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Planning, Accounting, and Ledger Management Project

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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 March 2024:

- The overall Project risk rating is increasing to High Risk due to the increased risk ratings in both the Development and Organizational Change Management (OCM) Focus Areas and a new Finding that highlights potential impacts due to delays in Segment I Build. Resource constraints between Segment IV Design and the Build Segments contribute to the likelihood that delays will persist into Build Segments II-IV, which has the potential to impact the timing and duration of System Testing and User Acceptance Testing (UAT).
- The risk rating for the Development Focus Area has increased to High Risk due to the delays in Segment I Build, and the potential risk posed to System Testing and Stage Gate 3 if these delays persist into Build Segments II-IV.
- The risk rating for the OCM Focus Area is increasing to Medium due to some Agencies showing overdue Readiness Tasks as incomplete and/or in progress and because of Agency risk trends captured in the Bimonthly Agency Readiness Status Reports. Additionally, some Agencies have noted in their status reports the necessity for internal technical resources and deeper technical expertise on their staff to effectively fulfill the Readiness Workbook (RW) Tasks assigned to them.
- As of 3/29/24, the Florida PALM Project Schedule has decreased in Delayed Tasks to 158. Additionally, the March End-of-Month (EOM) Florida PALM Project Schedule Performance Index (SPI) has risen to .95, indicating that the Florida PALM Project is progressing at 95% of the planned pace.

Focus Area Update Summary

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	Medium Risk	High Risk	<p>The overall Project risk rating is increasing to High Risk for this reporting period. Contributing to this is the increased risk ratings in both the Development and OCM Focus Areas.</p> <p>Additionally, the Florida PALM IV&V Team has identified a new Finding highlighting the delay in Segment I Build. If these delays persist into Build Segments II-IV, they could impact System Testing, Stage Gate 3 – Ready to Begin UAT, and the Mock Conversion scheduled for September 2024. Significant resource constraints between Segment IV Design and the Build Segments contribute to the likelihood that delays will persist into Build Segments II-IV.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>Stage Gate 3 is also a milestone on the Critical Path. If delays to Build extend into System Testing, there may be a decision to overlap the end of System Testing with the start of UAT to avoid impacting the overall Florida PALM scheduled Go-Live date. However, this strategy could pose a risk of insufficient time for comprehensive testing by both the Florida PALM Project Team and Agencies.</p> <p>The Florida PALM IV&V Team distributed the Florida PALM IV&V Assessment of PCRs for Segment IV Payroll and Finance Customizations prior to the ESC Meeting on 3/27/24, at which the ESC voted to pass PCRs 114 and 115.</p>
Project Management	Low Risk	Low Risk	<p>As of 3/29/24, the number of Delayed Tasks on the Project Schedule has decreased to 158. D644 - Completion of Solution Design (Requirements) Segment IV accounts for the majority of these, with 89 delayed tasks.</p> <p>The March EOM Florida PALM Project Schedule SPI has increased to .95, signifying that the Florida PALM Project is progressing at 95% of the planned pace.</p> <p>The risk rating for the Project Management Focus Area remains unchanged for the month of March.</p>
Organizational Change Management	Low Risk	Medium Risk	<p>OCM and Agency Readiness encompasses reviews of Readiness Plan Task completion, the January-February Bimonthly Agency Readiness Status Reports submitted by Agencies in March, Agency risk trends, and technical support provided by the Florida PALM Project and Readiness Teams. Feedback from Readiness Touchpoint Meetings and a review of Agency risks in Smartsheet highlight recurring challenges, particularly in staffing, recruitment, and retention, which affect Task completion progress.</p> <p>The Florida PALM IV&V Team's analysis of current and overdue Readiness Tasks has revealed concerns regarding some Agencies' continued delay in completing their critical Tasks. Due to this and concerns about Agency risk trends, the risk rating for this Focus Area increased to Medium Risk in March.</p> <p>Some Agencies have noted in their status reports the necessity for internal technical resources and a need for deeper technical expertise for their staff to effectively fulfill the RW Tasks assigned to them.</p> <p>Numerous activities and events this month emphasized Agency support from the Florida PALM Project and Readiness Teams. Notably, the inclusion of the Technical Readiness Team in Readiness Touchpoint meetings and Florida PALM Data Day</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>proved highly beneficial for Agencies, offering targeted technical guidance and support, and significantly enhancing Agency assistance. Readiness Coordinators have also facilitated technical discussions and provided additional meetings upon request. The Florida PALM IV&V Team encourages the continued availability of technical support provided to the Agencies.</p> <p>While the Florida PALM Project Team has offered various support channels as mentioned above, attendance and meaningful participation ultimately rests with the Agencies. They must rely on their own internal resources to execute the technical Tasks, which can be challenging. The risks the Agencies have identified relating to their in-house technical abilities should have a clear mitigation plan to ensure the Agency will be able to keep up with the pace of the Project and Tasks assigned to it. The Florida PALM IV&V Team will continue to monitor Agency risk processes and trends.</p>
Requirements and Design	Medium Risk	Medium Risk	<p>The Florida PALM Project initiated Design Workshops for Segment III on 3/27/24 and 3/28/24, with ongoing sessions scheduled for 4/3/24 and 4/4/24. These workshops have seen robust attendance from Agencies, with active engagement from Agency representatives who pose questions about the Designs and offer examples of potential impacts on their business processes.</p> <p>The Florida PALM Project Team is currently reviewing extracts for D641 – Completion of Solution Design (Requirements) Segment III and D642 – Technical Architecture Design, which contain questions and comments from the Florida PALM IV&V Team's review of those deliverables. The Florida PALM IV&V Team will provide a Deliverable Assessment Report (DAR) for D641 and D642 with the review results.</p> <p>Segment IV Design is currently underway, although there are some delays in drafting and reviewing the FDs. While these delays are not significant at present, it's anticipated that the pace of drafting and reviewing will accelerate in the coming weeks. Despite this, the Florida PALM IV&V Team does not foresee these delays affecting Stage Gate 2 – Ready to Begin System Testing. Additionally, the Florida PALM Project Team has identified Risk #7, which pertains to potential delays and resource contention between Segment IV Design and Build Segment I. The Florida PALM Project Teams is working on mitigation strategies for this risk.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>The People First Project Team, the People First System Vendor, and the Florida PALM Project Team continue to meet regularly and make progress in reviewing and updating interface and conversion designs. Additionally, a draft workplan is being developed by the People First System Vendor to define the schedule of updates and testing for changes to the People First interface.</p> <p>Despite the delays in Segment IV Design experienced by the Florida PALM Project Team, the risk rating for this Focus Area remains unchanged. This is because the projected delays are not anticipated to have an impact on subsequent Stage Gates.</p>
Development	Medium Risk	High Risk	<p>The Segment I Application Build activities continue to be behind schedule. Application Designs for all 52 FDs that are part of Build Segment I were targeted for approval by 3/20/24. However, as of 3/29/24, 29 have been approved. Current Florida PALM IV&V Team projections estimate that Segment I Application Designs will not be approved until at least the third week in April (4/19/24). This would represent a 4.5-week delay in Build Segment I.</p> <p>While the delay in Segment I Application Build is significant, it is not expected to directly impact Stage Gate 2 – Ready to Begin System Testing or Stage Gate 3 – Ready to Begin UAT. However, the Florida PALM IV&V Team identifies a substantial risk to both the completion of System Testing and Stage Gate 3 if the delays persist into Segments II-IV Build. These Segments are notably larger and more complex than Segment I, potentially resulting in larger delays that could compound due to the sequential nature of Build activities.</p> <p>The Florida PALM Project Team has identified a risk linked to delays in Application Build activities (Risk #8), which was presented to the Executive Steering Committee on 3/27/24. They are currently working on identifying risk mitigation activities. Additionally, the Florida PALM IV&V Team has opened a new Finding associated with this risk (Finding #14).</p> <p>Due to delays in Segment I Build and the potential risk to System Testing and Stage Gate 3 if these delays persist into Build Segments II-IV, the risk for this Focus area is increasing to High Risk.</p>
Testing	NA	NA	<p>The Florida PALM Project Team made significant updates to D643 – Updated System Testing Plan, Attachment B of D643 – High-Level System Test</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>Scenarios, and the Work Product Expectation Document (WPED) for WP408 – System Test Scripts during the Collaborative Review and Update Phase that included feedback from the Florida PALM IV&V Team. A DAR for D643 will be provided with the review results.</p> <p>As discussions about testing-related activities on the Florida PALM Project continue, a risk rating for this focus area will be provided.</p> <p>The Florida PALM IV&V Team continued writing the test scenarios based on the Functional Design documents (FDs) for the testing activities for Segment II.</p>
Conversion	Low Risk	Low Risk	<p>The Florida PALM IV&V Team has begun reviewing WP406 – Mock Conversion Testing Plan, which outlines the conversion activities necessary for the Financial and Payroll implementations. The document is expected to be updated over the following two months; The Florida PALM IV&V Team will continue to review the document as it is updated and provide feedback to the Florida PALM Project Team.</p> <p>The Florida PALM IV&V Team will also closely monitor the delays in Build Segment I. If these delays extend to Build Segments II-IV, there is a potential impact on Mock Conversion, which is currently scheduled for September 2024. However, the risk rating for this Focus Area will remain Low Risk for this reporting period.</p>
Implementation Readiness	NA	NA	<p>The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts start.</p>
Production Support	Low Risk	Low Risk	<p>The Florida PALM IV&V Team is actively monitoring Open Production Incidents. In March, there were 60 newly opened Incidents, predominantly Low and Moderate priority, with 1 High-priority Incident. Of these, 51 have been marked as Closed or Resolved (including the High-priority Incident).</p> <p>The Florida IV&V Team is reviewing the High-priority Incident and its associated documentation. To gain further clarity on the incident and its root cause, the team will share questions with the Florida PALM Project Team. Once the IV&V Team completes its analysis, a detailed update will be provided in a future report.</p>

New Findings

Finding Number and Statement: Finding 14 – Risk that Delays in Application Build Could Impact Completion of System Testing and Start of UAT

Date Opened: 3/29/24

Magnitude of Impact: Significant

Probability of Occurrence: Likely

Priority Update: High

Description: The Florida PALM Project is experiencing delays in the completion of Application Build Segment I. Application Designs for Segment I were targeted for approval by 3/20/24, but as of 3/29/24, 29 of the 52 have been approved. The Florida PALM IV&V Team is projecting that approval of the remaining Application Designs will take at least another three weeks. Although the delay in Segment I is significant, the larger risk is that subsequent Application Build Segments are much larger and more complex than Segment I. Table 2 below provides specific counts and schedule dates for Build Segments II-IV, as well as the end of System Testing and Stage Gate 3 – Ready to Begin UAT.

Table 2: Key Build Segment Counts and Dates

Segment	Count	Start	Finish
Segment II	As of 3/29/24, there were 306 FDs that need to be built as part of Build Segments II-IV. This averages out to 102 per Segment or 96% more than in Segment I.	3/15/24	7/25/24
Segment III		7/8/24	10/29/24
Segment IV		10/7/24	1/6/25
Completion of System Testing Segment II		11/4/24	1/29/25 ¹
Stage Gate 3 – Ready to Begin UAT (Milestone)		3/28/25	3/28/25

¹ This date is being updated based on D643 – Updated System Testing Plan to be completed in April 2024, but this change has not been reflected in the schedule.

Additionally, there are only 3 weeks between the targeted end of Segment IV Application Design and the end of System Testing and 2 months between the end of System Testing and Stage Gate III—Ready to Begin UAT. If current delays in Segment I Application Design continue into subsequent Builds, then the completion of System Testing and the start of UAT could be impacted. The Florida PALM Project Team has also identified a risk related to delays in Application Build (Risk #8) and is developing mitigation strategies.

There are several causes for the current delays that are being experienced in Build Segment I. These include:

- The same Florida PALM Project Team resources are needed to concurrently support Segment IV FDs and review the Segment I Application Design,
- More developers were required than expected,
- Developers may not have fully understood the FDs, which resulted in delays in completing the Build, drafting the Application Design, and multiple updates required to some of the Application Designs, and

- Some technical limitations were not identified when the FDs were developed which also caused rework of the Functional and Application Designs.

The effect on Build Segment I has included:

- Longer than expected timeframes to draft and review Segment I Application Designs. 19 draft Application Designs were submitted more than 3 weeks late. Additionally, the initial review of 18 Application Designs took more than 3 weeks to complete as opposed to the normal one-week timeframe. The delays in the initial reviews mainly resulted from multiple reviews and update cycles being required.
- The Florida PALM IV&V Team estimates at least a 4.5-week delay in completion of Segment I Build based on the pace of approval over the last 3 weeks, and
- The overall impact could be much larger if similar issues occur in Build Segments II-IV, as delays can accumulate from one Segment to the next, resulting in delays in completing System Testing and starting UAT.

