docx	Weekly	NA
PCR-110 Segment IV Payroll Customizations and Requirements Updates.PDF	1/26/24	NA
DE311-D640 Configuration Updates.docx	1/11/24	NA
DE312 New Configuration Tasks and Segment III Changes.docx	1/11/24	NA
WPED WP430-Updated Requirements Management Plan.pdf	1/11/24	NA
WP430 – Updated Requirements Management Plan	1/19/24	NA
WP402 – Requirements Traceability Matrix – Segment III	1/19/24	NA
DE313 Refine Role Mapping Work Products.pdf	1/12/24	NA
PCR-109-Segment IV Financials Customizations and Requirements Updates.PDF	1/26/24	NA
Change Management Impacts from FDs (Segment 1 and 2.)xlsx	1/10/24	NA
Presentation for January 24,2024 Executive Steering Committee	1/28/24	NA

Document Name	Date	Version
Project Management Checklist	1/26/24	Working
RW500-503-task-instructions.pdf	1/29/24	NA
RW506-and507-task-instruction.pdf	1/29/24	NA

Appendix D – IV&V Documents Delivered

The table below shows documents the Florida PALM IV&V Team delivered during the period.

Document Name	Date	Version	Delivered Date	Follow Up Required
Florida PALM IVV Monthly Assessment Report December 2023	1/11/24	1.0	1/11/24	None
Florida PALM IVV Mid Month Report January 2024	1/18/24	1.0	1/18/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 01012024	1/1/24	NA	1/2/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 01082024	1/8/24	NA	1/8/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 01152024	1/15/24	NA	1/15/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 01222024	1/22/24	NA	1/22/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 01292024	1/29/24	NA	1/29/24	None

Appendix E – 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			High		
Likely 4					
Possible 3		Medium			
Unlikely 2					
Improbable 1	Low				

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

Rating	Definition
High	The possibility of substantial impact on 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.