

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

Independent Verification & Validation  
Monthly Assessment Report  
September 2023

October 11, 2023

Contract: 80101507-21-STC

Engagement: C213E8



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## Executive Summary

For the Monthly Assessment Report for September, the following lists summarizes the key items the Florida PALM IV&V Team details in this report:

- The Florida PALM Project Schedule continues improving upon the Schedule Performance Index (SPI). There are late tasks, with the bulk of those that are late in the Requirements and Design Focus area;
- Segment II Functional Designs are progressing, but some are taking longer to draft and review than planned;
- The Florida PALM IV&V Team opened a new Finding with a Medium priority relating to Requirements Traceability; and
- The Florida PALM Project Team released the updated Readiness Workplan (RW) for the Financials and Payroll Waves on 9/11/23.

## 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.

This is the first edition of the new Monthly Assessment Report template, including the first iteration using Focus Area changes. Due to this change, for this month only, the “Last Month Indicator” will read as Not Applicable (NA) as there are no previous month indicator related to the newly identified Focus Areas. Beginning with the October Monthly Assessment Report, the Last Month Indicator will be populated.

**Table 1: Focus Area Updates**

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
Overall Project Risk Indicator	NA	Low Risk	The Florida PALM IV&V Team rates the overall Project Indicator as Low Risk but trending slightly toward Medium Risk with the delays in the Requirements and Design review tasks. No identified delay is impacting the Florida PALM Project Team from reaching the Stage Gate 1 milestone. Still, with consistent delays in activities, the IV&V Team would like to keep a close eye to ensure that the delays do not trend toward larger downstream impacts.

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
Project Management	NA	Low Risk	<p>The Florida PALM IV&amp;V Team reviewed the Implementation Activities reporting used in the Executive Steering Committee Presentations and provided some recommendations. This review does not impact the monthly indicator statuses but is an additional recommendation for improving communications to the Executive Steering Committee.</p> <p>The Florida PALM Project Schedule demonstrates a delay in some tasks and activities. The Schedule Performance Indicator continues to stabilize, but the IV&amp;V Team will continue to monitor the delays and potential downstream impacts.</p>
Organizational Change Management	NA	Low Risk	<p>The Florida PALM Project Team facilitated September Payroll Business Process Model Review Sessions and Technical Town Halls. Agency engagement appeared positive in these meetings.</p>
Requirements and Design	NA	Medium Risk	<p>Although the functional design working sessions continue to be effective and productive, there are delays in drafting and reviewing the functional design specifications that pose a risk to the timely completion of Segment II design. The Project conducted Payroll BPM review sessions and technical town hall meetings in September. The sessions were well-attended and well-received by the various Agencies.</p>
Development	NA	NA	<p>The Florida PALM IV&amp;V Team will begin reporting progress once development efforts start.</p>
Testing	NA	NA	<p>The Florida PALM IV&amp;V Team has completed their review of the Deliverable Expectation Document (DED) for the D643 - Updated System Testing Plan and is preparing a Deliverable Assessment Report (DAR) for the DED.</p>
Conversion	NA	NA	<p>The Florida PALM IV&amp;V Team will begin reporting progress once conversion efforts start.</p>
Implementation Readiness	NA	NA	<p>The Florida PALM IV&amp;V Team will begin reporting progress once implementation readiness efforts start.</p>
Production Support	NA	Low Risk	<p>The production system ran within accepted standards for September. There is testing being performed in lower domains for PUM 47 (PeopleSoft Upgrade Manager). This should be expected to move to the production environment in January 2024.</p>

## New Findings

**Finding Type:** Issue

**Impact:** Medium

**Probability:** Medium

**Priority:** Medium

**Finding Number and Statement:** Finding 12 - Inconsistency in Requirements Traceability

**Finding Description:** During the review of the D636 – Completion of Segment I (Requirements), the Florida PALM IV&V Team noted discrepancies in traceability between the Deliverable, the Functional Design (FD) specifications, the Requirement Traceability Matrix (RTM), and the Report, Interface, Conversion, Extension, Form, Workflow (RICEFW) inventory.

The table below shows the counts of inconsistencies that were noted as part of the IV&V review of D636.

**Note:** The specific inconsistencies noted in the table were provided to the Florida PALM Project Team; the inconsistencies have now been corrected by updating either the RTM or the RICEFW inventory before acceptance of D636.

**Table 2: Count of Inconsistencies between D636, RICEFW, and RTM**

Comparison Criteria	Counts
Listed as a requirement applicable to the functional design in D636 but not included in the RTM	4 requirements
Requirements listed in the RTM for the functional design but not included in D636	4 requirements
Business processes listed as applicable to the functional design but not in the RICEFW inventory	1 business process
Business processes listed in the RICEFW but not included in D636	24 business sub-processes across 20 functional designs

In addition to inconsistencies associated with D636, the Florida PALM IV&V Team reviewed the working version of the RTM to ensure that Segment I business subprocesses were all mapped to the associated requirements. The business subprocesses from Segment I below currently do not have requirements mapped to them in the latest RTM:

- 10.1.4 Enterprise Add or Modify Budgetary Codes;
- 10.1.6 Agency Set Up and Maintain SpeedKeys;
- 30.3.5 Process Pcard Disbursements and
- 30.3.6 Prompt Payment Interest Calculation.

Referencing the RICEFW Inventory for these business subprocesses, they are mapped to some RICEFW items. When doing a reverse lookup for these RICEFW items in the RTM, the requirements mapped to this business subprocess can be found. However, the subprocess is not listed in the RTM under Column K, “Business Subprocess/Technical Subcategory.”

Currently, the Florida PALM Project Team uses a manual process to update traceability between the various MS Excel and MS Word documents that are being used. This manual process poses a risk that traceability will not be in sync and that relationships between requirements, design, and eventually testing will not be fully understood and compromise testing or code quality.