Recommendations:

- The SSI Vendor should re-evaluate and update the Staffing Plan to demonstrate how offshore and onshore developer resources will be adjusted to accommodate the increased scope and complexity of subsequent Application Build Segments.
- The Florida PALM Project Team should review and reassign Application Design review activities, when possible, to other staff that are not also supporting Segment IV Design or other overlapping activities.
- The SSI Vendor should continue with the current approach to provide existing functional resources to work with the development team to clarify the FDs.

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: The Florida PALM IV&V Team had originally noted inconsistencies between the FDs and the RTM during the review of the Segment I Designs. The inconsistencies primarily stem from manual updates needing to be made across multiple Excel spreadsheets used to trace requirements to different RICEFW items and Functional Designs, leading to discrepancies due to the lack of synchronization among these spreadsheets. The Florida PALM Project Team incorporated additional cross-checks to avoid future inconsistencies between the RTM and FDs. Subsequently, the Florida PALM IV&V previously performed an analysis of requirement traceability as part of the review of D637 – Completion of Solution Design (Requirements) Segment II. The analysis identified a few inconsistencies the Florida PALM Project Team corrected before the deliverable acceptance. The Florida PALM IV&V Team has also reviewed D641 – Completion of Solution Design (Requirements) Segment III. This review identified inconsistencies during the Collaborative Review and Update phase, which were addressed before

deliverable acceptance. The Florida PALM IV&V Team recommends implementing a Lifecycle Management Tool that can be used to trace requirements to design and testing and to track and report on test execution and defect resolution. The Florida PALM IV&V Team has provided information on various available Lifecycle Management Tools and provided recommendations to the Florida PALM Project Team.

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.

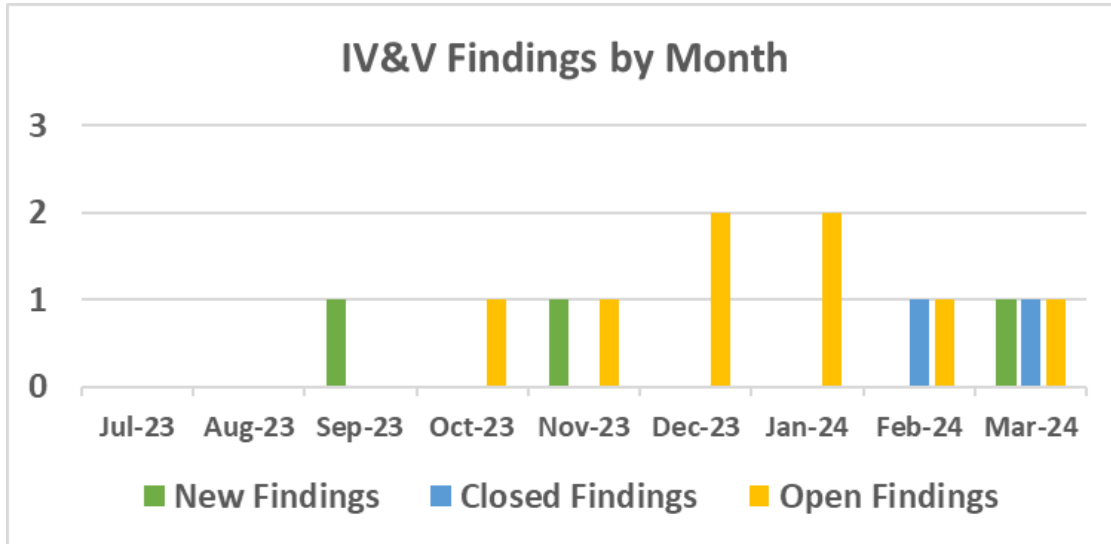
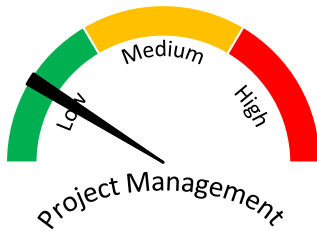


Figure 1: Florida PALM IV&V Team Findings by Month

Focus Area Updates

Project Management

Florida PALM Project Team Project Management



The Florida PALM IV&V Team is continuing to monitor the Florida PALM Project Schedule, including the SPI and Delayed Tasks.

The SPI for the Florida PALM Project Schedule using the Florida_PALM_Project_ScheduleEOM.mpp project file with a status date of 3/29/24 is .95. This is up from .90 at the end of February. While this is an improvement, the overall SPI remains less than 1, indicating that the Florida PALM Project is trending behind the planned schedule.

The .05 variance improvement in the SPI can be attributed to several factors:

- The reported progress against D644 – Completion of Solution Design (Requirements) Segment IV and schedule impacts from Decision (DE320) Segment IV Design Schedule which extended the D644 timeframe.
- Updates to dependencies based on I-WP129 – Develop ELT Technical Specifications, Programs, and Unit Test, which required Decision (D321) to add I-WP127 – UAT Plan Schedule Updates.
- The Florida PALM PMO Team’s continued work to ensure best practices are followed and their continued commitment to schedule quality and performance.

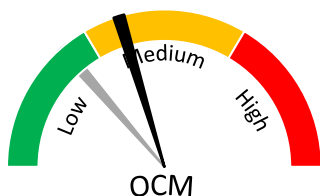
The number of Delayed Tasks decreased from 168 to 158 at the end of February. The majority were from D644 – Completion of Solution Design (Requirements) Segment IV, with 89 delayed tasks, and D646 – Completion of Build Segment I, with 41 delayed tasks.

The Florida PALM PMO Team opened Risk #7, addressing potential impacts on the Implementation Schedule due to the scope and duration of Design Segment IV. Currently, the Florida PALM IV&V Team anticipates that the substantial workload of critical FDs in Design Segment IV will not affect the overall Florida PALM Project Schedule, especially in Stage Gate 2—Ready to Start System Test. However, the Florida PALM IV&V Team will continue to monitor this issue closely.

The Florida PALM Project Team has also identified Risk #8 concerning delays in Application Build activities, which may affect the project's adherence to Stage Gate 2, Stage Gate 3, and several other Critical Path tasks. The Florida PALM IV&V Team has opened a similar Finding #14 to highlight the risk that delays in Application Build could impact the completion of System Testing and the start of UAT. This Finding is prompted by delays in Segment I Build and the associated risks to System Testing and Stage Gate 3.

Although the risk rating for this Focus Area remains unchanged in this reporting period, the Florida PALM IV&V Team will continue to monitor the Florida PALM Project Risks and Finding #14, recognizing their potential impact on the overall Florida PALM Schedule in the future.

Organizational Change Management



The Florida PALM IV&V Team focused on OCM and Agency Readiness this month, which included reviewing Task completion within the Readiness Workplan, assessing the Bimonthly Agency Readiness Status Reports, evaluating Agency risk reporting processes, and addressing Agency technical inquiries and requirements. Despite the ongoing efforts of the Readiness Team to actively engage and support Agencies in Task completion, information sharing, and technical assistance, the risk level for this Focus Area is increasing due to concerns regarding Agencies' progress and completion of Readiness Tasks and the high number of Agency self-reported risks. Further exploration of these concepts

is in the sections that follow.

Agency Readiness Task Completion

The Florida PALM IV&V Team continues to review the Readiness Tasks and look for risks, issues, and trends. Using the data extracted from Smartsheet for the Tasks that were due to be completed on or prior to 03/01/24:

- For Tasks 500-503, approximately 25% of Agencies still show their tasks as Submission Incomplete in the Pre RW512 Completeness Verification column in Smartsheet.
- For Tasks 504-512, 32% of Agencies still show their Tasks as Submission Incomplete in the same Pre RW 512 Completeness Verification column in Smartsheet.

Based on the analysis of these Tasks, the Florida PALM IV&V Team has identified the following observations:

- Readiness Touchpoints in March included discussions around Tasks 500-512, which are incomplete, and concerns about those Agencies' ability to catch up.
- Some Agencies have cited staffing/resource challenges, including the absence of a dedicated Project Manager and a shortage of skilled staff familiar with Florida PALM's technical requirements, as key factors affecting their ability to complete these Tasks.
- The RW Task Completeness Dials on the Agency Status Report Dashboards only track and display status for Tasks RW512 and beyond. Dials on the reports and dashboards mention this, with a note below the dials. However, the completion data is available in Smartsheet for tasks prior to RW512. IV&V recommends considering task completion levels for tasks prior to RW512, as these are also essential metrics (but not reflected on the dials). Because the dials only track and display status for tasks RW512 and beyond, the lack of visibility into these prior Tasks could give stakeholders reading the reports (and dials) an inaccurate picture of overall Agency readiness for all tasks. Many of these Tasks form the groundwork for Agency-level planning essential to ensuring readiness for Go-Live. Without the inclusion of this data, the Agencies may not get the appropriate attention or escalation needed to assist in areas where they have fallen behind.
- The RW Task Timeliness Dial indicates that the Agencies have submitted on time, a valuable metric. Consideration should also be given to the verification process conducted by the Florida PALM Project Team to evaluate the content submitted for these Tasks. This would provide a clearer picture of the quality of the deliverable versus timely submission.

In addition to reviewing overdue Tasks, the Florida PALM IV&V Team also assessed the progress of current Tasks 513-522. The following was identified:

- Task 513 – Complete Configuration Workbooks for Segments I and II presents the highest risk as it's been identified as a Direct project-impacting Task. With a 13-week duration ending on 5/10/24, if Agencies progress evenly at a rate of 8% per week, the total expected to be complete by 3/29/24 would be 56%. However, the average progress among Agencies stands at 32%, indicating a 24% or three-week variance. The average percentage for the Agencies was calculated by adding all the Agency Reported Task Progress percent complete for each Agency and dividing by the number of Agencies.
- Based on the same methodology above, Tasks 514-518, with a start date of 1/29/24, a finish date of 4/12/24, and an 11-week duration, are also of serious concern. These Tasks should progress at a rate of 9% per week, reaching a target pace of 81%. However, the current average progress falls below this target, indicating potential delays and requiring closer monitoring.
 - Task 514 – Complete Data Readiness Analysis and Data Cleansing Activities for Segments I and II - is 37% complete on average.
 - Task 515 – Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II is 25% complete on average.
 - Task 516 – Update Agency Business System Documentation for Segment II is 36% complete on average.
 - Task 517 – Update Florida PALM Conversion Inventory for Segment II is 35% complete on average.
 - Task 518 – Update Florida PALM Interface Inventory for Segment II is 35% complete on average.
- The remaining Tasks, 519 and 522, share a similar analysis of the Agencies on average pacing behind schedule.

If the Agencies continue to fall behind or fail to complete these tasks, this will directly affect their readiness and the Florida PALM Project. One example is Task 513—Complete Configuration Workbooks for Segments I and II. The business processes within Florida PALM need to be configured. The configuration establishes the settings required to record transactions and store data. Task 513 requires the Agencies to document and confirm detailed Agency-specific values used in the system to support Agency business.

The Florida PALM IV&V analysis of these groups of Tasks has led to the need for Agency interviews. Over the next two months (April and May), the Florida PALM IV&V Team will interview select Agencies about Task progress, examine the reasons for non-completion, and determine whether any risks and issues continue. The Florida PALM IV&V will share this data and recommendations with the Florida PALM Project Team in future reports.

[Bimonthly Agency Readiness Status Reports Review](#)

The Florida PALM IV&V Team has started reviewing the Bimonthly Agency Readiness Status Report (Agency Status Reports) for January – February 2024. These reports provide information on the risks, issues, activities, and other areas of Readiness for the transition to Florida PALM. As part of the review process, the Florida PALM IV&V Team will examine every Agency's report and evaluate the information in conjunction with what has been observed in monthly Touchpoints between the Florida PALM Project Team and the Agencies.

Agency Status Reports are assembled based on the information found in the Smartsheets that Agencies maintain with the Florida PALM Project Team. The Florida PALM IV&V is exploring

some inconsistencies in the quantity and quality of the reports. The amount of specificity varies in risks, issues, assumptions, etc., and the level of completion differs greatly from Agency to Agency.

The Florida PALM IV&V Team has also noted ongoing Agency reports of staffing challenges, primarily related to recruitment for Florida PALM Project planning and change initiatives, retaining staff with current system technical and business knowledge, and preparing for the transition to a new system. Additionally, Agencies have expressed a need for more design and technical information, which the Florida PALM Project Team has been working to address through various channels like Design workshops and the Florida PALM Knowledge Center. The Florida PALM IV&V Team will evaluate the effectiveness of these efforts, including conducting interviews with select Agencies as mentioned above to gauge their understanding of the material. The detailed results of this analysis will be shared in a future report.

