Project Management Plan (PMP)

Revision History

Version	Date	Revision Notes
1.0	11/15/2018	Accepted Version
2.0	10/21/2019	Updates to all Management Sections
3.0	12/21/2020	Published Version
3.1	02/25/2021	Updates to Resource Management Section
4.0	7/29/2021	Published Version
4.1	12/20/2021	Updates to Schedule Management Section
5.0	05/24/2023	Updates to all Sections based on Amendment 8 and Project Charter revisions.
6.0	10/30/2024	Updates to Performance Management Updates to Schedule Management Updates to Procurement Management Updates to Change Management Updates to Risk Management Updates to Deliverable Management
7.0	12/17/2024	Added Subsection 4.3.8.2 – Active Schedule Management
8.0	06/20/2025	Updates to Schedule Management Updates to Change Management Updates to Risk Management Updates to Issue Management Updates to Decision Management Updates to Deliverable Management Updates to Action Item Management Updates to Lessons Learned Management
9.0	08/19/2025	Updates to Subsection 2.4 – Project Status Reporting, Subsection 2.5 – Roles and Responsibilities, and Subsection 10.4 – Communication Channels
10.0	08/26/2026	Updates to Subsections 2.4 – Project Status Reporting and 6.3.1.4 Oracle Software

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1 Document Overview

The Florida PALM Project (Project) will meet its cost, schedule, scope, and quality objectives by employing a set of defined and repeatable project management processes. The PMP details the processes to be used for all work identified in the Project Charter and supporting strategies, plans, contracts, and scope documents. Compliance with these processes will help expedite successful on-time completion of the work.

This PMP was developed in collaboration with the Department of Financial Services (Department), the Software and System Integrator (SSI) Contractor (Accenture), and Support Service Project team members. The PMP will be updated as defined in the Project Schedule. If additional updates are required between the defined intervals, the Department's Project Management Office (PMO) will implement the changes via an Action Item in accordance with the procedures described in the Action Item Management section of this PMP.

1.1 Purpose

The purpose of this document is to establish and communicate project management standards to be adhered to by the Project team to deliver the Florida PALM solution (Solution) across the Project's lifecycle stages. Project team members should refer to this document for guidance on the applicable standards across the fourteen project management processes.

1.2 Document Scope

This document communicates the complete lifecycle of project management as it relates to delivery of the Florida PALM including the purpose, scope, and process for the following project management processes:

- Performance
- Cost
- Schedule
- Quality
- Procurement
- Resource
- Change
- Risk
- Communication
- Issue
- Decision
- Deliverable
- Action Item
- Lessons Learned

1.3 Interdependence and Related Documents

This document shall be used in conjunction with the following Project documents to govern and manage the Project:

- The Project Charter
- SSI and Support Services Contracts documents
- Florida PALM Project Standard Operating Procedures
- Supplemental Project Plans (e.g., Communications Plan)

Some Project related terms in this document are defined in Attachment 6 of the SSI Contract. The documents referenced throughout The PMP can be found on the Project's SharePoint site unless otherwise stated.

1.4 Distribution of Document

This document shall be made available to Project team members, the Executive Steering Committee (ESC), the Project's Independent Verification & Validation (IV&V) vendor, and other stakeholders as required or otherwise authorized by the Project Director. Notifications of changes to this document will be circulated by the Department PMO as needed and will be posted on the Project's SharePoint site.

1.5 Out of Scope

This document does not include Project delivery methodologies associated with a specific discipline or business area. This document will not include a comprehensive listing of project management tools used for each project management process area.

1.6 Assumptions

Reference to the "Project team" is meant to include Department, Accenture, and Support Services vendor resources. Reference to Project "teams" (e.g., PMO) assumes both Accenture and Department resources, unless otherwise stated.

Project leadership consists of the Florida PALM Project Director and Deputy Director and the SSI Contractor Project Manager and Deputy Project Manager. References to Project leadership throughout this document assume all four unless otherwise stated.

1.7 Project Lifecycle

The Project will implement the Florida PALM solution over three waves: Cash Management System (launched in July 2021) and Financials and Payroll. The Financials and Payroll waves will be implemented concurrently in one Major Implementation and will include implementation of Data Warehouse/Business Intelligence (DW/BI) functionality.

Major project management stages generally include the following and will be applied for all waves of the Project:



Figure 1: Project Lifecycle Stages

1.7.1 Initiation

The Project's overall Initiation stage determined the nature and scope of the Project. The Initiation stage of each subsequent wave orients the team to the work and establishes the approach for the wave. This stage lays the groundwork for the rest of the Project and during later waves and will be used to review and revise Project approaches as needed.

1.7.2 Planning

The Project's overall Planning stage included creation of foundational Project documents, including the Charter and this PMP. The Planning stage allows the Project team to create/update plans to achieve goals set for each wave. Planning stage documents will be revisited as needed throughout the Project.

The remaining stages will be managed in accordance with this PMP and other applicable guidelines, such as the SSI Contract or legislative requirements.

1.7.3 Execution

The Execution stage involves carrying out and managing the activities needed to implement the Solution. Within this stage, there are five phases:

- Design – The application is designed and documented to meet business requirements.
- Build – The design specifications are used to configure and build the application.
- Test – The configured and built application is tested to verify the functionality meets business requirements.
- Train – End users receive training on how to use the application.
- Deploy – The fully tested application is moved to production.

1.7.4 Monitoring and Controlling

The Monitoring and Controlling stage involves regular reviews of the project status in order to identify variances from baselined Project schedule, cost and scope. The majority of the PMP is dedicated to the processes of this stage.

1.7.5 Closure

The Closure stage includes archiving project artifacts, ensuring that all risks and issues have been closed, reviewing the Project lifecycle for final lessons learned, and handing off ownership to the appropriate state entity. After the execution of the waves and stages described above, the Project will begin the Close stage.

A strong Project closing process enables future benefits to be received by the Department. Significant knowledge capital is developed over the course of a project and needs to be captured in a manner that allows it to be leveraged in the future. The key components of Project Closure are illustrated in the figure below:



Figure 2: Project Closeout Components

1.7.5.1 Archive Project Documentation

Project documentation, which is defined as Project Management documents, Project Deliverables, Work Products (WP), and other supporting documents and data need to be organized and archived for future reference and use. The Project PMO will manage this process.

Project team members will place Project documentation on the dedicated SharePoint site in adherence with the prescribed file structure. The PMO team (i.e., Department and Accenture PMO Team Members) is responsible for establishing a final Portable Document Format (PDF) version of each accepted or approved document and storing it in the designated location.

1.7.5.2 Finalize Lessons Learned, Risks, and Issues

Lessons Learned will be documented in the Lessons Learned Log on SharePoint as they are identified. See additional information in the Lessons Learned Management section of this document. Risks and Issues will be reviewed and closed as appropriate.

1.7.5.3 Project Signoff

The Project Director will notify the Project's Executive Sponsor that the Project is complete upon conclusion of Project design, development, and implementation.

1.7.5.4 Contract Closeout

Contract Managers will complete the Contract Closeout Checklist and Contractor Evaluation Form, or as identified in the Department of Financial Services Contract Management Life Cycle Guide at the conclusion of the assigned contracts.

1.8 Roles and Responsibilities

The roles and responsibilities for each Project Management process are presented in a RACIV responsibility matrix where:

- **R**esponsible – Project team member that is responsible for development or completion of the action.
- **A**ccountable – Project team member that is accountable for ensuring the action is complete and suitable.
- **C**onsulted – Project team member or stakeholder from whom feedback and input is solicited during the action.
- **I**nformed – Project team member or stakeholder who is informed of the progress, completion, or information generated from the action.
- **V**erify – Project team member who verifies the action was completed.

The Project Director has the authority, per the Project Charter, to delegate assigned responsibilities to the Deputy Project Director, or others as needed.

2 Performance Management

2.1 Overview

Performance Management identifies a standard set of performance indicators for the Project and provides clear guidance to Project team members for recording, tracking, and reporting indicators across the Project. The Performance Indicators efficiently, effectively, and consistently measure and report the performance of the Project to all stakeholders. They are evaluation elements that signal whether the Project is likely to reach its intended outcomes. These indicators should be measurable (e.g., quantifiable and qualitative) and tracked over time to see trending.

Metrics tracked and reported by oversight entities such as IV&V and the Florida Digital Service (FL[DS]) are outside of the scope of this document. These metrics will be reported separately by the respective organizations.

2.2 Purpose

The purpose of this section is to clearly define indicators which can be used to measure the Project's performance; describe how these measures can be effectively communicated to the appropriate parties; and to implement processes for indicator collection and management.

The Performance Indicators specifically identified within this document are those which provide insight into the overall performance of the Project. These Performance Indicators are intended to be used to assess Project performance only. Other data related to benefits derived from Florida PALM will be described in the Business Benefits documentation.

2.3 Performance Indicators

Performance Indicators comprise two groups:

- Key Performance Indicators
- Critical Performance Indicators

Key Performance Indicators are collected monthly and used to understand general operational trends in Project performance and represented using established ranges (i.e., red, yellow, green). Critical Performance Indicators are contractually established in Attachment 10 of the SSI Contract and the method for calculating the Critical Performance Indicators is provided in the Service Level Expectations (SLE) Reporting Plan. The SLE Reporting Plan is updated for any changes to Attachment 10 during the life of the Contract.

2.3.1 Key Performance Indicators

The Project Performance Measures spreadsheet, located on SharePoint, contains a listing of each Key Performance Indicator, defined in the table below, along with additional information including the data source and process to generate each metric. Each indicator will be assigned a color depending on their status. The Project will use the following colors and definitions for status indicators:

- **Green (G)**. The indicator signifies that performance is on track without material issues.

- **Yellow (Y)**. The indicator signifies that the Project performance area faces a challenge or set of challenges that could, if left unmanaged, cause risk to or create an issue for the performance area. The Project team should determine if a corrective action is needed and if so, prioritize the corrective action.
- **Red (R)**. The indicator signifies that the Project performance area faces a challenge or set of challenges that threatens the performance area or the outcome of the Project. The Project team should immediately determine if a corrective action is needed and if so, take corrective action immediately.

Table 1: Project Key Performance Indicators

ID	Performance Area	Reference	Indicator Name	Indicator Calculation	KPI Expectations
1	Cost	C-2	Spend Plan Variance (SPV)	(YTD Incurred - YTD Projected) / YTD Projected	G = -0.25 – 0.05 Y = < -0.25 or 0.06 – 0.15 R = >0.15
2	Schedule	S-1	Schedule Performance Index (SPI)	SPI will be calculated in MS Project	G = 0.90 – 1.10 Y = 0.84 – 0.89 or 1.11 – 1.16 R = <0.84 or >1.16
3	Schedule	S-2	Schedule Variance (SV)	SV will be calculated as SV/PV via MS Project where PV = Planned Value	G = +/- ≤.05 Y = +/- >.05 and ≤.11 R = +/- >.11
4	Risk	R-1	Risks Transitioned into Issues	Number of Risks transitioned into Issues during the measured period	G = 0 or 1 Y = 2 or 3 R = > 3
5	Risk	R-2	Under Evaluation Risk Aging	Average age in business days of each Risk in the 'under evaluation' status	G = ≤ 20 business days before mitigation / monitoring plan is defined Y = > 20 or ≤ 30 business days before mitigation / monitoring plan is defined R = > 30 business days before mitigation / monitoring plan is defined
6	Issue	I-1	Overdue Issues	Number of open Issues past their due date, regardless of escalation tier	G = 0 – 1 total overdue Issues Y = 2 to 4 total overdue Issues R = ≥5 total overdue Issues
7	Change	CR-1	Change Request Aging	Average number of days past the due date for each overdue CR	G = ≤1 day Y = >1 and ≤5 days R = >5 days

ID	Performance Area	Reference	Indicator Name	Indicator Calculation	KPI Expectations
8	Governance	G-1	Decision Aging	Average number of days past the due date for each overdue Decision	G = ≤1 day Y = >1 and ≤5 days R = >5 days
9	Quality	Q-1	Contractor Service Quality	Number of months for any number of vendors with a failed assessment performed in the current period	G = No contractors failing the service quality assessment for any one month Y = Any contractors with a failed service quality assessment for one month R = Any contractors with a failed service quality assessment for >1 month
10	Resource	ST-1	Project Staffing	Percentage of planned staff onboarded	G = ≥ 95% of planned positions staffed per the staffing plan Y = ≥ 85% and < 95% of planned positions staffed per the staffing plan R = < 85% of planned positions staffed per the staffing plan

2.3.2 Critical Performance Indicators

Critical Performance Indicators and the associated service level expectation are established in Attachment 10 to the SSI Contract. The indicator results are reported in the Monthly Performance Report. In accordance with Attachment 10 of the SSI Contract, the Department and Accenture will review the Critical Performance Indicators and associated Service Levels annually to validate the effectiveness of the measures. Any changes to the indicator or measurement will be updated in accordance with the approved Contract amendment.

2.3.3 Performance Management Process

The Performance Management process is used to define the collection, measurement, monitoring, and reporting of each indicator. Indicator collection and management comprises three steps:

- Gather Data and Draft Reports
- Review Reports
- Manage Quality

2.3.3.1 Gather Data and Draft Reports

The PMO team is responsible for gathering data or compiling reports for each individual area. Gathering data will require connecting to a source system (e.g., a spreadsheet or SharePoint list), extracting information from it or obtaining the information from the data owner, and compiling the data into the format specified for the individual indicator.

The Accenture PMO team will have primary responsibility for data collection for Critical Performance Indicators and the Department PMO team will have primary responsibility for Key Performance Indicators. The Accenture Application Maintenance Lead will support the Accenture PMO team in the collection of Critical Performance Indicators. The Department PMO Manager has overall responsibility for gathering the Key Performance Indicators, supported by the Project team members, including the PMO team and corresponding data owners (e.g., the Solution Center) responsible for managing the indicators.

Project Performance Indicators are collected monthly. The Key Performance Indicators will be collected and entered in the Project Performance Measures spreadsheet on SharePoint. The Critical Performance Indicators will be collected and entered in the Monthly Performance Report and submitted to the Department within the first ten business days of the following month.

A Monthly Performance Report will be generated by the Accenture PMO team to report on the results of the SLE metrics. The SLE Reporting Plan describes this process and defines the reporting and verification process. The Monthly Performance Report will be submitted as a Deliverable. Final acceptance of the Monthly Performance Report is given by the Contract Manager.

2.3.3.2 *Review Reports*

The Contract Manager, Department Deputy Project Director, Accenture Project Manager, and PMO Managers are responsible for reviewing the compiled Project performance data. They may consult with Project team members as appropriate. The PMO Managers will discuss all indicators with a status of Yellow or Red with Project Leadership to determine if escalation or action is needed.

2.3.3.3 *Manage Quality*

Prior to the release of the reports, the PMO team will complete a peer review to validate content. A final activity associated with the Performance Indicator collection and management process is a quality review. On a regular basis, the PMO team will review the process for creating each indicator to ensure its accuracy and completeness. This is especially important for this Project as the number of manual processes required to gather data and create reports may result in above average number of errors when gathering data and compiling reports.

2.4 Project Status Reporting

The Project is required to provide Monthly Status Reports. These Status Reports are provided to, Executive Office of the Governor's Office of Policy and Budget, the chair of the Senate Appropriations Committee, the chair of the House of Representatives Budget Committee, Florida Digital Services (FL[DS]) and the Project's ESC. Status Reports include information as required by Chapter 60GG-1, FAC, and the annual General Appropriations Act and implementing bill.

The PMO team is responsible for preparing all Project Status Reports. More information is available in the Project Status Reporting SOP.

2.5 Roles and Responsibilities

Performance Management roles and responsibilities are described below in a RACIV for each of the three (3) major areas as shown in the figure below.

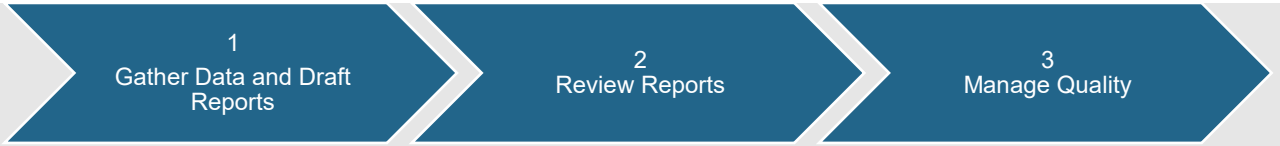


Figure 3: Major Areas of the Performance Management Process

Table 2: Performance Management Roles and Responsibilities

Role	Responsibilities	1	2	3
Project Director	• Overall execution of the Project • Reviews Project performance data • Reviews Project Status Reports	I	A	I/A
Deputy Project Director	• Reviews Project performance data • Reviews Project Status Reports	I	R	I
Accenture Project Manager	• Reviews Critical Performance Indicators	I	A	I/A
Accenture Application Maintenance Lead	• Supports data collection for Critical Performance Indicators	R	C	C
Contract Manager	• Reviews and confirms Critical Performance Indicators as recorded on the Monthly Performance Report • Reviews Project Status Reports	I	A/C	I/A
PMO Manager	• Reviews and confirms the indicators with input from the PMO team and data owners and oversees reporting of the measures • Reviews performance indicators with Project leadership • Creates and submits the Monthly Performance Report, including collection and reporting of monthly Critical Performance Indicators with input from each data owner • Reviews Project Status Reports	A	C	I
Accenture PMO Team	• Contributes to Project Status Reports	C	C	R
Department PMO Team	• Collects monthly Key Performance Indicators and populates in the Project Performance Measures Spreadsheet from each data owner • Works with the Project team to create Project Status Reports • Reviews performance	R	R/I	R

2.6 Business Benefits Realization Management

Business Benefit Realization is the process to identify, execute, and sustain the expected business benefits (benefits) of the Project. A benefit is an outcome of an action or decision that

contributes towards meeting one or more business objectives, which, in the case of the Project, are the four Project Goals. Potential benefits will be gathered throughout each major implementation and confirmed at the completion of each.

3 Cost Management

3.1 Overview

Cost Management establishes the guidelines for efficiently controlling costs for the Project to be completed within the approved budget and contract terms. Cost Management includes the estimation and management of funds for resources such as staff, equipment, hardware, software, facilities, and expenses needed to complete Project activities. It also considers the effect of Project changes and decisions that would impact the cost of completing the Project.

3.2 Purpose

The purpose of this section is to provide instructions to the Project team members regarding Cost Management and associated activities. Cost Management is used to ensure the Project will be completed within the approved budget. This includes management of a Spend Plan which contains planned, incurred, and paid expenditures within the appropriated budget categories. Additionally, these procedures detail the Cost Management processes to be used for planning, monitoring, tracking, posting, and reporting on expenditures and costs.

3.3 Process

The Cost Management process is inclusive of three (3) major areas: Annual Process, Funding Releases, and Monthly Reconciliation.

3.3.1 Annual Process

3.3.1.1 Projection

The process begins with the projection of resources and costs for the upcoming fiscal year (FY). Projections include current costs, costs for upcoming activities, and contractual obligations for future FY's. The projections are provided to the Department of Financial Services (DFS) Budget Office for inclusion into the annual Legislative Budget Request (LBR).

As part of the projection calculations, the Department PMO team reviews Attachment 2 - Payment Schedule of the SSI Contract (Payment Schedule), comparing it to the approved Project Schedule, and aligning the Spend Plan accordingly.

3.3.1.2 Legislative Budget Request

Section 216.023, Florida Statute (F.S.) requires all state agencies to submit an LBR by a specified date (typically no later than September 15 or October 15, depending on the start of the following Legislative session). DFS, on behalf of the Project, requests funds based on the Project's projections for the upcoming FY in its annual LBR submission. Section 3(b) of the Constitution of the State of Florida requires that a Regular Legislative Session (Session) be held each year to consider the LBR's submitted by each agency. The LBR is presented to the ESC for awareness before submission.

The Project Director and Department PMO team track Project-related Proviso throughout Session. The Project may be requested to give information, and answer questions about its LBR.

3.3.1.3 Recommendations

The Executive Office of the Governor (EOG) makes recommendations for funding after submission of each agency's LBR. The Florida House of Representatives, and the Florida Senate Appropriations Subcommittees release proposed bills, and make recommendations independent of each other, on what they believe should be funded. Once their recommendations are released, the Florida House of Representatives and the Florida Senate work to develop proposed agreed upon funding for the State of Florida. Upon agreement of the proposed funding, and Proviso language, the Legislature will pass the annual General Appropriations Act (GAA). The Florida House of Representatives and the Florida Senate submit the GAA to the Governor of Florida for approval or veto. The Project Director and Department PMO team track Project-related Proviso throughout Session. The Project may be requested to give information, and answer questions about its LBR.

