



Florida PALM Project
IV&V Assessment Report - April 2019
Deliverable IVV2.2

Presented by:

Information Services Group Public Sector

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1 IV&V Monthly Assessment

1.1 Executive Summary

ISG began independent verification and validation (IV&V) services for the Design, Development and Implementation phase (DDI) of the Florida PALM Project (Project) with the July 2018 reporting period. IV&V observations are made by participating in project meetings and deliverable review processes, examining project work products, and conducting IV&V specific interviews with the Project Team and stakeholders.

April 2019

During April, the Project completed a major stage of agency engagement via three rounds of Representative Agency Workgroup sessions. The BPS team used these sessions to review and refine the business process models created to incorporate software-specific details pursuant to the Solution Analysis and Design Strategy.

The OCM team began conducting Change Capacity Surveys to gauge individual agencies' perspectives and capabilities for preparation and implementation of Florida PALM within their organizations.

As of the end of April, the Project Director and Project Sponsor had met with 17 of 34 agencies to initiate assignments of agency resources to Change Champion Network roles; 11 of the 17 agencies have completely or partially filled these roles by identifying individual employees to act as leaders for operational, technical and change management activities.

The Project continues to develop the communication tools to be used to provide detailed tasks, deadlines, roles, and responsibilities for Project resources, DFS Division resources, and state agencies. The Project will use a Master Readiness Workplan to communicate individualized agency plans. DFS Division workplans for activities associated directly with producing project deliverables and work products will be incorporated to the project schedule.

The SDS Team continued work with Pilot agencies on interface analysis, Technical Architecture Strategy (D41), Data Architecture (D42) and System Infrastructure Strategy (D43) deliverables.

The Project and DFS OIT (OIT) continue to discuss the design and responsibilities for the Active Directory (AD) component of the security infrastructure for the Oracle Cloud Infrastructure (OCI). Additionally, the Project evaluated potential risks relating to the AD discussions and the upcoming fiscal year end.

Overall IV&V has observed the Project continues to produce work products and deliverables according to plan with results reflecting the collaborative efforts of State and Accenture resources. Sound fiscal management is demonstrated on a regular basis resulting in consistently high Project Cost Performance Index results. Project Schedule management remains a top priority for both parties, and as a result, there is very little schedule variance. IV&V has assessed items causing schedule variance. Currently, there is no apparent risk to downstream deliverable dependencies. IV&V will continue to monitor for any potential risks to other dependencies.

IV&V has observed the WBS activities are conducted in a circumspect and thorough manner. The output of the WBS effort will be used to add DFS Division activities to the master project schedule and add the agency activities to the individualized Master Readiness Workplans. The timing of the WBS effort has caused some concern on the part of DFS Divisions, where the information is needed to plan for near-term and longer-range resource allocation.

IV&V has observed deliberations on the design, implementation and support strategies for AD. Final decisions on this matter will determine if there will be any schedule or cost impacts. A more detailed description of the Active Directory subject is included in this report.

Interim Solution

As reported last period, Project Leadership worked with DFS management and operations staff to reach a decision that the Central FLAIR system will be replaced as part of Pilot implementation. This approach will establish Florida PALM as the state's accounting book of record as early as possible, which is consistent with one of the primary goals of the Project which is to replace FLAIR and begin to mitigate the risks enumerated in the 2013 FLAIR Study.

However, IV&V observes that the Department's long-planned, phased approach to the project prolongs the dependency on the FLAIR system through Pilot, Wave 1, and Wave 2. The current project schedule sets Wave 2 implementation in June 2024.

As reported earlier, upon the implementation of Pilot, Wave 1 and 2, agencies will continue to process business in Departmental FLAIR and rely on ledgers in Departmental FLAIR for internal management. Alternatively, upon implementation of Pilot, Wave 1 and 2, agencies will rely on Florida PALM for the enterprise-level state accounting purposes for which they presently look to Central FLAIR. These agencies will need to balance and reconcile activity in Departmental FLAIR to ensure the two systems are kept in balance. Balancing and reconciliation activities are currently used to ensure Departmental and Central FLAIR are in balance.

IV&V observed OIT assert that the decision to replace Central FLAIR with the implementation of Pilot may require modifications to FLAIR to facilitate continued operations during the interim period (Pilot through Wave 2 completion). OIT is beginning the process to assess possible modifications or operational changes needed to support the agencies during the interim period. Any modifications to the FLAIR system carry risks, given the conditions enumerated in the 2013 FLAIR Study. IV&V will continue to monitor this subject to determine if OIT identifies specific FLAIR risks that pose jeopardy to the Project.