Agency Risks

In addition to previously due and current Tasks and Bimonthly Agency Readiness Status Reports, the Florida PALM IV&V Team is reviewing trends reported in Agency risks. Readiness Coordinators have encouraged Agencies to capture, mitigate, and update Agency risks. Summaries of these risks have been communicated in the Advisory Council and Executive Steering Committee (ESC) meetings. However, high numbers of Agency risks (especially Critical and High risks) continue to be self-reported by Agencies. The Florida PALM Team is examining the Agency risk trends and the overall process for reporting and escalating risks. The Florida PALM IV&V Team's observations and recommendations will be provided in future reports.

Readiness Touchpoints / Increased Focus on Technical Support

In recent months, Agencies have consistently expressed the need for heightened technical support and prompt responses to technical questions to facilitate the completion of essential Readiness Tasks. Through Readiness Touchpoint meetings, Bimonthly Agency Readiness Status Reports, risks, and direct work with Readiness Coordinators, many Agencies have indicated a need for technical information and support. In March, the Readiness Team responded to this need in several ways.

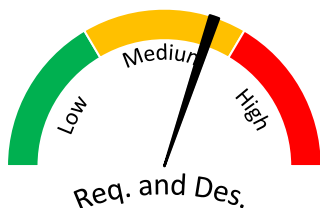
- **Technical Readiness Team:** Agencies welcomed the addition of the Technical Readiness Team and Readiness Touchpoint meetings in March. Many Readiness Touchpoint meetings started with specific interface and data discussions, providing support and direction to Agencies. In some cases, Agencies needed specific answers; in others, they weren't sure how to start certain Tasks and analyses. The Florida PALM IV&V Team recommends continuing to provide enhanced technical support to assist Agencies through the current series of Tasks.
- **Agency Questions Log:** Another practice implemented in March was the Readiness Team's work on the Agency Questions Log. The Readiness Team has clear practices for adding to, maintaining, and responding to Agency technical questions and ensuring all Agencies have access to the responses. This transparent and open communication type follows recommended PMBOK and Prosci industry-standard practices supporting teams and end-user groups. The Florida PALM IV&V Team recommends continuing to find (and possibly expand) ways to share technical answers/information with Agencies. Task Talks are another Readiness practice that Agencies appear to be using – often returning to specific recorded sessions at the encouragement/direction of Readiness Coordinators.
- Another source of technical support provided by the Florida PALM Project Team for Agencies was the Florida PALM Data Day. Agencies had strong attendance and

involvement. The Florida PALM IV&V Team commends these efforts and encourages the continued availability of technical support provided by the Florida PALM Project Team. The Florida PALM IV&V Team also recommends that the Agencies prioritize attendance, preparedness for technical discussions, and the development of strategies to cultivate in-house technical resources.

- **Readiness Coordinators Recommending Vendor Involvement:** In several Readiness Touchpoint meetings, Readiness Coordinators recommended Agencies involve supporting vendors in Florida PALM discussions when appropriate. Some Agencies included their vendor contacts in Readiness Touchpoints and technical discussions, which is an important step to ensure downstream vendors also have the answers, direction, and involvement they need to support their Agencies. The Florida PALM IV&V Team recommends the continuation of this practice, as well.

As stated in this report's Readiness Task review section, it will be important to closely monitor and support the Agency-completion of several technical Tasks (interfaces, data, etc.). Providing enhanced technical support and answers to technical questions will be critical to helping Agencies stay on track with the current series of Tasks. Readiness Coordinators and technical team members have clearly made this a strong priority.

Requirements and Design



The Florida PALM Project initiated Design Workshops for Segment III on 3/27/24 and 3/28/24, with ongoing sessions scheduled for 4/3/24 and 4/4/24. These workshops have seen robust attendance from Agencies, with active engagement from Agency representatives who pose questions about the Designs and offer examples of potential impacts on their business processes.

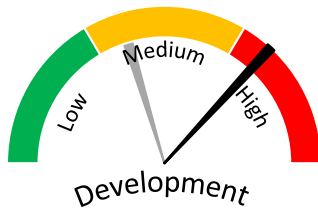
The Florida PALM Project Team is currently reviewing extracts for D641 – Completion of Solution Design (Requirements) Segment III and D642 – Technical Architecture Design, which contain questions and comments from the Florida PALM IV&V Team's review of those deliverables. Overall, the FDs in D641 continue to be complete and thorough, and inconsistencies in traceability between the RTM, the FDs, and the Deliverable are being addressed during the Collaborative Review and Update phase. The Florida PALM IV&V Team also did not identify any significant gaps in the quality or completeness of D642. The Florida PALM IV&V Team will provide a DAR for D641 and D642 with the results of the review.

Segment IV Design is currently underway, although there are some delays in drafting and reviewing the FDs. As of 3/29/24, 44 of the planned 66 FDs have been drafted, and 12 of the planned 29 have completed the initial review. The delays are not significant at this point, but the pace of drafting and reviewing the FDs will increase dramatically in the next several weeks and this may lead to the design being further behind planned target dates. Approximately 23 FDs are scheduled to be drafted per week during the first three weeks of April, not including those already delayed from previous weeks. The Florida PALM IV&V Team's projections suggest that delays in Segment IV Design are not anticipated to affect Stage Gate 2 – Ready to Begin System Testing. However, there is a potential impact on the completion of test cases for System Testing. The Florida PALM Project Team has also identified a risk associated with delays to Segment IV Design and contention of resources with Segment I Build (Risk #7). The Florida PALM Project Team is identifying and implementing mitigation strategies associated with the risk.

The People First Project Team, the People First System Vendor, and the Florida PALM Project Team continue to meet regularly and make progress in reviewing and updating interface and conversion designs. Additionally, the People First System Vendor is developing a draft work plan to define the schedule of updates and testing for changes to the People First interface.

Despite the delays in Segment IV Design experienced by the Florida PALM Project Team, the risk rating for this Focus Area remains unchanged. This is because the projected delays are not anticipated to have an impact on subsequent Stage Gates.

Development



The Segment I Application Build activities continue to be behind schedule. Application Designs for all 52 FDs that are part of Build Segment I were targeted for approval by 3/20/24. However, as of 3/29/24, 29 have been approved. Table 3 below shows the status of the drafting and review of the Segment I Application Designs.

Table 3: Segment I Application Build

Stage	Planned Target	Actual	Comments
Draft Complete	52	51	One remains to be drafted related to General Ledger Outbound Interface
Initial Review	52	39	Pace of reviews has increased over the last three weeks
Team Manager Review	52	35	This is the most comprehensive review and has normally taken the longest time to complete. The pace has increased over the last three weeks as well. An average of 6.3 reviews completed per week.
Architect Review	52	31	Both reviews have normally gone quicker since Architects and the Project Director have already been involved in reviewing previous comments and updates.
Final Approval	52	29	

The Florida PALM IV&V Team’s projections estimate that Segment I Application Designs will not be approved until at least the third week in April (4/19/24). This would represent about a 4.5-week delay in Build Segment I.

While the delay in Segment I Application Build is significant, it is not expected to directly impact Stage Gate 2 – Ready to Begin System Testing or Stage Gate 3 – Ready to Begin UAT. However, the Florida PALM IV&V Team identifies a substantial risk to the completion of System Testing and Stage Gate 3 if the delays persist into Segments II-IV Build. These Segments are notably larger and more complex than Segment I, potentially resulting in larger delays that could compound due to the sequential nature of Build activities. Table 4 shows the count of FDs for subsequent Application Design activities, the current dates for those activities, and future activities that would

be impacted. The table shows approximately 3 weeks of slack between the end of Segment IV and the end of System Testing and 2 months between the end of System Testing and Stage Gate 3. This time could be used up by further delays in Application Build activities.

Table 4: Future Segment Application Build Timeline

Segment	Count	Start	Finish
Segment II	As of 3/29/24, there were 306 FDs that need to be built as part of Build Segments II-IV. This averages out to 102 per Segment or 96% more than in Segment I.	3/15/24	7/25/24
Segment III		7/8/24	10/29/24
Segment IV		10/7/24	1/6/25
Completion of System Testing Segment II		11/4/24	1/29/25 ¹
Stage Gate 3 – Ready to Begin UAT (Milestone)		3/28/25	3/28/25

¹ This date is being updated based on D643 – Updated System Testing Plan to be completed in April 2024, but this change has not been reflected in the schedule.

The Florida PALM Project Team has also identified a risk associated with delays in the Application Build activities (Risk #8). This risk was presented to the Executive Steering Committee on 3/27/24. The Florida PALM Project Team is identifying risk mitigation strategies. The Florida PALM IV&V Team has identified a new Finding related to the risk (Finding #14).

Due to delays in Segment I Build and the potential risk to System Testing and Stage Gate 3 if these delays persist into Build Segments II-IV, the risk for this Focus area is increasing to High Risk.

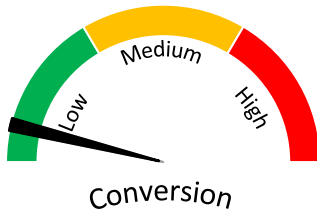
Testing

The Florida PALM IV&V Team participated in meetings and discussions related to the D643 – Updated System Testing Plan, Attachment B for D643, and WPED for WP408 – System Test Scripts in the month of March. As part of the review process, the Florida PALM IV&V Team provided comments and questions to the Florida PALM Project Team to clarify existing content and identify missing elements for inclusion in D643 and Attachment B during the Collaborative Review and Update Phase. Subsequent reviews of D643 confirmed that the Florida PALM Project Team incorporated some of the Florida PALM IV&V Team's initial observations. However, the concerns raised regarding Attachment B of D643, where scenarios on RICEFW-type scope items were mapped to BPMs and sub-business processes different from those listed in the RICEFW Inventory, along with each corresponding FD of the RICEFW item, are still to be addressed. This could impact the test cases downstream, which would also inherit the incorrect mapping since test cases are derived from high-level test scenarios. A DAR for D643 will be provided with the Florida PALM IV&V Team's review results.

As discussions about testing-related activities on the Florida PALM Project continue, a risk rating for this focus area will be provided.

The Florida PALM IV&V Team continued writing the test scenarios based on the Functional Design documents (FDs) for the testing activities for Segment II.

Conversion

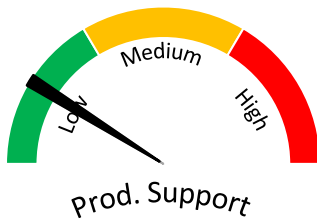


The Florida PALM IV&V Team has begun reviewing WP406 – Mock Conversion Testing Plan, which outlines the conversion activities necessary for the Financial and Payroll implementations. The document is expected to be updated over the following two months; IV&V will continue to review the document as it is updated and provide feedback to the Florida PALM Project Team. The Florida PALM IV&V Team has also begun its review of WP431 – Data Management Plan, which includes test planning for Conversion.

Meetings were scheduled with the People First System Vendor, the People First Project Team, and the Florida PALM Project Team on 3/6/24 and 3/14/24 to discuss the payroll conversion. The Florida PALM IV&V Team also observed that the Florida PALM Project Team continues to work on outstanding items for source data analysis and resolving Open Issues in the FDs.

The Florida PALM IV&V Team will closely monitor the delays in Build Segment I. If these delays extend to Build Segments II-IV, there is a potential impact on the Mock Conversion, which is currently scheduled for September 2024. However, the risk rating for this Focus Area will remain unchanged for this reporting period.

Production Support



The Florida PALM IV&V Team is actively monitoring Open Production Incidents. In March, 60 new incidents were opened, predominantly Low and Moderate-priority incidents, with 1 High-priority Incident. Of these, 51 have been marked as Closed or Resolved (including the High-priority Incident).

The implementation of the Federal Information Processing Standards (FIPS) Security mode in Production Managed File Transfer (MFT) resulted in a High-impact and High-priority Incident, INC41749719. This implementation caused delays in batch processing and file reception. It also led to connectivity issues. The Florida PALM IV&V Team conducted a review of change requests CHG1046566 (implemented to enable FIPS) and CHG1050744 (implemented to roll back CHG1046566), along with the accompanying Root Cause Analysis (RCA) document attached to the Incident, to determine the underlying cause of the connectivity issues and identify any potential oversights contributing to the Incident. Based on the review, the Florida PALM IV&V Team will be meeting with the Florida PALM Project Team and the SSI Vendor in April, and an update will be provided in a future report based on the responses provided.