The RTM should be the authoritative source for traceability of requirements to design, business processes, RICEFW items, and test cases. The Florida PALM IV&V Team considers this a medium-level priority as the design is still relatively early.

The Capability Maturity Model Integration (CMMI) for Development states that: “when the requirements are managed well, traceability can be established from the source requirement to its lower-level requirements and from the lower-level requirements back to their source. Such bidirectional traceability helps determine that all source requirements have been completely addressed and that all lower-level requirements can be traced to a valid source.” CMMI also states, “Requirements traceability can also cover the relationships to other entities such as intermediate and final work products, changes in design documentation, and test plans. The traceability can cover horizontal relationships, such as across interfaces and vertical relationships. Traceability is particularly needed in assessing the impact of requirements changes on the Project’s activities and work products.”

As defined in CMMI, the typical work products for requirements management are:

1. Requirements traceability matrix
2. Requirements tracking system

The leading cause for discrepancies between FDs, RICEFW, and the RTM is that the documentation must be manually updated across all the documents. Therefore, to ensure consistency, the RTM and RICEFW would need to be updated concurrently with each of the 52 FDs associated with Segment I. This will continue to get more difficult as there are another 441 FDs to be completed and, most likely, several hundred test cases that must be linked to requirements and design.

The effect of inconsistency in documentation can result in either rework when the design does not fully include all applicable requirements or incomplete testing when test cases don’t fully address the design or requirements. Either of these effects could result in project schedule delays or deploying a system that has not been fully tested.

**Finding Status Update: The Florida IV&V Team provided a list of identified inconsistencies associated with D636, which were addressed before the deliverable’s Acceptance. Additionally, the Florida PALM Project team incorporated additional cross-checks between the RTM, RICEFW, and Functional Designs before submitting the subsequent Completion of Solution Design deliverables. Finally, the Florida PALM IV&V Team also discussed the option only to update the RTM or RICEFW and then reference those documents in the subsequent functional design and deliverables to avoid future inconsistencies. The Florida PALM Project Team is currently considering this option.**

#### **Recommendations:**

1. The Florida PALM IV&V Team recommends that the Florida PALM Software and System Integration (SSI) Vendor cross-check requirement traceability between design and test documents before submitting them for review.

**Status Update:** the Florida PALM Project team updated the RTM and RICEFW inventory to address the inconsistencies noted in a review of D636 before acceptance of D636. Also, the RTM has been updated to address the missing Segment I business subprocesses. Finally, the Florida PALM Project Team has re-sequenced tasks to incorporate cross-checks between the RTM, RICEFW Inventory, and functional designs before the submittal of the completion of segment design deliverables. The Florida PALM IV&V Team has closed this recommendation.

2. It is recommended that deliverables should reference the source systems for requirements traceability and not embed requirement traceability or RICEFW inventory information in multiple documents or deliverables.

**Status Update:** This recommendation has been discussed with the Florida PALM Project Team, who are exploring implementing it going forward.

## Open Findings

No findings remained open in this reporting period.

## Closed Findings

No findings were closed in this reporting period.

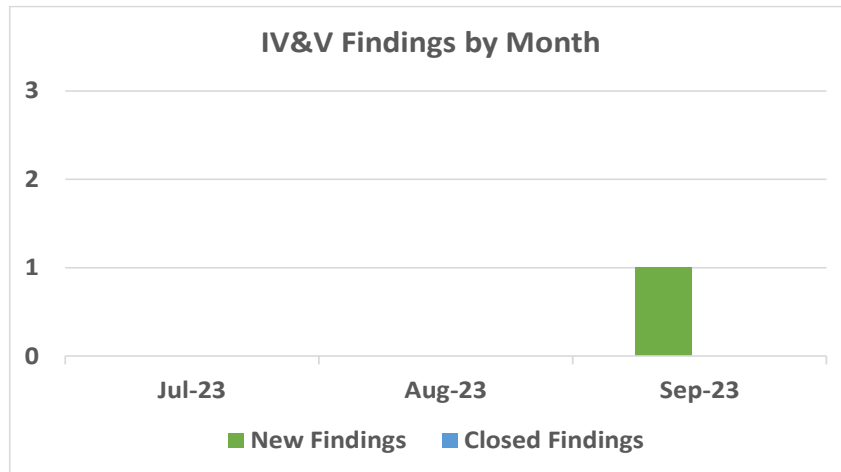


## Findings Metrics

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

### *IV&V New and Closed Findings Per Month*

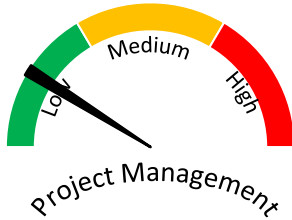
The metric shows Florida PALM IV&V Team Findings opened or closed by month since July 2023. So far, the Florida PALM IV&V Team has identified one new Finding in this month's report. This is typical for this stage in the Project. IV&V will monitor progress as additional Findings are identified and whether the Florida PALM Project Team is actively addressing the Findings and recommendations in the future.



**Figure 1: Florida PALM IV&V Findings By Month**

## Focus Area Updates

### Project Management<sup>1</sup>



#### *Project Schedule*

The Florida PALM IV&V Team continues to assess the Florida PALM Project Schedule and is monitoring the late tasks. The overall Schedule Performance Indicator (SPI) for the Project Schedule continues to stabilize, but there continue to be delays in Requirements and Design activities and tasks. The Florida PALM IV&V Team provides more detail on these delays later in this Monthly Assessment Report's Requirements and Design section. Still, details from the IV&V analysis for the Project Schedule indicate

that 93%, or 175 out of the 188 delayed tasks as of the Project Schedule End of Month, are related to Requirements and Design tasks and activities. These delays do not indicate an immediate impact on the Project's State Gate 1 milestone; however, they are demonstrating a consistent and increased delay in overall design, which the Florida PALM IV&V Team will monitor closely in October.