3.3.1.4 Appropriations

Once the Governor of Florida approves and signs the GAA, it becomes the official budget for the State of Florida and is put into law. It becomes effective July 1 of each FY. The Office of Policy and Budget (OPB) distributes appropriations for each agency, and the funds are either released or put into reserve, based upon what is specified in the GAA. After the appropriations are made, the Project publishes the annual Spend Plan (using the Project template) based on the appropriations it receives and provides to DFS Office of Finance and Budget for review. Figure 5 below, Cost Management Annual Process Flow, illustrates the LBR, Recommendations, and Appropriations process.

3.3.1.5 Financial Reporting

The State's fiscal year ends on June 30. The Department collects, prepares, and provides information as part of the annual closing process. In accordance with the instructions and timeline distributed by the Department's Finance and Budget Office, the Project's Department PMO team and Project Director will provide requested information for inclusion in the Department's financial reporting activities.

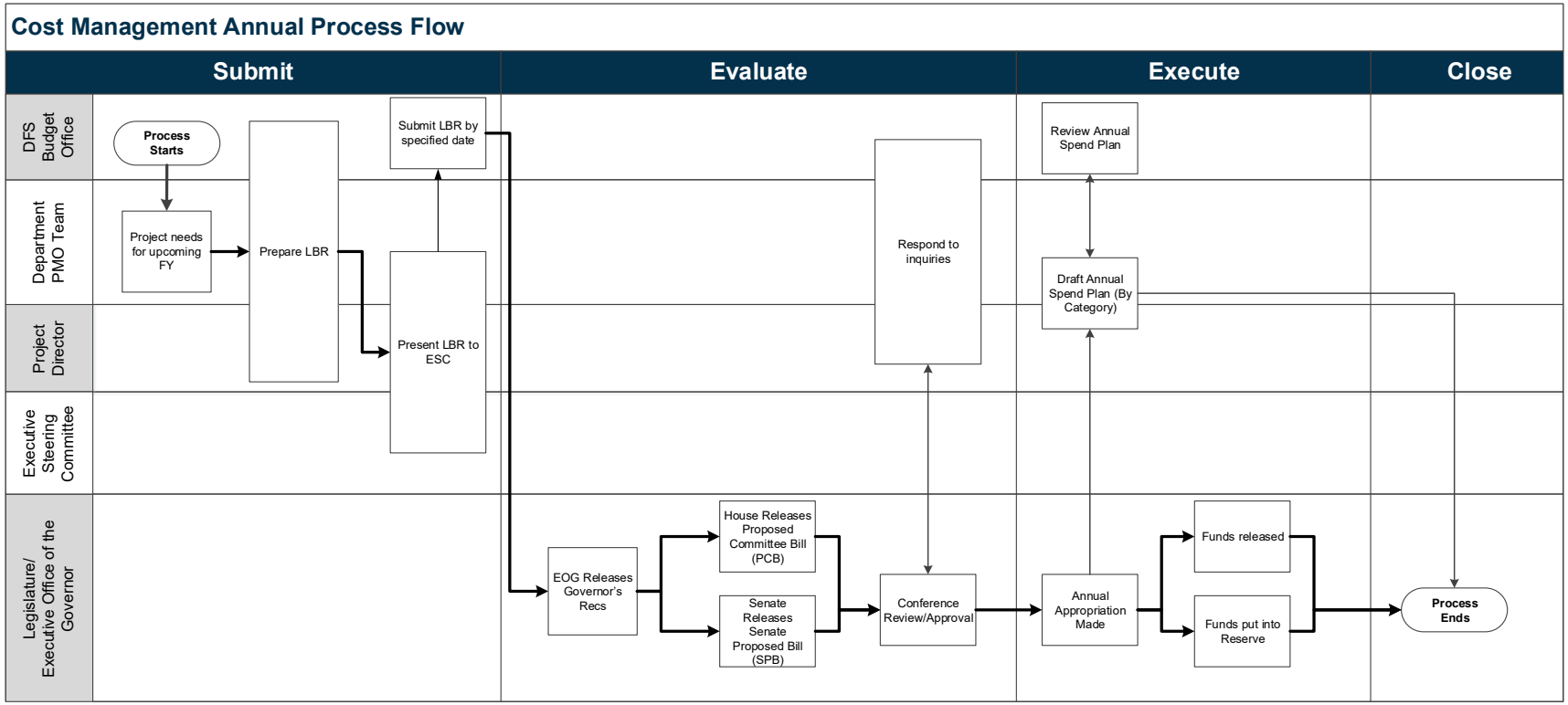


Figure 4: Cost Management Annual Process

3.3.1.6 Funding Releases

At the beginning of the FY, the Project receives an initial release of funds. The GAA may contain Proviso language that either releases funds or puts funds into reserve for the Project. If funds are put in reserve in Proviso language, the Project will collaborate with the Legislative Appropriations staff to identify the information and action needed to have the funds released.

3.3.1.6.1 Budget Amendment

Upon completion of any required actions specified by the Legislative Appropriations staff, the DFS Finance and Budget Office submits a budget amendment with supporting information provided by the Project. The budget amendment requests the release of funds, specifying how it has met Proviso. The OPB receives the budget amendment and reviews with the House of Representatives and the Florida Senate. If additional information is requested, the Project works to provide that information. Once the budget amendment has been approved, it is put in consultation for fourteen days.

3.3.1.6.2 Release of Funds Held in Reserve

Once the budget amendment has been passed the fourteen-day period without protest, the funds are released to the Project and reflected in the Spend Plan. The figure below, Cost Management Funding Releases, explains how the Project works to request and receive release of appropriations beyond initial release.

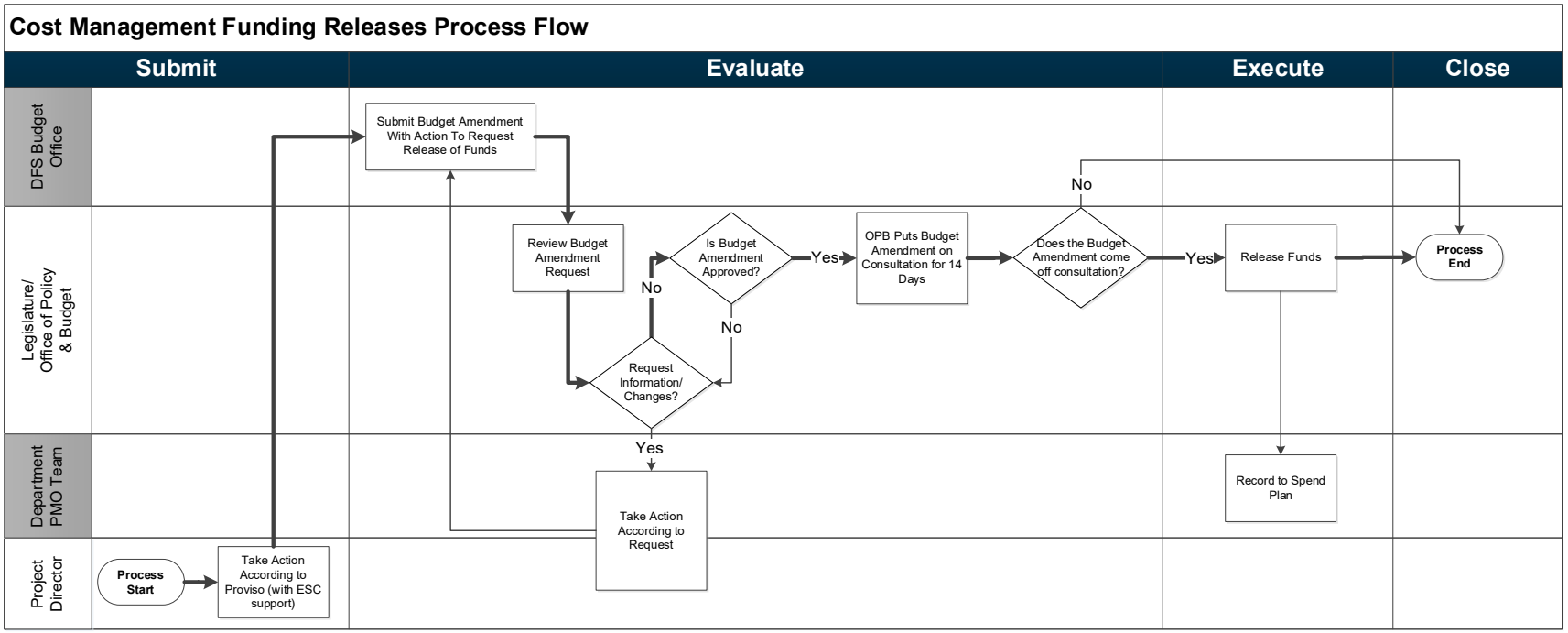


Figure 5: Cost Management Funding Release Process

3.3.2 Monthly Reconciliation

3.3.2.1 Spend Plan

Once the annual Spend Plan is created and baselined by PMO, and then approved by the Project Director, projected incurred and actual expenditures are monitored, tracked, and used to update the Spend Plan. Projections may change based on the execution of contracts and other events (e.g., contract amendments, unplanned spend), requiring a baseline adjustment to the Spend Plan.

3.3.2.2 Reconciliation

The Department PMO will conduct a reconciliation between the Spend Plan and expenditures at the beginning of every month. The Department PMO team reviews expenditures and confirms coding and amount accuracies using financial reports. The Spend Plan is then reviewed with the Project Director for approval and posted to the Project SharePoint. The Communications team includes the approved Spend Plan with both Project Status Reports when each is completed. The Project meets with the DFS Finance and Budget Office staff throughout the FY as needed.

3.3.2.3 Monitoring and Updating

The Spend Plan is monitored on a continuous basis. If an event occurs, it is evaluated to determine if there is an impact to the Spend Plan. If it is determined that the event is impacting, the event is reflected in the Spend Plan and budgetary action is requested (e.g., budget amendment or LBR) as appropriate. Events include but are not limited to:

- P-Card Purchases
- MyFloridaMarketPlace (MFMP) Purchase Orders and Change Orders
- Contract Executions and Amendments
- Project Change Requests (PCR)
- Deliverables accepted and incurred
- Deliverable invoices paid

3.3.3 Roles and Responsibilities

Cost Management roles and responsibilities are described below in a RACIV for each of the three (3) major areas as shown in the figure below.



Figure 6: Major Areas of the Cost Management Process

Table 3: Cost Management Roles and Responsibilities

Role	Responsibilities	1	2	3
Project Director	• Manages and leads all Project activities, including approval of all purchases, as well as approval of Spend Plan • Coordinates the preparation and submission of budgetary documents to be included in LBR packages and budget amendments	A	A	A

Role	Responsibilities	1	2	3
Department PMO Team	• Administers the Cost Management process for the Project, to include the development, monitoring, posting, and reporting on costs of the Project and the Spend Plan • Prepares budgetary documents to be included in LBR packages and budget amendments	R	R	R
DFS Finance and Budget Office	• Provides subject matter expertise and offers guidance on budget matters • Submits budgetary documents such as LBR packages and budget amendments on behalf of the Project	C/R	R	C/I
ESC	• Receives updates from the Project on LBR packages and budget amendments • Reviews and receives updates for Project costs	I	I	I

3.4 Payment Processing and Tracking

The Project will adhere to the Department's policies and procedures regarding advance payment approval from the Division of Accounting and Auditing for items such as facilities and software licenses.

3.5 Contract Contingency

The PMO team, with input from the Contract Manager, will maintain a tracker for Contract Contingency appropriation, planned usage, and actual usage. When a new deliverable requiring the use of Contract Contingency funds is identified, a PCR will be created per the Project's PCR process detailed in the Change Management section of this document.

3.6 Software License and Maintenance

The cost of Technical Support for Oracle PeopleSoft programs is based on the State's Enterprise $M in Operating Budget and Enterprise Employee count during the Contract term. Annually, with the release of the GAA, the Department will validate the current Enterprise $M in Operating Budget and Enterprise Employee count that is publicly posted by the State of Florida within the GAA. The Department will provide this information to Oracle for evaluation. If, at that time, the amount of Enterprise $M in Operating Budget exceeds the licensed quantity, the Department will resolve the difference per the agreement between the State and Oracle (FP005).

3.7 Invoice Processing

Upon completion and documentation of all contract activities, vendors will submit an invoice for payment for goods and services, including deliverables or hours worked. Contract Managers must review the invoices and approve the service or accept the goods. Invoices will be processed in accordance with Section. 215.422, F.S. and the requirements set forth in Rule 69I-24, F.A.C. The Contract Manager must communicate payment activities with the Department PMO team and indicate the acceptance date and the invoice payment date.

4 Schedule Management

4.1 Overview

Schedule Management describes how the Project Schedule establishes the breakdown of work to be performed during all phases of the Project, including Project activities associated with identified Deliverables, WPs, Internal WPs (I-WP), and supporting tasks (e.g., administrative) performed by Project team members. Project activities in the schedule representing work that may not be tied to one specific deliverable are not represented with a deliverable, WP, or I-WP prefix. This section details the Schedule Management standards and procedures to be used while monitoring progress within the Project Schedule. Compliance with these processes will help collect and report accurate information in a timely manner.

4.2 Purpose

The purpose of this section is to provide instructions to the PMO team and other Project team members for developing, maintaining, and monitoring the Project schedule. Additionally, these standards and procedures define how the Project will manage changes to the Project Schedule.

4.3 Process

The Schedule Management process is used to manage Project activities, milestones and outcomes and to establish controls to accomplish timely Project completion. The Project Schedule was created by the PMO team, with input from Project team members. The PMO team updates the schedule and produces a RADAR report weekly, which is used by the Project team for planning and reporting purposes.

4.3.1 Project Schedule Structure

The Project Schedule is maintained using Microsoft Project. A new schedule will be published for each Major Implementation (e.g., Cash Management, Financials/Payroll). Tasks completed during previous implementations are not included in the new schedule. The Project Schedule's structure comprises multiple levels, with Levels 0 through 2 providing the building blocks for the breakdown of activities and depiction of the status of the Project based on progress reported at the lower levels. For the current Major Implementation, the Project Schedule is broken down, at a minimum, to the three Levels as shown below:

Florida PALM Project Schedule (Level 0)

1. Administrative (Level 1)
   - 1.1. Administrative Activities (Level 2)
   - 1.2. Proviso Requirements
2. Implementation
   - 2.1. Design
   - 2.2. Build
   - 2.3. Test
   - 2.4. Deploy
3. Stakeholder Engagement
   - 3.1. Training
   - 3.2. Readiness
4. Production Support
   - 4.1. ServiceNow

4.2. Hypercare
4.3. Post-Implementation Support

Activities necessary for the completion of the Florida PALM Project will be included in the Project Schedule, which includes Deliverables, WPs, project activities, and supporting tasks. These will be broken down into smaller components and included in the Project Schedule. All activities will be sequenced to determine the order of work and assign relationships between project activities.

4.3.1.1 Administrative

The activities represented in this section of the Project Schedule are tasks that support the Project, but do not affect the critical path. These activities are operational in nature and help maintain efficiency and compliance for the Project (e.g., reporting tasks, audits, budget tasks, documenting Project metrics).

4.3.1.2 Implementation

The activities represented in this section of the Project Schedule are related to the design, build, test, and deploy of the Florida PALM solution and will include the majority of the tasks on the critical path.

4.3.1.3 Stakeholder Engagement

The activities represented in this section of the Project Schedule are related to agency training and readiness. Some of these tasks will have direct predecessor/successor relationships with Implementation and/or Production Support activities.

4.3.1.4 Production Support

Activities represented in this section of the Project Schedule are related to configuring ServiceNow to support Production and UAT activities, and for Hypercare and Post-Production Support period following the Financials, Payroll and DW/BI Go-Live. Routine Production Support activities are tracked by the Production Support team and not included in the Project Schedule. Production Support activities directly related to implementation are included (as necessary) in the Project Schedule under the relevant section (e.g., Test, Deploy).

4.3.2 Project Schedule Framework

The Project may identify and implement various methods of categorizing activities as the work progresses including additional levels to represent a further breakdown/detailing of activities. These levels show the detail tasks needed to accomplish the work and are used by the Project to review, plan, analyze, and manage the Project. These levels have logical relationships that support preceding levels and are organized in such a manner to facilitate variance analysis reporting.

Within the Project's timeline, key milestones are Stage Gate Decisions which are tied to the criteria as defined in Attachment 1 – Statement of Work (SOW) to the SSI Contract and are reported in both Project Status Reports. These milestones serve as evaluation points of the Project's health and progress. Changes to the Stage Gate milestones require ESC approval. Additionally, the ESC must approve any baseline date changes to Deliverables or WPs that cause any change in a Stage Gate date (e.g., start or finish dates and criteria). Some, changes may also

require an amendment to the SSI contract. Other milestones may be added to the Project Schedule to represent events affecting Project activities, such as Proviso requirements issued and met.

Given the complexity of Florida PALM and to provide more visibility into the completion of key activities, the Project has identified "Critical Path Items". These items are a series of Deliverables, WPs, and other specific activities that must be completed to reach a Stage Gate. Critical Path Items are identified in the Project Schedule in a column called "Critical Path Items".

The Project uses Microsoft (MS) Project to manage its Project Schedule. MS Project has a built-in function which identifies the "Critical Path." This is the series of linked tasks which represent the longest path in time from start to finish that must be completed for the Project to meet its scheduled deadline. This measure should not be confused with the Project's identified "Critical Path Items."

Deliverables, WPs, and I-WPs will be tracked in the Project Schedule using standardized tasks for creation of DED and Work Product Expectation Documents (WPED), collaboration activities, and review cycles, and specific work tasks, as needed. Tasks in the Schedule are not added or modified using a DED or WPED. Any changes, other than those identified as administrative, must be approved through the Decision or Project Change Request processes, through an amendment to the SSI Contract or with specific approval of the Project Director

The standardized tasks also include a Quality Control (QC) Review, which is further defined in the Quality Management and Deliverable Management sections of this document.

Below are the standardized tasks and standard durations used for SSI Contract Deliverables. Additional review and update tasks may be added in compliance with the SSI Contract Terms and Conditions. Standard durations may be extended or decreased, if needed.

Table 4: Standard DED and Deliverable Tasks

Standardized Project Deliverable Tasks	Standardized Duration
DED <D#> - <Deliverable Title> - Create	10 days
DED <D#> - <Deliverable Title> - Submit	0 days
DED <D#> - <Deliverable Title> - Collaborative Review	10 days
DED <D#> - <Deliverable Title> - Approve	0 days
Work Activities Described in the DED	*Defined in the DED*
DEL <D#> - <Deliverable Title> - Draft Submission	0 days
DEL <D#> - <Deliverable Title> - Pre-Submission Collaborative Review	5 days
DEL <D#> - <Deliverable Title> - Style Guide Review	1 day
DEL <D#> - <Deliverable Title> - Final Collaborative Review	5 days
DEL <D#> - <Deliverable Title> - Accenture QC	2 days
DEL <D#> - <Deliverable Title> - Submit	0 days
DEL <D#> - <Deliverable Title> - Department QC	1 day
DEL <D#> - <Deliverable Title> - Contract Manager Review	3 days

Standardized Project Deliverable Tasks	Standardized Duration
DEL <D#> - <Deliverable Title> - Accept	0 days

Below are the standardized review cycles used for internal and SSI Contractor WPs in the Project Schedule. Tasks in the Project Schedule with prefix of "I" (e.g., I-WP111) denote internal WPs.

Table 5: Standard Work Product Tasks

Standardized Work Product Tasks	Standardized Duration
WPED <WP#> - <WP Title> - Create	10 days
WPED <WP#> - <WP Title> - Submit	0 days
WPED <WP#> - <WP Title> - Review	10 days
WPED <WP#> - <WP Title> - Approve	0 days
Work Activities Described in the WPED	*Defined in the WPED*
WP <WP#> - <WP Title> - Accenture QC	1 day
WP <WP#> - <WP Title> - Submit	0 days
WP <WP#> - <WP Title> - Department QC	1 day
WP <WP#> - <WP Title> - Collaborative Review & Update	10 days
WP <WP#> - <WP Title> - Style Guide Review	1 day
WP <WP#> - < WP Title> - Final Review & Edits	5 days
WP <WP#> - < WP Title> - Approve	0 days

4.3.3 Schedule Components

The Project Schedule, at a minimum, contains the schedule components listed in the table below. The schedule components may be refined, with new columns added, as needed. The schedule components standards as described below establish the purpose of the component and the valid values, where appropriate.