Active Directory

The SSI Contract specifies that the Florida PALM solution will rely on Oracle Cloud Infrastructure (OCI) with agency-users authenticated via State Microsoft Office 365 Azure Active Directory. The SSI contract statement of work specifies that Accenture is to deliver an internet based, hosted solution accessible on the Accenture Enterprise Services for Government (AESG) product suite in the OCI which includes Active Directory (AD).

AD is a Microsoft technology used to manage computers and other devices on a network. AD provides a way to organize many users into groups and subgroups, while providing access control to servers at each level. In the very near-term, to facilitate development of environments and configuration of the Florida PALM system, these components of the solution are needed to control authentication and access of system administrators.

The present project schedule was developed based on the contracted solution leveraging the Accenture-delivered AESG AD configuration for OCI administration. The schedule also includes activities related to eventual transition from the Accenture-managed solution to a DFS-managed solution at the end of the current contract in 2027 or earlier, if DFS/Accenture decide to transition before 2027.

OIT maintains a DFS AD infrastructure for DFS-owned systems. OIT is responsible for the current DFS AD infrastructure and has the institutional expertise and contextual understanding of how it is standardized on the DFS infrastructure to provide security to DFS divisions for current state systems.

To mitigate the potential risks of transitioning AD from Accenture to DFS after the solution is put into operations beginning with Pilot in 2021, OIT prefers to implement the DFS Active Directory as the parent authorization control governing the Accenture Active Directory for OCI administration. Further, OIT does not want to duplicate the infrastructure to accommodate PALM because of the perceived complexity and variation this will add to the current DFS infrastructure. OIT has requested the Project demonstrate that the Accenture Active Directory meets or exceeds the State's security policies and protocols.

IV&V observes that the Project has planned to finalize the design and begin building the AD security infrastructure by May to accommodate state network connectivity for the development environments by June. IV&V also observes that a request to reschedule activities related transition may impact other technical activities planned for the near-term. Presently, discussions regarding AD have extended beyond the timeframe contemplated in the project schedule. However, at this time no party has expressed a scheduling impact. Depending on final outcomes, the AD design/build may face potential delays if discussions are prolonged.

IV&V observes the Project is proceeding according to the original plan to configure and rely on Accenture's Active Directory. Accenture has acknowledged that work done pursuant to the original plan may be subject to changes pending final direction on whether to proceed as originally planned or pursue changes to the plan.

IV&V has also observed that OIT and the Project team continue to engage in collaborative and productive activities to establish clear expectations and content in the project schedule. Nevertheless, the results of these efforts are likely to be less than certain, and may create an obstacle to progress, without definitive communication from DFS management to guide the Project and OIT toward a resolution regarding AD.

IV&V will continue to monitor this subject to identify risks and potential issues that affect the Project schedule, scope and cost.

Agency Engagement Activities

The BPS Team, with the support of the OCM and SDS Teams, completed three rounds of Representative Agencies Workgroups (RAW) pursuant to the Solution Analysis and Design Strategy (D18). At these sessions, the BPS Team presented the draft Standardized Business Process Models (models) (D54) to solicit the reactions, inputs and feedback from a large cross-section of agencies representing diverse business needs and organization types. The information gathered is under consideration for any effects on the models to be presented to the Executive Steering Committee. These models combine the results from the State's 2014-2016 BPS efforts with Accenture's PeopleSoft business process models to create a design that captures the State's vision with the necessary details to accurately describe how the actual Solution will be used.

IV&V has observed consistent level of detail and overall quality in the business process diagrams drafted for D54, providing the level of content required to enable configuration and development of the Solution. Overall, the RAW sessions produced no major changes to process designs or scope impacts.

IV&V also observes that Accenture has experienced some turnover on the BPS team. At this critical stage of D18 execution, refilling key analyst positions needs to be a priority (See Risk 172 in Section 2.1 of this report).

The OCM team began to Conduct Change Capacity Surveys with Pilot agencies to gather perceptions and begin to measure readiness for full agency engagement to prepare for transition of operations using Florida PALM.

In addition to the Change Champion Network activities described above, each Pilot agency has identified individual resources to fill all functional, technical and operation roles specified. These roles serve as points of contact with the Project and as internal leaders of activities to prepare for and execute transition to Florida PALM.

