



Florida PALM Project
IV&V Assessment Report - February 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.

During February, the Project completed a series of business process workgroups with the Accounting & Auditing and Treasury Divisions of the Department of Financial Services (DFS) and kicked-off the initial stages of agency engagement pursuant to the Solution Analysis and Design Strategy. Work was completed on the Requirements Management Plan (D22) and continued on the Organizational Change Readiness Plan (D27). The State's Systems and Data Strategy (SDS) Team completed technical training on the PeopleSoft application. The SDS Team also continued work on the combined Technical Compliance & Security Controls Strategy (D36-37). The output from the Leading Practices Workshops (D32), a series of focus groups conducted late last year, was refined and presented to the Executive Steering Committee (ESC). The ESC was given opportunity to hear agency reactions and opinions on ways to standardize and optimize the use of PeopleSoft. The Project Management Team continued to develop the Project Operating Principles (D31) deliverable.

Overall IV&V has observed the Project continues to produce work products and deliverables according to plan and that results reflect the collaborative efforts of State and Accenture resources. Project Leadership is focused on expanding collaborative opportunities with DFS Divisions as support and partnership opportunities continue to ramp up. The conscious investment in collaboration continues to produce results that maintain high quality standards set since project inception. The level of collaboration also protects the Project from the emergence of typical pitfalls (e.g. team relationship building, scope creep, and missed deadlines) that are commonly seen at this point in similar large-scale and complex ERP projects. 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.

Also during the month, Project Leadership worked to produce supporting materials for Decision 105 to determine when, how and to what extent the Central FLAIR system will be replaced as part of the Pilot implementation. The analysis of alternatives considers how to most efficiently establish the Florida PALM system as the State's accounting book-of-record, what dependencies on Central FLAIR agencies have today, how to reduce risk during the phased implementation to waves of agencies, and how to streamline the development of interfaces and reconciliation processes. The analysis will be used to orient DFS Stakeholders and decision-makers, prompt discussion, and facilitate the decision-making process during the next reporting period.

IV&V has observed that the Decision 105 analysis is objective, succinct and that alternatives are clearly differentiated. The factors of risk reduction and efficiency are balanced with perspectives on how best to avoid disruption to agencies and DFS. As other factors are likely to arise during the discussions and decision-making process, the Project needs to be ready to validate and incorporate these into the decision analysis..

The BPS Team, with the support of the OCM Team, began the Representative Agencies Workgroups (RAW) pursuant to the Solution Analysis and Design Strategy (D18). At these sessions, the BPS Team presents the proposed 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 will be considered when finalizing the Models for presentation to the Executive Steering Committee in October 2019. These models combine the results from the State's 2014-2016 efforts with Accenture's PeopleSoft business process models to create a design that includes the State's vision with the details that accurately describe how the actual Solution will be used.

IV&V has observed that the level of detail and overall quality of the business process diagrams produced for D54 are good and consistent with the prior iterations of Process Models produced by the State BPS Team. The Deputy CFO as Project Sponsor attended the statewide kick off of the RAW sessions and delivered a message emphasizing the importance of the Project and encouraging engagement, cooperation, and support for the Project. RAW sessions to date have been well attended and have produced lively discussions resulting in updates and clarifications to the Models as well as providing answers to agency questions. The State BPS Team has demonstrated a firm command of the PeopleSoft functionality now depicted in the Models and are able to confidently present this information to agencies.

The Requirements Management Plan (D22) was accepted during this reporting period. The SDS Team continued technical requirements confirmation sessions with the involvement of the BPS Team. The SDS and BPS Teams are conducting these reviews of technical and functional requirements, respectively, prior to loading the Requirements Traceability Matrix (RTM) (D49), which will be used to manage fulfillment of the State's requirements. The State SDS Team also 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. The SDS Team continues to meet directly with agencies to confirm the completeness and accuracy of the information produced on current interfaces.

IV&V has observed that the review and confirmation of requirements proceeds according to plan and that the process used to analyze and resolve questions is effective without risk to scheduled completion dates. IV&V continues to observe 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 known factors are recognized and solutions are in place as agency implementation activities commence.

The SDS Team and DFS Office of Information Technology (OIT) planned a series of collaborative meetings focused on scheduled project activities. There have been two meeting first data second security and network.

IV&V observed the Project and OIT reach agreement on service request processes, communication, and consultation. Service Requests related to project work not already identified in the Master Readiness Workplan will be coordinated in regularly scheduled meetings. OIT looks to use the Master Readiness Work Plan (when complete) and an explanation of the ongoing responsibilities that OIT will be expected to fulfill so that OIT can prepare and assign resources. The Project and OIT affirmed that the Florida PALM solution will adhere to OIT's System Security Plan which aligns with state and national security standards.

Work continued on the Florida PALM Data Architecture Strategy (D42) deliverable. D42 will define the framework for data processing, data storage, and data transport for the Solution by specifying the methods and processes to be applied to accomplish data governance, data architecture, master data, and data quality. These methodologies are to be further expanded to include data structure and data security in the forthcoming comprehensive Data Management Plan (D104) deliverable.