Key Metrics and Analysis

This section provides metrics the Florida PALM IV&V Team uses 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 increased by 1.1% since the end of May 2023. This indicates that the scope of the RICEFW items is well controlled. Most of the recent increase is associated with the approval of PCR 112 to 115, which approved additional extensions associated with Payroll functionality.

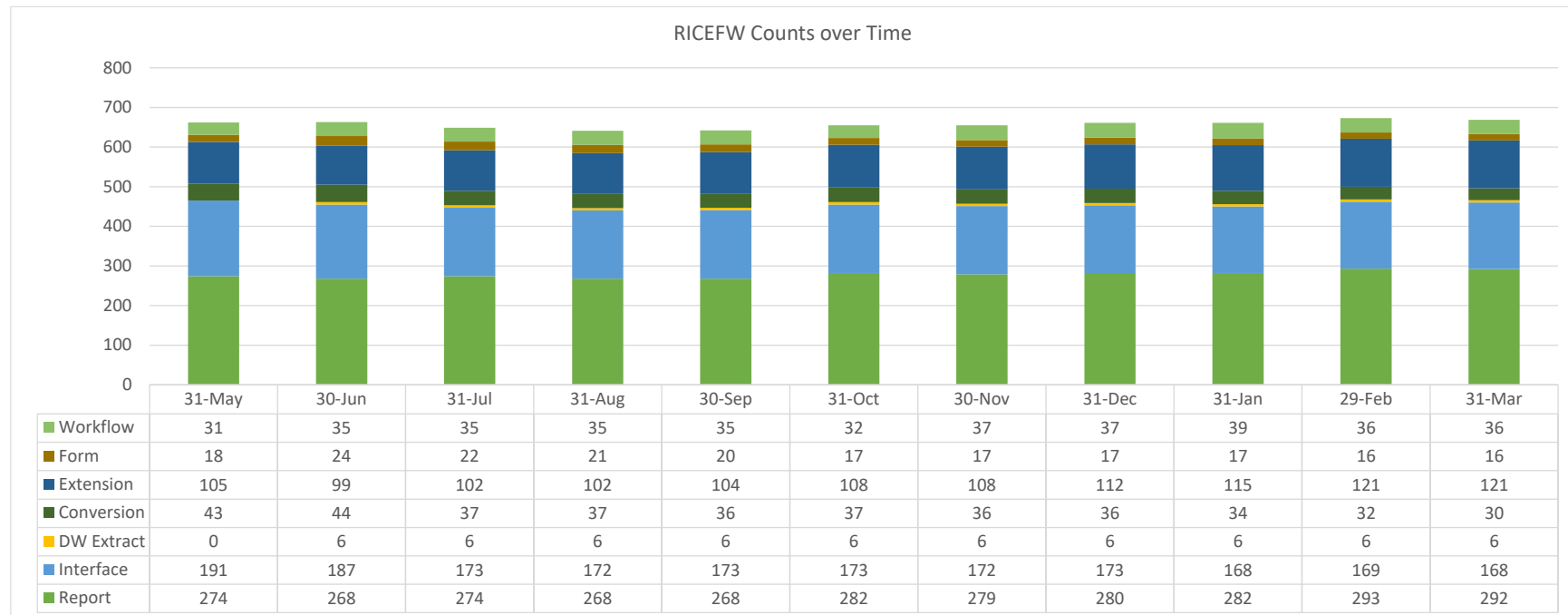


Figure 2: RICEFW Counts Over Time

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. As of 3/31/24, there are 153 FDs associated with Segment IV, representing a substantial increase in workload, especially since Segment I build is underway. Two extensions are still pending for a PCR.

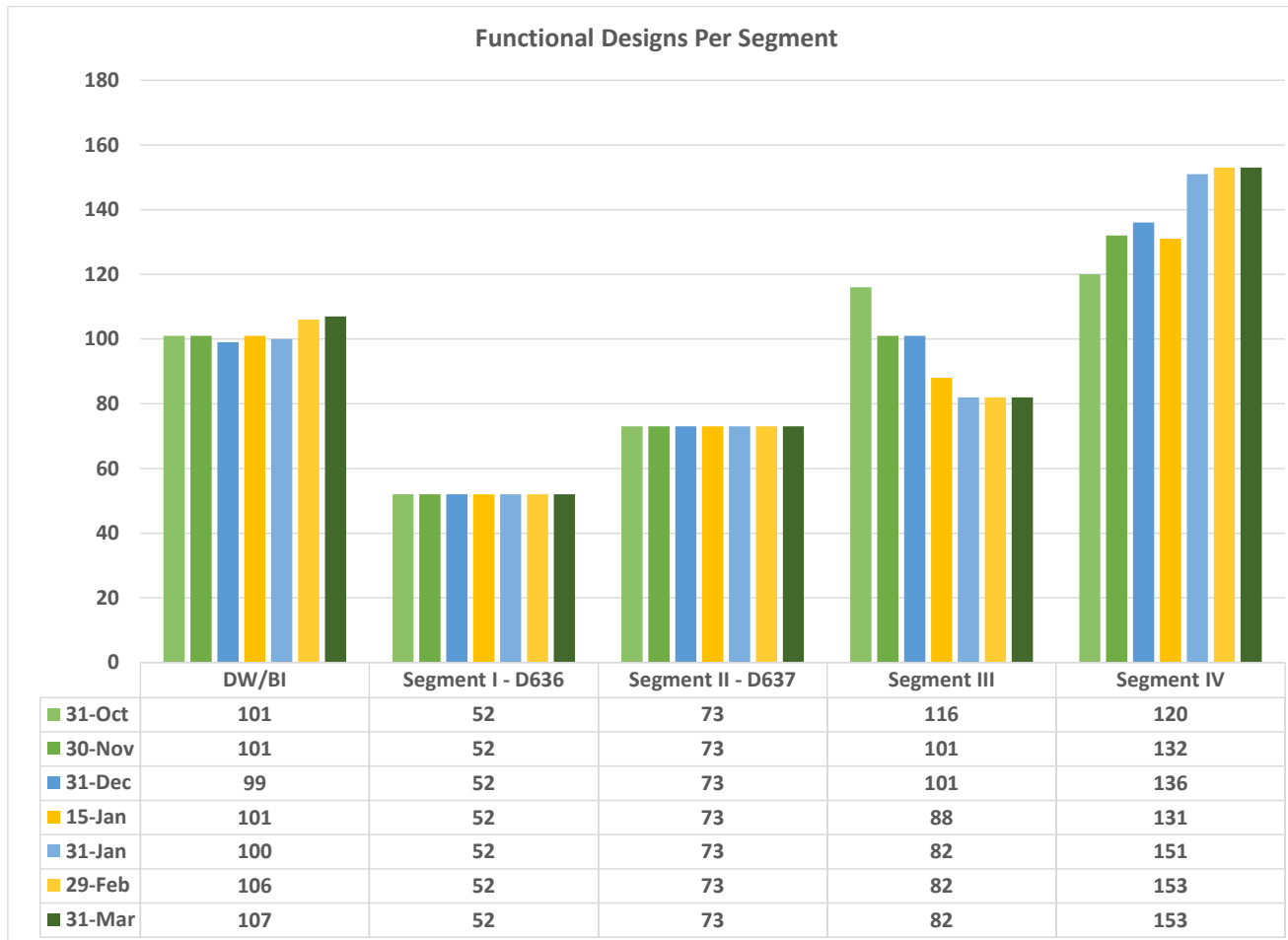


Figure 3: Changes to Count of Functional Designs Per Segment

Financials Versus Payroll Wave Functional Designs for Segment IV

The diagram in Figure 4 shows how many Functional Designs for Segment IV are associated with Payroll or Financials. Most of the Functional Designs for Payroll are in Segments III and IV and represent increasingly complex functionality. Also, additional Payroll and Financial related extensions were approved as part of PCRs 112 - 115.

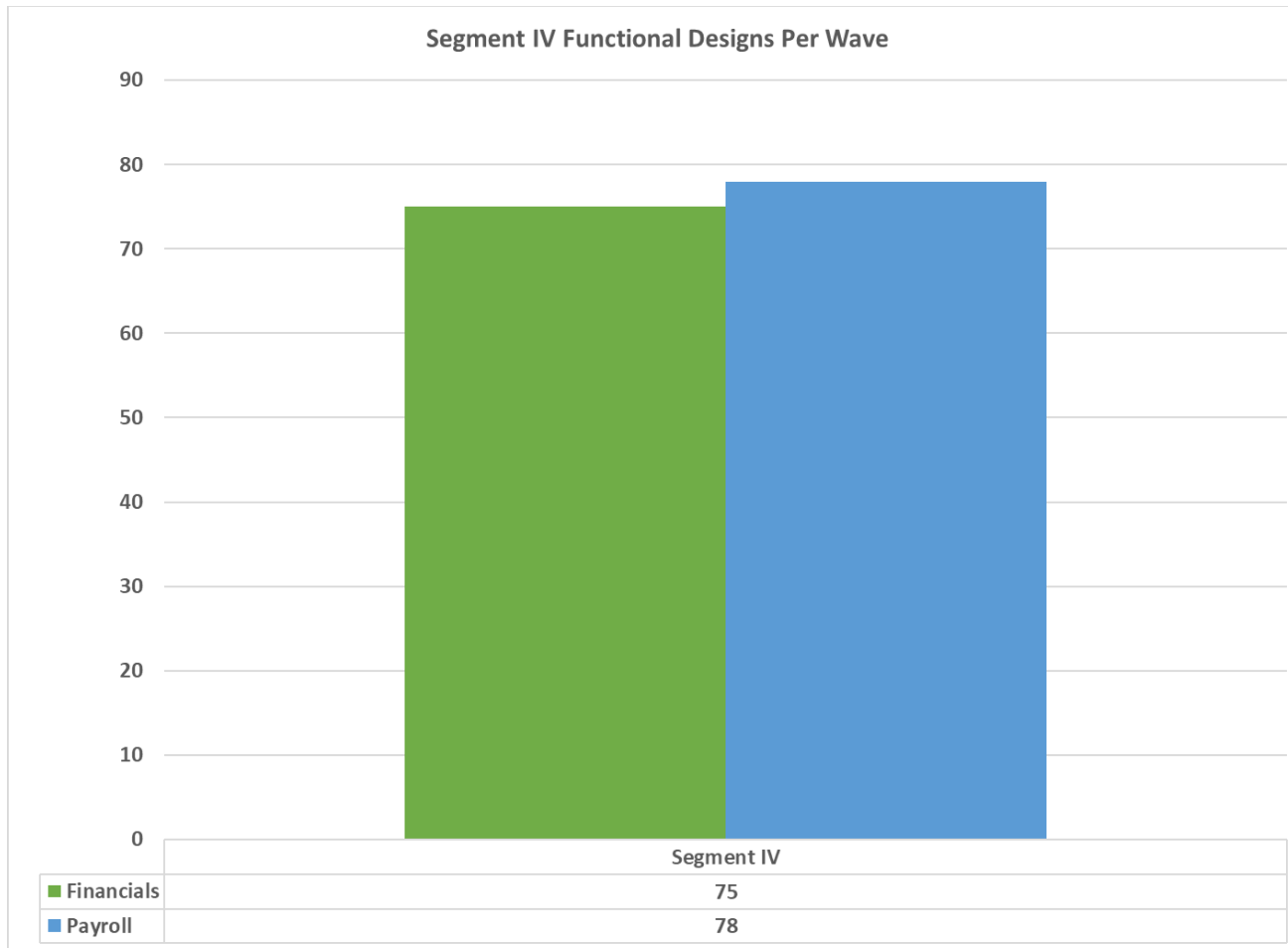


Figure 4: Financials Versus Payroll Functional Designs for Segment IV

Segment IV Functional Design (FD) Draft Complete

The diagram in Figure 5 shows the targeted count of FDs to be drafted per week versus the actual count completed. As of 3/29/24, 44 of the 66 FDs have been drafted. Additionally, there is a large increase in the number of FDs to be drafted per week going forward (average of 23 per week for the first three weeks of April) and this pace may not be sustainable.

