ISG

Florida PALM Project

IV&V Assessment Report - November 2018
Deliverable IVV2.2

Presented by:

Information Services Group Public Sector

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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 November, the Project completed major deliverables and continued work on other deliverables that identify and confirm important details required to move forward.

By the end of November, the Project Management Plan (D11), the Solution Analysis and Design Strategy (D18), and the Organizational Readiness Strategy (D20) were approved by the Executive Steering Committee and accepted by the Project. Together these represent how the Project will operate internally, design an amenable solution, and deliver Florida PALM to every state agency.

- The Project Management Plan is a comprehensive document containing the agreed-upon processes, procedures, protocols, and accountabilities used to control project execution and enforce standards.

- The Solution Analysis and Design Strategy details how the Project will create and confirm the business specifications to be configured or developed in the new system.

- The Organizational Readiness Strategy describes the goals and multifaceted approach to preparing state agencies for the implementation of the Florida PALM system and supporting the business transition activities required to successfully operate using the new system.

In addition, the DDI Project Schedule deliverable (D007) was completed, submitted and accepted. While this deliverable is not categorized as a major deliverable, it is a critical tool that has received intensive attention and scrutiny over the past few months. The schedule is a detailed view of project activities, resource assignments and deadlines. It is accessible to all levels of the Project Team to provide clarity on expectations, and it is used regularly by teams to structure their work.

The BPS team continues to scrutinize each business requirement in each BPS Process Area to determine how the requirement will be met by using standard system configuration, whether the requirement needs to be clarified or the that the requirement represents a gap from standard system functionality. Gaps range from requirements needing confirmation of an alternative solution to those needing escalation for potential scope clarification or customization.

The detailed analysis also serves to identify and confirm cross-Track dependencies as design work proceeds along parallel efforts. This work is important to reach conceptual understanding across the Project Team regarding the nature of work required to deliver the complex Florida PALM Solution. This initial analysis is scheduled for completion in advance of finalizing recommended design documentation and to provide input for Solution Analysis and Design activities to be conducted with agencies through the first half of 2019.

As part of long-range planning, the Project is also analyzing the roles, responsibilities and skills that will be needed to be successful. The purpose of this activity is to proactively enable the State to plan and develop internal capabilities for post-implementation support of the design, maintenance, and ongoing support of Florida PALM.

Specifically, as the SDS Team continues to analyze the current state of legacy system data specifications and inbound and outbound interface dependencies, the team has undertaken a detailed analysis of contractual responsibilities and timings to help the Department plan for the eventual transition of the support model from project to ongoing operations. While this transition is not be planned to occur for at least five years, it is important at this early stage to clarify expectations and to understand where resources will be needed so that all opportunities for knowledge transfer and staff development may be realized along the way.

The OCM Team is in the process of finalizing the Deliverable Expectations Document for the Knowledge Transfer Plan (D34). This deliverable will detail the approach and implementation activities to transfer information to, exercise skills with, and confirm understanding by state resources on their assigned duties. This is an industry leading practice used to ensure that the state develops the knowledge and skills necessary to become as knowledgeable as possible by the end of the implementation project.

As demand for resources increases, the Project continues to adjust assignments, fill open state positions and roll on Accenture staff to produce work products and deliverables according to plan.

Risk 167 (Inability to obtain the ESC approval for D014 Project Kick-Off Complete Go/No-Go Decision in December 2018) was logged during the prior period to recognize that the planned Executive Steering Committee Go/No-Go Decision for December 12, 2018, was dependent on ESC approval of major deliverables D18 and D20, as well as 9 other deliverables being completed and accepted. As of November 28, all but one deliverable was completed, approved, and accepted. The outstanding deliverable was Service Level Expectation Reporting Plan (D17).

Work on the Service Level Expectation Reporting Plan (D17) was nearly completed by the end of November. The deliverable is based on the performance expectations contained in D17 are all drawn from Attachment 10 of the SSI Contract. IV&V observed the deliverable creation process had not encountered any resistance and would likely be completed by its deadline.

The Project presented a completed status of the components needed to form the basis of the upcoming ESC Go/No-Go Decision and, based on the conditions described above, and requested a provisional decision pending the acceptance of D17. IV&V observations were presented to the ESC on November 28 and included an assessment that there would be very little risk associated with granting the provisional "Go" decision. The ESC granted the provisional Go decision to become effective only upon acceptance of D17.

Risk 169 was logged during the prior period to recognize that external factors driven by Hurricane Michael have affected the plan to relocate the Project to a new workspace that will accommodate the growing project team. The Project has created a near-term plan that will accommodate staff additions through the end of March in the current space. With the creation of the near-term plan, the Project continues to monitor the risk and has returned the risk level to *Stable*.

In an overall assessment of November activities, IV&V observed work being completed at an expected pace and on schedule, without major obstacles, and at mutually agreeable levels of acceptable quality.

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

*Formerly Project Integration Management   **Formerly Project Risk & issue Management
These two labels have been modified for clarity. No change have been made to standard criteria.

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.

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1.2 IV&V Overall Risk Summary

Overall Status			
Current Period	**Prior Period**	**Overall Trend**	**Observations** *Based on standardized IV&V scoring*
🟩	🟩	⬆	- The DDI Phase continues to progress according to plan. - Model Office serving as an initial prototype has been activated and is being used by the project team as of November. - 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. - System performance requirements are defined as part of the Service Levels Expectations deliverable. - 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 results without some of the more typical challenges that occur when new teams are merged. - 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	PROJECT AREA DESCRIPTION	CURRENT	PRIOR
PROJECT AREA		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 November, the Project has six risks logged in the SharePoint application used to record and administer risk identification, mitigation and resolution. IV&V did not identify any other risks warranting action during October. As noted above, Risk 169 pertaining to the project facility buildout has been adjusted to reflect a mitigation plan is in place and is being used to provide more time to absorb the impact.

2.2 Project Issues

There are no open issues to report this period.

2.3 Other IV&V Activities

During this period, the following activities (principally DED or deliverable reviews) were undertaken by the IV&V Team as part of our ongoing role in the quality assurance process.

Subject	Activities	Description
D017	Review and recommendations on deliverable	Service Level Expectations Reporting Plan
D018	Review and recommendations on final deliverable	Solution Analysis & Design Strategy
D025	Review and recommendations on deliverable	Communications Plan
D020	Review and recommendations on deliverable	Operational Readiness Strategy
D022	Review and recommendations on deliverable	Requirements Management Plan
DED D027	Review and recommendations on expectations document	Organizational Readiness Plan
D032	Review and recommendations on expectations document and deliverable	Leading Practice Workshops Decisions and Outcomes
DED D038	Review and recommendations on expectations document	Reporting Plan
DED D042	Review and recommendations on expectations document	Data Architecture Strategy
D007	Review and develop periodic ongoing quality control procedure	Project Schedule
PMO	Analyze work processes and develop resource levelling tool	PMO Operations
SDS	Review and make recommendations on roles and responsibilities analysis	SDS Statement of Work Analysis

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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