Table 6: Schedule Components Standards

Component Name	Standard
ID	Unique Task identifier number automatically assigned to each task by Microsoft Project
Status	Values: Complete, Future Task, Late, On Schedule Values determined and populated by Microsoft Project
Predecessor	Indicates the preceding task
Successor	Indicates the succeeding task
Deliverable Coordinator	Project team member responsible managing and overseeing completion of all tasks for their assigned deliverable
Critical Path Items	Values: Yes, No
Related SG	The Stage Gate number for which the work associated with the deliverable contributes to meeting the requirements of the Stage Gate
RW	Includes corresponding Readiness Workplan ID, where applicable, to support alignment of the RW and Project Schedule

Component Name	Standard
DEL, WP, SG #	The number assigned to each Deliverable (DEL), WP, or Stage Gate (SG) (e.g., D011, WP011, SG4)
Task Coordinator	Project team member responsible for managing the task to completion and reporting progress
Task Type	Accept, Approve, Create, Milestone, Release, Review, Submit
Task Name	Summary Level - Deliverable Name and Number Non-summary Level - Description of tasks; begins with a verb
Notes	Optional additional information used by PMO for planning purposes
Duration	Number of business days to complete the task • All tasks are set to “fixed duration”. • Review Cycle durations can cross over a month • State holidays and weekend days are marked as non-working time • Activity duration estimating will be used to calculate the number of days required to complete the non-summary level tasks Where appropriate, the 3-point estimate technique may be used when planning task start dates, finish dates, and duration. The 3-point estimate uses the most optimistic estimate (O), the most likely estimate (M), and the pessimistic estimate (least likely estimate) or (P) when calculating the duration of a task. These values are used to calculate the estimated values, where E = (O+P+4M)/6
% Complete	The following standards are used to record and communicate task progress: • 0% - Task not started • 25% - Task started and in-progress • 50% - Half of the task is completed • 75% - Task is near complete • 100% - Task is complete Exact percentages may be used where determined appropriate by the Project.
Work	The estimated total hours of effort required for all resources identified in the task to complete the task
Baseline Work	Estimated total number of hours to complete the task at the time the task was baselined
Baseline Start	The expected start date for the task
Baseline Finish	The expected end date for the task
Actual Finish	The date the task was completed
Start	The date work on a task is currently planned to start
Finish	The date a task is currently planned to be completed
Resource Names	Name(s) of Project team members contributing to the task should be limited to eight. However, numbers can be increased on a case-by-case basis

4.3.4 Task Constraints and Dependencies

Since the Project uses dynamic scheduling, the “As Soon As Possible” constraint type is preferred. This schedules the earliest possible start and finish dates for the task, given other scheduling parameters. However, tasks that are time bound based on the SSI Contract, that are legislatively mandated, or that have critical dependencies may use a hard constraint, such as “Must Start On” or “Must Finish On”, so that the finish date does not inadvertently change. The “Start No Earlier Than” constraint type may be used for tasks that have a time or resource dependency. These constraint types may also be used for administrative tasks.

All tasks will be evaluated for predecessor and successor relationships upon creation and baselined. Any changes, other than those identified as administrative, must be approved through the Decision or Project Change Request processes, an amendment to the SSI Contract, or specific approval by the Project Director.

4.3.5 Resource Assignment

Any Project resource who will be completing or participating in Project work should be included in the Project Schedule. The Project’s best practice is to limit resources to eight per schedule task. More than eight resources may be assigned to a task, or the task may be broken into several tasks in cases where more than eight resources are needed, with approval from the PMO and Project Director. Changes in resources for baselined tasks may be made using RADAR. Changes may be due to things such as team members leaving the Project or moving to a new position.

4.3.6 Baseline Standards

A schedule baseline establishes the expected completion dates of Project activities. The Project Schedule will be baselined at creation and when tasks are added. The baseline will be used throughout the Project for measuring actual performance against planned activities and tasks. This comparison can identify areas of schedule slippage requiring corrective action to ensure the Project remains on schedule.

The Project team will review the details of the Project Deliverables, WPs, Project activities, and milestones to monitor “Critical Path Items” and verify the Project Schedule contains the appropriate predecessors, successors, effort, baseline start and baseline finish dates, durations, and resources, at a minimum. Task baselined start or baselined finish dates may be updated (i.e., re-baselined), if needed, to align with an approved method as described in the Schedule Changes section.

4.3.7 Schedule Maintenance and Release

The Department PMO team updates the Project Schedule weekly after receiving information from Task Coordinators and Project team members through RADAR.

Per Chapter 60GG-1, FAC, the Project is required to provide an updated Project Schedule to the FL[DS] on a weekly basis. The PMO team is responsible for compiling weekly Project Schedule updates using the RADAR. The Project Schedule is verified using a Project Schedule QC Checklist. based on FL[DS] standards. The checklist is available on the Project’s SharePoint site.

The schedule may be updated for changes to task elements, such as task names, resources, dependencies and task progress, through RADAR. Adding new tasks, other than administrative tasks, or changing baselined dates may not be done through RADAR; these changes require an amendment to the SSI Contract, Decision, PCR or specific approval by the Project Director.

4.3.8 Schedule Changes

4.3.8.1 Baseline Changes

Changes to the schedule baseline other than administrative tasks, and those for internal work products and the Readiness Workplan, must be mutually agreed to between the Department and Accenture. Changes to Stage Gate dates must first be approved by the ESC. The Department PMO team is responsible for adjusting the Project Schedule with input from the following change vehicles:

- Contract Amendment - The schedule will be updated and re-baselined to align with any executed amendments to the SSI Contract.
- PCR - The schedule will be updated, and tasks baselined or re-baselined, based on any approved PCRs and associated implementation plans. The ESC will be required to approve any changes to Stage Gate dates, through a PCR.
- Decisions - The schedule will be updated to align with the approved Decision. Decisions to re-baseline tasks in the Project Schedule will be added to the Decision log and discussed during routine CRAIDL (e.g., Change Request, Risks, Action Items, Issues, Decisions, and Lesson Learned) meetings.
- Project Director Approval – Certain tasks may be updated at the discretion of and with approval from the Project Director. This would apply to tasks that are administrative in nature, or supported by formally approved documentation (e.g., Tasks related to the Readiness Workplan, tasks required by Proviso, internal audit tasks).

4.3.8.2 Active Schedule Management

The PMO team monitors schedule trends for potential downstream impacts to task and Stage Gate Start and Finish dates and “Critical Path Items.” The PMO team works with Task Coordinators to actively manage “anticipated” Start and “anticipated” Finish dates for tasks which may start early, finish early, or are running behind as compared to their baseline start and/or baseline finish dates. Task Coordinators provide updates through RADAR which are translated to the Project Schedule. Changes to Start or Finish dates cascade through schedule successor tasks. This process helps to provide more accurate timing of when tasks and their successors will realistically start and/or finish, which facilitates better work and resource allocation planning. Managing Start and Finish dates **does not affect** any baseline date fields in the Project Schedule.

4.3.9 Schedule Performance Index (SPI)

SPI is one method recommended by the FL[DS] to measure the efficiency of a project. SPI is intended to measure the schedule performance of a project representing how close actual work is being completed compared to the schedule baseline start and finish dates. An SPI value greater than 1 indicates the Project is ahead of schedule. The FL[DS] and Project’s IV&V monitor this metric on a recurring basis. The FL[DS] defines the acceptable variance of this metric to be between .90 – 1.10.

In accordance with Chapter 60GG-1, FAC, the Project must ensure that SPI is operationalized and reported as required by FL[DS]. SPI is calculated using Microsoft Project. The Project has a fixed-price (deliverable based) contract; therefore, the cost per resource is not added to the Project Schedule and not used to capture the cost of the Project (i.e., Cost Performance Index or CPI). The Project maintains a Project Spend Plan to capture and monitor Project costs.

5 Quality Management

5.1 Overview

Quality Management includes three components: Deliverable Quality Control, Support Services Quality, and Accenture Quality Assurance. The Project expects the highest quality in its deliverables and performance from both Department and Accenture Project team members.

5.2 Purpose

The purpose of this section is to provide instructions on the processes for Deliverable Quality Control, Support Services Quality, and Accenture Quality Assurance.

5.3 Process

The Quality Management process is about performing disciplined review throughout the execution of Project work. These reviews are performed at key points in the creation, review, and release of documents or communications. The list below identifies the Quality Management control points used by the Project and included in various sections of this document:

- *Cost Management:* The Department's PMO team performs a quality review described in the Spend Plan Quality Checklist prior to publishing the Spend Plan.
- *Schedule Management*: The PMO team performs a quality review using the Project Schedule Quality Control Checklist prior to releasing the Project Schedule.
- *Deliverable Management:* There are six quality elements associated with deliverables: DEDs, peer reviews, three separate Quality Control (QC) reviews, and deliverable review comments. There are also quality reviews performed on WPs, including Style Guide and QC reviews.
- *Communication Management*: For all content to be shared with entities or people outside of the Project, the quality activities are described in this section.

5.3.1 Deliverable and Work Product Quality Control

During Deliverable and Work Product quality control, the following steps are taken:

1. *DED/WPED Creation* – The DED/WPED is the first point in establishing the quality and content expectations for the deliverable or work product. Project team members confirm, and document agreed upon approaches, dependencies, deliverable acceptance criteria, and outcomes for both deliverables and WPs.

2. *Deliverable/WP Creation* – The Project encourages coordination and collaboration throughout the development of deliverables and WPs. The Owner establishes quality checkpoint and peer reviews to confirm acceptance criteria and approach are being demonstrated during the development process. Prior to submission, the Owner shall

review to confirm the quality, completing a thorough inspection in advance of submission to validate adherence to expectations set forth in the DED/WPED.

The Communications team performs a Style Guide Review to confirm the document meets the Project's Style Guide standards prior to the Final Collaborative Review and Update. The Accenture team conducts Quality Control Reviews prior to submission of deliverables.

3. *Quality Evaluation* – At the time of submission, the Department PMO team performs a Quality Control Review to confirm the Deliverable or Work Product meets minimum acceptance criteria, as defined in the Deliverable Acceptance Criteria attachment of the SSI Contract or additional Acceptance Criteria defined in the DED/WPED, and per the Project's quality standards defined in the QC Review Checklist. The Department PMO team notifies the Contract Manager of any quality issues.

4. *Deliverable and WP Review* - Submitted Deliverables/WPs are reviewed by the named resources in the DED/WPED and as reflected in the Project Schedule. Comments are tracked for resolution and follow-up by the Owner. Once all comments are resolved and a review is complete, the reviewer marks their review complete in the Deliverable or Work Product Review Form.

5.3.1.1 Roles and Responsibilities

Deliverable and Work Product Quality Control roles and responsibilities are described below in a RACIV for each of the three (3) major areas as shown in the figure below.



Figure 7: Major Areas of the Deliverable and Work Product Quality Control Process

Table 7: Deliverable and Work Product Quality Control Roles and Responsibilities

Role	Responsibilities	1	2	3
Owner	• Serves as primary point of contact for the DED and deliverable, and the WPED and WP • Responsible for ensuring content is created and fulfills the acceptance criteria • Creates and shares the DED/WPED with reviewers • Facilitates peer reviews and Quality Control Review (if performed prior to submission) • Responds to review comments	R	R	R
Deliverable Reviewers	• Reviews content of DED/WPED • Participates in quality checkpoints during document creation • Reviews deliverable/WP quality	C	C	C
PMO Team	• Conducts QC Review using QC Checklist • Monitors overall adherence to the Quality Management process	I	I	R
Contract Manager	• Monitors for DED or Deliverable quality issues	C	C	C

Role	Responsibilities	1	2	3
Architect/Deputy Project Director	• Monitors for WPED or WP quality issues	C	C	I

5.3.2 Support Services Quality

The purpose and scope of Support Services Quality is focused on the overall interactions and performance of the Department's Support Services Contractors during a specific period. The performance of Support Services Contractors providing services to the Project will be monitored and evaluated at the direction of the assigned Contract Manager.

The diagram below provides an overview of the Support Services Quality process:



Figure 8: Support Services Quality Process Overview

5.3.2.1 Initial Meeting with Support Services Contractor

Within the first 45 days of the contract's start date, the Contract Manager and Support Services Contractor will meet to confirm performance expectations. The meeting will cover expectations including quality of work, availability, time and attendance, and communication, etc.

5.3.2.2 Service Quality Evaluation for Support Services

The Contract Manager will record service quality observations, based on the Service Quality Evaluations (SQEs) listed below, on a continuous basis. Additionally, each Support Services Contractor will perform a monthly Service Quality Self-Assessment using the same measures and record their observations. The Contract Manager will compare their observations with the self-assessments. Any differences between the two, deficiencies in service quality, and recommendations to improve service quality will be discussed with the Contract Manager.

Table 8: Service Quality Evaluation Measures

#	Measure	Evaluation
1	Communication	• Does the Support Services Contractor demonstrate clear communication skills and keep the Project up to date with key activities and issues? • Does the Support Services Contractor demonstrate acceptable:

#	Measure	Evaluation
		○ Written communication skills (i.e., Provide clear and comprehensible written material.)? ○ Verbal communication skills (i.e., Provide clear and comprehensible ideas.)? ○ Listening communication skills (i.e., Acknowledge input/feedback and incorporate that information into Project documentation.)? • Does the Support Services Contractor pass along feedback and other information heard related to the Project and to the appropriate Project team member(s) based on the content of the information? • Does the Support Services Contractor follow established Project communication standards including email, meeting scheduling, calendaring, and status updates? • Does the Support Services Contractor respond timely and thoroughly to requests from Project team members, team managers, and Project Leadership?
2	Availability	• Is the Support Services Contractor available for meetings and to answer questions as expected? • Does the Support Services Contractor provide continuity of resources and knowledge throughout the engagement? • Does the Contracted Firm manage turnover (if it occurs) to minimize the impact to the Project?
3	Recommendations which have a Positive Value	• Do the Support Services Contractor's recommendations and deliverable content provide positive value to the Project? • Does the Support Services Contractor provide solutions which are practical within the constraints of the State and Project environment?
4	Timeliness	• Does the Support Services Contractor complete tasks/deliverables by the agreed completion dates?
5	Professionalism	• Does the Support Services Contractor respect other Project team members and their roles, adapts to the Florida PALM environment, and demonstrates a positive and cooperative attitude?

5.3.2.3 Support Services Close-Out Evaluation

At the end of each contract, the Contract Manager and the Support Services Contractor conduct a final Service Quality Evaluation and feedback session. The purpose of this session is to review the overall quality performance of the Support Services Contractor. The Contract Manager evaluates the feedback from the Support Services Contractor and documents any lessons learned to share with other Project team members.

5.3.2.4 Roles and Responsibilities

Support Services Quality roles and responsibilities are described below in a RACIV for each of the three (3) major areas as shown in the figure below.



Figure 9: Major Areas of the Support Services Quality Process

Table 9: Support Services Quality Roles and Responsibilities

Role	Responsibilities	1	2	3
Contract Manager	• Manages the Support Services Quality process • Initiates and conducts regular and close-out SQEs • Monitors any Service Improvement Plans (SIPs)	R	R	R
Support Services Contract Manager	• Provides administrative support for each contractor they represent • Prepares and submits purchase orders • Provides invoices for services to the Project	R	I	C
Contractor	• Participates in regular meetings to review SQE results • Develops SIPs, if applicable	C	R	C

5.3.3 Accenture Quality Assurance

5.3.3.1 Accenture Quality Assurance Director Review

The Accenture Quality Assurance (QA) process includes an independent QA review on a recurring basis and a review of a client engagement by an experienced Accenture team member not assigned to the Project known as the Quality Assurance Director (QAD). The purpose of the review is to assess satisfaction, discuss status, issues and risks so that corrective actions can be taken if necessary; to verify that the Project is progressing based on the State's expectations; that the Accenture team is bringing value to the State; and will deliver Florida PALM on time and within budget according to the approved project plans. The objectives of the QA process are as follows:

- To identify issues or areas for improvement through a comprehensive review process based on Accenture's standard methodology.
- To provide the Accenture Project team guidance on taking effective corrective actions to address the issues or areas for improvement.
- To enable external Accenture management to review the project status at any time by accessing a common, global repository.
- To enable the analysis of QA data to improve the Project's processes and procedures.
- To understand and document key Project State resources' expectations of the Project's successful outcomes which will be shared with the Accenture Project Manager, the Contract Manager, and the Project Director.

The QA process provides objectivity, independence, broad subject matter experience, and a careful assessment of all viewpoints. The QA review also includes an evaluation of QA program metrics, and interviews with managers from the Project. The process emphasizes proactive follow-up and corrective action to resolve issues efficiently and effectively.

6 Procurement Management

6.1 Overview

Procurement Management establishes the processes utilized to acquire goods and services necessary for the operation of the Project. Procurement Management also includes the process to manage contracts and vendor relationships. Invoicing processes are described in the Cost Management section of this document.

6.2 Purpose

The purpose of this section is to provide instructions to the PMO team and other Project team members regarding Procurement Management and related contract management for the Department. All standards and procedures described are in accordance with the DFS Agency Policy and Procedures (AP&P) #2-02, Purchase of Commodities and Contractual Services which references relevant Florida procurement laws and rules. This section will also describe Accenture's Procurement process for Project related procurements.

6.3 Department Process

The Procurement Management process is inclusive of three major areas: procurement, contract management, and contract closeout. The standards and procedures of Procurement Management take input from the Quality Management processes included in this document. Additionally, the Project has incorporated procurement and contract procedures from the DFS Contract Management Life Cycle Guide into the Procurement Management process.

6.3.1 Procurement

Prior to the beginning of the fiscal year, the Project will plan procurement activities to serve as inputs for the creation of the Spend Plan as well as the Project Schedule. Supply requisition purchases described later in this section are not included in the Project Schedule as they are purchased on an as needed or "just in time" basis throughout the fiscal year.

6.3.1.1 Purchase Authority

The Project Director has the authority within the established Spend Plan categories to purchase the necessary goods and services to achieve the outcomes of the Project.

6.3.1.2 Department Procurement Process

The selection of the most appropriate method of procurement is determined pursuant to current statute and rule as they apply to the Procurement process and related items (e.g., contracting). Refer to Section 5.5, "Determine Solicitation Method" of the DFS Contract Management Life Cycle Guide for additional information for selection process definitions (e.g., competitive and noncompetitive methods) and detailed DFS process flows for the development and approval of informal and formal solicitations. All procurements in the amount of $35,000 or greater require documented approval of a Business Needs Analysis, which identifies the Purchasing Methods and Rules and Statutes affected or authorizing the activities. All DFS purchases are made in accordance with the DFS AP&P policy #2-02, Purchase of Commodities/Contractual Services.

A Department Architect, the Deputy Project Director, the Project Director, member of the PMO team, or a professional staff member from the Department's Office of the General Counsel is assigned to each solicitation and serves as Contract Manager upon execution.

Contract management files are stored on the SharePoint site.

6.3.1.3 Equipment Requisition Purchases

Equipment requisition purchases are State contract purchases for non-consumables items such as computers and associated peripherals. The Project plans for these purchases are in the Spend Plan. The Project Director approves requisitions in MyFloridaMarketPlace for equipment purchases.

6.3.1.4 Oracle Software

Oracle software needs to be procured throughout the duration of the Project. The Department purchases additional Oracle software licenses, technical support and Oracle Cloud Infrastructure (OCI) services, using several different methods of procurement, including a direct agreement that is in place between the Department and Oracle and an Alternate Contract Source (ACS).

6.3.2 Contract Management

A Contract Manager is assigned to each contract executed for the Project. Each contract specifies the scope of work and tasks the contractor is required to perform by dividing the contract into quantifiable, measurable, and verifiable units of deliverables that must be received and accepted in writing by the Contact Manager before payment. The responsibilities and procedures for each duly certified Contract Manager are provided in the DFS Contract Management Life Cycle guide and processes for project compliance with those procedures is summarized below, including evaluation of vendor performance throughout the contract term.

6.3.2.1 Continuing Oversight Team

In accordance with Section 287.057(26), F.S., the Chief Financial Officer (CFO) must establish a continuing oversight team (COT) for all contracts valued at $20 million or greater. The Project's has established a COT for the SSI Contract (which has a value greater than $20 million). The ESC and Project Director serve as the COT for the SSI Contract, meeting monthly to monitor and discuss the progress of the Contract. The monthly ESC meeting will serve as the COT monthly meeting requirement and will include the Contract Manager, Contract Administrator and at least one representative of the Contractor in attendance and will include topics addressing the contract status, as well as updates on the Contractors work, including quality, responsiveness and overall performance.

The COT, per statute, consists of at least five persons, including at least one Florida Certified Contract Manager, one member possessing at least five years of experience in managing contracts of a similar scope or size and one person from an agency other than DFS, and must collectively have experience and knowledge in contract management, contract administration, contract enforcement, and the program areas and service requirements for the Contract.

6.3.2.2 Contract Management Tools

The Project leverages MFMP and SharePoint resources to manage and monitor each contract upon completion of the routing and execution. Information for each contract is maintained in the DFS Florida Accountability Contract Tracking System (FACTS) for public access.