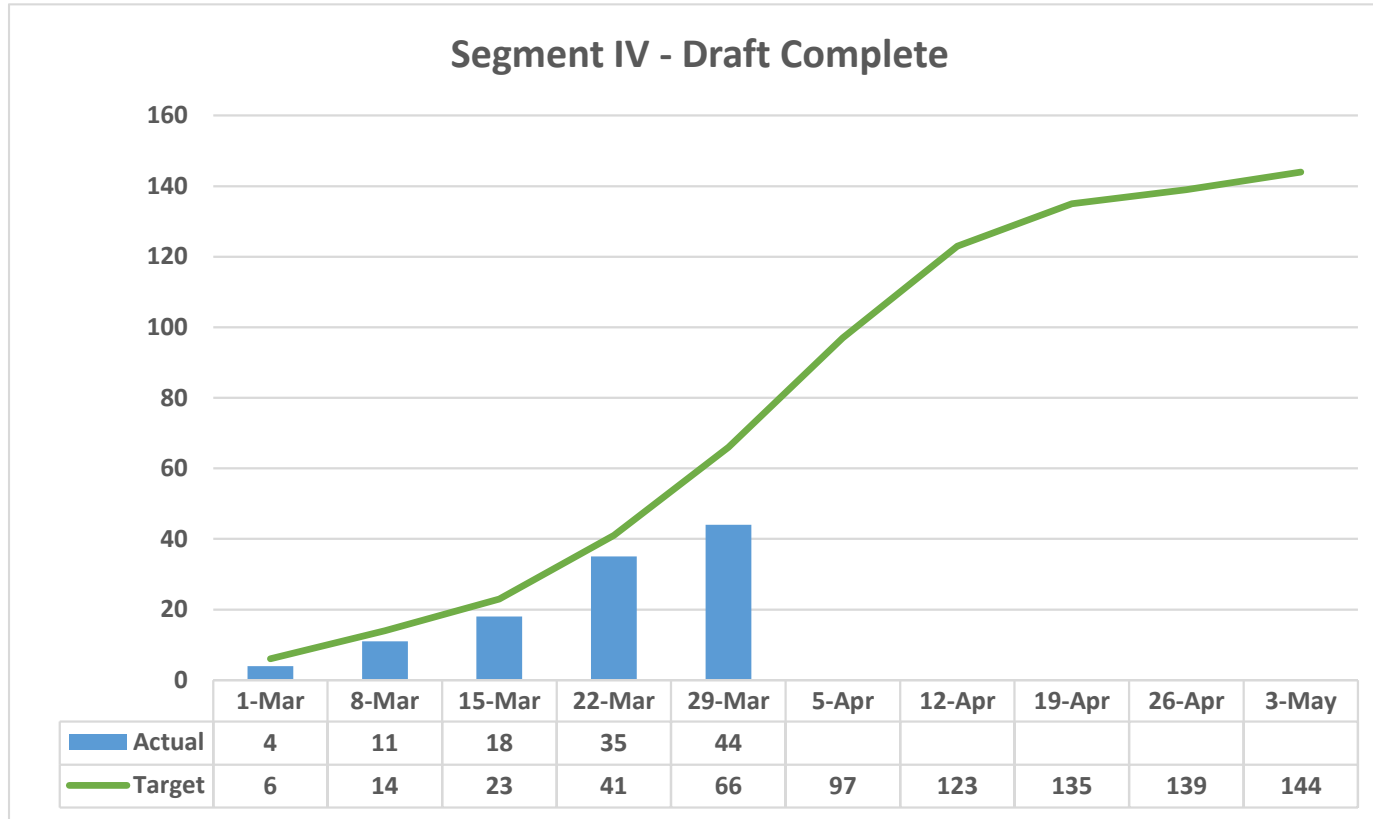


Figure 5: Segment IV Functional Design Draft Complete

Segment IV Functional Design (FD) Initial Review

The diagram in Figure 6 shows the targeted count of FDs to complete initial review per week versus the actual count completed. As of 3/29/24, 12 of the 29 FDs have completed initial review. Additionally, there is a large increase in the number of FDs need to complete initial review during April (average of 24.5 per week) and this pace may not be sustainable.

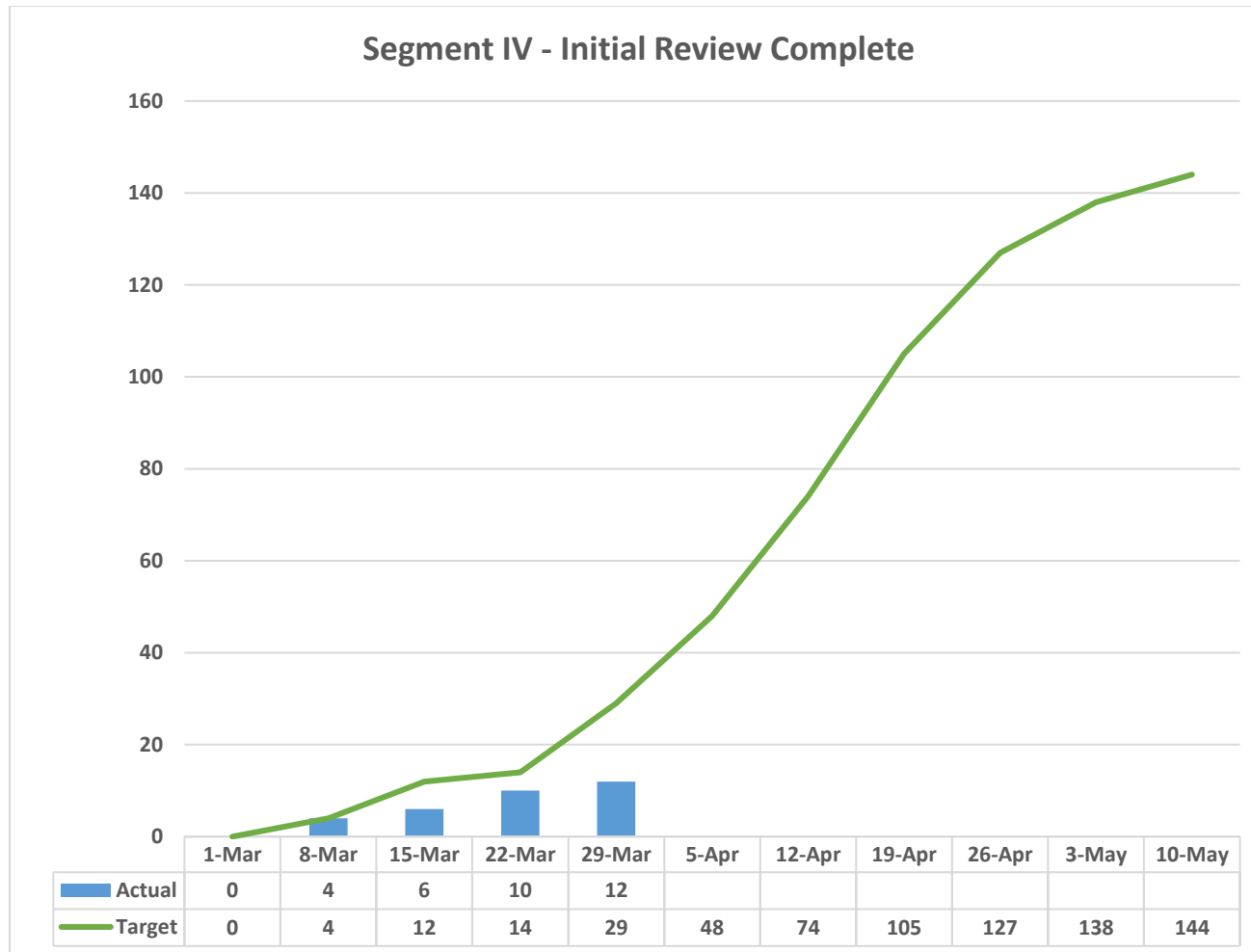


Figure 6: Segment IV Functional Design Initial Review Complete

Segment I Application Build

The diagram in Figure 7 shows the targeted count of Application Builds versus the actual count drafted. This effort is behind the planned target dates. All the Application Designs were scheduled to be drafted by 2/28/24. As of 3/29/24, 51 of the 52 have been drafted but this is about one month behind the original targeted date. The delays in drafting the Application Designs were partly due to a learning curve for the offshore development team, a lack of information and context related to the Functional Designs, and rework due to technical limitations that were not known when the Functional Design was developed.

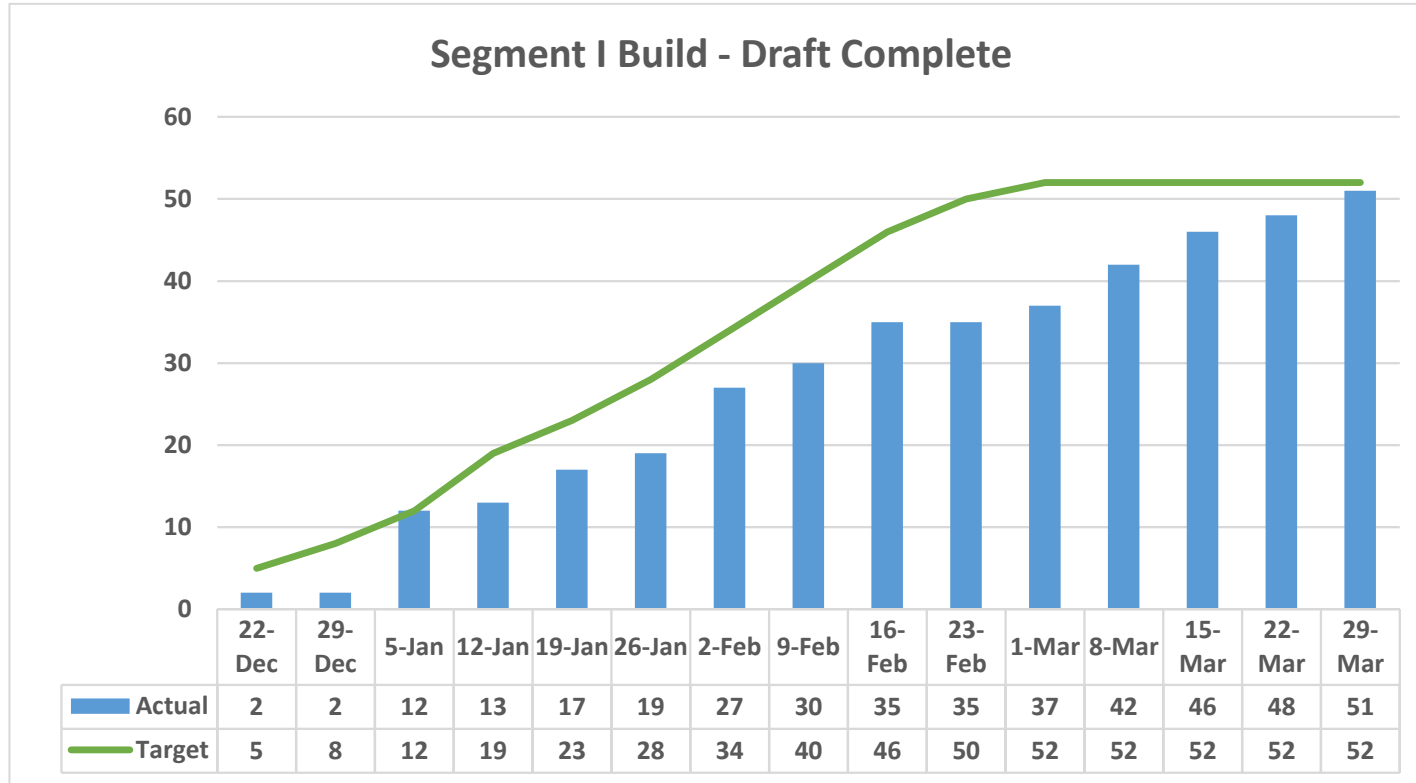


Figure 7: Segment I Application Build

Segment I Build Team Manager Review

The diagram in Figure 8 shows the targeted count of Team Manager reviews for Application Builds versus the completed count. The Team Manager reviews were scheduled to be completed by the first week in March. As of 3/29/24, 34 of the 52 Application Designs have completed the Team Manager review. This delay can be attributed to delays in receiving the draft Applications Designs and the need for multiple revisions and updates to the Application Designs. The need for multiple revisions is driven by technical design limitations that were not known when FDs were written and functionality not working as expected. The Team Manager review is a very comprehensive review and takes the longest to complete. After the Team Manager review, the subsequent reviews normally take less time. The pace of the Team Manager reviews has increased over the last several weeks.

