



Florida PALM Project
IV&V Assessment Report - December 2018
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.

During December, the Project focused on analyses and planning activities that lay groundwork for upcoming agency engagement.

The state Systems and Data Strategy (SDS) Team Manager announced her retirement in December. The Deputy Project Director is acting as SDS Team Manager while the Project works to refill the position. Accenture SDS resources continue to arrive on site to join the SDS Team.

IV&V has observed that progress has not suffered as the SDS Team continues to form and transitions are managed.

The state SDS team continued extensive analysis of current data structures, definitions, dependencies, and interfaces between FLAIR/CMS and other systems and began to deliver these analyses to Accenture SDS teammates. Multiple Deliverable Expectation Documents (DED) were completed to establish the approach and acceptance criteria for technical deliverables enabling work to begin on strategies ranging from system infrastructure to data security.

IV&V has observed that the current state analyses are very thorough, well documented and should be instrumental in helping the Project Team work with agencies to ensure all possible factors are recognized and solutions are in place as agency implementation activities commence.

The SDS team also continued to study the project plan and contractual obligations to determine the best way to plan for and develop future state operational support for Florida PALM. These production responsibilities begin to transfer incrementally from Accenture to the state beginning 2024.

IV&V has observed that the analytical approach to examining the long-range responsibilities is sound, objective, circumspect, and formatted to enable the state and Accenture to make clear decisions, realistic plans, and timely deployment of resources to provide support and assure accountability.

SDS work proceeded on the Technical Compliance and Security Controls Strategies (D36/D37). Together these strategies define how the Florida PALM solution will comply with mandates and deliver controls that protect the accuracy, completeness, security and auditability of data and system processes. Work began on the Reporting Strategy (D38). D38 will define 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 will address the use of reports delivered as part of the PeopleSoft product, reporting tools and

approaches to ad-hoc reporting.

By the end of December, the SDS team also completed the DED for the Technical Architecture Strategy (D41). This deliverable will define the strategy for the overall technical solution including data and application architecture for the Project and other domains by specifying the hardware, software and tools to be used to create and support the Florida PALM solution.

The BPS team focused intensively on functional requirements review activities to confirm mutual understanding of each requirement, identify how the new system will fulfill each and establish the cross references that will be used to trace requirements through configuration/development and testing cycles to assure fulfillment. This activity is highly detail-oriented and essential to help eliminate ambiguity, ensure accountability, and achieve satisfactory results.

IV&V has observed that both parties approach this work diligently and with a level of cooperativeness that helps the project explore options and agree on the path forward. In 2019, as the BPS team executes the Solution Analysis and Design Strategy (D18) to create the Project Recommended Solution, the time spent confirming requirements should pay dividends by enabling the Project to present agencies with feasible and practicable options.

The OCM team completed the DED for the Knowledge Transfer Plan and proceeded to work on the plan. This deliverable will detail the approach and implementation activities to transfer information to, exercise skills with, and confirm understanding by state resources on their assigned duties. Work continued on executing the Organizational Readiness Strategy and the Change Champion Plan. Both of those are important elements for developing agency awareness and understanding of what needs to be done, supporting agency internal preparations, and cultivating support for Project activities. The OCM team also worked to organize a round of Project Team Training (D9) planned for the state SDS team to complete next reporting cycle. Additionally, the OCM team began to review and exercise PeopleSoft User Productivity Kits (UPK). UPK is PeopleSoft's online collaborative tool that will be used to create Florida PALM user instructions and support materials.

IV&V has observed the OCM team proactively engaged in the development of OCM track-specific deliverables while also facilitating cross-track engagement and cooperation via project communication efforts. OCM team members are also working individually to build OCM business and software subject matter knowledge. These three types of effort promise to make OCM highly effect in communicating with, guiding, and facilitating agency readiness and change management activities.

Representatives from the PMO, BPS, OCM and SDS teams participated in a series of Leading Practice workshops (D32) delivered by Accenture. Each workgroup focused on a leading practice identified by Accenture based on experience gained over numerous large-scale, public sector PeopleSoft ERP implementations.

The leading practices topics were:

- Chart of Accounts
- Managing Customer Records
- Billing and Accounts Receivable
- Accounts Payable
- Reporting and Business Intelligence

Administrators from 25 agencies participated to provide reactions to and generate feedback on the feasibility and practicality of adopting each leading practice in state government. The topics ranged from design elements to change management and user support concepts. The information gathered is being used to create recommendations for consideration as part of the overall Project Recommended Solution.

IV&V observed agency representatives participated and provided inputs needed for the workshops to be productive. The leading practices presented included some very relevant aspects of implementing a statewide ERP system. A number of those practices will impact functionality that can be controlled centrally and within agencies.