6.3.2.3 Contract Management Tracking

The Contract Management Master Tracker is an Excel workbook used to manage support services contract purchase orders (PO). The SQE Assessment tab is used to record the results for monthly Service Quality Evaluations for each contract. The Burn Rate tab is used to monitor the PO dollar amounts used and remaining.

6.3.2.4 Deliverable Acceptance

The Contract Manager leverages the process defined in the Deliverable Management section of this document to review and accept deliverables.

6.3.3 Contract Closeout

Contract closeout contains four components:

1. Confirmation that SharePoint files (all versions) have been checked in.
2. Confirmation that the contract file is complete.
3. Confirmation there are no outstanding invoices to be paid.
4. Removal of information technology access and the return of any Department devices or tools.

6.4 Roles and Responsibilities

Procurement Management roles and responsibilities are described below in a RACIV for each of the three (3) major areas as shown in the figure below.



Figure 10: Major Areas of the Procurement Management Process

Table 10: Procurement Management Roles and Responsibilities

Role	Responsibilities	1	2	3
Project Director	• Approves solicitation documents • Approves MFMP purchases • Approves requests for Accenture purchased office supplies and equipment	A	R/C	I/R
Contract Manager	• Creates solicitation documents in collaboration with Department Purchasing, Legal, and Office of Information Technology (OIT) • Serves as Contract Manager for assigned contracts • Accepts contract deliverables for assigned contracts • Executes close-out for assigned contracts	R	R/A	I/R

Role	Responsibilities	1	2	3
Contract Administrator	• Creates solicitation documents in collaboration with the assigned contract manager, Department Purchasing, Legal, and OIT • Executes close-out for assigned contracts • Assists in maintaining contract management files • Assists in maintaining financial and budget related contract files	R	R	I/R
ESC	• Monitor and discuss SSI Contract progress	I	I	I

6.5 Accenture Procurement Process

Accenture Procurement Plus is involved in instances where Accenture directly procures goods or services for the Project rather than procuring goods or services using the Department's procurement process. Accenture Procurement Plus is an organization within Accenture that supports Accenture team member interactions with third-party suppliers. This organization supports delivery sourcing, contracting and on-time invoice payments. Accenture Procurement Plus is consulted before Accenture team members contact third-party suppliers or amend existing agreements or services, including the hiring of subcontractors. Accenture's Procurement Plus maintains supplier partnerships to enable the procurement of cost competitive goods and services while promoting supplier inclusion and sustainability.

6.5.1 Office Supplies and Equipment

For procurement of office supplies and equipment, the Department PMO team collects supply requests monthly. Unusual office supply or equipment requests are reviewed and approved by Project leadership. The combined request is then input into the Accenture Procurement Plus process to complete the procurement. The Accenture PMO team reviews and processes the request.

6.5.2 Support Tools

Support Tools need to be procured throughout the duration of the Project. Support Tools can be identified either annually through Support Tools Purchase deliverable or as needed. The Support Tools inventory is reviewed annually at a minimum. A modification request of a Support Tool will require approval from the Project Director or Department Architect and the processes to follow for each approval type are outlined below.

6.5.2.1 Project Director Approval Process

For modifications to tools that are used for post-implementation efforts, require a PCR, or are tied to an annual deliverable, use the following process:

- The modification request is received.
- A Decision detailing the request is logged in the Project's Decision Log.
- If there is a differential in cost between the new and old tool, a PCR must be created. Refer to the Change Management section for more details.
- If the tool is essential to the Project and will be used post transition, the Support Tool's terms and conditions must be sent to the Department's legal team for approval.
- The Project Director approves the request.

- The Decision in the Decision Log is approved and closed.

6.5.2.2 Department Architect Approval Process

For modifications to tools that are used exclusively during implementation and do not require a PCR, use the following process:

- The modification request is received.
- A Decision detailing the request is logged in the Project's Decision Log.
- The Department Architect approves the request.
- The Decision in the Decision Log is approved and closed.

Once approved, the Support Tool request is procured using the Accenture Procurement Plus process.

7 Resource Management

7.1 Overview

Resource Management establishes the processes for planning, recruiting, onboarding, separation and management-related activities concerning State employees and Accenture staff as well as the assets that are maintained throughout the Project.

7.2 Purpose

The purpose of this section is to provide instructions to the PMO team and other Project team members regarding Resource Management and associated activities.

7.3 Staffing Management Process

The Staffing Management process is used to identify Project roles, number of positions, resource types, and specify the method for acquiring new personnel or incorporating into the current responsibilities of existing personnel. The Staffing Management process is inclusive of four (4) major areas: Planning, Recruitment, Onboarding, and Separation. These areas are managed differently between the Department and Accenture.

7.3.1 Planning

7.3.1.1 Department Resource Planning

Prior to the start of the annual budget process, the Project team forecasts the number of resources needed and related costs for the upcoming fiscal year. Planning activities include establishing resource types, roles, and skills needed, and can include internal (i.e., staff) or external resources. The Project utilizes a “What If” spreadsheet to plan and forecast cost for FTEs including salary and benefits.

7.3.1.2 Accenture Resource Planning

Throughout the Project, the Department collaborates with Accenture Project Leadership to identify positions needed and makes recommendations for staffing. At the beginning of the Project, Accenture created a staffing plan for the duration of the Project and continues to refine and update the plan as needed (e.g., for scope changes or changes in services). The staffing plan is stored on the SharePoint site. Accenture will conduct quality assurance reviews of staffing to calibrate the staffing needs to reduce the risk of underestimating the number of resources required to complete the Project on time. Resource questions or concerns will be discussed at weekly Project management meetings or discreetly in offline discussions.

7.3.1.3 Position Descriptions

Department supervisors collaborate with their manager and the Department PMO team to create or update position descriptions for their assigned resources. The position description shall include an accurate description of the duties and responsibilities assigned to the position; the job-related knowledge, skills, and abilities required for the position; any licensure, certification or registration required for the position; and any position attributes. New or updated position descriptions are approved by the Project Director as the hiring manager. The Department follows internal processes (e.g., AP&Ps) and the Department of Management Services (DMS) processes to establish or update positions.

7.3.2 Recruitment

7.3.2.1 Department Recruitment

The Project uses a variety of channels for recruiting including management appointments, People First, online job posting websites, and referrals. The Project follows this process in accordance with the DFS AP&P policy #5-07, Recruitment and Appointments for Vacancies.

The Department PMO team will be the primary point of contact between the Project and the candidates. While standard interview questions are available, supervisors are responsible for including job-related questions. Once the interviews are completed, the supervisor evaluates the candidates based on skills, interview performance, and needs of the Project, to select a qualifying candidate. The supervisor prepares a recommended candidate memo for the Project Director. The Project Director provides approval to move forward with the selected candidate. The supervisor, or Department PMO team, conducts reference checks and the supervisor or Department PMO team will conduct personnel file reviews, if applicable.

The Department PMO team assembles the New Hire Package for approval and submits to the Department's Bureau of Human Resource Management (BHRM) for review and processing in accordance with the HR requirements.

BHRM reviews the New Hire Package and sends notification of receipt. Once the package is reviewed and processed, BHRM sends a notification of approval to the Project Director and the Department's PMO team to proceed with fingerprinting for a background screening. The Department's PMO team will contact the candidate to have them schedule an appointment with BHRM to be fingerprinted. Once BHRM completes the background screening, the Project Director, the Department's PMO team, and supervisor are notified, and the candidate is contacted for a start date and BHRM is notified via email. BHRM generates an offer letter with the candidate's start date and salary. The candidate's start date and salary information are provided to the Department PMO team for Spend Plan purposes.

7.3.2.2 Accenture Recruitment

When filling an Accenture key staff for the Project, the Accenture Track Manager will provide the resume of the best candidate to the Department for approval in accordance with the SSI Contract. If the Department denies the proposed candidate, Accenture will provide the resume for their next best candidate until a resource is agreed upon to fill the key role. The ESC is updated on key staff leadership changes for awareness. Recruitment of all Accenture staff is executed using processes and tools internal to Accenture. For non-key roles, the Department has the right to review the qualifications of and approve or reject the assignment of staff to perform services. At the Department's request, Accenture reviews the proposed candidate's experience and background with the Department prior to the resource rolling on to the Project.

7.3.3 Onboarding

7.3.3.1 Department Onboarding

The Onboarding Checklist is a collaborative tool outlining the steps necessary to fully onboard Project team members. The checklist is used by the Department PMO team and supervisors and can be found on the Project's SharePoint site. Once a new team member's start date has been confirmed, the Department PMO team creates an Onboarding Checklist notifying all team

members responsible for onboarding activities. The Onboarding Checklist tasks should be completed within 30 days and the PMO team will perform periodic reviews to confirm that the checklist is completed timely and accurately.

Department team members are required to have S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, Time-bound) expectations set by their supervisor and performance evaluations based on these expectations are conducted annually. The Project follows this process in accordance with the DFS AP&P policy #5-02, Employee Performance Evaluation.

The Department PMO team maintains a Team Tracker log of all current and former Project team members. The Team Tracker contains a variety of information such as name, building or facilities access, and contact information. The Project also maintains Project Organizational charts which are updated as team members onboard and separate from the Project.

In addition to the Department's required training (e.g., security, new employee orientation) each Project team member completes mandatory Florida PALM Orientation (FPO) and PMP training. All Department team members are required to sign a Non-Disclosure Agreement (NDA).

Staff from State agencies that participate on the Project do not follow the Department onboarding process.

7.3.3.2 Accenture Onboarding

When onboarding Accenture resources, the Accenture PMO team will collaborate with the Department PMO team to monitor the onboarding steps and ensure a smooth process. Onboarding can take several weeks and stretches across various divisions within DFS. Due to the lengthy nature of the onboarding process, it may be necessary for Accenture staff to utilize their Accenture email to send and receive documents and manage meetings for a short time while completing the onboarding process. During this time, the documents shared through Accenture email will not contain State Data. All Accenture team members are required to sign an NDA.

The onboarding steps/requirements below take place after the Department has been informed of the resource joining the Project:

- Accenture U.S. based resources complete the following fingerprinting steps:
  - The Accenture resource schedules a live scan (electronic) fingerprinting appointment at https://www.identogo.com/. Following completion, HR notifies the Department PMO team of the results, who then informs the Accenture PMO team.
  - If a live scan location is not available for the resource, a paper card is requested and mailed to the fingerprint processor. Upon receipt, the processor converts the paper prints and transmits them electronically for processing. Electronic processing time is 24-48 hours on average and processing a fingerprint card is 5-7 days on average.
- Oracle and Maverick Solutions: Individuals from Oracle and Maverick Solutions, as part of the Accenture team, will not have access to client data and do not require network, email, SharePoint, environment, or building keycard access. These resources will be subject to employment screening procedures of Oracle and Maverick Solutions,

respectively, before assignment to the Project. If Oracle or Maverick Solutions resources are onsite, they will be considered guests to the Project Team.

- Advisors: Accenture Advisors will not have access to client data and do not require network, email, SharePoint, environment or building keycard access so they will not be subject to the Project's onboarding procedures. If an Advisor requires access to Project documentation, they will be required to complete an NDA. If Advisors are onsite, they will be considered guests to the Project team.
- Accenture Global Delivery Network (GDN) resources follow the following background screening steps:
  - Accenture HR will conduct a current criminal background check (BGC) for individuals that have been proposed to join the Project.
  - The BGC results will be electronically provided to the Accenture PMO team as a PDF file. The Accenture PMO team will save the results to a secure folder on Florida PALM SharePoint and provide the location details to the Department's Project Director, Contract Manager, and PMO Manager by email.
  - If the BGC is clear, the PDF file will show results declaring "Clear" along with a list of databases where the search was conducted. If criminal activity was found, the PDF file will show results declaring "Critical" along with a report of activities discovered and a list of databases used to conduct the search. The Project will use this information to determine if the individual can be onboarded. If criminal activity is disclosed by the BGC for an individual proposed to join the Project, that individual shall not be onboarded, or denied onboarding by reason of such criminal activity, without prior consultation with the Department's Bureau of Human Resource Management.
  - The GDN Access Summary, saved within the Onboarding folder on SharePoint, provides the standard roles and responsibilities and access for each role as approved by the Contract Manager and Information Security Office (ISO) as needed. Project team members joining the team in a previously approved role do not require additional approval by the ISO.
  - The addition of new roles and access requests to the GDN Access Summary will require the approval of the Contract Manager and ISO prior to team members being onboarded into those roles.
  - The summary file is updated at the time of an onboarding request to include the name, location, roll on date, and projected roll off date for each resource.
  - Accenture resources will use secure bays within an Accenture office or secure virtual private networks (VPN) while performing work.
  - Accenture resources that do not participate in Florida PALM Project activities but share a secured bay with Florida PALM team members (Shared Services) will be background checked and onboarded to the Project using the process defined above. This will allow these resources to complete Project activities if needed, per the Shared Services model.
  - Accenture GDN Resources will have access to limited folders on SharePoint, which will only contain documentation approved by the Department and as identified on the GDN Access Summary.
- If DFS BHRM needs additional information related to a BGC, they will contact the Department PMO team who will work with the Accenture PMO Team and Project leadership to obtain the necessary information.

- Once background screening is complete, the Department PMO team will initiate the Onboarding Checklist tasks which include, but are not limited to:
  - Completing DFS Form 1820 for network and application access.
    - For non-U.S. based resources, the Contract Manager, will review the following documents and confirm:
      i. The background check process was successfully completed.
      ii. The access request memo is in order.
    - After performing the step above, the following standard language will be included in the comments section: The Project has reviewed the background check and approved this candidate for roll on to the Florida PALM Project.
    - For GDN, additional standard language will state: Please confirm this entity is on the foreign exception list.
  - Updating the Accenture GDN Enablement Tracker on SharePoint for each GDN resource.
  - Scheduling and monitoring for completion required DFS and Project training.
  - Updating the Team Tracker.
- A welcome email containing useful resources and Accenture internal information is sent by the Accenture PMO team.

7.3.4 Separation

7.3.4.1 Separation of Department Team Members

To facilitate the roll-off of Department team members, the supervisor will notify the Department PMO team to begin the exit process. Additionally, the supervisor will need to ensure the appropriate transfer of knowledge and final acceptance of work are complete. The exit process includes the following:

- Notify DFS helpdesk
- Notify DFS Bureau of Human Resource Management
- Collect Keys/Badges/P-Card/Equipment
- Return Badges to DFS/Capitol Police
- Update Team Tracker Log
- Check in all SharePoint documents
- Re-assign applicable CRAIDL items
- Re-assign applicable RADAR items
- Re-assign applicable contracts

The Project utilizes the same recruitment procedures described earlier to backfill a position following separation.

7.3.4.2 Separation of Accenture Resources

To facilitate the roll-off of Accenture resources, Accenture will notify the Project Director, Contract Manager and Department PMO. Then the Accenture PMO team will begin the exit process. The team manager and Architect will need to ensure the appropriate transfer of knowledge and final acceptance of work are complete. The exit process includes the following:

- Notify DFS helpdesk

- Collect Keys/Badges
- Update Team Tracker Log
- Check in all SharePoint documents
- Confirm access granted via the DFS Form 1820 has been revoked
- Re-assign applicable CRAIDL items
- Re-assign applicable RADAR items

7.4 Staffing Roles and Responsibilities

Staffing Management roles and responsibilities are described below in a RACIV for each of the four (4) major areas as shown in the figure below.



Figure 11: Major Areas of the Staffing Management Process

Table 11: Staffing Management Roles and Responsibilities

Role	Responsibilities	1	2	3	4
Project Director	• Determines the appropriate staffing size for the Project • Approves all Department Staff for the Project • Reviews BGC results, as necessary	R	R	A	A
Deputy Project Director	• Assists in development of position descriptions	R	R	I	I
Supervisors	• Manages and leads their team's activities, including the development and approval of all staff for their team • Creates position of need and interviews candidates	R/ C	R/ C	C	V
Accenture PMO	• Notifies appropriate parties of upcoming resource onboarding and offboarding • Stores supporting documentation needed for roll-on confirmation to Project SharePoint	R	R	R	R
Department PMO Team	• Manages staffing management process for the Project to include the creation, administration, and tracking of staff for the Project • Acts as the Human Resources Liaison for the Project	C	I	I	I
ESC	• Reviews and receives updates for key Project team members	I	I	I	I
Contract Manager	• Reviews Contractor BGC results, as needed • Monitors the onboarding and separation process for contracted resources for compliance	C	I	I	V

7.5 Asset Management

The Asset Management process will encompass the asset types and management procedures associated to the Florida PALM Project. Those asset types may include software and tools, technical infrastructure hardware, support contracts, and service contracts. At the time of purchase, the Department and Accenture will collaborate to determine who records the asset and will be responsible for tracking. The Florida PALM Asset Management Tracker will be managed by the PMO team, with input and collaboration from other teams. The Florida PALM inventory process will be collaborative with the existing Department asset inventory for items needing physical asset tags (e.g., barcode). The Project will maintain two separate trackers for managing the asset inventory. The Florida PALM Asset Management Tracker will be used to manage items purchased on behalf of the Project through the SSI Contract. The Florida PALM Asset Management Tracker – State will be used to manage items obtained by the State directly.

7.5.1 Florida PALM Asset Management Tracker

The Florida PALM Asset Management Tracker will be maintained within the SharePoint site via Microsoft Excel. The tracker will include multiple tabs designated by inventory type with relevant column data based upon the respective inventory type. The columns within each inventory tab will differ by inventory type and will include the necessary information needed for asset management and related support. The inventory tabs include the following:

- Software Support Tools Tracker
- Oracle Software Tracker
- Equipment Tracker
- Third Party Contract Tracker

An inventory status field will be included on all inventory types within the asset tracker. The status will indicate the current state of the asset such as active, donated, discontinued, or dispositioned.

7.5.1.1 Software Support Tools Asset Management

A summary Software Support Tool tracker will be maintained to track the specific attributes of each software tool (e.g., Support Tool Name, License/Subscription Type, Environments, Tool Provider). The Support Tool tracker will be reviewed annually by the Department PMO team with input from the appropriate Project team members and updated based on changes to licensing, subscription, or disposition. When new Support Tools are purchased the Support Tool tracker will be updated at time of receipt.

7.5.1.2 Oracle Software Asset Management

An Oracle Software tracker is used to track the Oracle software licenses purchased. The tracker contains attributes of the Oracle software license that helps differentiate the licenses (e.g., Product Description/License Type, License Term, Quantity Purchased, Purchase Date). The Oracle Software tracker will be reviewed annually by the Department PMO team with input from the Department Technical Architect or delegate, and updated based on changes to licensing, quantity, or disposition. When new Oracle software licenses are purchased the Oracle Software tracker will be updated by the PMO team at time of payment.

7.5.1.2.1 Oracle Customer Support Identifier

Requests for access to the Florida PALM Oracle Customer Support Identifier (CSI) is documented using the Florida PALM Oracle CSI Authorized Personnel Excel workbook stored on SharePoint. Appropriate account access and permission levels will be mutually agreed upon by Accenture Application Maintenance Lead and the Contract Manager for Oracle programs and technical support at time of the request. There are three permission levels, as follows:

- Administrator – full access, can raise and manage tickets and assets, view knowledge base articles and approve other people to access the CSI.
- Read/Write – can raise and manage tickets and assets, and view knowledge base articles, but cannot administer user rights.
- Read Only – can view tickets and assets, and view knowledge base articles, but cannot raise new tickets or make updates to existing tickets.

The process to request new access, update existing access, and remove access is as follows:

- A request is submitted to the Accenture Application Maintenance Lead and the Contract Manager for Oracle programs with the name of the individual requiring access creation, update, or removal. The request must come from Accenture, Department Technical Architect, Deputy Project Director, Project Director, or their delegate.
- Accenture Application Maintenance Lead and the Contract Manager agree to the request.
- The Contract Manager directly (or delegates the approval action) approves the Florida PALM CSI access request in the My Oracle Support portal.
- The Contract Manager for Oracle programs updates the Florida PALM Oracle CSI Authorized Personnel workbook to notate the changes and provides the account credentials to the requested individual.

The Florida PALM Oracle CSI Authorized Personnel workbook will inventory the individuals that currently have access to CSI, as well as individuals that no longer have access.

7.5.1.2.2 Oracle Cloud Infrastructure Access

Requests for access to the Florida PALM Oracle Cloud Infrastructure (OCI) is documented using the Role Based Access Control (RBAC) process and Florida PALM Oracle CSI Authorized Personnel workbook. Appropriate account access and permission levels, based on role and location, are defined in the RBAC. The Accenture PMO team periodically reviews OCI access and works with the appropriate Managers and/or Architects to ensure access levels align with the RBAC. At a minimum, on an annual basis, the Department Technical Architect or designee will review and verify Accenture's results.