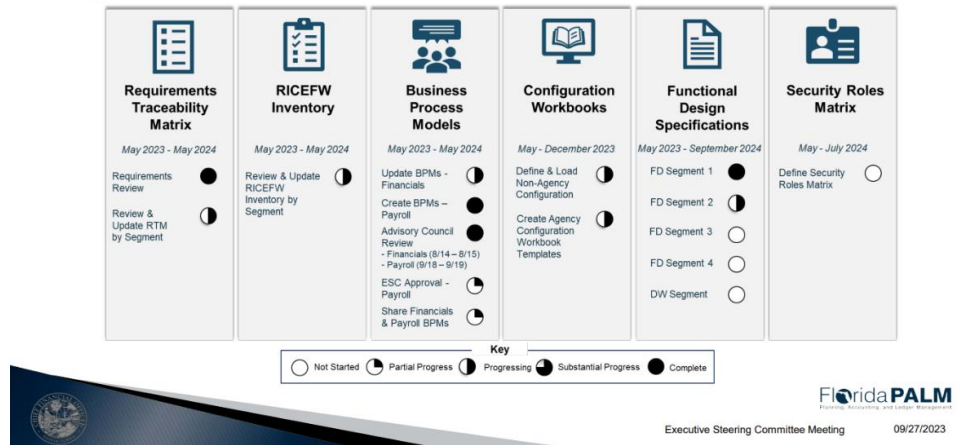
#### *Review of Implementation Activities Reporting for ESC*

The Florida PALM IV&V Team reviewed the *Presentation for September 27, 2023 Executive Steering Committee* Readiness and Implementation: Implementation Activities Slides (slides 26-29.) It should be noted that this review does not impact the Project Management Focus Area dial above as it is only intended to recommend improvements in communications to the ESC, support meaningful discussion on task progress and overall trends, and aid decisions in project direction. The first slide reviewed is below in Figure 2.

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<sup>1</sup> 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.

## Readiness and Implementation Implementation Activities



**Figure 2: Implementation Activities Slide 26**

Overall, the Florida PALM IV&V Team recommends that the Implementation Activities slides expand on the information provided and demonstrate detail in the reporting. The Readiness and Implementation: Implementation Activities slide depicts pie chart indicators of overall progress but does not provide insight into what was planned, nor do they define the thresholds for the “Partial Progress,” “Progressing,” and “Substantial Progress” indicators.

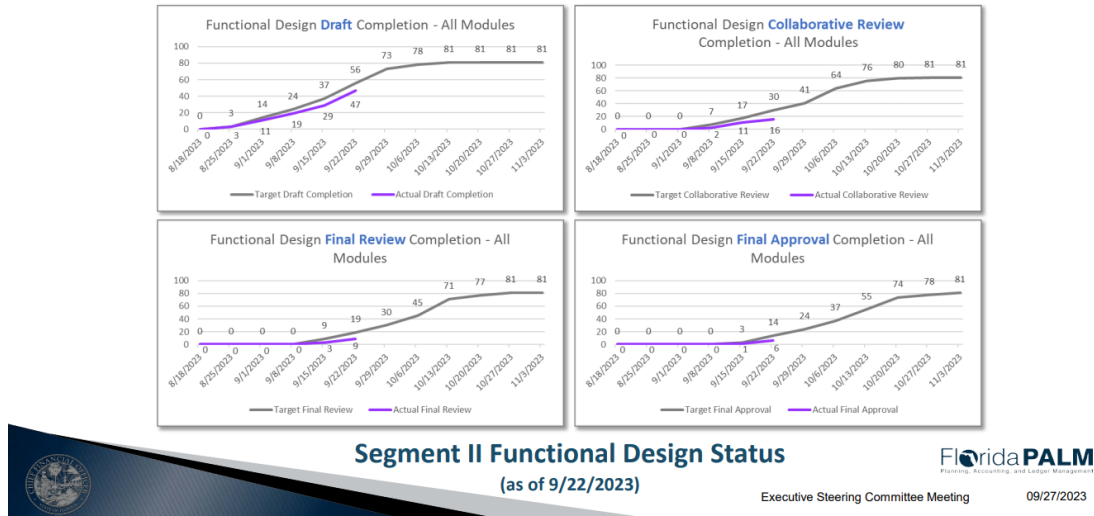
For example, the pie chart under “Functional Design Specifications – FD Segment 2” indicates a 50% full pie chart. This appears to show that the Functional Design for Segment 2 is 50% complete, which is not the case.

The Florida PALM IV&V recommends additional details be added to the Implementation Activities slide(s) to identify:

- The actual percent complete,
- How the actual percent complete compares to what was planned, and
- What next steps must be taken to course correct should it be needed.

# Readiness and Implementation

## Implementation Activities



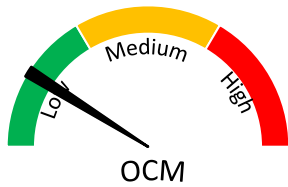
**Figure 3: Implementation Activities Slide 27**

Additionally, the subsequent slides (compiled in Figure 3 above) highlighting some of the planned versus actual activity may consider providing additional insight into trends. Currently the slides do not project what the continued performance at the current capacity and pace could mean later in the project.

Florida PALM IV&V recommends inclusion of trend metrics and discussions to highlight the Project Team’s capacity and pace to identify a need for course correction or to demonstrate the results of key actions which resulted in improved Team output and positive trend lines.

Applying these extra measures to project status reporting can aid in the early identification of course correction needs, such as increasing or redistributing resource workload or adjusting tasks on the project schedule, or in identifying where key project decisions and changes have resulted in positive team output.

