ISG™

Florida PALM Project

IV&V Monthly Assessment Report
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 Implement phase (DDI) of the Florida PALM Project (Project) beginning 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. Objective and independent participation and work products of IV&V are designed to identify, gauge, and manage project risks to quality, cost, schedule, and outcomes.

The Project closed the Pre-DDI phase in June and, after working to resolve potential vendor protests, contracted with Accenture for Software and System Integration services (SSI). Over the past month, the Project engaged with Accenture to begin detailed project planning and to organize activities toward the August 21, 2018 DDI phase kick off. State functional and technical project team resources continued to develop analyses of current state business processes. Additionally, these teams initiated research of data and interfaces designed to discover, define and document dependencies between legacy systems that will be replaced by Florida PALM or require integration with departmental systems.

The Project Management Office (PMO) made the creation of a unified (State/Accenture) Transition Schedule the priority. This schedule details tasks, resource assignments, scheduling and deliverable development, review and acceptance cycles for activities to be conducted by State project resources and Accenture both jointly and separately. This work focuses on confirming deadlines and resource commitments for the period of August through October 2018. Longer-range planning is underway in parallel and will be incorporated as commitments are confirmed. Additionally, the Project Management Plan deliverable, including the comprehensive scheduling component, is expected to be accepted by December 2018. At present, the project relies on the Pre-DDI Project Management Plan to control activities. The project management team understands that the near-term plans may require modifications to schedules currently developed following completion of the Project Management Plan.

The project management and administrative processes relied on since Project inception continue to evolve and serve the Project well to communicate expectations to project resources and stakeholders, track progress, and assure quality of work products and outcomes.

The Project continues to recruit and fill State team positions. As of this report 19 out of 51 authorized positions are unfilled. Seven of the unfilled positions are in the process of being filled. Project Management, Track Managers and Human Resources staff have a plan to fill all positions by December 2018. This timeline is conducive to the current schedule as the State and Accenture have targeted hire dates in alignment with project track activities respective to the unfilled positions.

In this initial IV&V monthly assessment, 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		
Project Integration 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 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 current 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**	**Observations**
🟩	n/a	The DDI Phase is off to a strong start. Quality control, financial control, and vendor processes are established and consistently executed. Planning activities are focused on practical, value-added activities and are proceeding at an acceptable pace. Preliminary work underway on current state analysis complements the forthcoming work being planned with Accenture by creating valuable insights and identifying key dependencies. A high degree of organization combined with positive morale among staff is fostering a collaborative environment. The IV&V Team has identified no significant risks to DDI Phase activities. As this is the first DDI Phase assessment report, there is prior period.

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1.3 IV&V Monthly Assessment Dashboard

IV&V Dashboard			
	PROJECT AREA	**PROJECT AREA DESCRIPTION**	**Rating**
1	**Project Integration 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 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

There are no significant risks to report for this period.

2.2 Project Issues

There are no significant issues to report this period.

2.3 Other IV&V Activities

Subject	Activities	Description
DED I-SDS 17 IW Table Analysis	Review of Deliverable Expectation Document and recommendations on objectives, approach and acceptance criteria.	Work to define how legacy data in the current information warehouse will be accessible to Florida PALM to provide fuller historical reporting capabilities.
DED I-SDS 18 Current State Data Analysis and Approach	Review of Deliverable Expectation Document and recommendations on objectives, approach and acceptance criteria.	Work to identify the current purpose and structure of key data that will have equivalents in the new system and/or that represent future dependencies after the new system is operational.
DED I-SDS 19 Current State Interface Research and Analysis	Review of Deliverable Expectation Document and recommendations on objectives, approach and acceptance criteria.	Work to identify the sources/recipients of current inbound and outbound interfaces to/from FLAIR/CMS/Payroll and data specification to determine if new interfaces will be needed with the new system.
BPS Project Team Knowledge Transfer: Use Case Methodology	Review of Deliverable Expectation Document and recommendations on objectives, approach and acceptance criteria.	Work to introduce Use Case concepts and methods to the project team to analyze business processes in a way that clarifies design expectations, facilitates requirements traceability, and assures complete testing of the new system.

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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