IV&V observed that deliverable development activities produced constructive written feedback, and contributions made by State project team members enabled the SDS team to refine the Data Governance methodology section of D42 by focusing on how principles apply directly to the needs of the State and the Solution. The Accenture and SDS team held additional productive story board sessions to create a framework for application of Data Architecture strategy to specific needs of the Solution.

The SDS team and staff from OIT completed four weeks of PeopleSoft technical training. The training included People Tools I & II and People Code, Application Engine, and PeopleSoft Security. Through instruction and hands-on application activities, the classes provided a foundational understanding of PeopleSoft development methods and tools for creating application customizations (People Tools I & II and People Code), to create/process/monitor batch processes (Application Engine), and configure/modify application user and data exchange security (PeopleSoft Security).

IV&V observed the instructor was well versed in all operational and technical subject areas presented and consistently able to keep the class engaged. IV&V also observed trainees were able to follow the topics presented, complete activity assignments and took advantage of opportunity to ask questions relating course material to Florida PALM project needs. Application Engine (Batch Processes) and PeopleSoft Security are directly relevant to nearer term application configuration needs for the Florida PALM solution. The BPS and SDS Teams are considering additional training on PeopleSoft Transactional Workflow.

The BPS and SDS Teams continued to develop and refine 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, application of the various reporting tools, and approaches to ad-hoc reporting. D38 is expected to be submitted for Round 1 review in early March per the project schedule.

IV&V observed that the cross-functional working sessions on D38 were productive and positive. Each cycle has incorporated constructive feedback to increase clarity within the document for the best practice alignment of reporting tool capabilities available within the Solution to the expressed Florida PALM reporting requirements. The teams differentiated the reporting goals in terms of these tools and whether data timeliness will be available real-time versus next day.

The OCM Team began development of supporting materials for the Change Champion Network (CCN). The CCN is the organization of agency-based leaders and other project roles established to lead and prepare each agency for transition to the Solution. The OCM Team also continued work on the Organizational Change Readiness Plan (D27), and end user Training Strategy (D33).

IV&V has observed the latest rounds of review and refinement of D27 and D33 deliverables have increased clarity and provided greater context thereby improving accessibility and value to readers outside the project environment. These deliverables are primarily used by Project staff to establish standards, approaches, activities and timelines. However, as change management deliverables, they will be leveraged more extensively to inform and guide agencies.

Continued on next page.

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. • 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	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2	Project Scope Management	Effective scope management practices are evident	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3	Project Time Management	The Project is effectively managing the timely completion of the activities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4	Project Cost Management	The Project is routinely estimating, budgeting, managing, and controlling costs so that the project can be successfully completed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	Project Quality Management	The Project is defining quality measures and using continuously improving processes to achieve intended results	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
7	Project Communications Management	The Project team is identifying stakeholders and supporting timely, appropriate and accessible communications	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
8	Project Risk & Issue Management	The Project is effectively identifying, analyzing, and controlling project risks and issues	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
10	Project Vendor Management	The Project is monitoring vendors and subcontractors to confirm they meet all requirements and managing performance where needed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
11	Project Human Resource Management	The Project is acquiring, developing and managing appropriately skilled and adequately staffed project teams	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>
15	Project Training Management	The Project is developing and delivering training to successfully prepare users for use of the new system	<input type="checkbox"/>	<input type="checkbox"/>

2 IV&V Detail Reporting

2.1 Project Risks

As of February, the Project has maintained six open risks logged in the SharePoint application used to record and administer risk identification, mitigation and resolution.

On February 20, 2019, Risk 170 was logged to recognize the potential lack of access to the My Florida Network at the new project facility, which is scheduled for opening on March 11, 2019. This risk is being monitored to determine if action is needed. Mitigation plans include use of alternative worksite(s) such as the space currently occupied in the Pepper Building and/or use of local Accenture offices.

Five of these risks have been logged since 2018. Two of these risks are being actively mitigated by the successful execution of planned project activities. Three 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.

IV&V did not identify any other risks warranting action during the reporting period.

2.2 Project Issues

The Project has no open issues logged.

IV&V has not observed any other issues.

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
D022	Review and recommendations on deliverable	Requirements Management Plan
D027	Review and recommendations on deliverable	Organizational Readiness Plan
D031	Review and recommendations on deliverable	Project Guidelines and Operating Principles
D032	Review and recommendations on deliverable	Leading Practice Workshops Decisions and Outcomes
D033	Review and recommendations on deliverable	Training Strategy
D034	Review and recommendations on deliverable	Knowledge Transfer Plan
D036/37	Review and recommendations on deliverable	Technical Compliance and Security Controls Strategy
D038	Review and recommendations on deliverable	Reporting Plan
D041	Review and recommendations on deliverable	Technical Architecture Strategy
D042	Review and recommendations on deliverable	Data Architecture Strategy
D054	Workshops with agencies and review/recommendations on analysis to be incorporated with deliverable	Standardized Business Process Models



3 IV&V Contact Information

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For questions regarding this report, please contact:

Mark Fairbank, ISG Director
IV&V Project Manager
Mark.Fairbank@isg-one.com

or

Nathan Frey, ISG Partner
IV&V Principal
Nathan.Frey@isg-one.com