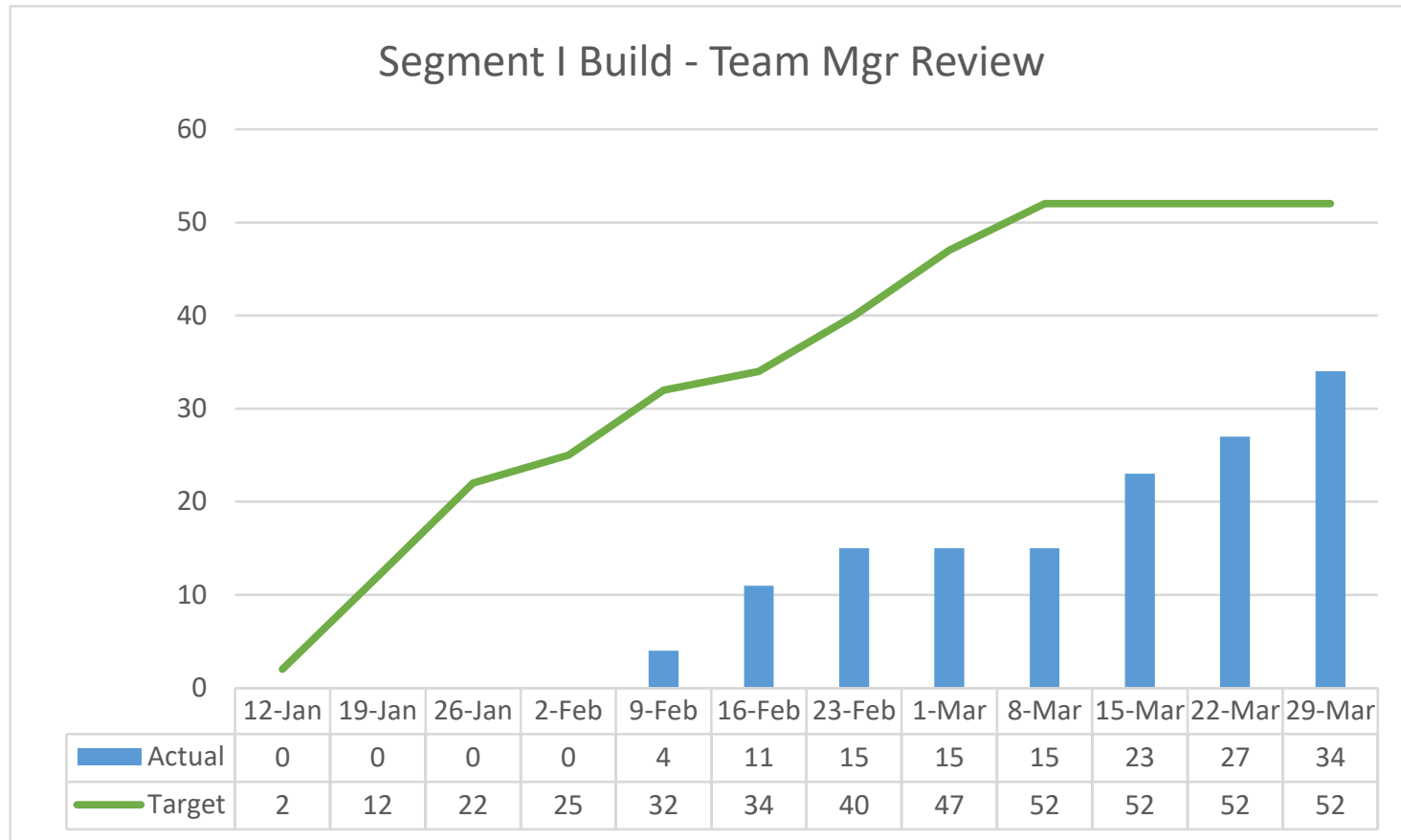


Figure 8: Segment I Build – Team Manager Review

Segment I Build Final Approval

The diagram in Figure 9 shows the targeted count of final approval of the Application Builds versus the completed count. All Application Designs were scheduled to be completed by 3/20/24. As of 3/29/24, 29 of the 52 Application Designs have been approved. The pace of approvals has increased over the last few weeks and because of this, the Florida PALM IV&V Team is projecting that approvals will likely be completed prior to the end of April.

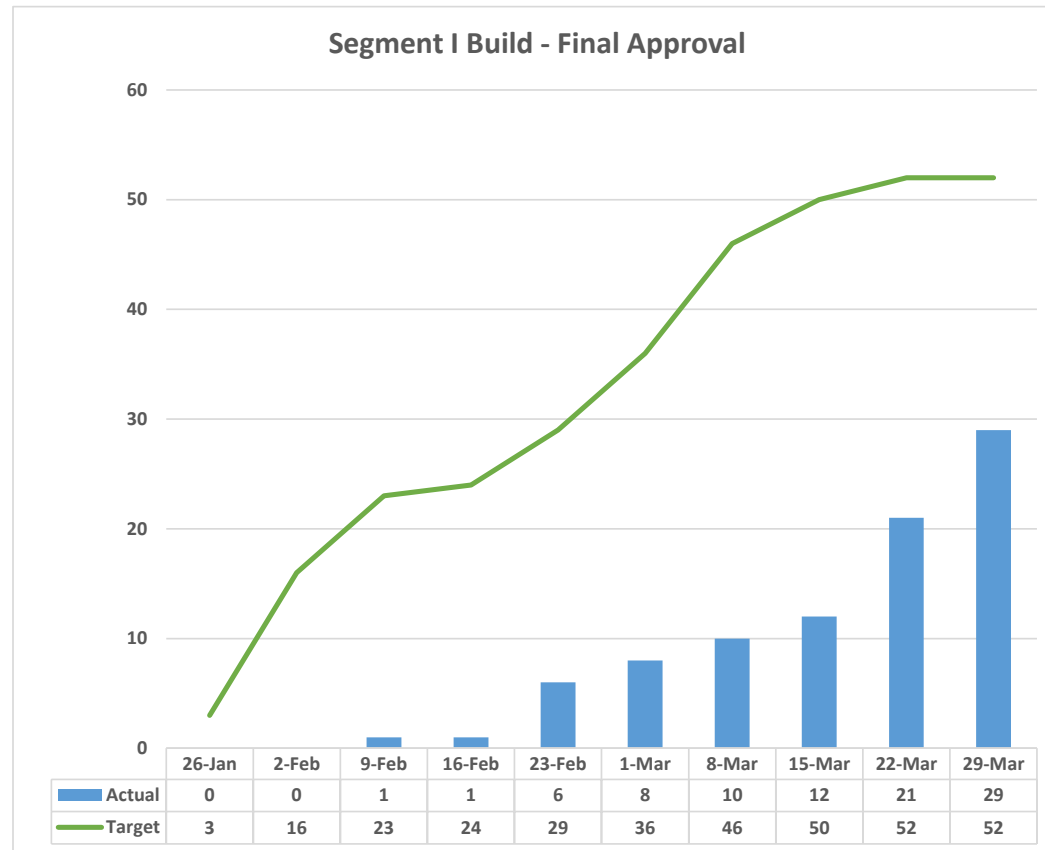


Figure 9: Segment I Build – Final Approval

SPI Trend for the Florida PALM Project Schedule

Figure 10 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 .95 means the Project is progressing at 95% of the planned pace, indicating it is slightly behind schedule. 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.

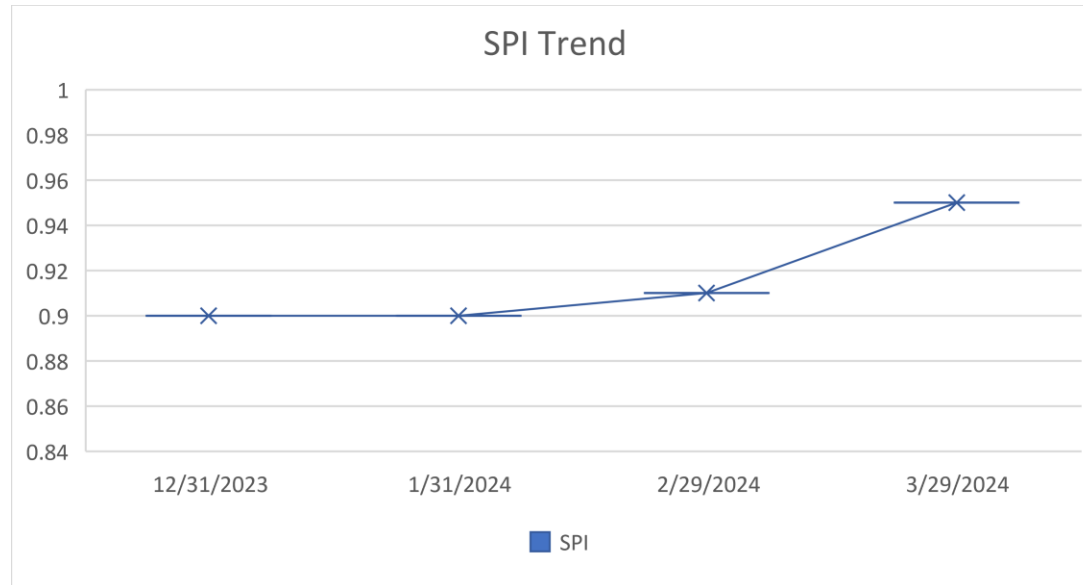


Figure 10: SPI Trend for the Florida PALM Project Schedule

IV&V Upcoming Schedule of Activities

Project Management

- Continue to assess the Florida PALM Project Schedule SPI, schedule variances, and potential impacts of Delayed Tasks to the Critical Path and Stage Gates.
- Continue attending Readiness meetings, reviewing at the Agency level for completeness of all Project Management RW Tasks in progress, monitoring Agency trends, risks, and issues, and uncovering potential completion barriers for the Florida PALM Project Schedule and their impact on Agency Readiness.
- Continue to review the upcoming Decisions and Risks for impact on the Florida PALM Project.

Organizational Change Management

- Continue to review the Agency's completion rate and progress of Readiness Tasks 510 and 512 – 519. This set of Tasks was released on 1/29/24 and is due in the coming months (March – June 2024). Tasks in this group will continue to be monitored and evaluated for completion and impact on the Florida PALM Project Schedule and Agency Readiness.
- Review and assess additional Tasks released in April – June.
- Continue to review Agency risks, issues, and assumptions to identify trends and common areas/challenges, such as staffing/resources. The Florida PALM IV&V Team will also continue to examine the Agency risk/issue escalation process.
- Attend discussions with select Agency Change Champion Network (CCN) representatives to collect information regarding Task completion, risks/issues, Agency readiness, and challenges.
- Monitor Agency requests for staffing/resources needs and Agency efforts to use Florida PALM Project funding to support staffing/resources for Agency Florida PALM Project work.
- Conduct Agency outreach to gauge Agency risk mitigation activities.

Requirements and Design

- Continue to review and analyze the Design Work Unit Tracker, RICEFW Inventory, and RTM.
- Continue development and updates of metrics to track Segment IV Design.
- Participate in Functional Design sessions.
- Review Functional Design Specifications.
- Complete review of D641 – Completion of Solution Design (Requirements) Segment III.
- Attending Segment III Design Workshops.
- Review WP402 – Requirements Traceability Matrix Segment IV.

Development

- Continue reviewing and analyzing the Design Work Unit Tracker for application development and review.
- Participate in Pre-Build Review Sessions.
- Participate in Application Development Review Meetings.

- Review Application Designs.
- Review mitigation actions associated with Project Risk #8.

Testing

- Continue monitoring any testing-related activities for System Testing.
- Complete writing test scenarios based on the FDs for Segment II as a part of the Florida PALM IV&V Team's independent test efforts.
- Attend meetings for upcoming testing-related tasks, discussions, and Design Workshops for Segment III.

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.
- Meet with the Florida PALM Team and SSI Vendor to obtain clarification on INC41749719, review the responses, and share any results in the April monthly report.

IV&V Information Requests

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

Table 5: 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.

