



Monthly Independent Verification and Validation Assessment Report

Florida Planning, Accounting, and Ledger Management (PALM)
Project

October 2016

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Executive Summary

Grant Thornton is independently assessing the Florida PALM Project, providing observations and recommendations on the program management processes in place to manage, monitor, and control the Florida PALM Project through its current phase known as Pre-Design, Development, and Implementation (Pre-DDI). This report presents the technical, schedule, and cost risks identified by the Grant Thornton Independent Verification and Validation (IV&V) Team for the Pre-DDI phase of the Florida PALM Project during the month ending October 31, 2016.

The IV&V Team, as an unbiased reviewer, has independently reviewed key Project performance indicators and assessed Project risk utilizing both critical criteria identified by the Agency for State Technology (AST), as well as Grant Thornton's project assessment framework. Based on this review, the IV&V Team assesses the risk status of the Florida PALM Project as "Green" indicating that there were no material issues observed during the assessment period that could adversely affect the Project's outcome in terms of schedule, budget, or quality.

Overall risk status of Florida PALM Project:



During this assessment period, the Florida PALM Project Team completed two key milestones including the approval of the solicitation documents by the Executive Steering Committee (ESC) and completion of the Business Case for Maintaining Agency Business Systems.

At its October 26 meeting, the Florida PALM ESC reviewed and approved the full set of solicitation documents, which were posted and released on November 1. Of significant note was the inclusiveness of the development and review process for the ITN document which included the Florida PALM Team, the Florida PALM Project sponsors, representatives from the Department of Financial Services (DFS) Office of Purchasing and Contractual Services and the Office of the General Counsel, the Agency for State Technology (AST), the Radey Law Firm, the Pillsbury Law Firm, all members of the ESC (which represent seven agencies), and Grant Thornton. The responses to the ITN should provide a good basis for the evaluation and negotiations to select a provider of financial management software and integration services.

During the month of October, the Project completed the Business Case for Maintaining Agency Business Systems (Business Case) per Proviso language in Section 2317A of the




Florida General Appropriations Act (GAA) 2016, which was delivered as required on November 1. The delivered Business Case document prepared by CAI met Proviso requirements to provide a description of system functionality, whether the functionality was planned to be included in Florida PALM, and any statute or other legal guidelines mandating the business system functionality. In the analysis, there are a number of systems identified with either full or partial overlap of functionality being replaced by Florida PALM. The magnitude of the overlap, and whether or not Florida PALM can meet the functionality of these systems, cannot be accurately determined until a solution for Florida PALM is selected and the baseline configuration determined. The appropriate time for Agencies and the State to consider performing a detailed analysis of these potential overlaps and their impact on agency systems would be after the initial configuration is defined. During this analysis, the Florida PALM Project will need to closely manage the implementation scope to ensure that replacement of individual agency systems does not compete with the project's primary goal of replacing the four FLAIR components and providing a more modern financial management infrastructure to the State.

Key Project Indicators

















Indicator	Status
Is the Project on schedule?	YES
Is the Project expected to remain on schedule?	YES
Is the Project currently within budget as defined in the spend plan?	YES
Is the Project expected to remain within budget as defined in the spend plan?	YES
Were any Project changes proposed or approved during this reporting period?	YES

Assessment of Project Risk

Throughout the assessment, Grant Thornton uses a red-yellow-green indicator to evaluate the status of each area and metric. The table below contains an explanation of each status indicator:

Image	Description
	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.
	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.
	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.

The IV&V Team utilizes the lowest indicator in each sub-category to determine the summary risk rating. A more detailed view of the elements that comprise each sub-category can be found in the Detailed Assessment Section beginning on Page 7 of this Assessment Report.

Project Area	Current indicator	September 2016	August 2016
1. Project Execution - Critical Criteria 1.1. Scope management and change control 1.2. Schedule management 1.3. Cost management 1.4. Risk management 1.5. Issue management			
2. Project Governance 2.1. Governance 2.2. Decision management			
3. Project Execution - Additional Criteria 3.1. Performance management 3.2. Staffing management 3.3. Action item management			
4. Procurement and Contracts 4.1. Procurement and vendor management			
5. Quality Management 5.1. Quality management 5.2. Deliverable management			
6. Communications and Outreach 6.1. Communications management 6.2. Stakeholder management 6.3. Content management 6.4. Collaboration management			

As part of the IV&V process for assessing and reporting on identified risks, we have applied a value assessment to each area which guides the determination of the priority, or relative impact, an individual observation can have on the entire Project. A description and

explanation of this value assessment approach and the most recent results can be found in Appendix 1 beginning on page 34.

Findings Addressed This Assessment Period

The following table summarizes all findings that have been addressed this assessment period.

Summary Finding	Current indicator	Area(s) impacted	New Observation
There were no open findings or recommendations during the month of October.			