OCM management is in the process of filling positions that will focus on agency readiness activities.

IV&V has observed OCM activities focused on agency engagement continue to generate quality results that indicate agency awareness and willingness to participate remain high. This promises a high degree of engagement by agencies when the Project is ready to present Master Readiness Workplans and commence with agency-specific activities.

Technical Activities

The SDS Team and DFS OIT are attending multiple weekly working session meetings focused on identifying, scheduling and executing joint SDS and OIT conversion and infrastructure tasks, including Virtual Private Network (VPN) connections between the Oracle data center and the state network, Domain Name System (DNS) standards, Florida PALM Active Directory configuration, and confirming data to be provisioned from FLAIR/CMS for conversion to Florida PALM.

- Progress on and findings within Work Product 05 (I-WP05), which documents the current state of FLAIR/CMS data identified for conversion, was shared with the OIT team.
- OIT presented an overview of Central/Departmental database structure and naming conventions as well as an in-depth documentation of prospective FLAIR data tables identified by OIT for exclusion, inclusion and further analysis.

- Focused working meetings were scheduled to identify needs and an implementation plan for VPN connection and DNS standards.

IV&V observed collaborative and productive discussion within and between the Project and OIT teams. OIT/Project action items were reviewed and confirmed during each working session meeting. These work sessions impart information on Accenture standards and tools. As these Accenture tools are new to OIT, it is expected that the education process will continue as part of the Project's knowledge transfer activities.

The BPS and SDS teams continued reviewing and refining the Florida PALM Reporting Strategy (D38). D38 defines the myriad ways that users of the Florida PALM solution will be able to draw information from the system to support business processing, decision-making, and accountability. The strategy addresses the use of reports delivered as part of the PeopleSoft product, reporting tools and approaches to ad-hoc reporting.

IV&V observed that review of D38 by BPS/SDS Track Management and Project Leadership was thorough and provided additional contextual input. These reviews added a broader perspective of how reporting consumers are included in the reporting strategy by bridging between functional end-user approaches to reporting and technical detail contained within the strategy.

The SDS team continued work on the Florida PALM Review Technical Architecture Strategy (D41), Data Architecture (D42) and System Infrastructure Strategy (D43) deliverables. D41 and D43 were submitted for review. Together these interrelated deliverables identify the overarching strategy to define the framework for the Solution's enterprise architecture framework.

IV&V observed continued review activities to develop and refine these deliverables identifying and confirming interrelated content during review. The review process generated additions that helped to express essential technical information into a strategy that a non-technical reader can follow, requests to expand subject area needing more depth, reductions to subject areas containing a level of detail not required for a strategy document; and deliverable content correlation with the SOW and Contract.





During April, the SDS team conducted a third round of Interface Analysis Kick Off meetings, including Pilot and other agencies. Agencies' current state interfaces are being documented as part of state work product 06 (I-WP06) Group 3. The meetings are intended to educate agency staff on the process the Project will follow to confirm and document FLAIR/CMS interfaces to/from the agency business systems, document the agency business system contact information, and identify technical integration capabilities. These activities inform the future-state integration architecture and design and provide the Project and agencies with a better understanding of the impacts at the interface level during the Florida PALM implementation.

IV&V observed a well-prepared presentation by the SDS Team providing the agency audience with the background of previous studies and business cases used in preparation and compilation of agency interface questionnaires. The Kick Off meetings also included a brief video of the 'Florida PALM Story' and discussion of the complexity of interface challenges, the high-level approach of current state documentation, and the thorough and intricate process of analysis.

The following pages contain the IV&V monthly assessment in which ISG provides independent observations using an evidence-based rating method applied to fifteen standard project areas listed in the following table. Further information regarding ISG’s IV&V methodology can be found in deliverable IVV2.1, the Florida PALM IV&V Management Plan.




Project Areas		
General Project Management	Project Scope Management	Project Time Management
Project Cost Management	Project Quality Management	Project Human Resources
Project Communications	Project Change Control	System Capability
Project Stakeholder Management	Project Risk & Issue Management	Project Procurement
System and Acceptance Testing	Project Vendor Management	Project Training

The ratings are calculated using a five-point scoring range designed to objectively assess conditions in each project area based on evidence observed and examined. Each assessment is given a score between 1 and 5 with 1 being the highest severity and 5 to indicate no notable findings. Ratings are applied to multiple tasks or deliverables in each project area to calculate an average score for the area. The resulting score for each area is used to determine a status based on the commonly used scale of green, yellow, or red, as defined in the table below and indicated by an icon for each project area in the IV&V Dashboard.