## Organizational Change Management



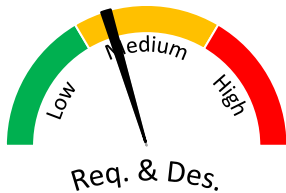
The Florida PALM Project Team facilitated several important Agency activities in September. These were the Payroll Business Process Models (BPM) Reviews and the Florida PALM Technical Town Halls, occurring from 9/18/23 – 9/19/23. The Florida PALM IV&V Team attended all these meetings in the designated locations. Both Accounting and Human Resources functions were discussed, with commentary for each being considered by the Florida PALM Project Team. As the Payroll BPMs are new for the Florida PALM Project, i.e., were not developed in a previous wave, this gave Agencies an important opportunity to influence the direction of a major aspect of

the Florida PALM Project. Agency engagement in the review sessions seemed positive. Questions were asked on topics of confusion, and Agency representatives were given as much time as necessary to explain their questions and attendant concerns.

Meanwhile, the Technical Town Hall meetings served a dual purpose. They provided an overview of the Florida PALM Project’s overall direction, including implementation timelines and design activities. Additionally, the Town Halls focused on Agency data readiness and the actions Agencies must take to prepare for the transition to Florida PALM. While most of these meetings were led by the Florida PALM Project Team, Agencies still had opportunities between sections to ask questions on data management expectations for Florida PALM. Engagement here was like that in the BPM Reviews.

The Florida PALM IV&V Team views these activities as productive sessions for Agency change readiness. While engagement was positive, it is important to ensure that Agencies continue to understand the importance of data readiness. Since these activities will stretch across large parts of the Florida PALM Project, reminding the Agencies of the goals periodically may be helpful to them. Overall, the Florida PALM IV&V Team views the Organizational Change Management of the Florida PALM Project as Low Risk.

## Requirements and Design



The Florida PALM IV&V Team reviewed D636 - Completion of Solution Design (Requirements) Segment I. The Florida PALM IV&V Team noted that the Segment I design specifications were well written and complete. Additionally, the functional designs appear reasonable and do not require unnecessary customization of the PeopleSoft solution. However, the Florida PALM IV&V Team did identify inconsistencies between D636, the Requirements Traceability Matrix (RTM), the Report, Interface, Conversion, Extension, Form, and Workflow (RICEFW) inventory, and the various individual functional designs. The results of the IV&V review

were provided to the Florida PALM Project Team and were addressed before Acceptance of the deliverable. However, based on the manual processes required to keep the various documents synchronized and the potential risk posed to the Project, the Florida PALM IV&V team identified a new Finding (Finding 12) and two recommendations to improve the processes. The Florida PALM Project Team has already addressed one of these recommendations. In addition, the Florida PALM IV&V team is working on providing a list of recommendations for Lifecycle Management Tools as discussed with the Florida PALM team. These recommendations provide a list of features and options existing in the current software market and let the Florida PALM leadership explore the options and decide on the next steps.

Also, during September, the Florida PALM Project Team conducted Technical Town Hall meetings to discuss approaches for interface, conversion, and data warehouse design, development, and testing. The Florida PALM Project Team also held Business Process Model (BPM) review meetings for the Payroll module with the Agencies. The Technical Town Halls and BPM review meetings were well-attended and provided comprehensive information to agencies on current and planned design activities. Finally, solution design workshops are planned for 10/3/23-10/4/23 to review the Segment I design with the Agency's technical and functional staff. The Florida PALM IV&V Team will continue to attend the workshops and design review meetings.

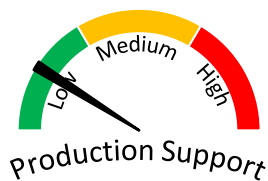
The work continues on the Segment II design as planned. The design working sessions are well attended and productive; however, the drafting and review of the functional designs are falling behind schedule, and the backlog of functional designs to be reviewed is increased. The increasing backlog of functional designs that need to be drafted and reviewed poses a risk to completing the Segment II design. See Figure 6 in the Key Metrics and Analysis section for a chart showing the growing gap between the expected and actual completion of functional design team manager reviews and a linear projection of the potential delay if the current pace continues. If the current pace of team manager reviews continues, then the completion of the Segment II design could be delayed by up to one month. Because of the risk posed to completing the Segment II design, the Florida PALM IV&V Team has increased the risk level from Low to Medium. Although this trend does pose a risk to Segment II design, it does not yet pose a risk to the next Stage Gate for the start of development.

## Testing

### Testing Updates

The Florida PALM IV&V Team reviewed the DED for the D643-Updated System Testing Plan during this reporting period. The Florida PALM IV&V Team has put together a Deliverable Assessment Report (DAR) for this deliverable, which will be distributed the week of 10/16/23. Please note that this DAR will serve as an informational report to the Florida PALM Project Team to provide helpful input and suggestions, since the DED being reviewed has already been Accepted.

### Production Support



The production system ran within accepted standards for September. There have been no outages in the production environments for this month. The production environment shows no changes during this reporting period.

There is testing being performed in lower environments for PeopleSoft Update Manager 47. These objects are planned to move to the production environment in January 2024.

No new hardware or software deployments were reported for this reporting period.