Summary Findings and Recommendations

The following table summarizes any “Red” or “Yellow” findings from the detailed assessment section of the report and maps our associated observations/recommendations to the Project Health Indicator presented in our overall risk reporting:







Summary Finding	Current indicator	Area(s) impacted	Recommendation
There are currently no open findings or recommendations.			

Detailed Assessment

1. Project Execution - Critical Criteria

1.1 Scope Management and Change Control







Key Metrics

Item	Observed	Current Status	Previous Status	Notes
Number of open change requests	0			The Project did not open or process any change requests during the period.
Number of change requests processed this period with final determination	0			
Number of open change requests in overdue status	0			

Process Observation Summary







The process for managing changes to the Project is defined within the Project Management Plan. Requests for project changes are logged to the Project's Change Request Log. The Change Request Log is available to all Project Team members and provides visibility into the Project Team members who review changes, any disposition considerations, and a record of approval including any escalations that were required.

During the current assessment period, no new change requests were logged or worked. There were no change requests in overdue status at the end of the assessment period.

Assessment Category	Findings and Observations	Recommendations	Status
Verify pending Project changes and decisions are clearly communicated to impacted Stakeholders in the appropriate level of detail.	Project decisions and change orders are documented in the Project's SharePoint site and reviewed with the appropriate stakeholders per the Project's Project Management Plan (PMP). During the review period, there were no decisions or project changes proposed or discussed.	No new recommendations.	Current  Previous  Trend 
Verify any changes to the Project scope adhere to the defined change control processes and the appropriate governance levels for change process.	There were no changes processed during the review period.	No new recommendations.	Current  Previous  Trend 










1.2 Schedule Management

Key Metrics

Item	Observed	Current Status	Previous Status	Notes
Schedule Performance Index (SPI)	.97			Revision of project schedule reviewed was dated 10/28/2016. This was the final revision of the Master Project Schedule posted during the assessment period.
% Complete	80%			
Number of Late Tasks	1			



Process Observation Summary

The Florida PALM Project Management Office (PMO) maintains a master schedule incorporating activities performed by all Project members and work tracks. During this assessment period, the Project continued working from Baseline 6. The Project performed their regular progressive elaboration schedule update process during October to finalize November tasks and due dates. Beginning at the end of October, after the likely ITN release date was known, the Project began an effort to define and schedule project activities through the evaluation period based on assumptions provided by the Procurement Support contractor. This schedule update was completed within the first week in November.

Assessment Category	Findings and Observations	Recommendations	Status
Identify whether the Project is on schedule. Identify if any schedule slippage exists, identify whether Project leadership has assessed severity of the slippage, and identify mitigating actions to address.	Schedule Performance Index (SPI) measured 0.97 for the last reported schedule within the assessment period. Schedule performance is within acceptable tolerance. Some Projects tasks, which are not on the critical path, had their due dates extended to increase their quality by providing additional development and review time.	The Project should continue to closely monitor Project activities to ensure that slippage of minor tasks does not impact the overall schedule.	Current  Previous  Trend 
Determine if Project milestones have been identified and documented and are maintained for any changes to the Project.	Project milestones continue to be called out in the Master Project Schedule. No milestones were changed during the current assessment period.	No new recommendations.	Current  Previous  Trend 
Determine if the process for comparing Project progress against planned (baselined) measures is appropriate and being followed.	The Project continues to review the Project Schedule against baseline on a regular basis as evidenced by the weekly status reports.	No new recommendations.	Current  Previous  Trend 

1.3 Cost Management

Key Metrics







Item	Observed	Current Status	Previous Status	Notes
Cost Performance Index (CPI)	1.0			The Project is currently tracking CPI in the Master Project Schedule.







Process Observation Summary

The Project continues to follow its cost management procedures as outlined in the PMP and is continuing to refine the level of detail needed. The Project Team continues to track schedule performance (SPI) and cost performance (CPI) using earned value management (EVM) techniques against the Project Master Schedule. Proxy values for Project cost are used.

During September, the Project updated the cost of resources assigned to un-baselined administrative tasks, which had the impact of increasing the CPI to a value of 1.0. This change was reviewed with AST and IV&V as it was being made. We believe CPI is a helpful indicator for looking at resource efficiency from one month to the next, but in and of itself we do not have concerns about CPI being outside of the established tolerance for two reasons: (1) since the Project Team has chosen to partially baseline the schedule, there exists tasks (e.g., those related to procurement) within the Project schedule that put downward pressure on CPI; and (2) since the PMO is utilizing proxy values for cost, a CPI below the established tolerance does not indicate, nor does it necessarily mean, that the Project is over budget. Our assessment of CPI as an indicator is limited only to noting big movements in CPI, which would necessitate closer inspection. This was not the case during this assessment period.