Table 6: IV&V Meetings Attended

Meeting Name	Date	Start Time	End Time	Location
KKI002 Build Meeting	3/1/2024	8:00 AM	8:30 AM	Online
GLI001 Build Meeting	3/1/2024	8:30 AM	9:00 AM	Online
Pre-FD Review Discussion: APR102 Prenote Failures Report	3/1/2024	9:00 AM	10:30 AM	Online
InterUnit Pre-FD Team Meeting	3/1/2024	10:00 AM	11:30 AM	Online
Design Disposition Discussions	3/1/2024	1:30 PM	4:00 PM	Online
Functional Leads Touchpoint	3/4/2024	10:30 AM	11:30 AM	Online
Data Day - Part II	3/4/2024	10:30 AM	12:00 PM	Online
Functional Operational Team Meeting	3/4/2024	1:00 PM	2:00 PM	Online
FD Review Discussion: APE018 Asset Profile ID	3/4/2024	2:00 PM	3:30 PM	Online
Earnings and Deduction Account Mapping	3/4/2024	2:00 PM	3:00 PM	Online
TRP Working Session	3/4/2024	2:05 PM	4:00 PM	Online
Payroll Working Session	3/4/2024	3:00 PM	4:30 PM	Online
GLE006 - Interest Apportionment Allocation Collaborative Review Meeting	3/4/2024	3:00 PM	4:00 PM	Online
Payroll Redistributions	3/4/2024	4:00 PM	5:00 PM	Online
Review of AP/PO/AM Navigation for ChartField Security	3/5/2024	9:00 AM	10:30 AM	Online
CM Pre-FD discussions (TRP & PR CMI018, CME14, CMI005)	3/5/2024	10:00 AM	11:30 AM	Online
GLE009 - Cash Reporting Solution Collaborative Review Meeting	3/5/2024	11:00 AM	12:00 PM	Online
APC001 Conversion Layout	3/5/2024	1:30 PM	2:30 PM	Online
PCR013 and PCR015 Continued Discussions	3/5/2024	2:00 PM	3:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
PMO Weekly Touchpoint	3/5/2024	3:00 PM	4:00 PM	Online
Financial Reporting Design Sessions	3/6/2024	9:30 AM	12:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	3/6/2024	10:15 AM	12:00 PM	Online
Enterprise Transactions	3/6/2024	1:00 PM	2:00 PM	Online
IU Pre-FD Meeting	3/6/2024	2:00 PM	4:00 PM	Online
MFMP Connection Inventory	3/6/2024	3:30 PM	4:30 PM	Online
Financial Reporting Design Sessions	3/7/2024	9:30 AM	12:00 PM	Online
Readiness Thursday Task Talk	3/7/2024	10:00 AM	10:30 AM	Online
FD Review Discussion: POE001 Default Amount Only Flag	3/7/2024	10:30 AM	12:00 PM	Online
Payroll Team Meeting	3/7/2024	1:00 PM	2:00 PM	Online
IW Schema Review	3/7/2024	2:00 PM	3:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	3/7/2024	2:00 PM	4:00 PM	Online
CM Pre-FD Discussion CME001	3/8/2024	9:00 AM	10:00 AM	Online
Cross Team Collaboration	3/8/2024	1:00 PM	2:30 PM	Online
Design Disposition Discussions	3/8/2024	2:30 PM	5:00 PM	Online
TRP Pre-FD Discussion PCR013, PCR015, and PCE003	3/11/2024	8:30 AM	9:30 AM	Online
FD Review Discussion: API128 Inbound 1099 Spreadsheet Upload	3/11/2024	9:00 AM	10:30 AM	Online
Pre-FD Discussion - PRE032 - Consolidated AP Supplier Payment Voucher	3/11/2024	10:30 AM	11:30 AM	Online
EPA Team Weekly Meeting	3/11/2024	2:00 PM	4:00 PM	Online
Florida PALM HCM Security Discussion	3/11/2024	2:00 PM	3:00 PM	Online
Payroll Working Session	3/11/2024	3:00 PM	5:30 PM	Online

Meeting Name	Date	Start Time	End Time	Location
TRP Working Session	3/11/2024	2:05 PM	4:00 PM	Online
Pre-FD IU Meeting	3/12/2024	11:00 AM	12:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	3/12/2024	1:00 PM	3:00 PM	Online
PMO Weekly Touchpoint	3/12/2024	3:00 PM	4:00 PM	Online
Project Director Design Dispositions	3/12/2024	3:00 PM	5:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	3/13/2024	8:30 AM	10:30 AM	Online
Pre-FD Discussion: APE013 General Revenue Refunds	3/13/2024	9:00 AM	10:30 AM	Online
DOL/Florida PALM Readiness Touchpoint Meeting	3/13/2024	10:00 AM	11:00 AM	Online
CRAIDL Meeting	3/13/2024	11:00 AM	12:00 PM	Online
DOR - Florida PALM Outbound Payroll Interfaces	3/13/2024	11:00 AM	12:00 PM	Online
AHCA/PALM Monthly Touchpoint	3/13/2024	1:00 PM	2:00 PM	Online
Pre-FD IU Meeting	3/13/2024	2:00 PM	4:00 PM	Online
Payroll Working Session	3/13/2024	2:00 PM	4:00 PM	Online
IU Encumbrances Solution	3/13/2024	4:00 PM	5:00 PM	Online
AM FD Discussion - AME004 Asset InterUnit Transfer Security	3/14/2024	8:30 AM	10:00 AM	Online
People First / Florida PALM Weekly Meeting	3/14/2024	9:00 AM	11:00 AM	Online
Readiness Thursday Task Talk	3/14/2024	10:00 AM	10:30 AM	Online
Commerce - Florida PALM Readiness Touchpoint Meeting	3/14/2024	11:00 AM	12:00 PM	Online
IW Schema Review	3/14/2024	1:00 PM	2:00 PM	Online
Payroll Team Meeting	3/14/2024	1:00 PM	2:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	3/14/2024	2:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Solution Design Discussion	3/14/2024	2:00 PM	4:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	3/15/2024	8:30 AM	10:30 AM	Online
RDNS/RW Meeting	3/15/2024	8:45 AM	9:55 AM	Online
Cross Team Collaboration	3/15/2024	1:00 PM	2:30 PM	Online
Design Disposition Discussions	3/15/2024	2:30 PM	5:00 PM	Online
APC001 - Suppliers Source Data Analysis	3/18/2024	10:00 AM	11:00 AM	Online
Functional Leads Touchpoint	3/18/2024	10:30 AM	11:30 AM	Online
Payroll Working Session	3/18/2024	2:00 PM	4:30 PM	Online
TRP Working Session	3/18/2024	2:05 PM	4:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	3/19/2024	8:30 AM	10:30 AM	Online
LMC Weekly Round Up	3/19/2024	9:30 AM	11:00 AM	Online
DBPR/FL PALM Monthly Readiness Touchpoint Meeting	3/19/2024	10:00 AM	11:00 AM	Online
AP/PR/CM Cross team discussions	3/19/2024	10:30 AM	11:30 AM	Online
DEM Florida PALM Touchpoint	3/19/2024	11:00 AM	12:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	3/19/2024	1:00 PM	3:00 PM	Online
Project Director Design Dispositions	3/19/2024	3:00 PM	5:00 PM	Online
GLR079 - Cash Balance and Activity Report - Pre-FD Discussion	3/19/2024	4:00 PM	5:00 PM	Online
FDLE/FL PALM Monthly Readiness Touchpoint Meeting	3/20/2024	9:00 AM	10:00 AM	Online
FD Review Discussion: APE012 Automate AP Pay Cycles	3/20/2024	9:00 AM	10:30 AM	Online
DVA Readiness Touchpoint	3/20/2024	1:00 PM	2:00 PM	Online
Payroll Working Session	3/20/2024	2:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
EOG Readiness Touchpoint	3/20/2024	2:30 PM	3:30 PM	Online
GLR110 - Capital Assets Account Reconciliation Report - Pre-FD Discussion	3/20/2024	4:00 PM	5:00 PM	Online
People First / Florida PALM Weekly Meeting	3/21/2024	9:00 AM	11:00 AM	Online
FLHSMV Florida PALM Touchpoint	3/21/2024	10:30 AM	11:30 AM	Online
IW Schema Review	3/21/2024	1:00 PM	2:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	3/21/2024	2:00 PM	4:00 PM	Online
FRS Segment III Design Review Working Session	3/22/2024	9:00 AM	11:00 AM	Online
Cross Team Collaboration	3/22/2024	1:00 PM	2:30 PM	Online
Design Disposition Discussions	3/22/2024	2:30 PM	5:00 PM	Online
DOS/FL PALM Monthly Readiness Touchpoint Meeting	3/25/2024	9:00 AM	10:00 PM	Online
GLE015 - Update Integration Broker between Payroll and GL HR Pre-FD Discussion	3/25/2024	8:30 AM	9:30 AM	Online
APC001 - Suppliers Source Data Analysis Meeting 2	3/25/2024	10:00 AM	11:30 PM	Online
FDACS/FL PALM Monthly Readiness Touchpoint Meeting	3/25/2024	1:00 PM	2:00 PM	Online
Payroll Working Session	3/25/2024	2:00 PM	4:30 PM	Online
Data Day - Final Dry Run	3/25/2024	2:00 PM	5:00 PM	Online
TRP Working Session	3/25/2024	2:05 PM	4:00 PM	Online
Florida PALM Data Day	3/26/2024	9:00 AM	5:00 PM	Online
LMC Weekly Round Up	3/26/2024	9:30 AM	11:00 AM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	3/26/2024	1:00 PM	3:00 PM	Online
Florida PALM Data Day	3/26/2024	9:00 AM	5:00 PM	Online
PMO Weekly Touchpoint	3/26/2024	3:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Segment III Design Workshop	3/27/2024	9:00 AM	5:00 PM	Online
PALM Oracle Meet and Greet	3/27/2024	10:00 AM	11:00 AM	Online
AMC001 Source Data Analysis Meeting 5	3/27/2024	1:00 PM	2:00 PM	Online
legislature / Florida PALM Payroll Monthly Meeting - Conversion Interface Review. - V1	3/27/2024	2:00 PM	4:00 PM	Online
Segment III Design Workshop	3/28/2024	9:00 AM	5:00 PM	Online
People First / Florida PALM Weekly Meeting	3/28/2024	9:00 AM	11:00 AM	Online
Ticket Triage Meeting	3/28/2024	9:30 AM	10:30 AM	Online
IW Schema Review	3/28/2024	2:00 PM	3:00 PM	Online
Payroll Team Meeting	3/28/2024	1:00 PM	2:00 PM	Online
FSDB/PALM Monthly Touchpoint Meeting	3/28/2024	2:00 PM	3:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	3/28/2024	2:00 PM	4:00 PM	Online
Legislature / Florida PALM Payroll Monthly Meeting	3/28/2024	2:00 PM	4:00 PM	Online
Florida PALM Change Advisory Board (CAB) Meeting	3/28/2024	3:30 PM	4:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	3/29/2024	8:30 AM	10:30 AM	Online
AMC001 Source Data Analysis Meeting 6	3/29/2024	10:00 AM	11:00 AM	Online
Payroll Design Dispositions - list in Agenda	3/29/2024	11:00 AM	1:00 PM	Online
APC001 - Suppliers Source Data Analysis Meeting 3	3/29/2024	2:30 PM	3:30 PM	Online
Design Disposition Discussions	3/29/2024	2:30 PM	5:00 PM	Online

Appendix B – Meetings Conducted

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

Table 7: IV&V Meetings Conducted

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V Weekly Status Meeting	3/1/2024	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 Weekly Status Meeting	3/8/2024	9:00 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 Preethi Kembhavi Anne Frost Sebastian Lende
Review DMS SharePoint PALM IV&V Folders and Cross-Reference Document	3/8/2024	1:00 PM	2:00 PM	Online	DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch Sebastian Lende Ethan Pollard Pangelinan

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V Weekly Status Meeting	3/15/2024	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 Anne Frost
Florida PALM Meeting with SSI Vendor Project Manager	3/15/2024	11:30 AM	12:00 PM	Online	SSI Vendor Project Manager Nicolle Suvada
Florida PALM Meeting with SSI Vendor Regional QA	3/18/2024	1:30 PM	2:00 PM	Online	SSI Vendor Regional QA Lead Nicolle Suvada
Florida PALM IV&V March Mid-Month Report Review	3/20/2024	4:00 PM	5:00 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 Preethi Kembhavi Anne Frost Sebastian Lende

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Review Lessons Learned and Other Documents	3/21/2024	3:00 PM	4:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Anne Frost Rahul Rai Sebastian Lende
Review of IV&V Deliverable Assessment Report for D637	3/22/2024	1:00 PM	2:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Sujith Vanga
Florida PALM IV&V Weekly Status Meeting	3/29/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Sarah Crouch John Gunnufsen Preethi Kembhavi Sebastian Lende