Color	Icon	Description
Green		The assessment category or area is on track without material issues. The Project Team should consider any recommendation offered by the IV&V Team as process improvement opportunities only.
Yellow		The assessment category or area faces a challenge or set of challenges that could, if left unmanaged, negatively impact the Project’s outcome in terms of schedule, cost, or quality in the future. The Project Team should prioritize corrective action.
Red		The assessment category or area faces a challenge or set of challenges that threatens the Project’s outcome in terms of schedule, cost, or quality. The Project Team should take corrective action immediately.
White		During the project life cycle some project areas may not have activities underway. Project areas not assessed will be reported using a white icon.

When a project area is assessed and rated as red or yellow, ISG will provide a detailed description including status and actions taken, recommendations on potential solutions and contingency plans to resolve issues and reduce risk.

1.2 IV&V Overall Risk Summary

Overall Status			
Current Period	Prior Period	Overall Trend	Observations <i>Based on standardized IV&V scoring</i>
			<ul style="list-style-type: none"> • The DDI Phase continues to progress according to plan. • Resource allocation is monitored closely by Track Managers and PMO. Activities are allotted reasonable time to complete. • The project’s managerial and reporting structure supports staff development, process definition, quality assurance, and other functions necessary for project success. • Risks and Issues are being managed proactively and with a reasonable sense of urgency. • PMO demonstrates consistent and strong cost management practices. • Quality control, financial control, and vendor processes are established and consistently executed. • The Project regularly conducts proactive communications to stakeholders. Feedback from stakeholders to IV&V indicates a high degree of satisfaction with project support. • An effective organizational structure combined with positive morale among staff continues to foster a collaborative environment. • Collaboration between the State Project Team and Accenture Team continues to produce mutually satisfactory results. • The IV&V Team has identified no significant risks to DDI Phase activities. • Notwithstanding the pending decisions described in the preceding Section, the Project trend continues to be positive as work toward producing deliverables and achieving project milestones is proceeding according to plan.

1.3 IV&V Monthly Assessment Dashboard

IV&V Dashboard			C U R R E N T	P R I O R
	PROJECT AREA	PROJECT AREA DESCRIPTION	Rating	
1	General Project Management	Consistent and effective project management processes are being used and coordinated within the Project and with Project participants to achieve desired results		
2	Project Scope Management	Effective scope management practices are evident		
3	Project Time Management	The Project is effectively managing the timely completion of the activities		
4	Project Cost Management	The Project is routinely estimating, budgeting, managing, and controlling costs so that the project can be successfully completed		
5	Project Quality Management	The Project is defining quality measures and using continuously improving processes to achieve intended results		
6	Project Stakeholder Management	The Project has identified key individuals, groups or organizations that could impact/be impacted by the Project and is using the appropriate strategies to ensure stakeholder engagement on Project decisions, effective governance, and productive sponsorship participation		
7	Project Communications Management	The Project team is identifying stakeholders and supporting timely, appropriate and accessible communications		
8	Project Risk & Issue Management	The Project is effectively identifying, analyzing, and controlling project risks and issues		
9	Project Procurement Management	The Project is appropriately managing the acquisition of products and services needed from outside the project team and is effectively managing the resulting contracts over the life of the contract		
10	Project Vendor Management	The Project is monitoring vendors and subcontractors to confirm they meet all requirements and managing performance where needed		
11	Project Human Resource Management	The Project is acquiring, developing and managing appropriately skilled and adequately staffed project teams		
12	Project Change Control	The Project is appropriately managing the change request process and potential impacts on project scope, project objectives and goals, and implications to the overall project plan		
13	System Capability Management	The Project is effectively communicating technical process and security requirements (and changes to requirements), managing configuration/development activities, controlling software and environments to support project life cycle		
14	Project System and Acceptance Testing	The Project has identified and developed the appropriate test scripts to evaluate and accept the system and supporting deliverables		
15	Project Training Management	The Project is developing and delivering training to successfully prepare users for use of the new system		

2 IV&V Detail Reporting

2.1 Project Risks

As of the end of April, the Project maintained five open risks logged in the SharePoint application used to record and administer risk identification, mitigation and resolution.