During the first four months of the fiscal year, the project is under budget, but continues to be on track for contracted services. The reason for the difference between the planned and incurred liabilities are primarily due to contingency which was planned into each month instead of as a large amount at the end of the year, and the ITN development and review requiring less outside counsel time than originally budgeted.

Assessment Category	Findings and Observations	Recommendations	Status
Determine whether the Project budget appears sufficient to support the activities associated with the scope of the Project.	The Project budget for the year appears sufficient based on the spend plan and the list of two-party agreements.	No new recommendations.	Current  Previous  Trend 
Determine the Project's compliance with the defined cost management techniques in the PMP (cost management plan component).	The Project Team followed the cost management process outlined in Appendix 2 of the PMP during the assessment period.	No new recommendations.	Current  Previous  Trend 

Assessment Category	Findings and Observations	Recommendations	Status
Verify monitoring is being done on progress against Project costs and expended effort.	Cost monitoring is being performed in accordance with the description of spend control in Appendix 2 of the PMP.	No new recommendations.	Current  Previous  Trend 
Verify the right performance measures are being collected and managed for cost management.	The Project spend plan currently identifies planned expenditures for the fiscal year by period along with incurred expenditures and paid actuals. In addition, the Project is tracking the cost variance monthly.	No new recommendations.	Current  Previous  Trend 






1.4 Risk Management

Key Metrics

Item	Observed	Current Status	Previous Status	Notes
# of risks opened during this period	1			Volume of new risks added to is due to specific effort performed by the Project focused on identifying procurement related issues.
# of risks closed during this period	5			
# of overdue risks	0			There were no risks observed with a due date that occurs in the past.
# of risks transitioned into issues	1			One risk related to completion and delivery of the Business Case was transitioned into an issue during this period.







Process Observation Summary

Risks on the Florida PALM Project continue to be tracked and managed using the Microsoft SharePoint portal following the risk management processes as outlined per the PMP. These risks are reviewed at regular Risk Log, Action Item Log, Issues Log, Decision Log, Lessons Learned Log (RAIDL) Meetings.

Assessment Category	Findings and Observations	Recommendations	Status
Verify the Risk Management Plan is being followed and is effectively identifying, tracking, and managing Project risk in a standardized fashion.	Risk management meetings are held at least weekly, and evidence of the identification, tracking, and managing of Project risk occurs in the Project Team's Risk Log.	No new recommendations.	Current  Previous  Trend 
Determine whether the Executive Sponsorship understands effective risk management planning and execution and are reinforcing the importance of sound risk management in their communications with Project personnel.	Results of the risk reporting function of the Project Team are brought to the attention of the Project Steering Committee at least monthly and discussed as evidenced by meeting agendas and by direct observation.	No new recommendations.	Current  Previous  Trend 
Determine whether Project Team members possess a command of the defined Risk Management Plan and processes.	Each of the work tracks, including the PMO, followed the risk management processes during the assessment period.	No new recommendations.	Current  Previous  Trend 
Verify that risks have been prioritized for mitigation based on severity and likelihood.	It was observed that the Project Team holds regularly scheduled RAIDL meetings to identify and address risks in accordance with Appendix 8 of the PMP. During the reporting period, the Project conducted additional risk meetings to identify and begin to quantify additional procurement related risks.	No new recommendations.	Current  Previous  Trend 







1.5 Issue Management




Key Metrics

Item	Observed	Current Status	Previous Status	Notes
New issues opened this period	0			No new issues were opened during this assessment period.
Issues closed this period	0			
Open Issues past target completion	0			There were no open issues at the end of this period.

Process Observation Summary

Issues on the Florida PALM Project continue to be tracked and managed using a Microsoft SharePoint portal. The Project actively manages Project risks and has had very few of these risks become issues. The Project issue database is used for issues that have an active impact on the Project scope, schedule, or execution. AST continues to attend the Project's bi-weekly RAIDL Meetings for observation and to provide feedback when solicited by the Project Team.

Assessment Category	Findings and Observations	Recommendations	Status
Verify issues are collected and analyzed, and corrective actions have been defined to address them.	Corrective actions for all issues are captured in the Issues Log. Issue review occurs on a regularly scheduled basis per the outlined process.	No new recommendations.	Current  Previous  Trend 
Verify the existence and institutionalization of an appropriate Project issue tracking mechanism that documents issues as they arise, enables communication of issues to proper Stakeholders, documents a mitigation strategy as appropriate, and tracks the issue to closure.	The Project utilizes the Microsoft SharePoint Issue Management Log in accordance with the Issue Management Process defined in Appendix 11 of the PMP.	No new recommendations.	Current  Previous  Trend 




Assessment Category	Findings and Observations	Recommendations	Status
Verify corrective action has been taken on identified issues.	Corrective actions, when needed are taken on identified issues through the weekly and bi-weekly RAIDL process.	No new recommendations.	Current  Previous  Trend 

2. Project Governance

2.1 Governance







Process Observation Summary

During this assessment period, the Executive Steering Committee (ESC) held two meetings which followed the documented Project Governance process. On October 12, the ESC met and reviewed the general feedback, which had been received, and was being incorporated into the ITN documentation. During the October 24 meeting, final changes to the ITN solicitation documents were reviewed and approved by the ESC. The solicitation was subsequently posted on November 1.