7.5.1.3 Equipment Asset Management

An Equipment tracker will be maintained to track the specific attributes of each piece of Project equipment (e.g., Type, Purchase Date, Inventory Tag, Location). The Equipment tracker will be reviewed annually by the Department PMO team and updated based on change in location or disposition. When new equipment is purchased, the Department PMO team will receive the Equipment (e.g., printers, projectors) and the Accenture PMO team will be responsible for updating the Equipment tracker.

7.5.1.4 Third-Party Contract Asset Management

The Third-Party Contract tracker will be maintained to track the attributes of each of the third-party contracts that are currently owned by Accenture (e.g., Contract Name, Contract Number, Start and End dates, Contact). The Third-Party Contract tracker will be reviewed annually by the Department and updated based on additions, contract completion, or transition of contract to the Department.

7.5.2 Florida PALM Asset Management Tracker – State

The Florida PALM Asset Management Tracker – State will be maintained within the SharePoint site via Microsoft Excel. The tracker will include tabs for hardware and software by location, as well as summary tabs for hardware and software or assigned team member(s). The Florida PALM Asset Management Tracker – State will be maintained and monitored by the Department PMO team.

7.5.3 Asset Management Process

7.5.3.1 Adding, Updating, and Dispositioning

The Department PMO team has primary responsibility for maintaining the asset inventory and will provide the first iteration of the inventory spreadsheet. This will serve as a baseline for the key assets to be tracked for the duration of the Project in addition to the Department's physical assets being tagged with asset ID tags. The DFS AP&P policy #2-05, Identification, Control, and Management of Property outlines the requirements that must be followed to maintain property. Property shall be inventoried annually by the PMO team.

The Department PMO team will manage the creation, update, and disposition of assets. For physical assets, the Department PMO team will coordinate the creation of an asset tag with DFS OIT upon receipt of the goods.

To surplus an asset, the team manager will email a request to the PMO team, including the reason for surplus. Common reasons include, end of life, broken, or replaced. Upon review and approval, the Department PMO team will update the status of the asset within the asset tracker. This will preserve the history of assets managed for Florida PALM.

The Department's property classified as surplus must be approved by the Department's Division of Administration for final disposition per DFS AP&P policy #2-06, Disposition of Tangible Personal Property.

7.5.3.2 Annual Inventory Review

The Department PMO team will perform an annual inventory of assets tracked on the Florida PALM Asset Management Tracker and a semi-annual inventory of assets tracked on the Florida PALM Asset Management Tracker – State. For physical assets, the Department PMO team will verify that the asset is available in the correct location as detailed within the tracker. For software and virtual assets, the Department PMO team will confirm with each team manager that asset information is updated and accurate. On completion of the annual inventory process, the Department PMO team will submit the Florida PALM asset inventory to the Project Director or designee for review, noting key asset changes.

7.6 Asset Management Roles and Responsibilities

Asset Management roles and responsibilities are described below in a RACIV for each of the two (2) major areas as shown in the figure below.



Figure 12: Major Areas of the Asset Management Process

Table 12: Asset Management Roles and Responsibilities

Role	Responsibilities	1	2
Department PMO Team	• Performs or supports the performance of reviews of applicable trackers • Facilitates disposing of assets and manages property issues and Department inventory • Confirms inventory and reports results	R/A/ I/C	R/A /V
Accenture PMO Team	• Receives and updates applicable tracker for addition or removal of assets • Performs annual review of applicable trackers	R/A/ I/C	R/A /V
Department Technical Architect	• Provides asset information details to Department PMO team • Review annual OCI access results	C/R	V
Oracle Contract Manager	• Reviews and approves Oracle Customer Support Identifier access requests	R	C
Accenture Application Maintenance Lead	• Reviews and approves Oracle Cloud Infrastructure access requests	R	C
Project Director	• Reviews and approves inventory results	I	A

8 Change Management

8.1 Overview

Change Management describes the change control process for identification, evaluation, approval, and closure of Project changes impacting cost, scope, and schedule. This should not be confused with Decision Management, which is covered in a later chapter. Change Management is an ongoing process. Identifying and quantifying changes in a timely manner is a critical success factor for the Project. All members of the Project are expected to apply appropriate effort to support a timely PCR process. This process will be followed for changes to the Project as described in this section. The process exists to communicate to all necessary parties a change is needed and will be managed to ensure the Project is protected against unauthorized work activities. A separate process used to manage operational changes affecting production is documented within Production Support's Operational Change Management Procedures.

8.2 Purpose

The purpose of this section is to define how the Project will manage changes that impact cost, scope, or schedule.

8.3 Process

The Change Management process is used to manage Project changes. Requested changes may be subject to review by the Change Control Board (CCB), made up of the Deputy Project Director and Department Architects, with support from Accenture functional and technical resources. Work associated with requested changes must be authorized by the appropriate level since they may involve changes to cost, scope, or schedule. Examples include deliverable acceptance criteria, documentation, method of delivery, quality, requirements, and resources.

8.3.1 Project Change Types

Project changes may fall into one of two types: minor adjustments, which do not require a PCR, and those that require a PCR. Minor adjustments can be handled through actions described in the Schedule Management and Decision Management sections of this document. Examples of minor adjustments include:

- Date adjustment to a task related to the creation and review process of a deliverable if time has not been reported against the task and there is no impact to the submission date of the deliverable.
- Deliverable or WP submission date adjustments that do not impact Stage Gate decisions.
- Adjustment to resource assignments.

Examples of adjustments not considered minor:

- Deliverable submission date adjustments that impact Stage Gate Decisions.
- Requests for customizations or enhancements.
- Changes to requirements, including addition or removal.
- Changes to the overall cost and/or scheduled implementation of the Project.

As defined in the Project Charter, PCRs are approved by the Project Director or the ESC depending on the impact of the change on the Project's scope, schedule, or cost.

Table 13: Project Change Request Tier Criteria

	Project Director (Tier 1)	ESC Committee (Tier 2)
Scope Change	Changes that do not add or remove approved requirements, as identified in Attachment 5.1, or approved customizations, as identified in Attachment 5.2 of the SSI Contract, but that may: • clarify the information contained in a requirement or customization description; • update the "how met" for a requirement; or • align requirements to approved customizations.	Changes which impact Attachments 5.1 or 5.2 of the SSI Contract by: • adding or removing approved Project requirements or customizations; or • moving requirements to or from optional services.
Schedule Change	Changes not associated with Major Project Deliverable due dates or Stage Gate dates.	Changes impacting due dates of Major Project Deliverables or Stage Gate dates.
Cost Change	Changes within the budgeted spend plan categories, provided the changes do not result in an increase to the overall Project cost.	Changes which require: • use of contingency funding; • request of a funding change requiring Legislative Budget Committee (LBC) approval; • a change in cost of a Deliverable that is above $250,000; or • a change that causes a Deliverable's cost to be greater than $250,000.

8.3.2 PCR Identification

The process begins when a change impacting the Project's scope, schedule or cost has been identified. A Project team member, or an external source to the Project may identify the potential for a change. Proposed change requests will be considered by the Project Director to confirm the change should be fully documented for presentation to the CCB. If the Project Director confirms, a PCR Owner will be assigned and is responsible for completing and submitting the PCR form to PMO.

Accenture functional and technical resources will support the creation of the PCR by providing analysis input during the completion of PCR form and when logging the PCR. The PCR form should include the need description, business benefit / justification, and impacts, including if not making the change. The Owner should work with the PMO team to complete the form, including determining the appropriate Tier assignment.

The Department PMO team is responsible for evaluating and determining the completeness of PCRs. If the PCR is determined to be incomplete, the PMO team will work with the Owner to complete the form. If a PCR is initiated from an external source, a Project team member will be assigned to work with the external source and collaborate with the PMO team.

Once the form is completed, the PCR is entered in the PCR Log by the PMO team. The PCR Log, located on the Project's SharePoint site, is used to document and track change requests, and includes information contained in the PCR Form. The PCR Log is located on the Project's SharePoint site and includes information contained in the PCR Form. The PMO team is responsible for the maintenance of items in the PCR Log as well as monitoring the progress.

8.3.3 PCR Evaluation

8.3.3.1 Analysis of Change Request

When a request is determined to be complete, the PMO team will work with the applicable Project Team Manager(s), the Contract Manager, and Accenture functional and technical resources to complete an analysis, including preparing or obtaining an Implementation Plan, updating the PCR request form based on the analysis outcomes. The Implementation Plan will describe the steps to make the change(s) and will be maintained on the SharePoint PCR log until the steps have been completed. The PMO team will expedite the PCR evaluation and approval process for time-sensitive PCRs. A list of items to consider during review can be found in the table below:

Table 14: PCR Review Considerations

PCR Review Considerations	
1	Does the PCR apply to the Project?
2	Has an approach been identified to affect the requested change of the PCR?
3	Has a workaround been identified if the PCR is not implemented?
4	Has a Team Manager or Architect reviewed the PCR to determine whether it should be evaluated for action?
5	Have potential secondary and tertiary impacts (e.g., impacts to Agencies, Banks, other business partners) been identified?
6	Have all secondary and tertiary impacts been addressed in this PCR?
5	Have estimates been developed for the effort, cost, schedule, and resources required by the PCR?
6	Will this change require a Contract Amendment?
7	Has the Project Director been informed of the need for the PCR?

Accenture functional and technical resources shall examine the PCR and identify to the Department the implications of the requested change on deliverables including cost, schedule and scope, and furnish a proposed Contract Amendment, if applicable. The Department will also review the proposed change to examine the implications of the requested change. If Accenture proposes functional equivalents or substitutions in lieu of the PCR, the Department shall determine, in its sole discretion, whether the modified Solution is acceptable as an equivalent. Substitutions shall meet or exceed the applicable requirements set forth in the Contract unless otherwise agreed to by the parties in writing. If Accenture believes the requested change should not be implemented, Accenture shall make a recommendation to the Department Project Director in writing but shall nevertheless follow the Change Management process and carry out the change if and when directed by the Department.

Any questions or issues regarding the PCR should be addressed to make sure the documentation is complete, clear, and accurate prior to submitting it to the CCB. Once the PCR has been determined to be ready for submission, the PMO team informs the Project Director of the need for the PCR and the Project Director may conduct a preliminary review. Upon direction from the Project Director, the PMO team submits the PCR for review by the CCB.

8.3.3.2 Change Control Board Evaluation

The CCB reviews PCRs for need, accuracy, and compliance with Project standards. Business Sponsors and other external resources may act as subject matter experts to the CCB and are consulted depending on the PCR. A list of items to consider during review, can be found in the table below:

Table 15: Change Control Board Review Considerations

CCB Review Considerations	
1	Is this change necessary?
2	Is there a better alternative to making this change?
3	Is the information in the PCR accurate?
4	Is the language clear for the intended audience?
5	What are the downstream impacts, and have they been considered?
9	Are additional resources needed to execute the change detailed in the PCR?

8.3.4 PCR Approval

After review and recommendations from the CCB, the Project Director will review the PCR. The Project Director may approve PCRs meeting Tier 1 criteria, as defined in the Project Charter. PCRs meeting Tier 2 criteria as defined in the Project Charter, are reviewed by the Project Director and scheduled for review with the ESC. The ESC may consult the Florida PALM Advisory Council to ensure the Project is considering all options related to a Tier 2 PCR.

After a complete review with the appropriate Tier, a final disposition is rendered of “Approved” or “Closed-Rejected”. The PMO team updates the PCR Log to reflect the disposition. For PCRs that require Tier 2 approval by the ESC, the Project cannot initiate the implementation plan prior to ESC approval.

8.3.5 PCR Closure

In the instance that the PCR necessitates a contract modification, the Contract Manager will take the lead to ensure the Department follows the appropriate routing practices for signature. Once a PCR is approved and any corresponding contract amendments are executed, the Project team may begin executing the PCR implementation plan as identified in the PCR. The PMO team is responsible for incorporating any Project Schedule changes resulting from the PCR, monitoring the progress of the implementation plan and updating the Log to indicate the PCR is closed.

8.4 Roles and Responsibilities

Change Management roles and responsibilities are described below in a RACIV for each of the four (4) major areas as shown in the figure below:



Figure 13: Major Areas of the Change Management Process

Table 16: Change Management Roles and Responsibilities

Roles	Responsibility	1	2	3	4
Requester	• Identifies the potential change request • Assigns and works with the Owner to document	R	I	I	I
Owner	• Works with the Requester to document the change request • Submits the PCR to PMO • Works with PMO to provide additional information as needed	R	I	I	I
Accenture Functional and Technical Resources	• Supports the preparation and analysis of the change request • Drafts the implementation plan and works with the Project Team Manager or Contract Manager to refine	I	R		
Project Team Manager	• Works with the PMO team to review PCRs for completeness and impact quantification (cost, schedule, scope) prior to review by the Project Director and CCB • Reviews and provides feedback on implementation plan	I	R/V	I	I
Contract Manager	• Works with the PMO team to review all PCRs for completeness and impact quantification (cost, schedule, scope) prior to review by the CCB • Reviews and provides feedback on implementation plan • Collaborates with Project Director to escalate changes that meet the Tier 2 criteria to the ESC • Leads the contract modification or amendment process	I	C/I	R/A	C/I
PMO Team	• Facilitates the PCR process • Enters PCR and maintains PCR Log, monitors progress, and reports on PCR outcomes • Reviews all PCRs for completeness and impact quantification (cost, schedule, scope) prior to review by the Project Director and CCB • Confirms creation of the implementation plan • Monitors the implementation plan to ensure it is completed and updates the PCR log when complete	I/R	R/V	I	R

Roles	Responsibility	1	2	3	4
	• Updates or supports the update of the Project Schedule with associated tasks when the PCR is approved				
Project Director	• Confirms change to proceed through PCR creation • Performs preliminary review of PCR prior to CCB submission • Approves PCRs that meet the Tier 1 criteria as defined in the Project Charter • May reject any proposed PCR • Collaborates with Contract Manager to escalate changes that meet the Tier 2 criteria to the ESC	C	C/I	R/A	C/I
Change Control Board	• Reviews PCRs, provides considerations and recommendations for changes requested	I	I	R	I
ESC	• Review changes that meet the Tier 2 criteria defined in the Project Charter • Requests review by Advisory Council, as needed	I	I	R/A	I

9 Risk Management

9.1 Overview

Risk Management actively identifies and manages potential events that can adversely affect the Project's ability to achieve its stated goals or objectives. Risk Management employs mitigation strategies to avoid Risks becoming Issues. Identification, tracking, and remediation of Risks is crucial to the Project's success.

9.2 Purpose

The purpose of this section is to provide Risk Management instructions to Project Team members and the Department CRAIDL Manager as delegated by the Project Director, the Department's Risk Manager for the Project.

9.3 FL[DS] Risk and Complexity Assessment

The Department Risk Manager completed an (FL[DS]) Form DMS-F-0505A – Risk and Complexity Assessment, prior to creation of the PMP and met the criteria for a Level 2 project at the time of this PMP creation. The FL[DS] Risk and Complexity Assessment will be completed at the beginning of each wave of the Project.

9.4 Process

A Project Risk Management team, comprised of the Department CRAIDL Manager, Department Architects, Contract Manager, Deputy Project Director, Project Director, and Accenture Project Manager and Accenture Deputy Project Managers supports the Project's Risk Management processes. The Risk Management process includes three primary components: Assessment, Evaluation and Control, with each comprising two elements as shown in the table below:

Table 17: Risk Components and Elements

Risk Management					
Assessment		**Evaluation**		**Control**	
Identify	Analyze	Prioritize	Plan	Actions	Resolve

Risk assessments are performed on a regular basis. Recurring CRAIDL (Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned) meetings will be conducted to discuss new and existing Risks with the Project's Risk Management team. Any Project team member can identify a risk at any time and should be discussed with the appropriate Department Architect prior to discussion with the Risk Management team. Project wide risk assessments will be conducted:

1. Annually prior to the beginning of each fiscal year.
2. After significant events, such as completion of a Project wave, execution of a contract amendment, or when there are significant changes to scope, schedule, cost, or staffing.

9.4.1 Risk Assessment Elements

9.4.1.1 Risk Identification

Risk Identification produces a list of Project-wide and Project team-specific risk items that may compromise the Project's outcomes. Risks can be identified through risk surveys, interviews, assessment meetings, and personal experience. Risks identified by Project team members should be discussed with a Project team manager before being recorded in the Risk Log. Risks

identified during formal risk assessment events will be recorded in the Risk Log by the Risk Manager or delegate.

A Risk Log will be used to record, track, review, modify, monitor, and update status. Risks should be titled succinctly, identifying the risk event and impact (e.g., Deliverables may not be accepted within their planned fiscal year which could impact funding). The status comments field for the risk should include the basis for the due date of the risk.

The Department Architects, Directors or Executive Sponsor, or Accenture Project Managers or Executives will be assigned as the Risk Owner and will be responsible for discussing Risks and Risk status during CRAIDL meetings, facilitated by the PMO team. Other Project team members may be assigned as Risk Owner delegates, with the Risk Owner maintaining their responsibilities.

The PMO team monitors the Risk Log to verify risks are recorded and updated appropriately. New, overdue, and upcoming risks will be reviewed, including determination of validity, by the Risk Management team on a recurring basis. If the risk is deemed to be invalid, the status will be changed to “Removed” in the Risk Log.

9.4.1.2 Risk Analysis

The Project uses qualitative risk analysis to score Risks. Qualitative risk analysis is the process of rating or scoring Risk based on the Risk Management team’s collective perception of the severity of consequences and likelihood of occurrence. The team characterizes an identified risk as a high, medium, or low on two dimensions: impact (severity) and probability (likelihood). The Risk Owner, in collaboration with the PMO team, will present the Risk qualification description to the Risk Management team as part of the risk analysis process.

Risk impacts are considered across three dimensions: Cost, Schedule, Scope. The table below provides a set of guidelines to assess and score the Risk impact. As a general rule, when a Risk impacts more than one impact rating criteria, the highest impact rating should be used for the Risk.

Table 18: Risk Impact Values

Impact Rating	Value	Impact Rating Criteria
Low	1	No impact to cost No or minimal impact to schedule No impact to scope
Medium	2	Minimal variance to current cost projections Moderate impact to schedule Minimal impact to scope
High	3	Significant variance to current cost projections Extensive impact to schedule Moderate impact to scope

Since Risks are a forecast of a potential issue, a probability value must be derived. Probability is the potential for an event to occur without mitigation. The table below provides the values for scoring the Risk probability:

Table 19: Risk Probability Values

Probability	Value	Probability Rating Criteria
Low	1	Unlikely but may occur
Medium	2	Likely but not certain to occur
High	3	Certain to occur

The Risk Impact and Probability values are updated in the Risk Log and the Risk Evaluation process begins.

9.4.2 Risk Evaluation Elements

9.4.2.1 Risk Prioritization

The first step in the risk prioritization process is to confirm or revise the risk impact analysis documented by the qualitative process. The CRAIDL team (e.g., Project Director, Project Architects, Accenture Leads, CRAIDL Manager) performs this activity as a part of the evaluation step in the process.

The Risk score is the product of the impact and probability values and is calculated in the Risk Log. This score sets the prioritization of the risk and aids in the mitigation and response planning, as well as frequency of Risk monitoring. The table below illustrates the derived calculations:

Table 20: Impact and Probability Calculations

Risk Rating Matrix		Risk Probability		
		Low = 1	Medium = 2	High = 3
Risk Impact Rating	Low = 1	1	2	3
	Medium = 2	2	4	6
	High = 3	3	6	9

After the Risk score/prioritization has been determined, the Risk Management team will determine whether the Risk will be mitigated or monitored. The Risk score may change after it has been approved. This is further defined in the Risk Control Elements sub-section of this document.

Risks with a score of “6” or higher will be included in the Project’s Status Reports.

9.4.2.2 Risk Planning

The goal of risk planning is to determine close criteria and supporting action steps to be taken for mitigating or monitoring risks. The results of the Risk analysis and Risk scoring should be considered when developing the action steps. The resulting information documented for Risk resolution includes:

- The close criteria most often associated with a Project milestone, deliverable, Decision, or action item.
- Sequence of action steps to achieve the close criteria.
- Resources who will own the action steps.
- Expected completion dates for the action steps.
- Action step status reporting: *Not Started, In Progress, Completed.*

Typical Risk resolution techniques include use of contractual agreements, expert judgment, and lessons learned on previous projects. Executing preventive actions involves an investment of finances and human capital to mitigate the threat of negative events to the Project's planned objectives and outcomes.

The Risk Management team uses the following as guidelines during Risk planning:

- Risks are classified as "monitoring" when the actions required for mitigating are outside the control of the Project.
- Risks are classified as "mitigating" when the Project has direct control of the outcomes.
- Risks are assigned due dates based on the anticipated date, after which the risk is resolved (i.e., successfully mitigated) or an issue would occur.

