



Florida PALM Project
IV&V Assessment Report - June 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.

June 2019 IV&V Summary

Overall, IV&V continues to observe the Project producing work products and deliverables according to plan with results reflecting the collaborative efforts of State and Accenture resources. None of the ratings for the fifteen standard project areas reported in the Project Risk Summary scorecard (Section 1.2 of this report) have been adversely affected by the items described in the following report.

Project activities have intensified as scheduled deliverables are completed in parallel with analysis of interim business processes and interdependencies on FLAIR. These analyses are needed to determine how FLAIR and Florida PALM will work together to maintain operations and remain in sync between Pilot (2021) and the completion of Wave 2 (2024), after which all organizations are planned to be fully implemented on Florida PALM.

In addition to that analysis, in June the Project also focused intensively on conducting a breakdown of activities designed to elicit agency interfaces and data conversions needed to facilitate business operations during the interim period and when fully transitioned to Florida PALM. This effort is rescheduling certain activities originally planned for winter 2019 and early spring 2020 to begin in August of 2019 and be completed by the end of November 2019. The Project is working to conclude this rescheduling effort before the end of July.

Project Schedule management remains a priority for both parties and, except for some SDS technical strategies, there has been very little schedule variance. IV&V has assessed items causing schedule variances. Accenture has relied on technical subject matter experts to write extensive SDS strategic documents. While the documents are informative, their early iterations tend to lack the strategic context the State expects to use for communications purposes. Considerable effort has been expended by both Accenture and the State in revising these documents to serve as communication vehicles for SDS strategies, both internal and external to the Project. Professional technical writing skills may have helped to avoid the prolonged review and revision cycles incurred by these deliverables. More detail on these SDS deliverables is included later in this report. Currently, there are no apparent risks to downstream deliverable dependencies. IV&V will continue to monitor for any potential risks to other dependencies.

Peak periods of project activity are approaching in the near term. Although current BPS staffing matches planned levels, Accenture's staffing program may need to be accelerated to ensure adequate resources are onboard, oriented, and able to gain proficiencies within the Project to fully contribute to the timely completion of these activities. This is especially true in the BPS areas, where originally scheduled project activities are occurring in parallel with analysis of the business process impacts of the interim solution relying on the combination of Florida PALM and FLAIR systems. A fully staffed Accenture team with strong cross-functional skills and managerial capacity are needed to maintain the work schedule.

Since the resignation of the Accenture SDS Track Lead in May, the position remained vacant during the June reporting period. Accenture is working to locate and present replacement candidates. This is a key position that needs to be filled quickly with superior professional skills to ensure a smooth transition without a loss of momentum in the SDS Track. Additionally, the SDS teams are presently engaged in critical activities that could benefit from the timely participation of the Accenture SDS Track Lead.

The Project has maintained six logged risks during this reporting period. However, three new risks were drafted and reviewed in June in preparation for logging. One draft risk addresses readiness concerns, while another draft risk focuses on rescheduling efforts. The third concerns the risk of delay to the Production Support Strategy (D127) deliverable. These draft risks are described further in Section 2.1 of this report.

Standardized Business Process Designs

During June, the BPS team completed updates to the business process flows and narratives prior to their submission in the Standardized Business Process Models (D54). As a major deliverable, D54 will also undergo review and approval by the Project Executive Steering Committee (ESC).

The process models contained in D54 represent the end-state design following the completion of Wave 2 implementation. As discussed earlier, the Project is analyzing how each of the process models in D54 will operate during the interim period between Pilot and Wave 2, relying on the interim solution of Florida PALM and the remaining portions of FLAIR.

D54 also represents the cumulative work (from 2014 to the present) to define and refine the State's future business processes. The process to document and analyze the designs has provided opportunities for nearly 300 representatives from agencies and other state organizations to review and provide valuable input.

The Process and Transaction Mapping Analysis (D57) deliverable was also completed and submitted in June. D57 contains information to help organizations translate current business processes and transactions names and definitions from FLAIR legacy terminology to their corresponding items in Florida PALM.

IV&V has assessed D54 and D57 and observed that they are comprehensive and reflect the extensive efforts of the Project and participating agencies to express clear, logical, and standardized business processes which, in their latest iteration, have incorporated PeopleSoft details necessary to confirm the end-state system design. IV&V will continue to monitor the review cycles with the ESC as major project deliverables.

Technical Activities

As part of ongoing planning activities, the Project continues to work closely with DFS Divisions to expand and clarify activities needed to confirm specifications for the modification of the FLAIR system and the development of interfaces between FLAIR, FFMS systems, and Florida PALM to support interim operations following the implementation of Pilot.

The complexities involved in modifying FLAIR are under analysis at OIT. In the meantime, OIT is taking steps to acquire and set-up the infrastructure necessary to support a new instance of the FLAIR system to be used in developing and testing any modifications needed to operate in tandem with Florida PALM during the interim period.

IV&V observes that the Project and OIT are organizing work on Florida PALM and FLAIR separately and rely on coordination meetings to exchange information and manage activities. Execution of FLAIR system modifications will be managed directly by OIT; however, OIT is dependent upon communication of Florida PALM specifications to identify the related FLAIR modifications. This interdependency of Florida PALM specifications and FLAIR analyses will require continued elaboration by the Project and OIT. The Project has and continues to provide scheduling information focused on Florida PALM system dependencies. IV&V continues to observe collaborative and productive work activities conducted by the Project and OIT teams. OIT/Project action items are tracked and confirmed during each working session. The OIT and SDS Team continue to demonstrate strong teamwork in planning and executing current state conversion data analysis, reviewing the DFS State Security Plan, and OCI network connectivity.