Assessment Category	Findings and Observations	Recommendations	Status
Assess executive Stakeholder buy-in, participation, support and commitment, and open pathways of communication exist among all Stakeholders.	During the reporting period, the Project Team conducted a series of review sessions with each member of the ESC to obtain feedback on the ITN solicitation documents.	The Project should consider continuing to hold meetings with ESC members and legislative stakeholders as the Project progresses into the evaluation phase to maintain open Project communication.	Current  Previous  Trend 

2.2 Decision Management







Key Metrics







Item	Observed	Current Status	Previous Status	Notes
Number of new decisions added this period	0			There were no new decisions added this reporting period, which is not abnormal for a project in this stage.
Number of decisions closed this period	0			There were no open decisions during this reporting period.
Number of overdue open decisions	0			No overdue decisions existed at the close of this period.

Process Observation Summary

The processes associated with decision management are clearly defined in terms of required information, approvals, and escalations. The decision log is reviewed regularly and contains a sufficient level of detail appropriate for a Project of this size and complexity. An explanation and disposition is included for each closed decision in accordance with the PMP.

During this reporting period, there were no new decisions added, and no decisions remain open.

Assessment Category	Findings and Observations	Recommendations	Status
Verify Stakeholders have bought in to all changes which impact Project objectives, scope, cost, or schedule.	No changes requiring ESC approval were noted during this assessment period.	No new recommendations.	Current  Previous  Trend 
Verify that the Project Team and Project sponsors have reviewed and approved any Project changes impacting general scope or direction to help ensure alignment with the Project objectives.	No changes requiring ESC approval were noted during this assessment period.	No new recommendations.	Current  Previous  Trend 

Assessment Category	Findings and Observations	Recommendations	Status
Determine whether the Project and Project sponsors have reviewed and approved any deviations from the Project baseline budget prior to further action (e.g., contract modification).	No changes requiring ESC approval were noted during this assessment period.	No new recommendations.	Current  Previous  Trend 
Determine whether the baseline (and any re-baselines) to the Master Project Schedule was vetted through and received approval from Project sponsors.	During the assessment period, minor schedule changes were made as part of the planned monthly progressive elaboration. The overall schedule baseline was not changed.	No new recommendations.	Current  Previous  Trend 













3 Project Execution – Additional Criteria

3.1 Performance Management

Process Observation Summary





The Project Team has defined 29 distinct project performance measures within the PMP. These project performance measures are intended to provide insight into eight different project management areas: cost management, schedule management, risk management, issue management, scope management, quality management, organizational change management and staffing management.

Underlying data for the defined risk, issue and scope measures are available through the Project's RAIDL dashboards and are available in real time. The various logs available under the RAIDL dashboards offer a comprehensive view of the risks, actions, issues, decisions, and lessons learned.

Assessment Category	Findings and Observations	Recommendations	Status
Evaluate implementation of the performance management activities and metrics to determine if processes are effective and are being followed.	The Project has formalized a process for tracking measuring and reporting key performance metrics.	No new recommendations.	Current  Previous  Trend 
Evaluate if appropriate mechanisms are in place and in practice for Project self-evaluation and process improvement.	Lessons learned are captured after each task and tracked in SharePoint in the Lessons Learned Log. These are added and reviewed as part of regular weekly team meetings.	No new recommendations.	Current  Previous  Trend 
Verify selected measurements are being obtained and analyzed to manage the Project and support organization needs.	Key Project metrics are being measured and reported individually.	No new recommendations.	Current  Previous  Trend 
Verify Project's performance is periodically reviewed and aligned with current and anticipated needs, objectives, and requirements of the organization, customers, and end users as appropriate.	Project performance is reviewed during the regular internal status meetings. Additionally, Project performance is reported externally on a weekly and monthly basis.	No new recommendations.	Current  Previous  Trend 

3.2 Staffing Management




Key Metrics



Item	Observed	Current Status	Previous Status	Notes
Percent of scheduled positions filled.	96% (27 of 28)			During the period, no new staff were onboarded.
Turnover	4% (1 of 28)			A Change Management Specialist left the Project in early October, the remaining Team members are managing the workload while the position is filled.










