



Florida PALM Project
IV&V Assessment Report - May 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.

May 2019 IV&V Summary

Overall, IV&V has observed the Project continuing to produce work products and deliverables according to plan with results reflecting 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. Cost variances to the project spending plan are due to period projection differences and not overruns, unanticipated expenses or other material anomalies.

Project activities continue to ramp up and complexities are increasing as the interim solution reliance on FLAIR will require extensive analysis to specify how FLAIR will be modified to transition functionality to Florida PALM and how FLAIR and Florida PALM will effectively interface to maintain operations and be balanced until all Wave 1 & 2 organizations are fully implemented on Florida PALM.

Project Schedule management remains a top priority for both parties, and as a result, there is very little schedule variance. IV&V has assessed items causing schedule variance. Currently, there are no apparent risks to downstream deliverable dependencies. IV&V will continue to monitor for any potential risks to other dependencies.

However, the progress described is not achieved without challenges. Accenture has relied on technical subject matter experts to write extensive strategic documents. The deliverables described above would have benefitted from the talents of a professional technical writer.

As planning and design activities continue, while technical and change management activities increase, and the nature of work shifts from strategies, planning and design to execution of configuration, development and conversion, it becomes critical that Accenture fills positions early enough to gain proficiencies and that staffing levels are maintained.

At the end of May, Accenture received notice of resignation from its SDS Track Lead. The position will be vacated by mid-June and planning for replacement is still underway. This is a key position that needs to be filled quickly and with equal or superior professional skills to those of the incumbent to ensure a smooth transition without a loss of momentum. The timing is not likely to enable an overlap period to aid transition.

It is vital that the Project communicates clear expectations and confirms commitments of stakeholders and partners. The Project has put in place procedures and executes with a commitment to standards. The pressure to maintain these practices will only increase as implementation deadlines approach.

Continued Agency Engagement

During May, the BPS team used the feedback and other information gathered from 115 representatives from a subset of agencies during the 23 Representative Agencies Workgroup sessions. These inputs were used to update the business process models in preparation for All Agencies Confirmation sessions (AAC) pursuant to the Solution Analysis and Design Strategy. A total of 281 representatives from the state organizations planning to implement Florida PALM participated in one or more of six AAC workshops. This was the first time that 205 individuals of the 281 participants were engaged during the DDI phase of the project. These sessions were convened to provide an orientation to the business process models and additional opportunities to generate input, feedback, and recommendations from those who will be affected by the implementation.

The AAC presentations focused on the major differences between current FLAIR/CMS business processes and those to be adopted upon transition to Florida PALM. Following the AAC sessions, all organizations were able to access and review all business process models in detail. The Project team provided standardized feedback forms and conducted seven follow-up AAC clarification sessions to answer questions and hear any concerns regarding the design of Florida PALM business processes.

IV&V observed the AAC sessions were interactive and supportive of each participating organization being able to move forward with independent assessment of the business process models. Nineteen agencies returned feedback as of the end of this reporting period. In many instances the feedback takes the form of questions seeking clarity on procedural details associated with the processes. In a few cases, process models were updated to provide clarification and additional details. At this point, no significant changes to process models have been identified.

The OCM team continued conducting Change Capacity Surveys with individuals from each of the Pilot agencies to gauge perspectives and capabilities for preparation and implementation of Florida PALM within their organizations. OCM recruitment and staffing of the Agency Readiness Team continues. The OCM team also commenced Knowledge Transfer activities within the BPS team and continued to develop the Technical Role Learning Plans with the SDS team.

As of the end of May, the Project Director and Project Sponsor had met with thirty agencies to initiate assignments of agency resources to Change Champion Network roles; nineteen of the thirty agencies have completely or partially filled these roles by identifying individual employees to act as primary points of contact and/or liaisons for operational, technical and change management activities.

IV&V has observed the OCM activities to be well planned and circumspect in their approach to accommodate the variety of organizations involved. The Knowledge Transfer – Role Learning Plans are very thorough and consider how the state project staff will become prepared to independently support the system. Additionally, the role learning plans demonstrate how DFS Division staff can take advantage of opportunities to learn, practice and gain proficiency on how the system is configured to meet operational demands. Project leadership interactions with agencies have reportedly been met with a mix of enthusiasm, cooperativeness, and openness. There have been no reports of resistance of an escalated nature to date. This feedback plus the nearly five years' worth of groundwork with agencies to listen, understand and design the future standardized business processes indicates a high likelihood of overall acceptance.

Planning with DFS and State Organizations

The Project continues to develop communication tools to provide detailed tasks, deadlines, roles, and responsibilities for Project resources, DFS Division resources, and state organizations planning to implement Florida PALM. This planning work is being done in parallel with analysis of the interim solution to be implemented beginning with Pilot in 2021.

The interim solution will have Wave 1 & Wave 2 state organizations (i.e., those not yet fully implemented on Florida PALM) relying on a combination of Departmental FLAIR and Florida PALM, with Florida PALM replacing Central FLAIR and CMS functions upon Pilot. As work proceeds to identify potential modifications to the FLAIR system and inbound/outbound interfaces, opportunities are being explored to reschedule work focused on agency-specific and FFMIS requirements and specifications to occur earlier than originally planned. This is to align design efforts for interim FLAIR and Florida PALM to ensure that requirements and development efforts are managed for not only Pilot agencies, but all organizations affected by the timing of replacing Central FLAIR and CMS in 2021.

IV&V observed the Project's presentation of planning tools within DFS has required explanation and consultation in varying degrees to accommodate different approaches. The Project has presented a schedule of activities and milestones that align with the overall project schedule. The intent is for each Division to use the schedule provided by the Project, keeping the milestones intact, to develop internal sub-plans at whatever level of detail works best for the organization. Alignment to the milestones will then enable the project to incorporate each Division's plan to the overall project schedule.