Risk 172 was opened in April to recognize the risk to Project execution that arises when any key position goes unfilled. Project leadership plans to mitigate this risk by assigning interim resources to act in the unfilled role.

The remaining risks have been logged since 2018. Two of these risks are being actively mitigated by the successful execution of planned project activities. Two risks are being regularly monitored to determine if mitigating action is needed.

All of the risks are categorized as stable indicating no imminent change to their probability.

- Two risks focus on the potential consequences of insufficient awareness, participation, and cooperation of stakeholders and major decisions on whether to proceed with the project at defined milestones. Each of these have active plans for mitigation underway as part of the Project's Risk Management Process and in the way the Project has integrated organizational change management in pursuit of its goals.
- Two risks recognize potential delays in key decisions if decision-making positions are vacated due to attrition and/or transition, and the potential emergence of new requirement mandates and their effect on the project plan. Each of these are being actively monitored to determine if the Project will need to implement a mitigation plan.

As reported earlier, in September 2018, the Project logged Decision 106 concerning the identification of agencies to be included in Pilot. Per contract, the Pilot will comprise DFS and up to three other agencies. The planned deadline for this decision was February 19, 2019. This risk has been mitigated as Pilots agencies have been identified and confirmed.

IV&V observed that, during this reporting period, the Project began to gather information and deliberate on a potential risk that may be logged in the next period. This subject has been discussed by the Project, DFS A&A and OIT.

Draft Risk

BPS Solution analysis and design activities, including chart of accounts design and interim business process designs, are scheduled to continue and increase through the summer of 2019. These activities will occur during peak activities at DFS A&A and OIT to execute fiscal year transition activities. Each project activity is an important component of the Project's Adopt stage prior to finalizing business process designs.

Ideally, A&A/OIT subject matter experts and authorities would be present to provide input, confirm the accuracy and completion of designs.

DFS A&A and OIT resources perform critical roles in closing the current fiscal year and opening the new fiscal year for State business. If DFS resources are unable to participate and provide input and confirmations during these project activities, there is a risk to the quality of output that may require rework.

IV&V observes that all parties recognize that fiscal year-end is a predictable event that requires collaborative planning. While the draft risk described above speaks specifically to fiscal year-end, the ongoing contention for resources between project activities and ongoing operations is also recognized as an important subject to be managed collaboratively.

2.2 Project Issues

The Project had no open issues logged during this reporting period.

IV&V did not observe any other issues requiring action.

2.3 Other IV&V Activities

During this period, the following deliverable reviews were undertaken by the IV&V Team as part of our ongoing role in the quality assurance process.

Subject	Activities	Description
D007	Review and periodic quality control analysis	Project Schedule
D031	Review and recommendations on deliverable	Project Guidelines and Operating Principles
D034	Review and recommendations on deliverable	Knowledge Transfer Plan
D036/37	Review and recommendations on deliverable	IT Compliance & Security Control Strategy
D038	Review and recommendations on deliverable	Reporting Plan
DED D040	Review and recommendations on deliverable expectations document	Organizational Readiness Assessment
D041	Review and recommendations on deliverable	Technical Architecture Strategy
D042	Review and recommendations on deliverable	Data Architecture Strategy
D043	Review and recommendations on deliverable	System Infrastructure Strategy
D048	Review and recommendations on deliverable expectations document	Data Conversion Inventory
D054	Workshops with agencies and review/recommendations on analysis to be incorporated with deliverable	Standardized Business Process Models
DED D059	Review and recommendations on deliverable expectations document	Interface and Integration Strategy
DED D071	Review and recommendations on deliverable expectations document and associated work products	Non-Production Infrastructure Installation
DED D073	Review and recommendations on deliverable expectations document	Knowledge Transfer Scorecard
I-WP05	Review and recommendations on internal work product	Current State Data Analysis
I-WP06	Review and recommendations on internal work product	Current State Interface Research & Analysis
WP006	Review and recommendations on project work product	Model Office Scripts



3 IV&V Contact Information

ISG (Information Services Group) (NASDAQ: III) is a leading global technology research and advisory firm. A trusted business partner to more than 700 clients, including 75 of the top 100 enterprises in the world, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; technology strategy and operations design; change management; market intelligence and technology research and analysis. Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry’s most comprehensive marketplace data.

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