Process Observation Summary

The PMO manages a formal staffing and onboarding process for State staff and the contract managers manage the process for their assigned contractors. Onboarding procedures and support materials have been developed and are shared with new members of the team to provide a clear and consistent background on the Project and operating guidelines moving forward.

The Project Team looks for the best possible candidate for each position, from both a skillset and personality fit. During the reporting period, a Change Management Specialist left the Project and the Project is in the process of filling this open role. In the interim, the other members of the Organizational Change Management (OCM) Team, supported by a contractor, have been able to meet their work and deliverable commitments.





Assessment Category	Findings and Observations	Recommendations	Status
Verify Project roles and associated responsibilities are clearly defined, documented, and communicated and verify that each Project Team member is mapped to a distinct Project role.	The current Project Charter establishes clear lines of reporting for the Project Team. Under the current organization structure, oversight defaults to the executive sponsor and Project sponsors.	No new recommendations.	Current  Previous  Trend 

Assessment Category	Findings and Observations	Recommendations	Status
Determine whether the design and structure of the Project Management Team is sufficient to support the Project given the Project's size, scope, and complexity.	The structure and staffing of the PMO Team continues to be appropriate for the Pre-DDI effort.	No new recommendations.	Current  Previous  Trend 
Determine whether the design of the organizational structure reflects clear lines of reporting, responsibility, and accountability.	The Project's organization structure is clear and the team members understand their reporting relationships and how they support each other.	No new recommendations.	Current  Previous  Trend 
Determine whether the Project operates in accordance with the organizational structure, wherein the defined/documented lines of reporting, responsibility and accountability are practiced/adhered to by Project Team members.	The Project Team continues to follow the Project structure with each Track Lead managing their team.	No new recommendations.	Current  Previous  Trend 
Determine whether Project resources appear appropriately qualified to perform their assigned duties (based on the defined Project roles/responsibilities).	The current Project resources appear to have the background experience and knowledge required for their positions.	No new recommendations.	Current  Previous  Trend 

Assessment Category	Findings and Observations	Recommendations	Status
Determine the Project's compliance with the resource management techniques defined in the PMP.	The Project Team follows the staffing planning and onboarding processes outlined within the PMP.	No new recommendations.	Current  Previous  Trend 
Evaluate the stability of the Project Team and cross sharing of knowledge to buffer for vacations and possible turnover.	The Project Team actively manages staffing and cross-sharing of information within each work track where possible.	No new recommendations.	Current  Previous  Trend 
Determine if adequate time and resources are assigned to each project phase to gauge whether the Project is sufficiently "resourced" (time, money, and staffing) for future effort.	During this assessment period, there was turnover of one Change Management Specialist, which has not impacted delivery of the OCM Team to date.	No new recommendations.	Current  Previous  Trend 










3.3 Action Item Management

Key Metrics

Item	Observed	Current Status	Previous Status	Notes
Action items past due	0			There are no overdue action items as of October 31, and the Project is making progress on the five open items including three added during the review period.
Average age of past due items	0			

Process Observation Summary







The Project has a strong discipline around identifying, assigning, tracking, and following up on action items. Each open action item is reviewed at each track's regular (weekly or bi-weekly) RAIDL Meeting. The Project Team reviews the open action items bi-weekly to validate their status.

Assessment Category	Findings and Observations	Recommendations	Status
Verify Action Items are managed in a consistent manner across the Project and are at an appropriate level of detail.	Action items recorded during the assessment period are consistent in level of detail.	No new recommendations.	Current  Previous  Trend 
Verify open Action Items are regularly reviewed to ensure they are being managed, and if there is a change or larger impact, they are transferred to the Master Project Schedule where appropriate.	The Project Team reviews Action Items at least bi-weekly at regularly scheduled RAIDL Meetings.	No new recommendations.	Current  Previous  Trend 
Verify metrics are in place and reviewed on a regular basis regarding the status and closure of Action Items.	The Project Team tracks open Action Items and reviews them on a regular basis in the RAIDL Meetings and the weekly RADAR report. Currently the weekly RADAR report tracks simple metrics such as action items past due.	No new recommendations.	Current  Previous  Trend 

4 Procurement and Contracts

4.1 Procurement and Vendor Management




Key Metrics













Item	Observed	Current Status	Previous Status	Notes
% Contracts on Schedule	100%			Current contracts are on schedule for deliverable or hourly service delivery.
% Contracts on Budget	100%			Current contracts are within planned budget.
Contract Execution on Schedule	Yes			Current planned procurements are on schedule.










Process Observation Summary







Procurements and Vendor contracts are managed through the PMO. The Project has two designated procurement professionals who manage the procurements from the initial strategy, to contract execution and through contract closeout. There have been no significant changes to the procurement processes during the reporting period.

During the reporting period, the Project completed the ITN solicitation documents which were approved by the ESC at its October 26 meeting. The solicitation was subsequently posted on November 1.