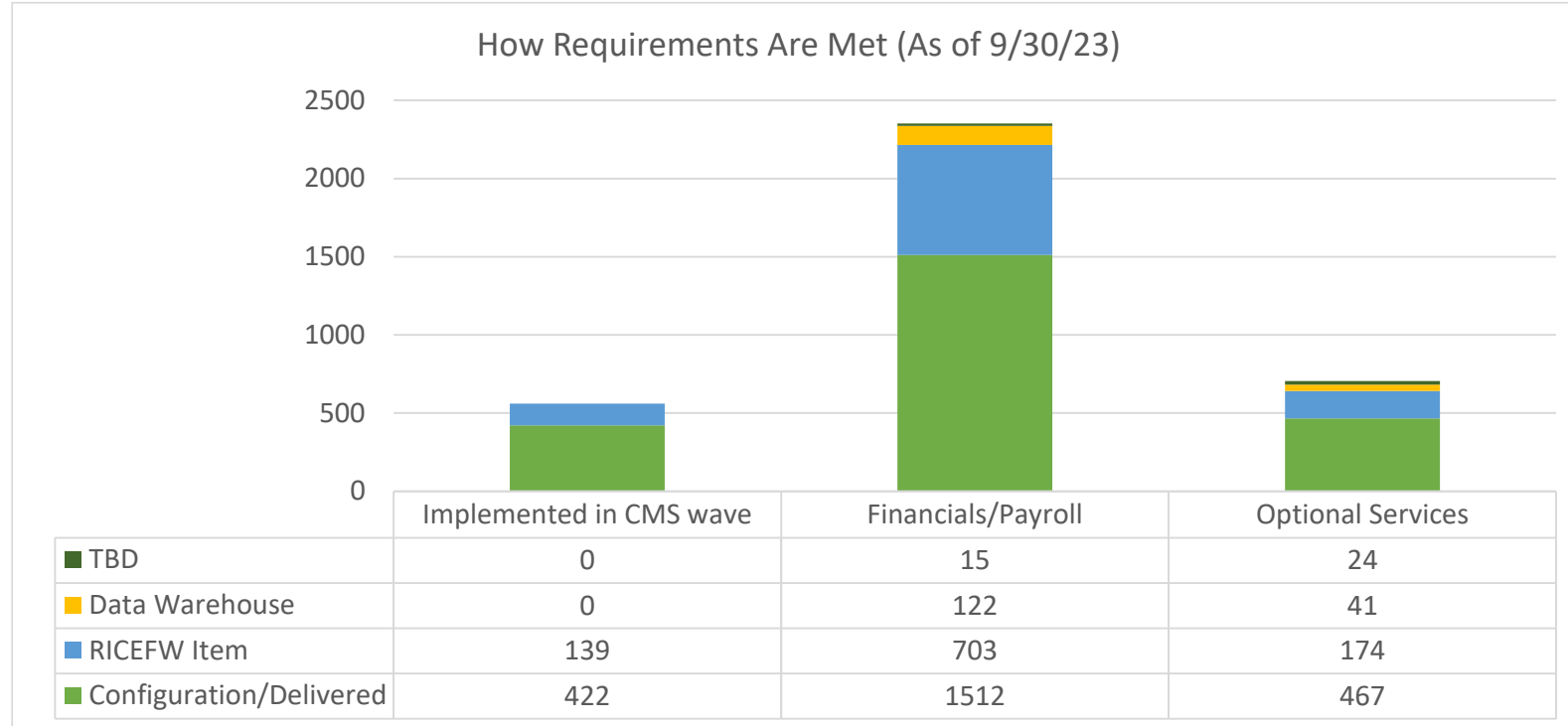
## Key Metrics or Analysis

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

### Requirement and Design Metrics

#### How Requirements Are Met by Wave

The diagram in Figure 4 shows how requirements are met, and which are associated with each implementation wave. This metric is derived from the Requirements Traceability Matrix (RTM) working version as of 9/30/23. The metric indicates that most requirements will be implemented with the Financials/ Payroll Wave (65%). Also, about 66% are met through either configuration or delivered PeopleSoft functionality. This illustrates the overall scope of the Financials/Payroll wave and the effort to use delivered functionality when possible.