Deliverables Behind Schedule

During a prior reporting period, the Florida PALM Reporting Strategy (D38) deliverable was submitted and remains under review. D38 defines the various ways that users of the Florida PALM solution will be able to retrieve and extract data 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.

The Security and Technical Compliance Strategy (D36) and Information Technology Controls Strategy (D37) deliverables remained in final review at the end of June. Together these deliverables establish the strategy for Florida PALM's implementation of a security control framework. This framework includes standards and sources required to protect, monitor, satisfy audit requirements and enforce control of State of Florida data and technical infrastructure within the Florida PALM solution. The strategies outline the methodology for Florida PALM's alignment with Department of Financial Services System Security Plan, which includes security and technical compliance expectations with respect to Florida Chapter 74, Section 2 Rules 74-2.001 through 74-2.006, Florida Administrative Code, known as the Florida Cybersecurity Standards (FCS).

IV&V observed that reviews of D36, D37, and D38 by Project Executive Leadership were thorough and focused on alignment of content with the SSI contract and Statement of Work language in addition to the communications value described in the Executive Summary of this report. Final reviews also indicated the need for expansion of details related to Accenture's Client Data Protection plan and alignment with the data security topic expounded in the Data Architecture Strategy Deliverable (D42).

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

IV&V observed continued prolonged review activities to develop and refine deliverables D41, D42, and D43. Accenture has made considerable progress in revising these strategies per State review. Considerable effort has been committed by Accenture and State Teams to identify and confirm interrelated content between the three deliverables during review. These activities have also drawn on State team resources as intensive reviews were required. Therefore, each deliverable has incurred delays that could result in final acceptance later than planned.

At the end of June, D41 was undergoing revision by Accenture management, D42 was nearly complete with Round 2 review and expected to be submitted for Final review, and Final review for D43 was near completion.

At this time, project management believes that the delays described above do not present immediate or significant risks to the project schedule. The potential near-term effects appear to be limited to administrative changes to planned monthly expenses. IV&V concurs with this assessment.

The SDS team continued the third round of Interface Analysis meetings and follow-on interviews, including Pilot and other agencies. Agencies' current state interfaces are being documented as part of state work product I-WP06. The meetings are intended to engage agency staff in 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 interfacing capabilities. These activities inform the future-state interface architecture and design, and provide the Project and agencies with a better understanding of the potential impacts at the interface level. Follow-up Agency interviews are performed to collect the in-depth details of current state agency business system interfaces with FLAIR as they exist today.

IV&V observed a thorough and detailed interview process that is transcribed by the SDS team into baseline documentation to be used in defining the interface inventory for inclusion in the Florida PALM Solution. The information gathered and clarified through these activities is critical to the success of the project.

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. Detailed planning activities involve rescheduling of multiple activities to occur earlier than originally planned. • Resource allocation is monitored closely by Track Managers and PMO. Rescheduling will require Accenture to accelerate staffing. • 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. • 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. New risks under development are being assessed by IV&V. • The Project trend is stable as work toward producing deliverables is proceeding according to plan with some schedule variation that presently does not affect 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 the end of June, the Project maintained six open risks logged in the SharePoint application used to record and administer risk identification, mitigation and resolution.

Risk 172 was first logged in April to acknowledge 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.

As reported last month: IV&V observed that the State filled 2 key technical management positions on the SDS team in May. However, at the end of the month [May], the Accenture SDS Manager submitted his resignation. Work is underway to fill the Accenture SDS Manager vacancy. In the meantime, leadership responsibilities are being covered by the Accenture Deputy Director and the Accenture Security and Infrastructure Lead.

As reported earlier, Risk 174 was logged in May to acknowledge the potential inability of DFS staff to participate in all expected project activities occurring through the summer of 2019 due to operational priorities relating to fiscal year end activities.

IV&V has observed that DFS participation has remained steady and reflective of a commitment to balancing priorities and helping the Project stay on schedule. The Project continues to work with DFS to mitigate this risk by planning and communicating regularly.

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.

- 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.

The Project has three new risks drafted. IV&V has participated in the identification, assessment and development of the draft risks. At the end of June, the PMO Team was preparing to present each of these to the wider management team for review and input prior to potentially logging them in the July reporting period.

Two of these draft risks emanate from the rescheduling activities (discussed in Section 1 of this report) that demand the focused attention of Project leadership and track managers, thereby delaying other work by the same resources:

- Potential risk to project schedule and/or quality as prescribed project schedule commitment activities are delayed, thus preventing the timely commitment of resources to near-term project deadlines.
- Potential risk to timely completion of the Florida PALM Production Support Strategy (D127) deliverable due to focus on competing tasks.

The third draft risk pertains to state agencies' abilities to prepare for and execute modifications to business systems in time for Pilot implementation in 2021. These technical dependencies result from the statewide replacement of Central FLAIR with the Florida PALM Pilot implementation.

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
D036/37	Review and recommendations on deliverable	IT Compliance & Security Control Strategy
D040	Review and recommendations on deliverable	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	Data Conversion Inventory
D049	Review and recommendations on deliverable	Requirements Traceability Matrix
D054	Workshops with agencies and review/recommendations on analysis to be incorporated with deliverable	Standardized Business Process Models
D055	Review and recommendations on deliverable expectations document	Application Configuration and Development Strategy
D057	Review and recommendations on deliverable	Process and Transaction Mapping Analysis
D073	Review and recommendations on deliverable expectations document	Knowledge Transfer Scorecard
D064	Review of deliverable	RICEFW Inventory
D127	Review and recommendations on deliverable expectations document	Production Support Strategy
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



3 IV&V Contact Information

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