Risks may use a date from the Project Schedule that corresponds to a deliverable, milestone, or event that matches the recorded Risk. In the event a specific schedule due date is not identified, the Risk Management team will identify an appropriate due date, based on the agreed to actions.

9.4.3 Risk Control Elements

9.4.3.1 Risk Actions

Risk actions come in one of two forms: Risk mitigation and Risk monitoring. Risks that have a high-risk probability and where mitigating actions are within Project control will be mitigated. Risk mitigation includes completing the identified steps to achieve the Risk close criteria. Risks identified to be monitored may have an event occur which could result in the need to identify Risk response actions. These actions are performed to minimize the impact of a Risk.

The Department Risk Coordinator and Risk Owner will collaborate to track all Risk actions to closure, taking any corrective action as appropriate and will report on the Risk mitigation progress and any impediment to close the Risk. Corrective actions related to mitigation are tracked within the Risk mitigation and are not logged as Action Items. Additionally, the PMO team will update the trending of the Risk as stable, increasing, or decreasing. A Risk trend of increasing or decreasing should lead the Risk Management team to evaluate what new or differing corrective actions should be taken to mitigate the Risk. If the Risk continues to trend in a specific direction, it may cause a need to update the Risk Score. The PMO team will provide the request for a Risk Score change to the Department Risk Manager for approval.

9.4.3.2 Risk Resolution

The primary goal of Risk resolution is to successfully resolve the Risks by executing the identified actions for mitigating or monitoring described in the Risk Planning section above. These actions are designed to prevent adverse impacts to the Project and address events which may lead to the Risk becoming an Issue.

If a Risk turns into an Issue, follow the procedures defined in the Issue Management section of this document.

Upon successful completion of the Mitigate or Monitor Plan, achievement of Close Criteria, or if the Risk becomes an Issue, the Risk Management team updates the Log and closes the Risk.

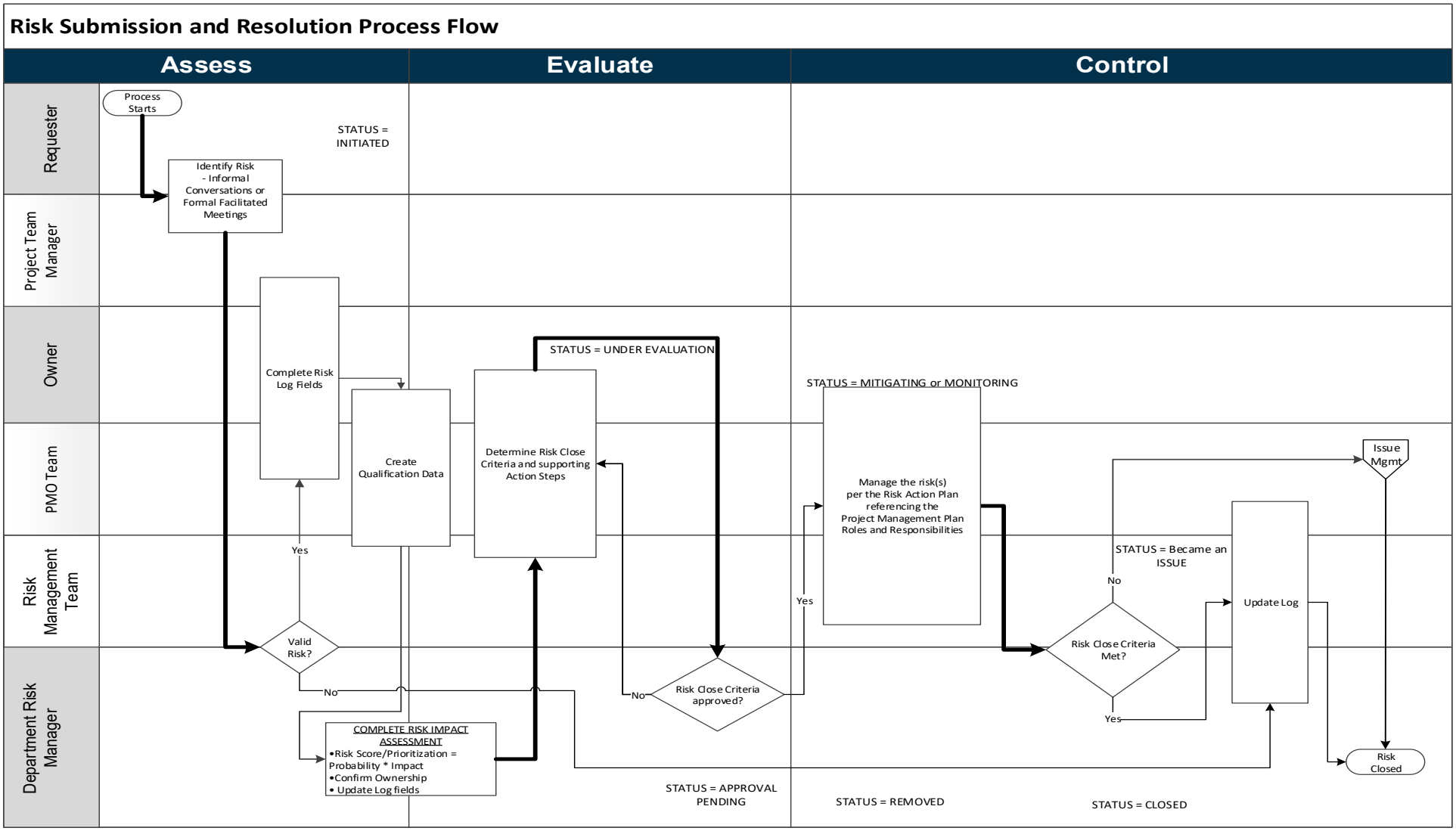


Figure 14: Risk Submission and Resolution Process

9.5 Roles and Responsibilities

Risk Management roles and responsibilities are described below in a RACIV for each of the three (3) major areas as shown in the figure below.

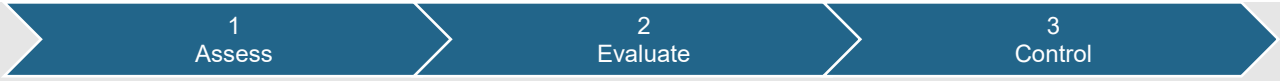


Figure 15: Major Areas of the Risk Management Process

Table 21: Risk Management Roles and Responsibilities

Role	Responsibilities	1	2	3
Requester (anyone)	• Identifies Risk and notifies a Project Team Manager	R	I	I
Project Team Manager	• Reviews potential Risk with Project team • Records potential Risks to Risk Log • Reviews potential Risks with Risk Management team	R	I	I
Risk Owner	• Member of the senior Project leadership team (e.g., Project Director or Deputy Project Director) that works with Department Risk Coordinator to characterize the Risk and formulate and execute the mitigation or monitor action steps • Logs, owns, manages, and reports on task progress for Risks assigned to them	C	R	R
PMO Team	• Facilitates CRAIDL meetings • Records potential Risks to Risk Log • Monitors Risk progress • Updates Risk Log, as needed	C	R	R/V
Risk Management Team	• Owns the creation, implementation, and continuous process improvement of Risk management • Approves addition of Risks to the Risk log • Approves Risk Action Plan • Monitors Risk progress • Works with Project team managers to identify and create Risk response and mitigation steps	I	A	V
Department Risk Coordinator	• Coordinates and facilitates Risk assessments • Reports progress on all Risks • Logs, owns, manages, and reports on task progress for Risks identified as Project-wide	C	V	R/C

10 Communication Management

10.1 Overview

Communication Management establishes the process for effectively communicating information to the Project's internal and external stakeholders. Efficient and effective communication management is critical to overall Project success. Internal and external stakeholders benefit greatly from timely, accurate, and predictable communications and routine status updates.

Overall objectives include, but are not limited to, the following:

- Raise and maintain stakeholder awareness of the Project's status and ongoing activities.
- Provide consistent and timely direction on agency transition tasks.
- Provide messaging that is consistent with the Project's style guide and templates.
- Address stakeholder questions and feedback.

10.2 Purpose

The purpose of Communication Management is to identify stakeholder groups and communication channels. The Project's communication process, for development and release of communications, is detailed in the Project's Standard Operating Procedures. Some of these standards include procedural timeframes, roles and responsibilities, and guidelines for consistent messaging and formatting.

Establishing communication standards within the Project will help deliver the right message at the right time to the right audience. As representatives of the Project, all team members are responsible for delivering clear and consistent communication for the Project.

10.3 Stakeholder Groups

Project stakeholder groups are broken into target audiences for Project communications. Communications are generally tailored by audience and some individuals who receive Project messages may be a part of multiple stakeholder groups. A stakeholder is defined as an individual or group that affect or is affected by the Project. Stakeholders are categorized into two groups: Internal stakeholders and external stakeholders.

10.3.1 Internal Stakeholders

Internal stakeholders are individuals on the Florida PALM Project, including state staff, and contracted employees, such as Accenture and support services staff. This group is also known as the Project team and have the direct responsibility to implement Florida PALM.

10.3.2 External Stakeholders

External stakeholders are categorized into three groups – Project Oversight, Agencies and Third Parties. The list of stakeholders is documented in the Project's Standard Operating Procedures and will be revisited throughout the life of the Project and updated as necessary.

Project Oversight includes entities or groups who provide direct and indirect monitoring of the Project's activities such as the ESC and IV&V.

Agencies include entities, departments, groups, and individuals within Florida State Government and includes systems or entities that rely on statewide financial data, such as LAS/PBS and People First.

Third Parties include any person or organization that is not represented in the Agencies or Project Oversight categories, such as vendors who conduct business with the State of Florida (e.g., banks).

10.4 Communication Channels

The communications channels listed in the table below will be used as appropriate when sharing Project communications. New channels will be considered and leveraged as they become available for the Project and audience groups.

Table 22: Description of Communication Channels

Communication Channels	Description/General Purpose
Email	Written communication tailored for an audience group. Key message may have a call to action or be informative, only. Message may include supportive attachments, links, or graphics.
In-Person Meeting	Structured meeting held in-person with a group of participants. Can be used for collaboration or information-sharing. Meetings can range in size and audience group/subject.
Virtual Meeting	Structured meeting held virtually with a group of participants. Can be used for collaboration or information-sharing. Meetings can range in size and audience group/subject.
Dual Meeting	Simultaneous in-person and virtual meeting to support large audience groups in multiple areas.
Monthly Project Status Reports	Written communication used to document Project status as required in 60-GG1 F.A.C.
Quarterly Project Status Reports	Written communication used to document Project status as required by Proviso in the Annual General Appropriations Act.
Campaign	Visual, concise; conveys a message on one topic. Typically has a call to action but can be used to inform or inspire. Can be electronic or print materials.
Knowledge Center	A consolidated source for documentation about the functions and use of Florida PALM, including business process models, interfaces, and reports.
Project Website	Project resources containing information to support the state's transition to Florida PALM. Information available to all audience groups.

Communication Channels	Description/General Purpose
PALMcast	Audio podcasts with planned topics and script. Usually includes an external stakeholder as a guest. Topics should align with Schedule activities and milestones.
Videos	Visual, moving content that uses graphic, pictures or text. Can be used to inform, instruct, or inspire.
PALM Reader	Internal intranet resource for Project communications for team members.
Social Media	Project will consider top trends in social media communication in agreement with DFS policy and statewide availability and usage.

11 Issue Management

11.1 Overview

Issue Management establishes the process used to identify and resolve Issues that arise due to unplanned or unexpected events, or a materialized Risk. An Issue is the realization of a Risk or problem creating a negative impact on Project scope, schedule, or cost and therefore will have a resolution plan to minimize or prevent negative effects on the Project. Issues are Project focused (e.g., missing an implementation deadline, insufficient resources) and are not utilized for system focused concerns, regulatory requirements, and contractual disputes between the Department and Accenture. This process enables the Project to resolve an Issue in a consistent manner.

11.2 Purpose

The purpose of this section is to provide a clear framework to facilitate effective, efficient, and consistent Issue identification and resolution.

11.3 Process

11.3.1 Issue Identification

The process begins when a Project team member identifies an Issue that impacts the Project's scope, schedule, or cost and communicates the Issue to a Project team manager. Project team managers will review Issues within Project team-specific status meetings to determine what should be added to the Issue Log. Issues are then added to the Issue Log by the PMO. In general, Issues should be logged when there is a potential cross-Project team impact or the PMO team should be aware or engaged. Issues that can be worked within a Project team and do not require management awareness or engagement should not be logged.

The Issue Log is used to document and track Issues including steps for resolution. The resolution steps will focus on the most effective and efficient closure of Issues to mitigate impacts to scope, schedule, or cost. Issues should be titled using a standard "condition and impact" format. The consequence is a result of an event (e.g., Hurricane Michael office closure, prevented Project work). The status comments field for the Issue should include the reasoning behind and basis for the due date of the Issue.

Both the PMO team and assigned Project team managers are responsible for the maintenance and monitoring of items in the Issue Log. Issue progress will be monitored in accordance with the criticality and due date of the Issue and reviewed during recurring Project CRAIDL meetings.

11.3.2 Issue Evaluation

Project leadership is responsible for evaluating Issues and determining each issues validity. If Project leadership deems the Issue to be invalid, the status of the Issue will be changed to "Removed" in the Issue Log. The Project leadership will confirm the priority, due date, and resolution action plan for all Issues. Issues are evaluated and categorized by priority according to impact:

- Critical – Work has or will come to a complete stop in the next 24 hours.

- High – Impacts either cost, schedule, scope, contract deliverable, contract payment or any combination thereof.
- Low – All impacts not listed as Critical or High.

11.3.2.1 Issue Escalation

The escalation process for Low Priority Issues will be defined and agreed upon between the Project team manager and Project leadership.

An escalation process is triggered in the event a High or Critical Priority Issue remains unresolved by its due date. The escalation process identifies the level of escalation, change in ownership, and timeframe to determine the change in ownership. The escalation owners and timing are determined by the figure below.

The Project Director must be notified immediately if an Issue has been categorized as a Critical priority. In addition, the action plan is required to be established and communicated to the Project Director within eight hours of the identification of the Issue. The Project Director owns all Critical priority Issues and is responsible for the approval of all Critical resolution action plans and updates to Project Sponsors and stakeholders including up to the CFO/ESC Chairman.

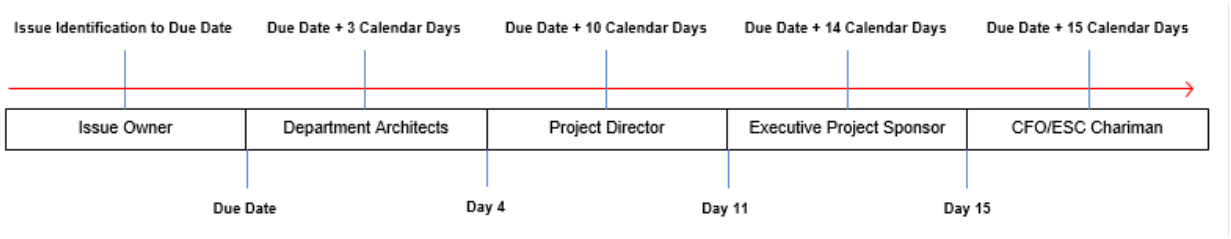


Figure 16: Issue Escalation Process

11.3.3 Issue Management

Issues will be managed to resolution by following the steps identified in the action plan, including:

- Resolution approach, including action steps.
- Resources responsible for the actions.
- Expected due dates for the actions.
- Reporting and Communication requirements.
- Escalation schedule dates.
- Contingency actions, in the event of failure.

At a minimum, progress on the action plan will be communicated each week via the Issue Log and via the recurring CRAIDL meeting until resolved. Issues will also be included in the Project's Monthly and Quarterly Status Reports. The Project Director or Deputy Project Director has authority to specify more frequent and alternative communication mechanisms to Project Status Reports (e.g., phone, in-person, meetings) for Issues categorized as Critical. The ESC, the Executive Sponsor and Business Sponsors will be consulted and informed for Critical Issues.

Issues impacting cost, schedule, or scope, will be managed using the process defined in the Change Management section of this document.

11.3.3.1 Close

The PMO team will update the Log and close the Issue following completion of the action plan.

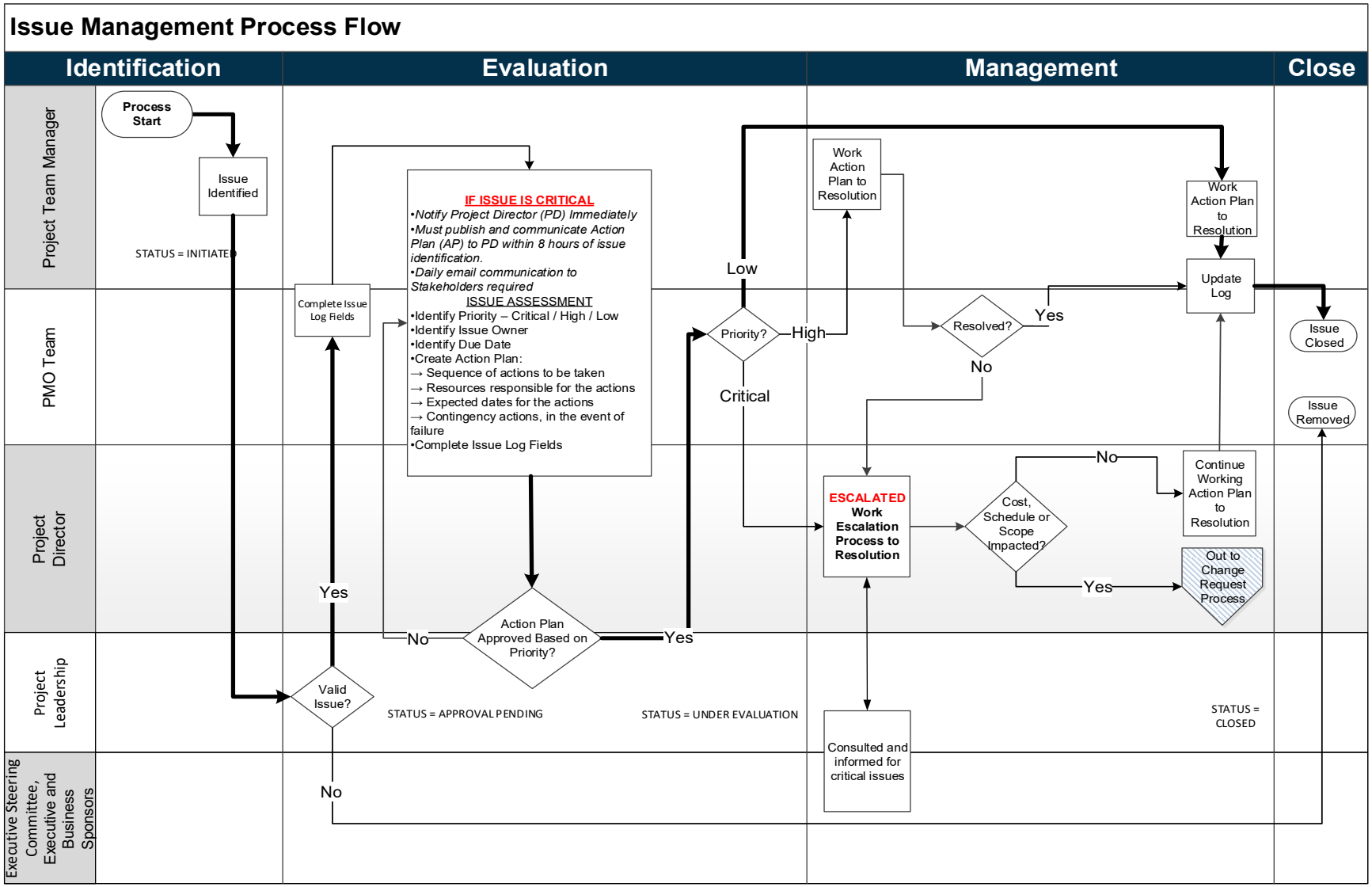


Figure 17: Issue Management Process

11.4 Roles and Responsibilities

Issue Management roles and responsibilities are described below in a RACIV for each of the four (4) major areas as shown in the figure below.