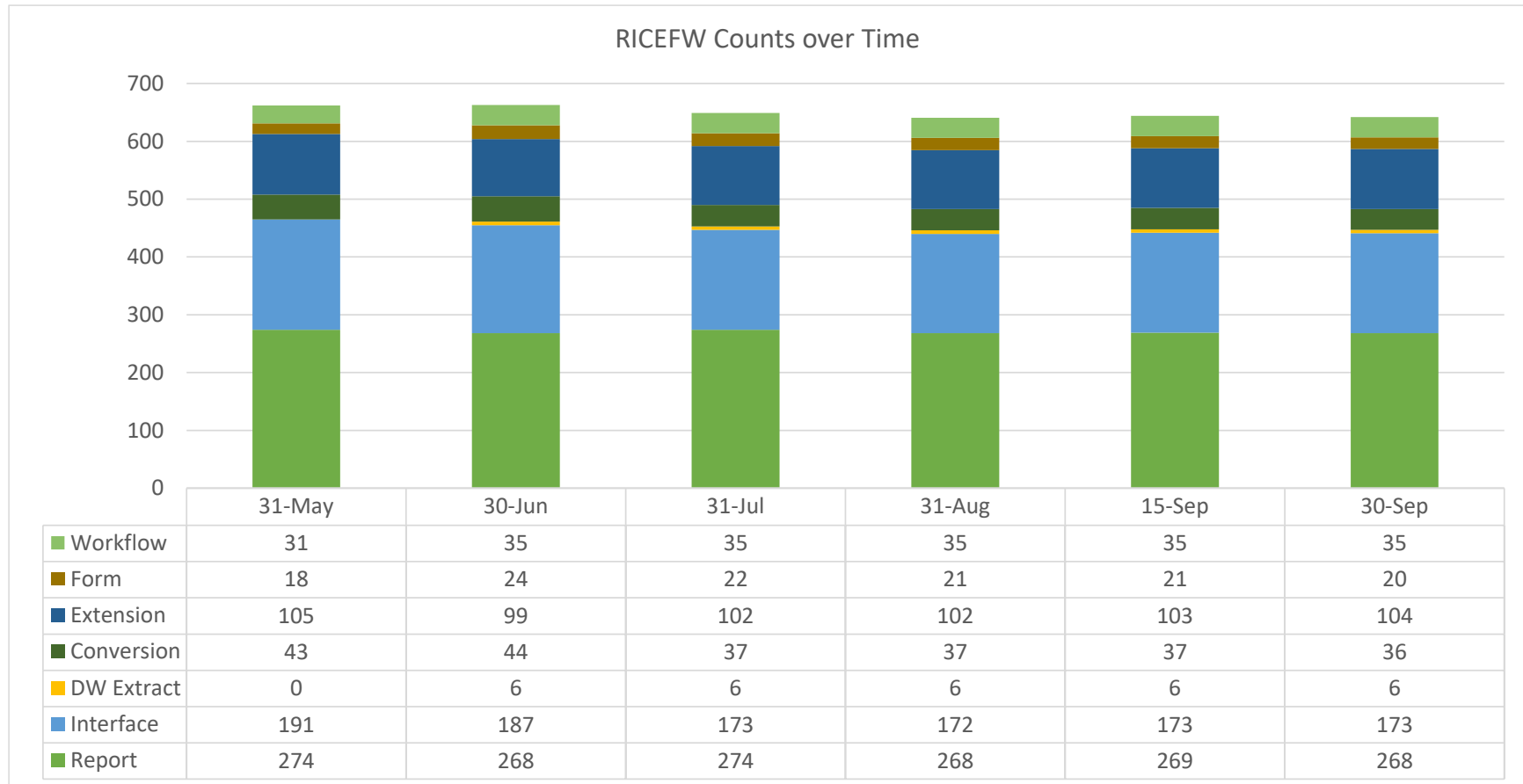


**Figure 4: How Requirements Are Met by Wave**



**RICEFW Counts Over Time**

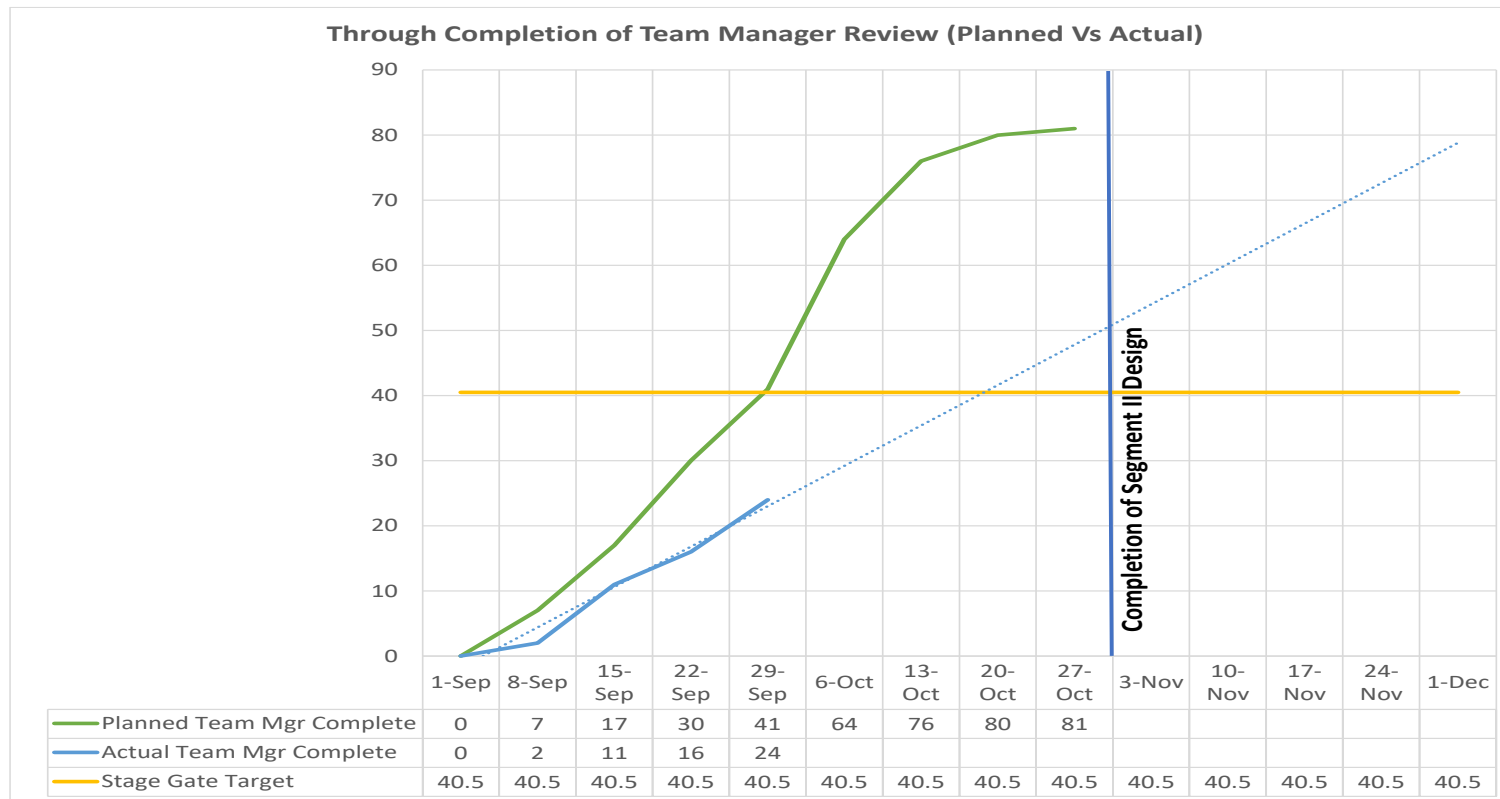
The diagram in Figure 5 compares snapshots of the RICEFW inventory over time. It is based on the RICEFW inventory working file. Overall, there have not been any significant increases in the number of RICEFW items. The total count of RICEFW items has decreased by 3.0% since the end of May 2023. This indicates that the scope of the RICEFW items is well controlled.