Appendix C – Documents Reviewed

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

Table 8: IV&V Documents Reviewed

Document Name	Date	Version
Florida_PALM_Project_Schedule.mpp	Weekly	Working
RADAR-Report	Weekly	Working
Design Work Unit Tracker	Weekly	Working
RICEFW Inventory Working	Weekly	Working
RTM Working	Weekly	Working
Florida CRAIDL Logs	Weekly	Working
Florida PALM Monthly Status Report	3/20/24	NA
Florida PALM Monthly Performance Report	3/20/24	NA
Project Schedule QC Checklists	Weekly	Working
Stage Gate Timing	3/17/24	V2.0
Florida PALM Open Risks Log	Weekly	Working
Project Management Plan	Weekly	5.0
RW500-503-task-instructions.pdf	3/17/24	NA
RW506-and507-task-instruction.pdf	3/17/24	NA
AMW001_FD - Asset Disposal Workflow.docx	3/1/2024	Draft
AMW001 - Sample Email Templates.xlsx	3/1/2024	Draft
AMW002_FD - Asset InterUnit Transfer Workflow.docx	3/1/2024	Draft
AMW002 - Sample Email Templates.xlsx	3/1/2024	Draft
AMW003_FD - Asset IntraUnit Transfer Workflow.docx	3/1/2024	Draft
AMW003 - Sample Email Templates.xlsx	3/1/2024	Draft
PRC010-Retirement Benefit Conversion File-Layout.xlsx	3/4/2024	Draft
PRC010_FD - Retirement Benefit Conversion.docx	3/4/2024	Draft
PRC010- Sample Data.txt	3/4/2024	Draft
PRC010 - Retirement Benefit Conversion Mapping Layout.xlsx	3/4/2024	Draft
PRE001_FD - Annual Earnings Statement.docx	3/4/2024	Draft
PRE008_FD Escheat Payroll Warrants to Unclaimed Property.docx	3/4/2024	Draft
PRE008 - Sample Escheatment Accounting Transactions.xlsx	3/4/2024	Draft
PRI001-Inbound Job and Payroll Data-Layout.xlsx	3/4/2024	Draft
PRI001_PeopleFirst PAR Actions and Reason Codes for Job Data.xlsx	3/4/2024	Draft
PRI001_FD - Inbound Job and Payroll Data.docx	3/4/2024	Draft

Document Name	Date	Version
PRI001 - Sample Data.txt	3/4/2024	Draft
PRI002_FD - Inbound Non-ePay W-4.docx	3/4/2024	Draft
PRI002 - Sample Data.txt	3/4/2024	Draft
PRI002 - Inbound Non-ePay W-4 File Layout.xlsx	3/4/2024	Draft
PRI004-Sample Data.txt	3/4/2024	Draft
PRI004-Outbound Stale Payments File to Unclaimed Property-Layout.xlsx	3/4/2024	Draft
PRI004_FD - Outbound Stale Payments to Unclaimed Property.docx	3/4/2024	Draft
PRI005-Inbound Earnings File-Layout.xlsx	3/4/2024	Draft
PRI005_FD - Inbound Earnings File.docx	3/4/2024	Draft
PRI005 - Sample Data.txt	3/4/2024	Draft
PRI010_FD - Outbound CMDV Website Data File.docx	3/4/2024	Draft
PRI010 Outbound CMDV Website Data File Layout.xlsx	3/4/2024	Draft
PRI010 - Sample Data.txt	3/4/2024	Draft
AMW004_FD - Mass Transaction Manager Workflow.docx	3/5/2024	Draft
AMW004 - Sample Email Templates.xlsx	3/5/2024	Draft
APE006_FD - Confidential Transactions and Data Extension.docx	3/5/2024	Draft
APR091_FD - AP Holds by Hold Type Report.docx	3/5/2024	Draft
APR141_FD - Voucher Audit Criteria Report.docx	3/5/2024	Draft
APW003_FD - Supplier Registration Workflow.docx	3/5/2024	Draft
APW005_FD - Supplier Change Request Workflow.docx	3/5/2024	Draft
APW005 - Sample Email Templates.xlsx	3/5/2024	Draft
ARR025_FD - AR Data Report.docx	3/5/2024	Draft
ARR025 - Sample Report Layout.xlsx	3/5/2024	Draft
ARW003_FD-Accounts Receivable Workflow.docx	3/5/2024	Draft
ARW007_FD - Maintenance Write-Off Worksheet Workflow.docx	3/5/2024	Draft
CMR028_FD - CRA Activity Statement Report.docx	3/5/2024	Draft
CMR028 - Sample Report Layout.xlsx	3/5/2024	Draft
GLR099_FD-Trial Balance Report.docx	3/5/2024	Draft
GLR099 - Sample Report Layout.xlsx	3/5/2024	Draft

Document Name	Date	Version
KKR058_FD - Budget and Cash Checking Exceptions-Warnings Report.docx	3/5/2024	Draft
KKR058 - Sample Report Layout.xlsx	3/5/2024	Draft
PRC018_FD - Jobcode Conversion.docx	3/5/2024	Draft
PRC018 - Sample Data.txt	3/5/2024	Draft
PRC018 - Jobcode Conversion Mapping Layout.xlsx	3/5/2024	Draft
PRC018 - Jobcode Conversion Layout Template.xlsx	3/5/2024	Draft
PRR012_FD-Payroll Summary Report.docx	3/5/2024	Draft
PRR012 - Sample Report Layout.xlsx	3/5/2024	Draft
PRR016_FD-Payroll Deductions Report.docx	3/5/2024	Draft
PRR016 - Sample Report Layout.xlsx	3/5/2024	Draft
SDE011_FD - Automated Source Module to GL Reconciliation.docx	3/5/2024	Draft
SDE012_FD-Auto Close and Delete Transactions.docx	3/5/2024	Draft
SDE018_FD - Display Active SpeedKeys.docx	3/5/2024	Draft
SDI009-Inbound Attachments-Layout.xlsx	3/5/2024	Draft
SDI009_Sample Data.txt	3/5/2024	Draft
SDI009_FD - Inbound Attachments.docx	3/5/2024	Draft
PRI020-Sample Data.txt	3/6/2024	Draft
PRI020-Inbound Deferred Compensation File-Layout.xlsx	3/6/2024	Draft
PRI020_FD - Inbound Deferred Comp Elections.docx	3/6/2024	Draft
PRI020 - Inbound Deferred Comp Election Mapping Layout.xlsx	3/6/2024	Draft
PRI023 - Sample Data.txt	3/6/2024	Draft
PRI023 - Outbound Deferred Comp Employee Data File Layout.xlsx	3/6/2024	Draft
PRI023_FD - Outbound Deferred Comp Employee Data.docx	3/6/2024	Draft
PRI030-Sample Data.txt	3/6/2024	Draft
PRI030_FD - Outbound Retirement Plan File.docx	3/6/2024	Draft
PRI030 - Outbound Retirement Plan File-Layout.xlsx	3/6/2024	Draft
PRI039_FD - Outbound Payroll ACH File.docx	3/6/2024	Draft
PRI039 - Sample Data.txt	3/6/2024	Draft
PRI039 - Outbound Payroll ACH File-Layout.xlsx	3/6/2024	Draft

Document Name	Date	Version
PRI042-Sample Data.txt	3/6/2024	Draft
PRI042_FD - Outbound Payroll Payment File.docx	3/6/2024	Draft
PRI042 - FD - Outbound Payroll Payment File-Layout.xlsx	3/6/2024	Draft
PRI043_FD - Outbound Payroll Warrant Print Extract.docx	3/6/2024	Draft
PRI043 Sample Warrant.pdf	3/6/2024	Draft
PRI043 Sample Payroll Warrant.pdf	3/6/2024	Draft
PRI012-Sample Data.txt	3/7/2024	Draft
PRI012_FD - Outbound Child Support ACH Payment and Addenda File.DOC	3/7/2024	Draft
PRI012 - Outbound Child Support ACH Payment and Addenda File-Layout.xlsx	3/7/2024	Draft
PRI015-Inbound Retirement Data File-Layout.xlsx	3/7/2024	Draft
PRI015_FD - Inbound Retirement Data.docx	3/7/2024	Draft
PRI015 - Sample Data.txt	3/7/2024	Draft
PRI015 - Inbound Retirement Data Mapping Layout.xlsx	3/7/2024	Draft
PRI025-Outbound People First Flexible Spending Account File-Layout.xlsx	3/7/2024	Draft
PRI025_FD - Outbound People First Flexible Spending Account File.docx	3/7/2024	Draft
PRI025 - Sample Data.txt	3/7/2024	Draft
PRI026_FD - Outbound People First Health and Life File.docx	3/7/2024	Draft
PRI026 - Sample Data.txt	3/7/2024	Draft
PRI026 - Outbound People First Health and Life Insurance File Layout.xlsx	3/7/2024	Draft
PRI036_FD - Inbound Shared Savings Account Rewards.docx	3/7/2024	Draft
PRI036 – Shared Savings Account Rewards CSV Layout.xlsx	3/7/2024	Draft
PRI036 - Sample Data.txt	3/7/2024	Draft
PRI036 - Sample CSV Data.txt	3/7/2024	Draft
PRI036 – Inbound Shared Savings Account Rewards Layout.xlsx	3/7/2024	Draft
PRI044_FD - Inbound Payment Reconciliation.docx	3/7/2024	Draft
PRI044- Sample Data.txt	3/7/2024	Draft
PRI044 - Inbound Payment Reconciliation File-Layout.xlsx	3/7/2024	Draft

Document Name	Date	Version
PRI045-Sample Data.txt	3/7/2024	Draft
PRI045-Outbound Positive Pay File Layout.xlsx	3/7/2024	Draft
PRI045-Bank Sample Data.txt	3/7/2024	Draft
PRI045_FD - Outbound Payroll Positive Pay File.docx	3/7/2024	Draft
PRI046-Sample Data.csv	3/7/2024	Draft
PRI046-Excel-Sample-UserEntry-sheet.xlsm	3/7/2024	Draft
PRI046_FD - Inbound Payroll Payments Spreadsheet.docx	3/7/2024	Draft
PRI046 - Inbound Payroll Payments Spreadsheet File-Layout.xlsx	3/7/2024	Draft
PRI052-Sample Data.txt	3/7/2024	Draft
PRI052-Outbound Position Funding File-Layout.xlsx	3/7/2024	Draft
PRI052_FD - Outbound Position Funding File.docx	3/7/2024	Draft
PRI053-Inbound DMA Earnings and Taxes-Layout.xlsx	3/7/2024	Draft
PRI053_FD - Inbound DMA Earnings and Tax File.docx	3/7/2024	Draft
PRI053 - Sample Data.txt	3/7/2024	Draft
PRI054-Inbound DMA New Hire and W4 File-Layout.xlsx	3/7/2024	Draft
PRI054_FD - Inbound DMA New Hire and W-4 File	3/7/2024	Draft
PRI054 - Sample Data.txt	3/7/2024	Draft
SDE013_FD - Edit Interface Transactions (Payroll).docx	3/7/2024	Draft
DED D642 - Updated Technical Architecture Design	3/12/24	Draft
DED_D642_Attachment_A	3/12/24	Draft
D642 – Updated Technical Architecture Design	3/12/24	Draft
PCR 114 - Segment IV Customizations and Requirement Updates	3/25/24	NA
PCR 115 -Segment IV Payroll Redistributions Customization	3/25/24	NA
PCR-114-Additional Resource Requirements_Segment IV Customizations and Requirement Updates	3/25/24	NA
PCR-115-Additional Resource Requirements_Segment IV Payroll Redistributions Customizations	3/25/24	NA
DE320-Segment IV Design Schedule Impact_Attachment_A	3/28/24	NA
Agency Status Reports	3/22/24	NA
Design Segment IV Draft Risk 7	3/28/24	NA
Build Segment Draft Risk 8	3/28/24	NA

Document Name	Date	Version
System Testing Draft Risk 9	3/28/29	NA
Florida Palm Spend Plan Release Notes FY 23-24	3/25/24	NA
CRAIDL Meeting Summary	3/18/24	NA
CRAIDL Analysis	3/18/24	NA

Appendix D – IV&V Documents Delivered

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

Table 9: IV&V Documents Delivered

Document Name	Date	Version	Delivered Date	Follow Up Required
Florida PALM IVV Monthly Assessment Report February 2024	3/12/24	1.0	3/12/24	None
Florida PALM IVV Insights Into Lifecycle Management Tools	3/18/24	1.0	3/18/24	None
Florida PALM IVV March Mid-Month Progress Report	3/20/24	1.0	3/20/24	None
Florida PALM IVV Lessons Learned Report December 2023 – March 2024	3/21/24	1.0	3/21/24	None
D637 Completion of Solution Design Segment II Deliverable Assessment Report	3/21/24	1.0	3/21/24	None
Florida PALM IV&V ESC Update 03272024	3/22/24	1.0	3/22/24	None
Florida PALM IV&V Assessment of PCRs 114 and 115 for Segment IV Payroll and Finance Customization	3/27/24	1.0	3/27/24	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.

Table 10: Risk Priority Matrix

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.

Table 11: Risk Rating Impact

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.

Table 22: Risk Priority Rating

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

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

Table 33: Risk Rating Definition

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.