Figure 18: Major Areas of the Issue Management Process

Table 23: Issue Management Roles and Responsibilities

Role	Responsibilities	1	2	3	4
Project Team Manager	• Identifies the Issue and works with PMO and Project Leadership to document the Issue. • Identifies the priority, Owner, and due date • Creates the action plan • Works action plans to resolution • Communicates critical Issues to Project Director	R	C	R	I
Project Leadership	• Confirm priority, due date, and resolution action plan for Issues	I	A	R	I
PMO Team	• Maintains the Issue Log	C	R	C/I	R
Project Director	• Approves action plans for Critical priority Issues • Works with the PMO team to validate the priority, Owner, and due date, and create and approve the action plan for Critical priority Issues • Owns the Critical priority Issues to resolution or escalates to the CFO / Executive Project Sponsor	I	R/A	R/C	I
ESC, Executive Sponsor and Business Sponsors, as appropriate	• Consulted and informed for Critical Issues	I	I	C	I

12 Decision Management

12.1 Overview

The Decision Management process establishes and implements a defined structure that will facilitate an effective decision-making process using all available information to increase the precision, consistency, and agility of Decisions. Additionally, good decision making is about making good choices while considering Risks, and scope, schedule and cost constraints. Project Decisions will be managed using the multi-tiered governance structure defined in the Project Charter.

12.2 Purpose

The purpose of this section is to provide a clear framework to facilitate effective, efficient, and timely decision making by the Project Director and ESC, respectively Tier 1 and Tier 2, decisions.

12.3 Process

12.3.1 Identify Decision

The process begins when the PMO team is informed by the Requester or determines that a Decision needs to be made that is going to have an impact to the Project's scope, schedule, or cost. A Decision does not represent day-to-day activities and is entered to document the need to decide upon a tactic or acceptable action to progress the Project.

In collaboration with the Project Director, Deputy Project Director, and the Project Architects, the PMO team identifies the Decision Owner. The Decision Owner is responsible for documenting and supporting the decision-making process. The Decision Log is used to document and track Project Decisions. Additional tools may be used to facilitate the capture, evaluation, and resolution of select decisions (e.g., functional design decisions).

Using the criteria in the table below, the PMO team will determine which Tier the Decision should fall under, based on the nature of the Decision. Decisions related to policy changes are addressed in the Potential Policy Change section of this document.

Table 24: Decision Tier Mapping

	Project Director (Tier 1)	ESC Committee (Tier 2)
Decision Type	• Direction setting items impacting multiple teams • Direction setting items impacting external parties • Items within approved schedule, scope, or budget • Stage Gates, as applicable	• Major Project Deliverables • Updated Major Project Deliverables (after original acceptance) • Stage Gates, as applicable

12.3.1.1 Tier 1: Florida PALM Project Director

The Project Director is charged with managing the Project and approving Tier 1 Decisions in conformance with the Project Charter. The Project Director will consult with the Project's Executive Sponsor and Business Sponsors, as appropriate. The Project Director may delegate Tier 1 Decisions to other Project team members but retains responsibility for impacts. Delegation

assignments will be recorded in the Decision Log. The delegate is responsible for coordinating and informing the Project Director of Decisions, Decision due dates and updates to material related to the Tier 1 Decision.

12.3.1.2 Tier 2: ESC

The ESC, as defined by the Project Charter, with consultation from the Florida PALM Advisory Council, as appropriate, is responsible for approving Tier 2 Decisions which are beyond the authority of the Project Director. ESC approvals may be initiated through a PCR or Contract amendment, as described in the Change Management section, of this document and therefore not logged as a Decision.

12.3.1.3 Stage Gates

The Project will review and discuss events leading up to and formulating the basis for Stage Gate Decisions with Project Leadership on a regular basis. The Project's "Critical Path Items," as described in the Schedule Management section of this document, are based on Deliverables, WPs and other activities which must be completed to achieve Stage Gate criteria. In addition to managing the Project Schedule to achieve on-time completion of the "Critical Path Items," ongoing discussions and open dialog will ensure the outcomes of formal, documented Decisions. The table below shows the decision Tier for each Stage Gate described in Attachment 1 to the SSI Contract.

Table 25: Stage Gate Decision Level

#	Stage Gate	Decision Tier
1	Ready to Start Build	Tier 1 - Project Director (ESC Awareness)
2	Ready to Begin System Testing	Tier 1 - Project Director (ESC Awareness)
3	Ready to Begin UAT	Tier 2 - ESC
5	Agency Readiness	Tier 2 - ESC
5	Deployment Readiness	Tier 2 - ESC
6	Confirm Deployment	Tier 1 - Project Director (ESC Awareness)
7	Go-Live	Tier 2 - ESC

12.3.1.4 Addition or Removal of WPs

Requests to add or remove WPs, both Contractor-led and internal, must be submitted by an Architect and/or Project Directors, and logged as a Decision by the PMO team. All requests must include justification for the addition or removal of the WP. The PMO team will review and consult the Project Director prior to submission to the Accenture Project Manager for Contractor-led WPs. As part of the recurring CRAIDL meetings, and with approval of the Project Director, the Decision Log will be updated, and the Work Product table will be updated accordingly. A WPED will then be created to further define the scope and effort and to specify the tasks to include in the Project Schedule. See the Deliverable Management section of this document for more information.

12.3.2 Evaluate Decision

Decisions must have a due date that allows enough processing time for products, tasks, or other decisions resulting from the Decision to be worked. Decision due dates should tie to a specific event, milestone, deliverable or WP in the Project Schedule. Decision titles should use a standard

format to describe what is being asked, by applying an action to introduce the Decision and should begin with a verb (i.e., Confirm the Project predecessor activities are complete for Stage Gate Decision). The status comments field for Decisions should include the reasoning behind and basis for the due date of the Decision.

A Decision Implementation Plan will be required for a Decision if a series or sequence of actions are needed to carry out the Decision. The Decision Owner will prepare or coordinate the creation of the Implementation Plan in collaboration with the appropriate Project team or outside stakeholders. The plan will include the necessary steps to make the changes contained within the Decision, including updating the DED/WPED if appropriate. The PMO team and the Requester will review and determine if the Implementation Plan is sufficient to enable the Decision. Implementation Plans will be maintained on the Decision Log until the steps have been completed. The Project cannot initiate Implementation Plans prior to approval by appropriate decision-making tier.

After the Decision is added into the Decision Log, the PMO team will manage the Decision process. However, both the PMO team and the Decision Owner have responsibility for the maintenance and monitoring of items in the Decision Log. Decision progress will be reviewed on a recurring basis in CRAIDL meetings.

If a Decision's due date has passed, and the Decision is still open, the PMO team will evaluate the impact to determine if a Risk or Issue needs to be opened. If a Risk or Issue is opened, it will follow the procedures defined in the Risk Management or Issue Management section of this document, as appropriate.

12.3.3 Formalize Decision

After all necessary information is gathered and evaluated, the Decision is presented to the appropriate decision maker based on the tier of the Decision. A separate Decision Request Form must also be used to document Tier 2 Decisions by the ESC. This form provides a description of the decision needed, background on the decision and the situation that created the need for the decision, and considerations or options and recommendations.

The decision maker will then evaluate the options and choose one that best meets the needs of the State. The PMO team (State or Accenture) will update the Decision Log in SharePoint and inform the Requester and delegate (if assigned). For a Tier 2 Decision, the Final Decision will also be documented in the Meeting Minutes for the ESC Meeting where the Decision was made.

12.3.4 Close Decision

Once the Decision is made, the PMO team updates the Decision Log. The execution of any associated Implementation Plan begins and upon completion, the PMO team closes the Decision.

12.4 Roles and Responsibilities

Decision Management roles and responsibilities are described below in a RACIV for each of the four (4) major areas as shown in the figure below.



Figure 19: Major Areas of the Decision Management Process

Table 26: Decision Management Roles and Responsibilities

Role	Responsibilities	1	2	3	4
Requester	• Submits the request for a Decision • Reviews Implementation Plan, if required	R	C	I	I
Decision Owner	• Gathers or prepares supporting information, including Implementation Plan	R/C	R/V	I/C	I
PMO Team	• Logs the decision in the Decision Log • Manages the Decision process • Identifies the Decision Owner, in collaboration with Project Director, Deputy Project Director, and Project Architects • Reviews the Decision and determines the appropriate Tier • Coordinates recurring reviews of logged Decisions • Updates the Decision information and status in the Decision Log	I/R	A/V	I/R	I/R
Project Director	• Manages the Project and approves or rejects Tier 1 Decisions • Informs the ESC on Tier 1 Decisions, as appropriate • Escalates and presents Decisions and associated PCRs, that meet the Tier 2 criteria, to the ESC for consideration	I	I	A/R	I
ESC	• Reviews any Decisions and PCRs regarding the Project's scope, schedule, and cost beyond the Project Director's authority	I	I	A/R	I

12.5 Potential Policy Changes

Throughout the Project, there may be impacts to current rules and statutes or the need for new policies. The Project's responsibilities are to record and report the need for a policy change. The policy owner is responsible for facilitating the review of the policy issue, identifying potential policy changes, and facilitating the policy change request to closure. The Project's Executive Sponsor and Business Sponsors are responsible for reviewing policy issues and determining recommended solutions for a policy change. The Project Executive Sponsor will act as the liaison with the State agencies sponsors, Executive Office of the Governor, and the Legislature to ensure all policy issues are addressed and any potential policy changes are processed to closure. This will be an annual process that will be executed prior to the Legislative session.

During the design phase of the Project, statutory changes may be identified that are needed to implement the financial management solution that will standardize, to the fullest extent possible, the State's financial management solution. For those statutory changes, the ESC is responsible for identifying and recommending those changes, as described in the Project Charter. As not all statutory changes are needed to allow for standardization, not all statutory changes will require ESC identification and recommendation. The Project team will present potential items to the ESC as they become apparent during this phase.

13 Deliverable Management

13.1 Overview

Deliverable Management describes the processes to be followed when creating, reviewing, and accepting or approving Project Deliverables and WPs. Adherence to this process is the responsibility of all members of the Project team. To achieve a positive outcome, this process must be carried out over the life of the Project to ensure expectations are aligned and met. This process applies to all Project Deliverables and WPs (contractual and non-contractual).

13.2 Purpose

The purpose of this section is to provide instructions to Project team members regarding procedures for managing the planning, development, submission, review and acceptance or approval of project Deliverables and WPs.

13.3 Process

The Deliverable Management process includes creation, review and approval of a Deliverable Expectations Document (DED), deliverable creation, deliverable review, and deliverable acceptance. The DED is used to record the Project requirements for a deliverable and establish clear expectations and acceptance criteria for the deliverable's scope and content. A similar process is followed for WPs and I-WPs using a WPED. The format of a WPED is like that of a DED and establishes approval criteria for the WP. Templates for both DEDs and WPEDs are provided on the Project's SharePoint site.

The DED creation process includes the steps the Project takes to confirm the acceptance criteria, the roles and responsibilities for the deliverable activities, and the approach for deliverable creation. Considering the acceptance criteria is a key element in the Quality Control Review, as the criteria are core requirements for accepting the deliverable.

During creation of the DED, the deliverable Owner, the deliverable contributors and the Department Architects identify what approach or methodology will be used to generate the deliverable.

The deliverable acceptance process includes the steps used to review the deliverable, document feedback, and gain Project acceptance.

Deliverables will be created using tools and techniques appropriate to their form. This may include the use of Microsoft Office software (for written Deliverables), Commercial off the Shelf (COTS) software, custom software, or other tools. Deliverable naming convention standards are specified in the Project's Style Guide.

13.3.1 Deliverable Expectations Document and Work Product Expectations Document

13.3.1.1 DED and WPED Creation

13.3.1.1.1 DED Creation

For SSI Contract deliverables the Accenture team (Owner) is responsible for the creation of the DED for the Deliverable in collaboration with Department resources. Each DED shall contain sufficient detail to provide clear expectations of the deliverable's contents, objectives, and acceptance criteria. In addition, it shall identify information which is considered confidential and Project team members who should have access. Use plain language and where applicable, use bulleted lists for a better presentation style and for readability. The DED is uploaded to SharePoint and a submission email is sent to the Contract Manager, Project Director and named resources, as identified in the submitted DED. It is the responsibility of the Deliverable Owner to confirm that the DED is of acceptable quality before submission for review.

The Owner should consult contractual documents and the Deliverable Trackability Matrix (DTM) when creating the DED. Attachment 8 of the SSI Contract contains the minimum acceptance criteria (MAC) for each SSI Contract Deliverable. Additional acceptance criteria, including that within the DTM, may be added with mutual agreement between the Department and Accenture. The DED will serve as evaluation criteria for fulfilling completeness of any given Deliverable.

The Department Architect will identify the deliverable Coordinator when creation of the DED begins. Work initiated prior to agreement of the DED is at risk of being rejected or subject to re-work. In collaboration with the Project team managers, the Department Architect will identify Reviewers for the DED. The SSI Contract Manager must be listed as a Reviewer. The Owner and Deliverable Coordinator shall ensure that all contractual elements are included in the DED. As part of their review, the SSI Contract Manager will confirm that the DED aligns with what is described in the SOW and that the DED meets all contractual obligations.

DEDs vary dependent upon the type of deliverable, but each DED shall include at a minimum:

- Deliverable Objectives - Provide objectives and details on how the deliverable will be used by the Project and Project team.
- Content Draft Outline - Identify content topics of the deliverable that will be generated to fulfill the deliverable objectives. This could include the major section headings but does not need to be prescriptive of format or organization. A bulleted list is acceptable.
- Deliverable Acceptance Criteria - List any acceptance criteria from the contract (i.e., minimum acceptance criteria). Include any additional acceptance criteria, beyond that included in Attachment 8.
- Confidentiality – Identifies if any of the documents used to support the deliverable and/or the deliverable itself will contain confidential information; and the Project Team members who should have access.
- Format - Specify the format for the deliverable and supporting materials.
- Content Release Plan - Describe how the deliverable will be shared with and communicated to the Project team members and external Stakeholders.

- Deliverable Roles - Include the individual's organization if they are with an organization outside of Florida PALM.
- Deliverable Creation and Timeline - Describe in words, tables and illustrations the steps or approach for creating and gaining acceptance of the deliverable, including any source material and planned resources such as major Project artifacts, Project team members, external subject matter experts, and other support tools.

When all sections are completed, the final deliverable shall be subject to the same full review process as any other deliverable. Performing a segmented review of the deliverable helps ensure the Project can perform a thorough review of the content, and suggested revisions will be made within the desired review period. Whether the deliverable review is segmented or split, the submission date of the deliverable must be adhered to. If the review is segmented, then all segments must be provided by the deliverable submission date. If the review is split, then all split sections of the review must be provided by the deliverable submission date.

13.3.1.1.2 WPED Creation

For each WPED, whether Contractor-led or internal, the Owner is responsible for the WPED creation for the WP. For internal WPs (I-WP), the Department PMO team will assign ownership of the I-WP to a Department resource as the WP Owner. The WP Owner performs the duties as described in the WDED Creation process. While there is no contractual MAC, the SOW from the SSI Contract must be considered when adding approval criteria to the WPED. The approver must also be listed as a Reviewer as well as the SSI Contract Manager for Contractor-led WPs. Each WPED should include:

- Work Product Objectives - Provide objectives and details on how the work product will be used by the Project and Project team.
- Work Product Approval Criteria – Include the aspects of the work product which must be present for the work product to be approved.
- Content Draft Outline - Identify content topics of the work product that will be generated to fulfill the objectives. This could include the major section headings but does not need to be prescriptive of format or organization. A bulleted list is acceptable.
- Confidentiality – Identify if any of the documents used to support the work product and/or the work product itself will contain confidential information; and the Project team members who should have access.
- Format - Specify the format for the work product and supporting materials.
- Content Release Plan - Describe how the work product will be shared with and communicated to the Project team members and external Stakeholders.
- Work Product Roles - Include the individual's organization if they are with an organization outside of Florida PALM.
- Work Product Creation Approach - Describe in words, tables and illustrations the steps or approach for creating and gaining acceptance of the work product, including any source material and planned resources such as major Project artifacts, Project team members, external subject matter experts, and other support tools.

13.3.1.1.3 Version History

The Project may use a version table to track updates made to DEDs and WPEDs. The Version History table is used to identify and track the version numbers, the date each version was accepted or approved, and revision notes for each accepted/approved revision. Revisions are listed in numerical order beginning with the first initial version in the top row. The version numbering format consists of two pairs of integers separated by a period (AA.BB), where AA represents major updates and BB represents minor updates. Version numbering is only used for final documents. Drafts do not receive a version number. They are marked as "draft." Refer to the Project Style Guide for draft formatting.

Major updates are substantial changes that alter the document's message including additions or deletions of substantial content. Minor updates are minimal in nature and include corrections in grammar, data, formatting, and clarification of terminology. An example of a Version History table can be found in the table below:

Table 27: Example Version History Table

Version	Date	Revision Notes
1.0	01/03/2018	Initial accepted version
1.1	02/02/2018	Minor formatting updates to be consistent with new Project guidance
2.0	03/03/2018	Removed section 3, updated existing tables, and added Appendix 2

Version tables are only used for final accepted/approved documents. Draft document history will be tracked using SharePoint's *Version Comments* function.

13.3.1.2 DED and WPED Submission

Upon completion of the creation, the Owner submits the DED/WPED for Collaborative Review along with any applicable attachments and a Deliverable Review Form (or Work Product Review Form). This form is used to track completion of reviews related to the Deliverable or Work Product.

13.3.1.3 DED and WPED Review

Each DED and WPED shall be reviewed by the Project Director, Deputy Project Director, applicable Department Architects, SSI Contract Manager, and PMO. The DED/WPED review process includes:

- Walkthrough of the DED/WPED to clarify content, answer questions, and to familiarize the Reviewers with the deliverable.
- Optional interactive review sessions to incorporate deliverable feedback in the most effective manner.
- Resolution of all comments and questions and notation of review completion in the Deliverable/Work Product Review Form.
- PMO will use the QC Checklist in the DED or WPED review form as appropriate to validate that the document meets specific criteria (e.g., contents align to what is described in the Statement of Work).

13.3.1.4 DED and WPED Approval

13.3.1.4.1 DED Approval

After the review process for each DED/WPED, final approval will be provided by the appropriate level as described in section 13.3.1.3. The approved version of the DED/WPED will be finalized and uploaded to SharePoint as a PDF by the PMO team.

13.3.1.4.2 WPED Approval

The approval process for WPEDs will mirror that of DEDs with the exception that final approval may be provided by the Project Director or the Deputy Project Director or a Department Architect. For internal WPEDs, consultation from the SSI Contract Manager is not required.

13.3.1.5 DED and WPED Updates and Change Control

After a DED or WPED has been approved, it will be updated and re-submitted for approval when a change in scope content, schedule or removal of contractual acceptance criteria was initiated through a PCR. Examples of changes to the DED or WPED that do not require a PCR include mutually agreed upon clarification or addition of acceptance or approval criteria or material changes to the deliverable or WP approach.

13.3.2 Deliverable Creation, Standard Review, and Acceptance

13.3.2.1 Deliverable Creation

When creating a Deliverable, the Owner shall adhere to the criteria and development approach set forth in the DED. Some deliverables will have Contributors, as identified in the DED, assisting the Owner during the development of the content. Each deliverable shall have a Coordinator assigned by its respective Project team manager, as reflected in the DED. The Coordinator is a Department resource that is responsible for monitoring the Deliverable through acceptance. Owners are expected to review and discuss deliverable content with other Project team members via a peer review prior to submission, allowing the deliverable review process to be one of acceptance with the Contract Manager instead of a review of new content. Each deliverable shall contain sufficient detail to meet the acceptance criteria specified in the DED.

If the deliverable references the contents of future deliverables, the Owner shall describe the information to be included in the future deliverable, including the deliverable name and number. The Owner also reviews the DTM during creation to collect required content elements referenced in earlier deliverables so they can be added to the Deliverable.

13.3.2.2 Standard Review

Standard review cycles are described in the Schedule Management section of this document; however, the review process varies by Deliverable and may involve individual or facilitated reviews.

The Deliverable Reviewers, as identified in the Project Schedule, will review the Deliverable. If a Reviewer identifies a Deficiency during their review, they should discuss the defect with the Project team manager to determine if the review process should stop and discuss with the Owner to determine next steps.

Reviewers should document their comments and requested changes in the deliverable, or the Coordinator can facilitate a group review where comments and requested changes are compiled and documented using track changes. The Coordinator has a responsibility to confirm comments are not repeated or conflicting, and that they agree the Owner has resolved the comments.

13.3.2.2.1 Draft Submission and Pre-Submission Collaborative Review

Once the deliverable creation is complete, the draft deliverable is submitted for Pre-Submission Review. During this step, the Owner or delegate notifies scheduled resources that the deliverable is ready for the Pre-Submission Review. This is a draft submission meant to initiate collaborative reviews prior to the contractual submission of the deliverable.

During this review, Accenture and Department resources will collaboratively review the deliverable's content and make updates using track changes and/or add comments to the deliverable and verify that the deliverable aligns with the intent of the DED. Once the review is complete, the Owner notifies the Accenture PMO team that the deliverable is ready to move into Style Guide Review.

