ISG™

Florida PALM Project

IV&V Assessment Report - September 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 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.

Throughout the month of September, the Project continued detailed scheduling and deliverable specification activities. State Project Team and Accenture resources also concentrated on the creation of multiple deliverables focused on strategies and management plans.

The strategy deliverables define the purpose, goals, approach, dependencies, timeframes, and measures of success for major project activities in each track Project Management Office (PMO), Business Process Standardization (BPS), System & Data Strategy (SDS), and Organizational Change Management (OCM). The overall Project Management Plan deliverable and other area-specific management plan deliverables further define the approach by articulating the methods to be used, control practices, roles and responsibilities and measure of effectiveness. Each of these types of deliverables serve to create a foundation for subsequent activities. They represent the mutually agreed methods and protocols to be exercised by project team resources at every level of the organizations. Attempting to execute a project of this size, complexity, and planned duration without the upfront investment in strategies and plans would increase the risks of poor quality, lack of standardization, and unproductive activities.

State and Accenture Track Managers continue to participate in the development of the overall Project Management Plan deliverable that establishes the protocols, standards, expectations and accountabilities to be adhered to by all Project resources. PMO staff work regularly with Track Managers to assign Project Team resources to tasks as part of the routine project scheduling activity

During September IV&V participation, observations, and reviews occurred across all tracks:

PMO
- Project Management Plan
- Project Scheduling
- Governance and Oversight Reporting

BPS
- Solution Analysis and Design
- Business Requirements Management

SDS
- Current State Project Team Data Analysis
- Expectations for Security and Compliance Technical Strategy

- Expectations for Information Technology Controls

OCM
- Communications Strategy
- Knowledge Transfer Strategy and Curriculum Plan

Throughout these workstreams, as the State Project Team and Accenture teams continue to form, learn each other's language, build working relationships, and focus together on producing results, the Project continues to demonstrate a high degree of productive collaboration across both organizations.

The Project has logged its first six items in the Project Risk Log on its SharePoint site – none of which are imminent. These are discussed further in the Risks section of this report.

IV&V has observed the Project's method of managing risks is part of a comprehensive process designed to identify, vet, monitor and manage the following: risks, action items, issues, decisions, and lessons learned (RAIDL) on a recurring and timely basis.

Overall, IV&V observes work being completed at an expected pace and on schedule, without major obstacles, and at mutually agreeable acceptable levels of quality.

Other key observations for this period include:

- Project scope as defined in the SOW is communicated and affirmed. No potentially out-of-scope items have emerged.
- Track management and PMO continue to demonstrate accountability and performance management practices are in place and exercised.
- Current contracts encompass all aspects of services/goods necessary to complete the Project. All known needs are specified and contracted at this time.
- The Project spending plan is established and is in accordance with appropriations.
- The budgetary release process was completed in time to avoid any delays in payment processing. The cycle time from request to release will need to be managed closely. The Project will need to request releases with sufficient lead time to avoid delays in payment processing and potential disruptions to planned project operations.
- Track Managers and Track Leads conduct joint and separate team meetings and demonstrate hierarchical support and accountability to Project standards on activities, schedule and delivery.
- The estimating and scheduling process receives adequate attention and involves the necessary subject matter experts to produce reasonable estimates and deadlines.
- Deliverable Expectation Documents are inclusive of timelines to inform the project schedule. Deliverable deadlines and milestones appear reasonable and realistic.
- Resource allocation is monitored closely by Track Managers and PMO. Training has demanded full time attendance of the State BPS Team over multiple weeks which has put pressure on resources to complete internal deliverables - this has not caused delays that have any significant effect.
- The collaborative review process combined with individual quality review steps are effective in detecting and resolving quality issues prior to Accenture's submission for acceptance.
- The governance plan and ESC are in place and active on a regular basis. The ESC meetings and Project communications provide enough information to foster a common understanding of status and expectations of work demands of the ESC as approvers of major deliverables. This has helped to establish credibility for the Project staff and a high degree of confidence in the among ESC members.

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		
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 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** *Based on standardized IV&V scoring*
🟩	🟩	⬆	The DDI Phase continues to progress according to plan. Strategies are developed with clear goals, practicable approaches, and reasonable measures of success. State Project Team positions are being filled concurrent with the on-site arrival of Accenture resources. Quality control, financial control, and vendor processes are established and consistently executed. Planning and deliverable creation activities are focused on practical, value-added outputs and proceeding at an acceptable pace. An effective organizational structure combined with positive morale among staff is fostering a collaborative environment. Collaboration between State Project Team and Accenture team is producing 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		CURRENT	PRIOR
	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

The Project has logged six risks in the SharePoint application used to record and administer risk identification, mitigation and resolution.

Three of the risks can be characterized as inherent to any long-term system implementation project that will impact a large organization. They 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. All of these have active plans for mitigation underway as part of the Project's Risk Management Process and in the way the Project pursues its goals.

The other risks involve potential delays in key decisions if decision-making positions are vacated due to attrition and/or transition, the potential emergence of new requirement mandates and their effect on the project plan, and the potential impact of delays in completion of the long-term project facility. All of these are being monitored to determine if the Project will need to act to mitigate.

IV&V has not identified any other Risks warranting action as of this reporting period.

2.2 Project Issues

There are no significant 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 roll in the quality assurance process.

Subject	Activities	Description
D011	Review and recommendations on deliverable	Project Management Plan
D012	Review and recommendations on deliverable	Communications Strategy
D018	Review and recommendations on deliverable	Solution Analysis & Design Strategy
DED D019	Review and recommendations on expectations document	Exit Transition Plan
D020	Review and recommendations on deliverable	Organizational Readiness Strategy
D022	Review and recommendations on deliverable	Requirements Management Plan
DED D36	Review and recommendations on expectations document	Security and Technical Compliance Strategy
DED D37	Review and recommendations on Deliverable Expectations Document	Information Technology Controls Strategy

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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