**Figure 5: RICEFW Counts Over Time**

*Expected versus Completed Manager Reviews for Functional Designs (Segment II)*

The diagram in Figure 6 compares the expected count of Segment II functional designs that should have completed the manager review by 9/30/2023 versus the actual number. It also includes a projected completion of the manager reviews based on a linear trend line. This information is based on the Design Work Unit Tracker as of 9/30/23. There is an increasing backlog of functional designs that have not completed the team manager review (24 completed versus 41 planned). This means that these reviews will need to be completed in addition to the increased number of functional designs planned for review in the next few weeks. On average, a little over 6 team manager reviews are completed weekly. If this trend continues, all Segment II functional designs will not be reviewed until early December, which is about a one-month delay from the expected completion of Segment II design. This represents a risk to the Segment II design timeline but does not yet represent a risk to Stage Gate’s overall start of development.



**Figure 6: Comparison of Expected to Actual Team Manager Reviews (Segment II)**

## IV&V Upcoming Schedule of Activities

### Project Management

- Continue to monitor the Project Schedule delayed tasks, specifically as they relate to Requirements and Design activities, and
- Review the Florida PALM Project Monthly Status Report.

### Requirements and Design

- Participate in Solution Design Workshops with Agencies;
- Continue review and analysis of Design Work Unit Tracker, RICEFW Inventory, and RTM;
- Continue development and updates of metrics to track Segment II design;
- Participate in Functional Design sessions;
- Review Functional Design Specifications and
- Compile a list of Lifecycle Management tools to streamline requirements management, test preparation, and execution activities.

### Organizational Change Management

- Schedule and conduct interviews with 6 Agencies to discuss experiences, challenges, and successes relating to Agency Readiness.

## IV&V Information Requests

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

**Table 3: 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
AP/PO Pre-FD/FD Discussion	9/1/2023	8:00 AM	9:30 AM	Online
API058 Inbound PCard Disbursement Discussion	9/1/2023	10:00 AM	11:00 AM	Online
Training Curriculum Kickoff	9/1/2023	11:15 AM	12:00 PM	Online
Cross Team Collaboration	9/1/2023	1:00 PM	2:30 PM	Online
MFMP-FLPALM Webservices Discussion	9/1/2023	2:30 PM	4:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/5/2023	8:00 AM	9:30 PM	Online
Payroll BPM Role Review and Accounting Events	9/5/2023	11:00 AM	12:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	9/5/2023	1:00 PM	3:00 PM	Online
Projects, Grants, and Contracts Working Session	9/5/2023	3:05 PM	4:30 PM	Online
Project Director Design Dispositions	9/5/2023	3:00 PM	5:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/6/2023	8:00 AM	9:30 PM	Online
TRP-Pre-FD Discussion (ARC001, ARI002)	9/6/2023	10:00 AM	11:30 AM	Online
MFMP Options	9/6/2023	2:00 PM	3:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/7/2023	8:00 AM	9:30 AM	Online
Inbound SpeedKey Interface and Spreadsheet Upload	9/7/2023	9:00 AM	10:30 AM	Online
AP Configuration Discussion	9/7/2023	11:00 AM	12:00 PM	Online
Pre-FD Discussion - GLR115	9/7/2023	1:00 PMP	2:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	9/7/2023	2:00 PM	3:00 PM	Online
Config/FD Blockers	9/7/2023	3:00 PM	4:00 PM	Online
Tech Townhall Presentation Follow-up	9/7/2023	4:00 PM	5:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/8/2023	8:00 AM	9:30 AM	Online
TRP Pre-FD Discussion	9/8/2023	10:00 AM	11:00 AM	Online
Week-end Managers Checkpoint	9/8/2023	10:00 AM	12:00 PM	Online
FRS-Florida PALM	9/8/2023	3:30 PM	4:00 PM	Online
POI003 Inbound Encumbrance Web Service Planning Meeting	9/11/2023	8:00 AM	9:30 AM	Online