Assessment Category	Findings and Observations	Recommendations	Status
Determine if procurement has explicitly mapped the procurement objectives and strategy to the Project objectives, and if such mapping accurately reflects the procurement strategy being followed.	The PMO manages procurements following the process outlined in the PMP and executes each work track's procurement strategy as outlined.	No new recommendations.	Current  Previous  Trend 

Assessment Category	Findings and Observations	Recommendations	Status
Determine if solicitation documentation clearly articulates measurable project objectives, and clearly identifies what (if any), project objectives are the responsibility of the contractor.	Solicitation documentation reviewed for a selection of procurements from the Florida PALM Procurement Log, including the System and Integrator Solicitation, contain clear descriptions of contractor responsibilities and Project objectives.	No new recommendations.	Current  Previous  Trend 
Determine if the solicitation documentation provides adequate detail on the Project functional requirements, and if the solicitation process offers bidders, an adequate opportunity for dialogue on functional requirements so that questions, ambiguities, and misunderstandings can be rectified prior to contract award.	The System and Integrator Solicitation includes extensive requirements and a process for questions to enable bidders to gain an understanding of the State's needs. Clarification as needed will be available through the vendor presentations and the negotiation portion of the ITN process.	No new recommendations.	Current  Previous  Trend 
Determine whether key Project risks have been shared with potential Contractors. Determine whether significant drivers of risk (e.g., organization and business process change, limitations in number and skills of agency resources, number, and complexity of legacy systems to be replaced, etc.) to the potential contractors have been explained in such a way that bidders can address and mitigate them in their bid.	The System and Integrator Solicitation includes a section which outlines the current environment and requests State resource recommendations from the respondents. Additional clarification will be obtained through the negotiation process prior to award of a contract.	No new recommendations.	Current  Previous  Trend 
Determine whether documented evaluation processes exist and are being consistently followed.	The Project is developing a detailed evaluation strategy for the System and Integrator Selection (Deliverable PROC4) which will guide the evaluation process.	No new recommendations.	Current  Previous  Trend 

Assessment Category	Findings and Observations	Recommendations	Status
<p>Determine whether the Evaluation Team has received training and ongoing guidance necessary for them to evaluate bids in an effective and consistent manner.</p>	<p>No procurements were evaluated by the Project Team during the review period.</p>	<p>No new recommendations.</p>	<p>Current  Previous  Trend </p>
<p>Determine if matters that pose a risk to Project scope are promptly escalated to the appropriate parties, including Contracts.</p>	<p>As critical decisions and scope items for the ITN are raised, they have been documented and managed either as Project changes or as Project decisions. No procurement related issues were raised this reporting period.</p>	<p>No new recommendations.</p>	<p>Current  Previous  Trend </p>
<p>Determine if invoice review processes are established.</p>	<p>The Project is following the DFS Contract Lifecycle Guide and the guidelines published by the DFS Division of Accounting & Auditing for invoice review</p>	<p>No new recommendations.</p>	<p>Current  Previous  Trend </p>




Assessment Category	Findings and Observations	Recommendations	Status
Determine if the defined quality assurance and deliverable approval processes are being followed in the review and acceptance of all contract deliverables.	Deliverable review and approval processes were followed during the review period for contract deliverables.	No new recommendations.	Current  Previous  Trend 
Evaluate Contractor Change Request and defect tracking processes.	There were no change requests during this assessment period from contractors or contractor work which resulted in a Project Change Request.	No new recommendations.	Current  Previous  Trend 













5. Quality Management




5.1 Quality Management

Process Observation Summary

A high-level approach to quality management is outlined within the PMP. The Project Team has finalized the QMS implementation strategy and is executing the QMS Implementation Plan. During this assessment period Project Performance Management Standards and Procedures continue to be reviewed and updated.

Assessment Category	Findings and Observations	Recommendations	Status
Verify Project self-evaluations are performed and that measures are continually taken to improve the process.	Project self-evaluation was not scheduled to be performed during this assessment period.	No new recommendations.	Current  Previous  Trend 







Assessment Category	Findings and Observations	Recommendations	Status
Verify QA has an appropriate level of independence.	The QA/Risk Manager monitors Quality Assurance activities.	No new recommendations.	Current  Previous  Trend 
Verify all process definitions and standards are complete, clear, up-to date, consistent in format, and easily available to Project personnel.	The QMS Implementation Strategy has been finalized. Until the QMS is released, the Project Team follows the high-level process definitions and standards outlined within the PMP.	No new recommendations.	Current  Previous  Trend 
Assess whether the roles and responsibilities are clearly defined and responsible personnel are identified related to quality assurance and deliverable approval processes.	Deliverable review responsibilities are clearly defined and communicated to appropriate Project Team members and reflected in the appropriate DED documents.	No new recommendations.	Current  Previous  Trend 
Verify QA organization monitors the fidelity of defined processes in all phases of the Project.	The Deliverable Management Standards and Procedures have been developed and accepted. As part of the QMS, it addresses the full deliverable lifecycle development and review process.	No new recommendations.	Current  Previous  Trend 