The PMO team continues to work on project schedule development and control activities. December produced a higher than usual number of updates generated by more DEDs being produced and parallel activities underway in each track. In an effort to streamline the administrative process, the PMO team has set a bimonthly frequency of certain scheduling activities and has elongated the period of activities to be addressed. On an ongoing basis, PMO works with Project Leadership and Track Managers to assess the timing of deliverables and determine if it makes sense within the parameters by contract to adjust delivery dates to be earlier or later than initially foreseen. Adjustments to delivery dates can affect and be affected by the availability of resources. This can be especially true when project activities planned for one fiscal period is rescheduled to a different period.

IV&V has observed track managers are engaged in the scheduling process and comply with procedures and deadlines for updates. During peak periods of activity, the volume of updates can sometimes lead to challenges to complete all updates prior to meetings. The prescribed methods of recording updates are in place, visible to all participants, and serve to support completion at the time of meetings. To reduce potential administrative risks and ensure prescribed schedule management procedures are followed, PMO is also evaluating the overall process to identify opportunities to improve timeliness and control quality. Overall, the project schedule is a sufficiently detailed tool that is demonstrably used by every level of the project team. IV&V has also observed that Project Leadership at all levels demonstrate a keen awareness of resource availability and the need to manage the project spending plan closely.

Risk 167 (Inability to obtain the ESC approval for D014 Project Kick-Off Complete Go/No-Go Decision in December 2018) was logged during October to recognize that the planned Executive Steering Committee Go/No-Go Decision for December 12, 2018 was dependent on the completion and acceptance of 11 deliverables, two of which D18 and D20 required ESC approval. Work on the Service Level Expectation Reporting Plan (D17) was completed and the deliverable was accepted on December 12, 2018, at which point the Go decision became effective. Risk 167 was closed after that.

Issue 18 was logged during December to recognize the three-month delay of relocation for the Project to new workspace that will accommodate the growing team. The Project is actively working the issue and has created a near-term plan that will accommodate staff additions through the end of March in the current space. The Project Spending Plan has also been adjusted to include three additional months of rent costs associated with the current space.

In an overall IV&V assessment of December activities, IV&V observed work being completed at an expected pace and on schedule, without major obstacles, and at mutually agreeable levels of acceptable quality.

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 results without some of the more typical challenges that occur when new teams are merged. • The IV&V Team has identified no significant risks to DDI Phase activities. • The Project trend is positive as momentum increased toward producing deliverables and achieving project milestones.

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 December, the Project has closed one risk and maintains five open risks logged in the SharePoint application used to record and administer risk identification, mitigation and resolution.

Risk 167 pertaining to the DDI Phase Kick Off Complete and ESC Go/No-Go Approval was closed after the Service Level Expectations Reporting deliverable was accepted.

Risk 169 pertaining to the project facility buildout has been adjusted to reflect that a mitigation plan is in place.

The other four open risks can be characterized as inherent to any long-term system implementation project that will impact a large organization.

- Two 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 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. All of these are being actively monitored to determine if the Project will need to implement a mitigation plan.

IV&V did not identify any other risks warranting action during December.

2.2 Project Issues

The Project has logged an issue (Issue 18) caused by the delayed relocation described in Risk 169. The delay requires the Project to maintain occupancy at its current location beyond the original term. The Project will incur unplanned costs of at least three months (January through March 2019) associated with the space at the Pepper building. The Project Spend Plan has been adjusted to reflect this change. The Project Director and PMO are actively evaluating the situation to determine if further action is needed.

2.3 Other IV&V Activities

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

Subject	Activities	Description
DED D027	Review and recommendations on expectations document	Organizational Readiness Plan
DED D031	Review and recommendations on expectations document	Project Guidelines and Operating Principles
D032	Review and recommendations on presentation materials. Attendance and assessment of workshops.	Leading Practice Workshops Decisions and Outcomes
DED D033	Review and recommendations on expectations document	Training Strategy
D034	Review and recommendations on deliverable draft	Knowledge Transfer Plan
DED D038	Review and recommendations on expectations document	Reporting Plan
DED D041	Review and recommendations on expectations document	Technical Architecture Strategy
DED D042	Review and recommendations on expectations document	Data Architecture Strategy
DED D43	Review and recommendations on expectations document	System Infrastructure Strategy
DED D047	Review and recommendations on expectations document	Conversion/Migration Strategy
DED D066	Review and recommendations on expectations document	Chart of Accounts Design
D007	Review and develop periodic and ongoing quality control procedures	Project Schedule
PMO	Complete analysis of work processes and develop resource levelling tool	PMO Operations



3 IV&V Contact Information

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