Meeting Name	Date	Start Time	End Time	Location
Accounting Entries	9/11/2023	11:00 AM	12:00 PM	Online
EPA Team Weekly Meeting	9/11/2023	2:00 PM	4:00 PM	Online
TRP Working Session	9/11/2023	2:05 PM	4:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/12/2023	8:00 AM	9:30 AM	Online
LMC Weekly Round Up	9/12/2023	9:30 AM	11:00 AM	Online
DCF/Florida PALM Readiness Touchpoint	9/12/2023	10:30 AM	11:30 AM	Online
Weekly PUM Upgrade Touchpoint Meeting	9/12/2023	1:00 PM	1:30 PM	Online
Pre-FD Discussion- KKR008	9/13/2023	8:00 AM	9:30 AM	Online
PMO Weekly Touchpoint	9/13/2023	11:00 AM	12:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/13/2023	2:00 PM	3:30 PM	Online
Asset Management Discussions - Session 2	9/13/2023	4:00 PM	5:00 PM	Online
Pre-FD Discussion - SDI008 Outbound SpeedKey & SDR003 - SpeedKey Report	9/14/2023	8:00 AM	9:30 AM	Online
AP/PO Pre-FD/FD Discussion - APE012	9/14/2023	8:00 AM	9:00 AM	Online
TRP Pre-FD Discussion (ARE008)	9/14/2023	8:30 AM	10:00 AM	Online
AP/PO Pre-FD/FD Discussion	9/14/2023	9:00 AM	10:30 AM	Online
Readiness Workplan Release and Walkthrough	9/14/2023	10:00 AM	11:00 AM	Online
Inter/IntraUnit Team Meeting	9/14/2023	10:30 AM	12:00 PM	Online
CRAIDL Meeting	9/14/2023	11:00 AM	12:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	9/14/2023	2:00 PM	4:00 PM	Online
AP/PO Pre-FD/FD Session	9/15/2023	8:00 AM	9:30 AM	Online
FD/Config Blockers	9/15/2023	10:00 AM	11:00 AM	Online
Cross Team Collaboration	9/15/2023	1:00 PM	2:30 PM	Online
Tech Townhall Dry run	9/15/2023	2:00 PM	5:00 PM	Online
Payroll Business Process Models Review Meeting 1	9/18/2023	8:30 AM	12:00 PM	At Florida PALM Office
Florida PALM Technical Town Hall	9/18/2023	1:30 PM	4:30 PM	At Florida PALM Office
EPA Team weekly meeting	9/18/2023	2:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Florida PALM Technical Town Hall	9/19/2023	9:00 AM	12:00 PM	At Florida PALM Office
Paygroup codes	9/19/2023	9:00 AM	10:00 AM	Online
AP/PO Pre-FD/FD Discussion	9/19/2023	10:00 AM	11:30 AM	Online
Payroll Business Process Models Review Meeting 2	9/19/2023	1:30 PM	5:00 PM	At Florida PALM Office
AP/PO Pre-FD/FD Discussion	9/20/2023	8:00 AM	9:30 AM	Online
Florida PALM Advisory Council Meeting	9/20/2023	10:00 AM	12:00 PM	At Florida PALM Office
AP/PO Pre-FD/FD Discussion	9/20/2023	10:00 AM	12:00 PM	Online
Payroll Pre-FD Discussion (PRI003 and PRI016)	9/20/2023	2:00 PM	4:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/21/2023	8:00 AM	9:30 AM	Online
FLHSMV Florida PALM Touchpoint	9/21/2023	10:30 AM	11:30 AM	Online
Payroll Team Meeting	9/21/2023	1:00 PM	2:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	9/21/2023	2:00 PM	4:00 PM	Online
Disposition Review Meeting	9/21/2023	2:30 PM	5:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/22/2023	9:00 AM	9:30 AM	Online
Configuration Discussion	9/22/2023	11:00 AM	12:00 PM	Online
Design Planning Discussion	9/22/2023	2:30 PM	4:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/25/2023	8:00 AM	9:30 AM	Online
Functional Operational Team Meeting	9/25/2023	1:00 PM	2:00 PM	Online
EPA Team Weekly Meeting	9/25/2023	2:00 PM	4:00 PM	Online
Stage Gate 1 checklist	9/25/2023	4:00 PM	4:30 PM	Online
Payroll Configuration Meeting W/BOSP	9/26/2023	10:00 AM	11:00 AM	Online
Payroll Enterprise Transactions (Continued)	9/26/2023	11:00 AM	12:00 PM	Online
Weekly PUM Upgrade Touchpoint Meeting	9/26/2023	1:30 PM	2:00 PM	Online
Project Director Design Dispositions	9/26/2023	2:00 PM	4:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/27/2023	8:00 AM	9:30 AM	Online
Asset Management Discussions - Session III	9/27/2023	10:00 AM	11:00 AM	Online

Meeting Name	Date	Start Time	End Time	Location
GMI004 Comment review	9/27/2023	11:00 AM	12:00 PM	Online
Knowledge Center Implementation Kickoff Meeting	9/27/2023	11:00 AM	12:00 PM	Online
Payroll Configuration Meeting W/BOSP	9/27/2023	2:00 PM	4:00 PM	Online
Florida PALM Executive Steering Committee Meeting	9/27/2023	2:00 PM	5:00 PM	At Florida PALM Office
Discuss performance issues after applying PUM Image 47	9/28/2023	8:00 AM	9:30 AM	Online
AP/PO Pre-FD/FD Discussion	9/28/2023	8:00 AM	9:30 AM	Online
Ticket Triage Meeting - agenda added	9/28/2023	9:30 AM	10:30 PM	Online
EPA Design Workshop Planning	9/28/2023	10:00 AM	12:00 PM	Online
Payroll Team Meeting	9/28/2023	1:00 PM	2:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	9/28/2023	2:00 PM	4:00 PM	Online
AP/PO Pre-FD/FD Discussion	9/29/2023	8:00 AM	9:30 AM	Online
Design Planning Discussion	9/29/2023	2:30 PM	4:30 PM	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 Review Meeting	9/1/2023	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 Hannah Sorber John Gunnufsen Srikanth Durvasula Rick Huff Preethi Kembhavi Sebastian Lende
Florida PALM IV&V Weekly Review Meeting	9/8/2023	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 Hannah Sorber John Gunnufsen Srikanth Durvasula Rick Huff Preethi Kembhavi Sebastian Lende



Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V Monthly Report Review	9/13/2023	4:30 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 Hannah Sorber John Gunnufsen Srikanth Durvasula Rick Huff Preethi Kembhavi Sebastian Lende
Florida PALM IV&V Weekly Review Meeting	9/15/2023	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 Hannah Sorber John Gunnufsen Srikanth Durvasula Rick Huff Preethi Kembhavi Sebastian Lende

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
IV&V September Mid-Month Report Review	9/20/2023	3:00 PM	4:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Hannah Sorber Srikanth Durvasula Rick Huff Preethi Kembhavi Sebastian Lende
Florida PALM IV&V Weekly Review Meeting	9/29/2023	9:00 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Hannah Sorber John Gunnufsen Srikanth Durvasula Preethi Kembhavi Sebastian Lende

## Appendix C – Documents Reviewed

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

Document Name	Date	Version
I-WP126 Readiness Workplan (RW) and RW Task List via Smartsheet	9/29/2023	1.0
I-WP126 Readiness Workplan Roadmap	9/29/2023	1.0
Readiness Workplan Task Tracker Job Aid	9/29/2023	1.0
D643 – Updated System Testing Plan	9/29/2023	1.0

## 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 IV&V Monthly Assessment Report August 2023	9/13/2023	1.0	9/13/2023	None
Florida PALM IV&V Mid-Month Assessment Report September 2023	9/20/2023	1.0	9/21/2023	None
Florida PALM IV&V Deliverable Assessment Report – Completion of Solution Design (Requirements) Segment I (D636)	9/29/2023	1.0	9/29/2023	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	Low	Medium	High			
Likely 4						
Possible 3						
Unlikely 2						
Improbable 1						

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

Rating	Definition
<b>High</b>	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.
<b>Medium</b>	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.
<b>Low</b>	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.