13.3.2.2.2 Style Guide Review

One day prior to the Final Collaborative Review, the Accenture PMO team will send an email to notify the Communications team that the Deliverable is ready for the Style Guide Review. The Style Guide Review will focus on Project vocabulary and Style Guide standards. The Communications team will use track changes to record any Style Guide deviations in the Deliverable and add comments in the Style Guide QC Checklist within the Deliverable Review Form. The Accenture PMO team will accept the track changes and discuss the changes with the Owner before submitting the Deliverable for Final Collaborative Review.

13.3.2.2.3 ESC Review

In accordance with the Project Charter, the ESC is required to approve all Major Project Deliverables. Major Project Deliverables are defined in Attachment 8 of the SSI Contract. The ESC reviews Major Project Deliverables with consultation from the Florida PALM Advisory Council. Items requiring ESC review should allow ample time to support approval readiness.

Owners and Project team managers or Architects with a Deliverable on the ESC Meeting agenda should attend the ESC Meetings where the Deliverable is being presented for review or approval. Major Project Deliverables are approved by the ESC using the Major Project Deliverable Approval form. This form is used to acknowledge and approve delivery of the work completed for the deliverable.

13.3.2.2.4 Final Collaborative Review

Once any findings from the Style Guide Review have been addressed, the Accenture PMO team will send an email to notify the scheduled Project leadership resources that the deliverable is ready for Final Collaborative Review. The resources will review the deliverable's content and make updates using track changes and/or add comments to the Deliverable. The Owner will review and address any updates and/or comments and inform the Accenture PMO team that the

deliverable is ready for submission. The Project Director will confirm approval and recommend the Deliverable for acceptance by the Contract Manager.

13.3.2.2.5 Accenture QC

Prior to Submission, the Accenture PMO team reviews the deliverable. The Accenture QC includes:

- Confirmation that the deliverable meets the deliverable acceptance criteria, as defined in Attachment 8 of the SSI Contract, and as added in the DED.
- Mapping of the deliverable acceptance criteria in the Deliverable Review Form.
- Confirmation that all DTM entries that reference the deliverable as a future deliverable are satisfied.
- Accepting all track changes and resolving all comments.

13.3.2.2.6 Submit

The PMO team moves the deliverable and any related documents to the Deliverable Submission folder and sends an email to the Contract Manager and Department PMO team notifying them that the deliverable is ready for Department QC. The Project Director and PMO team are copied on the email. Submissions include SharePoint file path details for all associated documents.

13.3.2.3 Deliverable Acceptance

When a deliverable is submitted for acceptance, the Project Director must recommend the deliverable for acceptance and the Contract Manager must accept the deliverable. Acceptance of all deliverables will be documented in writing via email. Following acceptance of a deliverable, the Department reviews the DTM to resolve recorded deliverable references.

13.3.2.3.1 Department QC

The scheduled resource performs the Department QC review. During the Department QC review, the DTM will be updated with any referenced deliverables to document the relationship. The references will be evaluated to determine if Additional Acceptance Criteria needs to be updated on a DED for future Deliverables. Any defects recorded as part of the QC Review, which do not meet the deliverable acceptance criteria, as defined in the approved DED, are recorded as Deficiencies in the Deliverable Review Form. The Department PMO team is responsible for communicating Deficiencies to the Contract Manager and Owner. In general, the Department PMO team performs the following tasks:

- Reviews deliverables for compliance with the QC Checklist.
- Validates that the deliverable acceptance criteria, as defined in the approved DED, is met within the deliverable document.
- Validates the information is accurate and the deliverable contains specific and clear information detailing the how, what, where, when, why, and how.
- Provides comments, suggested edits, and observations within the deliverable.

Once the QC review is complete, the Department PMO team will notify the Contract Manager, Project Director, Project team manager, Coordinator, and the PMO team.

13.3.2.3.2 Contract Manager Review

The Contract Manager for the SSI Contract reviews the deliverable for Acceptance. The Contract Manager Review confirms that the deliverable meets the deliverable acceptance criteria, as defined in the approved DED and that the Project Director has recommended the deliverable for acceptance.

13.3.2.3.3 Accept

Acceptance of deliverables must be provided in writing by the Contract Manager. The Contract Manager sends an acceptance email to the Owner, copying Project Leadership and the PMO team. The Contract Manager signs a Deliverable Acceptance form to be submitted with deliverable invoices for payment processing. The Deliverable Acceptance form is used to acknowledge and accept delivery of the work completed for the deliverable.

13.3.3 WP Creation, Review and Approval

WPs follow a shortened process. The steps include create, submit, review, and approve. The tasks and standardized durations for WPs are outlined in the Schedule Management section of this document. Several WPs have been established in the SOW within the SSI Contract. The procedures for authorizing additional WPs can be found in the Change Management section of this document.

13.3.3.1 WP Creation

The WP Owner is responsible for the creation of the WP per the objectives, structure and timeline set forth in the WPED. Once the WP has been created, the Owner will notify the Reviewers via email that the collaborative review and update may begin.

13.3.3.2 WP Review

The Reviewers will collaboratively review the content of the WP and make updates with track changes and/or leave comments in the document. The Reviewers must confirm that the approval criteria set forth in the WPED has been met. The Owner is responsible for addressing all comments and updates and accepting all changes.

13.3.3.3 WP Approval

As with Deliverables, WPs are approved by the Project Director. I-WPs may be approved by the Department Architects or Project Directors, as defined in the WPED. The approver sends approval via email to the WP Owner, the PMO team, and the Contract Manager, for those that are Contractor-led. The PMO team is responsible for posting approved WPs to SharePoint in a PDF format and for updating the DTM if applicable.

13.4 Roles and Responsibilities

Deliverable Management roles and responsibilities are described below in a RACIV for each of the four (4) major areas as shown in the figure below:



Figure 20: Major Areas of the Deliverable Management Process

Table 28: Deliverable Management Roles and Responsibilities

Role	Responsibilities	1	2	3	4
Deliverable/WP Owner	• Serves as primary Owner of the DED, WPED, Deliverable or WP • Creates and submits the draft DED or WPED • Responsible for ensuring the DED contains clear expectations of the minimum acceptance criteria, as defined in Attachment 8 of the SSI Contract • Reviews the DTM to collect required content elements for Deliverables and WPs • Responsible for ensuring content is created and fulfills the acceptance criteria or approval criteria • Submits Deliverables for acceptance along with a Deliverable Review Form • Submits WPs for approval	A	R	A	R
Project Team Manager	• Works with Department Architects to assign Deliverable Reviewers • Assigns Deliverable Coordinator • Provides input to DEDs and WPEDs as needed	C/R	I	I	I
Deliverable/WP Contributor	• Assists the Owner with creation of the DED or WPED • Assists the Owner with content or other development	C	I	C	I
Deliverable/WP Coordinator	• Assists with DED or WPED creation • Confirms that the DED contains clear expectations of the deliverable acceptance criteria • Responsible for facilitating and coordinating the review and compiling comments	C	R/V	I	R/V

Role	Responsibilities	1	2	3	4
Deliverable/WP Reviewer	• Reviews the DED and Deliverable, or WPED and WP, and documents findings and feedback • Reviews Deliverable or WP and documents feedback	C	R	C	R
Contract Manager	• Reviews the DED or WP and documents findings and feedback • Verifies that the content of Deliverables meets the deliverable acceptance criteria, as defined in the approved DED, and Project quality standards • Accepts all deliverables	I	C	I	A
ESC	• Approves major Project deliverables as well as any future updates to these deliverables • Informed on progress being made throughout the process	I	I	I	A
Accenture PMO Team	• Finalizes and posts the approved DED and WPED • Notifies resources that a Deliverable or WP is ready for the next step in the review • Conducts the QC Review verifying the content meets the deliverable acceptance criteria, as defined in the approved DED, and Project quality standards • Submits deliverables for review along with a Deliverable Review form • Finalizes approved WPs on SharePoint • Finalizes accepted Deliverables on SharePoint	I	R/I	I	R/I/V
Department PMO Team	• Finalizes and posts approved WPED • Conducts the QC Review verifying the content meets the deliverable acceptance criteria, as defined in the approved DED, and Project quality standards • Updates and verifies DTM • Updates the Project Schedule with tasks and resources from the approved DED or WPED • Finalizes approved I-WPs on SharePoint	I	R/V	I	R/I/V

Role	Responsibilities	1	2	3	4
Department Architects	• Assists Owner in creation of the DED or WPED • Identifies Coordinator and Reviewers • Reviews and provides feedback on DEDs • Approves WPEDs, as assigned • Reviews and approves WPs, as indicated in the approved WPED	C	A/C	C/I	A/C/I
Deputy Project Director	• Reviews and provides feedback on DEDs and Deliverables • Approves WPEDs, as assigned • Reviews and approves WPs, as indicated in the approved WPED	C	A/C	C/I	A/C/I
Project Director	• Reviews and approves DEDs and WPEDs • Reviews and approves Deliverables • Recommends Deliverable for acceptance to the Contract Manager • Reviews and approves WPs, and indicated in the approved WPED	C	A/C	C/I	A/C/I
Communications Team	• Conducts Style Guide Review	I	V	I	V

13.5 Project Deliverable Updates and Change Control

After a Project deliverable has been accepted, a change in content must be initiated either through a Project Decision or PCR, as appropriate, and follow the process outlined in the Change Management section of this document. Changes to a Major Project Deliverable will be reviewed with the ESC, with consultation from the Florida PALM Advisory Council, if the changes meet the Project Charter Governance Tier 2 criteria, unless otherwise documented in the accepted deliverable. Minor adjustments or corrections to a Project deliverable do not require a PCR (e.g., change to the name of a governance body, change to the location of a reference within a Deliverable).

13.6 Internal Work Product (I-WP) Process

The I-WP process is similar to the Accenture-led WP process. The steps include create, submit, review and approve. The tasks and standardized durations for WPs are outlined in the Schedule Management section of this document. The procedures for authorizing additional I-WPs can be found in the Change Management section of this document.

13.6.1 I-WP Creation

The I-WP Coordinator is responsible for the creation of the I-WP per the objectives, structure and timeline set forth in the WPED. Once the I-WP has been created, the Coordinator will notify the Reviewers via email that the collaborative review and update may begin.

13.6.2 I-WP Review

The Reviewers will collaboratively review the content of the I-WP and make updates with track changes and/or leave comments in the document. The Reviewers must confirm that the approval criteria set forth in the WPED has been met. The Coordinator is responsible for addressing all comments and updates and accepting all changes.

13.6.3 I-WP Approval

I-WPs are approved by Department Architects or Project Directors, as indicated in the approved WPED. The approver sends approval via email to the I-WP Coordinator and the PMO team. The Department PMO team is responsible for posting approved I-WPs to SharePoint in a PDF format. The Department PMO team is responsible for posting completed I-WPs to SharePoint. The PMO team updates the DTM if applicable.

13.7 Document Management

Document management provides the Project standards for version control, document retention, and revision history tracking. The standards help ensure the Project documents are managed in a consistent manner. Utilizing templates for Project documents has the important benefit of maintaining document consistency.

14 Action Item Management

14.1 Overview

Action Item Management enables the Project team to complete work in a timely manner to keep the Project on track and provide the mechanism to bring Action Items to closure. Action Items address a specific need to provide an outcome that is not on the Project Schedule or addressed in the Risk, Issue, or Decision Logs. Action Items are unique needs created out of discussions, recorded, and requiring follow up. Actions Items can include requests to update website content and communication activities.

14.2 Purpose

The purpose of this section is to provide instructions to facilitate effective, efficient, and timely completion and closure of Action Items across all levels of the Project.

14.3 Process

14.3.1 Identification

The process is initiated with the identification and logging of an Action Item in the Action Item Log by the Requester. The Requester, if not the Owner, will identify and contact the Owner to describe the need or desired outcome and include any other information that could be helpful to resolve the Action Item. The Owner, or delegate, will review the information for completeness. The standard title for an Action Item should describe the activity that needs to be taken and begin with a verb (i.e., Create and deliver FLAIR overview "Show and Tell").

14.3.2 Evaluation

The appropriate manager (e.g., Team Manager or Architect) or Requester is responsible for evaluating the Action Item and determining its validity. The manager or Requester will validate the Action Item Owner/Delegate and finalize the Action Plan steps. Together they will determine the due date and outcome of the Action Plan. The Action Item due date will be determined during this evaluation.

Project Action Items may be assigned to individuals external to the Project; however, they may not be the named Owner/Delegate. If the individual assigned is outside of DFS, the Project Director, Deputy Project Director, or a Department Architect will be assigned as the Owner/Delegate. Action Items should not be created for agency tasks and other activities outside the Project.

14.3.3 Execution

Upon approval by the manager or Requester, the Owner/Delegate will work the Action Plan to completion, which will consist of the following components, documented in the Action Items:

- Resolution approach, including action steps.
- Resources responsible for the actions.
- Expected due dates for the actions.
- Reporting and Communication requirements.
- Escalation schedule dates.

- Contingency actions, in the event of failure.

The Owner/Delegate will inform the Requester and PMO when the Action Plan has been worked to completion.

The Owner/Delegate works with PMO to update items in the Action Item Log. Action Item progress will be reviewed during CRAIDL meetings. Managers and Requesters are responsible for overseeing Action Items assigned to themselves and their team members. The PMO team will monitor the process and may also propose Action Items for discussion during the CRAIDL meeting.

14.3.4 Close

Upon successful completion of the Action Plan or if the Action Item is deemed invalid, PMO updates the log and closes the Action Item.

The figure below shows the stages of the Action Item Management process:

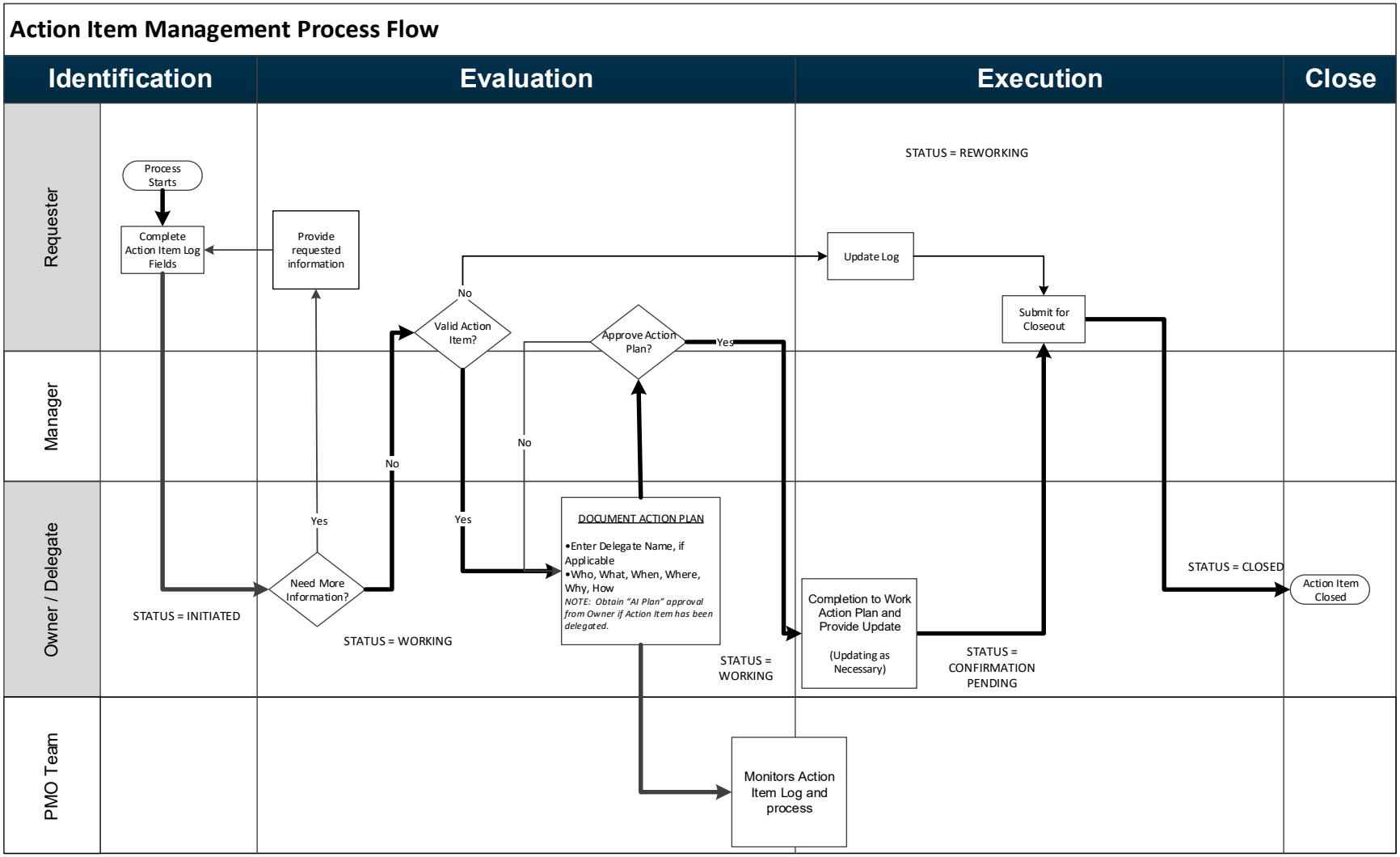


Figure 21: Action Item Management

14.4 Roles and Responsibilities

Action Item Management roles and responsibilities are described below in a RACIV for each of the four (4) major areas as shown in the figure below:



Figure 22: Major Areas of the Action Item Management Process

Table 29: Action Item Management Roles and Responsibilities

Role	Responsibilities	1	2	3	4
Requester	• Responsible for identifying and defining the outcome of the Action Item • Reviews the Action Plan to ensure request, as originally defined, will be resolved • Confirms Action Item resolution with Owner when complete • Reviews Action Item request to determine validity	R	V/C /A	V	I
Manager (Architect or Team Manager)	• Reviews Action Item request to determine validity • Confirms Action Plan	I	V/A	I	I
Owner / Delegate	• Participates in discussions with the Requester to understand the need • Researches and documents the Action Plan steps to be executed to resolution and closure • Provides regular updates on status of Action Plan steps • Works the Action Plan to completion	I	R	R	R
PMO Team	• Updates the Action Item Log • Monitors and reports progress for all Action Items to the CCB • Closes Action Item once the Action Plan has been completed and confirmed by the Owner/Delegate	R	I	I	V

15 Lessons Learned Management

15.1 Overview

Lessons Learned Management describes the process of identifying useful information the Project should retain for immediate or future adoption. Depending on the Lesson Learned, it could be a valuable technique or an outcome the Project might want to repeat. Conversely, a Lesson Learned could be an undesirable result to avoid, or process to improve. Often, identifying Lessons Learned is as simple as asking the questions:

- What worked well?
- What did not work well?
- What should have been done which was not?
- What could have been done better?

15.2 Purpose

The purpose of this section is to provide instructions to Project team members regarding Lessons Learned Management. Ultimately, Lessons Learned are a matter of improving the effectiveness and efficiency of a process. Individuals or teams, and by extension the Project, can benefit from the knowledge gained through the experience of others. The Project must actively capture Lessons Learned and incorporate them into future work.

15.3 Process

The Lessons Learned Management process is inclusive of three phases: Identification, Documentation and Evaluation, and Execution.

15.3.1 Identification

Identification can occur in one of two ways: ad hoc (i.e., from agency input, directly by one or more Project team members) or through formal lessons learned sessions. The PMO may facilitate lessons learned working sessions with one or more Project teams. The goal of both is to identify potential lessons learned for documentation and evaluation.

1. Project team members are encouraged to identify potential lessons learned at any time, including by gathering input from agencies. The Project may also hold formal lessons learned sessions at key points to review specific activities or events. Examples of such occasions include Closing of a Risk or Issue.
2. Execution of a Contract Amendment.
3. Implementation of a PCR.
4. Completion of events (e.g., workshop, training) involving multiple external Project stakeholders (i.e., agencies).
5. Closing of Stage Gate decisions.
6. Implementation of each Wave.

15.3.2 Documentation and Evaluation

The Project uses the lessons learned template to capture potential lessons learned for evaluation. This template is used by the PMO to evaluate each recommended lesson learned and determine if it is valid.

A Lessons Learned Log (Log) is used to document valid Lessons Learned. This log is maintained by PMO on SharePoint. The log includes information such as the lesson learned title, description, and type.

Valid lessons learned are presented during the Project's CRAIDL meetings to inform Project Leadership. The Project may communicate new or updated lessons learned to team members through email, SharePoint, team and/or Project-wide meetings or other methods as needed. Project team members should routinely review the log as new lessons learned may be added at any time.

15.3.3 Execution

Some lessons learned may have associated actionable tasks (e.g., conduct a process improvement session, send communication to external stakeholders, create training). In these instances, a separate Action Item for each lesson learned will be created to manage and track to completion of their respective actionable tasks. These action items will be managed as described in the Action Item section of this document.