Late in May, IV&V presented a new risk associated with the timing of analysis and planning activities with agencies. IV&V has observed the Project acknowledging the risk and initiating steps to mitigate the risks. Further details are provided in Section 2 of this report.

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 to develop and test any modifications needed to operate in tandem with Florida PALM during the interim period. The modified instance of FLAIR (referred to as i-FLAIR) represents a project to be undertaken within OIT in parallel and collaboration with the Florida PALM project.

OIT and the SDS Data team continued to analyze the Central/Departmental FLAIR database structure and naming conventions and classification of prospective conversion FLAIR data tables identified by OIT for exclusion, inclusion, and further analysis.

The SDS Team and DFS OIT conduct multiple working sessions on a weekly basis focused on identifying, scheduling and executing SDS and OIT conversion and infrastructure tasks, including Virtual Private Network (VPN) connections between the Oracle data centers and the DFS network, Oracle Cloud Infrastructure (OCI) network connectivity and routing, Florida PALM Active Directory configuration, and confirming data to be provisioned from FLAIR/CMS for conversion to Florida PALM.

The Accenture team is in the process of building out the OCI tenancy that will host the Florida PALM solution and has provisioned virtual machine servers required for establishing network connectivity.

The OIT and SDS team successfully established VPN configurations and connections between the DFS network and the OCI data centers in Phoenix, AZ and Ashburn, VA providing secure connections for configuration and support of the Florida PALM Solution from within the DFS network.

During May, the OCI and Florida PALM Solution security configuration and methodology began to undergo assessment by the OIT and SDS teams using criteria in Chapter 74-2, Florida Administrative Code (FAC) as defined in the DFS State Security Plan. The Florida PALM team presented OCI and Florida PALM Solution network configuration, network connectivity and routing along with related security methodology implemented to prevent unauthorized inbound and outbound traffic.

IV&V has observed OIT begin to use the scheduling information provided by the Project to organize and expand details on internal project management activities for Florida PALM system dependencies and that planning, and execution of i-FLAIR system modifications will be managed directly by OIT. 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 meeting. The OIT and SDS Team are exhibiting exceptional teamwork in planning and executing current state conversion data analysis, reviewing the DFS State Security Plan and OCI network connectivity as well as identifying and overcoming challenges along the way.

The Florida PALM Reporting Strategy (D38) deliverable was submitted for Acceptance Review during May. 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.

IV&V observed that review of D38 by Project Executive Leadership was thorough and focused on holistic alignment and synchronization of content with related project activity and expectations. Final reviews generated a general request for clarification of finer technical details and contributed information that will make the strategy more accessible and useful to non-technical readers who have compelling interests as consumers of Florida PALM data.

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 framework for the Solution's enterprise architecture framework.

IV&V observed prolonged review activities to develop and refine deliverables D41, D42, and D43. Accenture has needed to expend considerable effort 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. As a result, each deliverable has incurred delays that will make final acceptance later than planned.

As of the end of this reporting period, IV&V does not project any significant downstream impacts to be caused by these delays. The effects appear to be limited to administrative changes to planned monthly expenses. However, forthcoming turnover in the SDS Track lead position for Accenture presents immediate risk to productivity and quality improvements to these conditions. This departure relates directly to the pre-existing Risk 172 described in Section 2 of this report.

IV&V has also observed the review process has generated additional content that helped to express essential technical information into a strategy that a non-technical reader can follow, requests to expand subject areas needing more depth, reductions to subject areas containing a level of detail not required for a strategy document, and refined the documents structure to present a smoother transition between subject areas within the document. These efforts were necessary to ensure the quality of the deliverables and provided additional value to the state.

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. • 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 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 May, the Project maintained seven 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.

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, 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.

Risk 173 was opened in May to recognize the potential risk to quality, schedule and cost that could arise if less than full participation in the All Agency Confirmation sessions occurs and/or less than full returns of feedback from every organization occurs.

IV&V observed a high degree of participation by state organizations. IV&V notes as of May 31st, nineteen agencies have returned feedback. The Project is in contact with outstanding agencies to help organizations needing such to complete the returns. The mitigation plan includes provision to incorporate feedback arriving later than the deadline.

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.

During this reporting period, the Project began to gather information and deliberate on a risk presented by IV&V and likely to be logged during June. This risk pertains to agency readiness.

Draft Risk Title: Organizations with technical dependencies on the interim Florida PALM solution may not have enough time to identify changes needed and modify business systems to support planned implementation activities.

Rationale:

- Upon implementation of Pilot in 2021, with the replacement of Central FLAIR, Florida PALM will be the source for data presently provided by Central to Agency Business Systems (ABS) and third-party organizations (e.g., banks).

- Organizations who transmit interfaces from ABS to Central FLAIR will need to transmit to Florida PALM.
- Transition to the use of Florida PALM data elements may require modifications to ABS and/or third-party systems and interfaces.
- Florida PALM data specifications are currently not scheduled to be final until autumn 2019.
- OCM activities at Wave organizations are presently scheduled to ramp up in autumn 2019.
- These factors may cause a delay to organizations completing impact analysis and determining their technical needs and plans which in turn may delay funding and/or completion of internal work to transition to Florida PALM.

IV&V Observed Mitigation:

The Project is undertaking steps to reschedule analytical and readiness activities to occur earlier to facilitate the identification, assessment, and estimation of work and resources needed to prepare for transition to Florida PALM upon Pilot for Central FLAIR/CMS functions.

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.

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
D038	Review and recommendations on deliverable	Reporting 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
D73	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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