Assessment Category	Findings and Observations	Recommendations	Status
Verify quality of products, produced by the Project, are monitored by formal reviews and sign-offs where appropriate.	Project deliverables are reviewed and formally signed off.	No new recommendations.	Current  Previous  Trend 

5.2 Deliverable Management

Process Observation Summary

The Project follows a structured deliverable review process. Key elements of that process include that for each deliverable, development and review steps are included in the Master Project Schedule and a deliverable expectation document (DED) is created which defines the scope, content, and review process for the deliverable. A review committee of Project Team staff and Project sponsors is identified and assigned to each deliverable. Upon completion of the review and edit process the committee makes a recommendation for approval to the Project Director, who accepts each deliverable.







Assessment Category	Findings and Observations	Recommendations	Status
Ensure there is a clear definition of Project deliverables and that deliverables are managed in a consistent manner.	The deliverable process outlined in the PMP is being followed for all deliverables. The updated Deliverable Management Standards and Procedures provide additional definition of the process outlined within the PMP.	No new recommendations.	Current  Previous  Trend 
Verify defined deliverable review process is consistently administered across the Project.	The deliverable process outlined in the PMP is being followed for all deliverables. In addition, the more detailed deliverable management process outlined within the Deliverable Management Standard and Procedures is being piloted with each of the QMS elements.	No new recommendations.	Current  Previous  Trend 

5.3 Lessons Learned Management

Process Observation Summary

'Lessons Learned' are defined in the PMP as any useful information or experience gained through the course of the Project that can be applied to a later phase or Project activity.

The Project has a sound discipline around identifying and documenting findings. Significant lessons are entered in the Project SharePoint portal. New or active lessons learned are reviewed at each track's regular RAIDL Meeting. At the bi-weekly PMO RAIDL Meeting, any new lessons learned items are reviewed.

Assessment Category	Findings and Observations	Recommendations	Status
Verify lessons learned are managed in a consistent manner across the Project and are at an appropriate level of detail.	Lessons learned are documented in SharePoint by the tracks as they are identified and discussed at the regular RAIDL Meetings.	No new recommendations.	Current  Previous  Trend 
Verify Project or phase closeout reports are created to provide a concise evaluation of the Project. The closeout report should summarize at a high level, the Project objectives, variances, or deviations from the plan/baseline encountered, lessons learned, and next steps.	No Project phases were closed during the reporting period.	No new recommendations.	Current  Previous  Trend 

6. Communications and Outreach







6.1 Communications Management

Process Observation Summary

The Project Team maintains a Communications Plan to guide the development, execution and monitoring of Project communication. The Plan defines the communication infrastructure, identifies stakeholder groups, and outlines the various types of communication routinely utilized by the Project Team. An updated Communications Strategy (Deliverable OCM2) was submitted for review on 10/31 and is planned to be finalized by the Project Team in November.

The OCM Team maintains a Project Communications Log which serves as a record of all Project communication and meetings conducted with entities outside of the Florida PALM










Project Team. Project communications are initially captured within individual Project track status reports and later transferred by the OCM Team into the Project Communications Log.







Assessment Category	Findings and Observations	Recommendations	Status
Determine whether the Project Communications Plan identifies the correct audiences, contains approaches and strategies to maximize receipt of the targeted messages, and contains effective feedback mechanisms.	Feedback and monitoring processes were observed for steering committee meetings, individual meetings with steering committee members, and with legislative stakeholders.	No new recommendations.	Current  Previous  Trend 
Determine if the Plan is being successfully executed, observing the Plans 'in action'.	The current Project Communications Plan outlines key communication and outreach activities. During the current assessment period, Project documents were developed consistent with the Communications Plan and were available for review by the IV&V Team. The OCM Team also maintains a Communications Log that substantiates Project communication consistent with the Project Communications Plan.	No new recommendations.	Current  Previous  Trend 

6.2 Stakeholder Management

Process Observation Summary

The Project proactively manages outreach to department and agency stakeholders through various formats, including: website updates, directed communications about the Project, and planning and execution of workshop and workgroup meetings. The Project Communications Management Plan includes a full stakeholder analysis. The OCM Team tracks participation and monitors engagement in these sessions to identify and proactively engage agencies that may require additional support. Formal outreach to external parties is being managed, as needed.

