



Florida PALM Project
IV&V Assessment Report - August 2018
Deliverable IVV2.2

Presented by:

Information Services Group Public Sector

September 11, 2018

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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 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 August, the Project continued detailed planning and deliverable specification activities.

The project plan and schedule are developed by the Project Management Office (PMO) with the involvement of each Track Manager and the respective counterparts from Accenture to ensure that expectations are clear and mutually agreeable and to ascertain the commitment of individual resources to the work being planned.

Deliverable Expectation Documents (DED) are used to establish the approach, form, and substance of each deliverable to be produced. The DED is also where quality criteria are set. These criteria are applied upon delivery to form the basis of acceptance. The Project is also using the DED process to inform the overall planning and scheduling activities by including the anticipated timeline of development and delivery of each deliverable.

In both activities described above, the Project demonstrates a strong commitment and discipline to creating a plan and DEDs that are detailed, unambiguous, value-focused, and most importantly practicable. At this early point in this phase of the project, the evidence of these qualities is apparent because deadlines are being met and work products reviewed reflect thoughtfulness and thoroughness.

Other key observations for this period include:

- The Pre-DDI PMP is in effect and referred to actively. The DED for the DDI PMP is approved and the DDI PMP is under development.
- The Project has a long-established process to manage risks and is consistently monitoring and assessing potential risks.
- There are presently no open risks or issues. The Project has identified seven initial risks, none of which are imminent, with respective mitigation plans during August and these are in process to be logged during the next reporting period.
- The process for 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.
- Project scope as defined in the SOW is communicated and affirmed. No potentially out-of-scope items have emerged.




- PMO consistently demonstrates strong cost management practices.
- The Project has adopted quality assurance processes that assure vendor accountability and quality upon delivery/submission.
- The Project continues to maintain a comprehensive, multi-channel communication planning log. The OCM team has approved DED for communication strategy and is in the process of developing the strategy.
- Current contracts encompass all aspects of services/goods necessary to complete the Project. All known needs are specified and contracted at this time.
- Track management and PMO demonstrate accountability and performance management practices are in place and exercised.


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.
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When a project area is assessed and rated as red or yellow, ISG will provide a detailed description including current 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	Observations
		<p>The DDI Phase continues to progress according to plan.</p> <p>State positions are being filled concurrent with the on-site arrival of Accenture resources.</p> <p>Quality control, financial control, and vendor processes are established and consistently executed.</p> <p>Planning activities are focused on practical, value-added activities and proceeding at an acceptable pace.</p> <p>An effective organizational structure combined with positive morale among staff is fostering a collaborative environment.</p> <p>Collaboration between State and Accenture teams is producing results without some of the more typical challenges that occur when new teams are merged.</p> <p>The IV&V Team has identified no significant risks to DDI Phase activities.</p>

1.3 IV&V Monthly Assessment Dashboard

IV&V Dashboard			
	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	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

There are no significant risks to report for this 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
DED D011	Review and recommendations on Deliverable Expectations Document (DED)	Project Management Plan
DED D012	Review and recommendations on Deliverable Expectations Document (DED)	Communications Strategy
DED D016	Review and recommendations on DED	Change Champion Plan
DED D018	Review and recommendations on DED	Solution Analysis & Design Strategy
DED D015	Review and recommendations on DED	Knowledge Transfer Strategy
DED D017	Review and recommendations on DED	Service Levels Expectation Reporting Plan
DED D020	Review and recommendations on DED	Organizational Readiness Strategy
DED D022	Review and recommendations on DED	Requirements Management Plan
I-SDS 17	Review of Deliverable	Information Warehouse Table Analysis
D080	Review of Deliverable	Knowledge Transfer Curriculum Plan



3 IV&V Contact Information

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