



Florida PALM Project
IV&V Assessment Report - March 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 March, the Project continued the first stage of agency engagement 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 completed work on the Organizational Change Readiness Plan (D27) and the Knowledge Transfer Plan (D34). The SDS Team also continued work on the combined Technical Compliance & Security Controls Strategy (D36-37). The Project Management Team completed the Project Guidelines and 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. 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.

As reported last period, Project Leadership worked with DFS management and operations staff to pursue a decision on when, how, and to what extent the Central FLAIR system will be replaced as part of Pilot implementation. That decision was reached in March and, upon the implementation of Pilot Agencies, the Florida PALM solution will replace Central FLAIR for all state agencies.

Implementation of this design decision will accomplish the objective of establishing 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 (i.e., beginning to mitigate the risks enumerated in the 2013 FLAIR Study).

The design also means that the Pilot Agencies (i.e., the initial agencies to be fully implemented) will use Florida PALM directly to process business and look to Florida PALM ledgers for the accounting of all business. This comprehensive, one-stop solution should reduce the need for agencies to continually balance and reconcile activities between a departmental financial system and a statewide central system.

Meanwhile, upon the implementation of Pilot, the agencies scheduled to be implemented after Pilot (Waves 1 and 2) will continue to process business in Departmental FLAIR and rely on ledgers in Departmental FLAIR for internal management. Upon the implementation of Pilot, these agencies will begin to 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 assure the two systems are kept in balance. Balance & reconciliation activities are currently used to assure Departmental and Central FLAIR are in balance.

The Project plans to accomplish these objectives by the development of data interfaces and mechanisms (e.g., data extracts, reports) to support Wave 1 and Wave 2 agencies' needs to facilitate balancing and reconciliation between Florida PALM and Departmental FLAIR.

IV&V has observed that the decision was made unanimously based on consideration of feasible alternatives. The factors of risk reduction and efficiency were 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 should prepare to validate and incorporate these into the work already done.

The Project SDS Team and DFS Office of Information Technology (OIT) continue to meet productively to coordinate activities. As the SSI contract specifies, the Florida PALM solution will be a cloud-based and hosted system to be maintained initially by Accenture with the expectation that OIT resources will be needed to work on project activities that are focused on three major areas:

- (1) Network connectivity between the host (Oracle) datacenter and state network
- (2) Development and coordination of temporary interfaces between FLAIR and Florida PALM for agencies and permanent interfaces between DFS business systems and Florida PALM
- (3) Provision of State data from FLAIR/CMS for use in configuration of Florida PALM and conversion of historical transactions

IV&V observed the Project is in the process of creating a Master Readiness Workplan (MRW) for use in communicating these needs in detail. The MRW is composed of inputs from the project schedule, project deliverables, communication schedule, and the ongoing detailed task analysis contained in the work breakdown structure.

IV&V has also observed that OIT and the Project teams are engaged in collaborative and productive activities to establish clear expectations for the content of the MRW and project schedule. To be useful, the MRW must consider critical ongoing OIT operations and maintenance activities when timelines are established. This will allow OIT to identify risks, plan for resource demands and manage competing priorities and for DFS to establish criteria and procedures to mitigate scheduling conflicts between OIT and Florida PALM.

The BPS Team, with the support of the OCM and SDS Teams, continued with later rounds of the Representative Agencies Workgroups (RAW) pursuant to the Solution Analysis and Design Strategy (D18). At these sessions, the BPS Team presents the 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 producing the Models for presentation to the Executive Steering Committee as the Project Recommended Solution. 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 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 consistent with the prior iterations of Process Models produced by the State BPS Team. RAW sessions to date continue to be attended and have produced lively discussions resulting in updates and clarifications to the Models as well as providing answers to agency questions.

Work continued on the Florida PALM Technical Architecture Strategy (D41), Data Architecture (D42) and System Infrastructure Strategy (D43) deliverables. Together these interrelated deliverables outline the overarching strategy to define the Solution’s approach to enterprise architecture framework.

IV&V observed that deliverable review activities, including story board sessions, written review and collaborative review sessions, produced constructive written and verbal feedback and contributions enabling the SDS team to further develop and refine these deliverables aligning related content across deliverables and setting the stage for multiple future downstream design and implementation deliverables.

The internal deliverable Current State Interface Research and Analysis (I-SDS19) was submitted by the SDS team and approved by Project Management. This deliverable builds upon the current-state Florida Accounting and Information Resource (FLAIR) and Cash Management System (CMS) interface analysis. I-SDS19 matches interfaces directly to agency business systems included in the 2016 Business Case for an additional five agencies defined as ‘Group 2’ within this series of internal deliverables. This deliverable, along with completed and forthcoming current state analyses, will provide the Florida PALM Project and agencies with information to better understand the transition-state and future go-live impacts at the current interface level.

IV&V observed a well-documented, thorough and intricate process of analysis. The analysis and supporting documentation included interface-related information gained from agency questionnaires, interview meetings and operational level technical research of current agency interface design. The completed I-SDS19 includes an Agency Interface Package for each of the agencies containing detailed questionnaire/meeting responses, an exhaustive list of supporting reference information by agency and interface, and a process flow diagram depicting current primary/secondary interfaces along with their associated business systems.

Work on the Florida PALM Data Architecture (D42) deliverable continued. 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 collaborative review activities produced constructive written feedback, and contributions made 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 teams held additional productive story board sessions to create a framework for application of Data Architecture strategy to specific needs of the Solution.

The OCM Team continued 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. Two OCM deliverables were submitted and accepted: Organizational Change Readiness Plan (D27), and end user Training Strategy (D33).

IV&V observed the process of expanding and refining D27 and D33 deliverables resulted in thorough and useful documents that will be helpful in communicating tasks and activities to agencies and to help the State and Accenture project teams ensure vital learning activities are effective. 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.

The PMO relies on a process defined in the PMP to establish, control, monitor, and update the project schedule. The process involves staff from PMO and each Track to communicate, log and execute updates. The recordation of requests, updates and any changes form an audit trail maintained by PMO.

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		
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 March, the Project maintained four open risks logged in the SharePoint application used to record and administer risk identification, mitigation and resolution.

During March, Risk 170, recognizing the potential lack of access to the My Florida Network at the new project facility, was closed because the relocation was successful and did not encounter network delays or issues.

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.

IV&V observed that, during this reporting period, the Project began to gather information and deliberate on two new potential risks that will likely be logged in the next period:

- 1. 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. While discussions with candidate agencies have ensued, no final decisions were reached in March. The Project has reset the deadline to April 8, 2019.*
- 2. Vacancy in one or more key Project positions may affect the ability to execute activities. The SDS State Team Manager position has been covered by the Deputy Project Director since the beginning of 2019. To mitigate this situation, the Project is presently recruiting for that position as technical activities are planned to increase significantly in June 2019.*



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
D027	Review and recommendations on deliverable	Organizational Readiness Plan
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
D041	Review and recommendations on deliverable	Technical Architecture Strategy
D042	Review and recommendations on deliverable	Data Architecture Strategy
D048	Review and recommendations on deliverable	Data Conversion Inventory
D054	Workshops with agencies and review/recommendations on analysis to be incorporated with deliverable	Standardized Business Process Models
D071	Review and recommendations on deliverable	Non-Production Infrastructure Installation
I-WP05	Review and recommendations on project work product	Current State Data Analysis
I-WP06	Review and recommendations on internal deliverable	Current State Interface Research & Analysis
WP006	Review and recommendations on project work product	Model Office Scripts



3 IV&V Contact Information

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