Assessment Category	Findings and Observations	Recommendations	Status
Determine if a stakeholder assessment has been performed for the Project and assess the completeness and appropriateness of the targeted audiences and messages.	The Communications Plan includes a stakeholder assessment.	No new recommendations.	Current  Previous  Trend 
Determine whether the Change Management Plan contains approaches and strategies to maximize adoption, assess and manage resistance, assess and increase awareness, and effect a successful Project implementation.	The current Communications Plan addresses outreach to stakeholders to maximize their involvement.	No new recommendations.	Current  Previous  Trend 
Verify that outreach efforts exist to ensure that all Stakeholders are aware of the impending change and know their role in the change process. Verify that communication provides appropriate channels for feedback.	The Project Team performs proactive communication to stakeholders involved and uses feedback mechanisms such as surveys and email to gauge the effectiveness of Project messages.	No new recommendations.	Current  Previous  Trend 










Assessment Category	Findings and Observations	Recommendations	Status
Review the Plan to determine how the team plans to measure the key components of change (e.g., awareness, buy-in, etc.).	The Project Team has outlined and is following a process for capturing relevant communications to and from stakeholders within a Project-wide Communications Log. Measurement of awareness and buy-in is not fully operationalized, but the Project Team does track key elements of change during events where the Project interacts with a convened group of stakeholders (e.g., the requirements workshops).	No new recommendations.	Current  Previous  Trend 
Determine whether the Project proactively identifies areas at risk for resistance and effects strategies to manage the potential resistance.	The Project Team continues to document risk and issue information on SharePoint and communicate with the parties involved.	No new recommendations.	Current  Previous  Trend 

6.3 Content Management

Key Metrics

Process Observation Summary







The Project extensively uses a Microsoft SharePoint collaboration site for the tracking and managing of working documents and deliverables. Version control is enabled in SharePoint, providing the ability to track document revisions as necessary. The Project Team consistently uses SharePoint collaboration for the internal development of Project deliverables and other Project documents.

Assessment Category	Findings and Observations	Recommendations	Status
Verify the Project has a clear strategy for maintaining and managing Project documents.	The Project has a strategy which guides the management of Project documents including work products, deliverables, and KPIs.	The Project should consider actively monitoring its contractors to ensure they are using the Project tools, including SharePoint for all work products.	Current  Previous  Trend 
Assess the level of detail and adherence to document and deliverable management policies and procedures.	The OCM Team has created and published document management standards and naming conventions. Version management is outlined in the Content Release Management Standards and Procedures which were drafted during April 2016.	No new recommendations.	Current  Previous  Trend 
Assess the consistency and ease of finding and accessing Project documentation.	Each team has their own SharePoint file structure. In April 2016, the Project posted indexes to each team's SharePoint directory to aid in the navigation and location of files.	No new recommendations.	Current  Previous  Trend 

6.4 Collaboration Management

Process Observation Summary

The Florida PALM Project has identified external partners with whom they will require collaboration to be successful. Outreach to several these entities has occurred either through individual Project activities, or through execution of the Communications Plan. The Project's collaboration strategy addresses planned engagement with key external stakeholders including State departments, agencies, the Florida Financial Management Information System (FFMIS) entities, other public sector Enterprise Resource Planning (ERP) Implementations, and external interest groups. As part of the Collaboration Strategy, the Project is reaching out to other states and large public entities for conversations and potential site visits to obtain first-hand information on some of the main ERP packages in the market.

Assessment Category	Findings and Observations	Recommendations	Status
Determine whether the Collaboration Management Strategy and Plan contains approaches and strategies to engage with the right external entities to support the goals of the Project in a productive manner.	The Project Team's overall collaboration strategy defines approaches to collaboration with both external State of Florida agency entities as well as entities other than State of Florida agencies. The Project Team further defines an engagement approach for engaging the statutorily defined functional owners for each of the FFMS subsystems.	No new recommendations.	Current  Previous  Trend 
Verify metrics for assessing collaboration partner engagement are appropriate and tracked.	As part of its collaboration strategy rollout, the Project Team established partner collaboration metrics such as participation and level of engagement and is evaluating them on a quarterly basis.	No new recommendations.	Current  Previous  Trend 

Appendix 1. Project Element Value Assessment and Mapping

Value Map Approach

Grant Thornton evaluated the elements of project management outlined within the Florida PALM PMP, along with additional critical elements included from our methodology. Because risks and issues in some project categories will have a larger impact on the overall Project, we prioritized the project elements based on their relative impact to the Project. We evaluated each project management process against the following three categories to determine an overall priority for the Pre-SSI portion of the Florida PALM Project. These priorities are likely to change to some degree once the integrator is chosen. Each project management process was weighted either 'high', 'medium', or 'low' for each of the following categories, with the average providing the overall prioritization.

- **Correlation to Outcomes** – how directly related is the Project area to desired outcomes of the Project. (e.g., scope management has a high correlation; if desired functionality is removed from scope, it will have a significant impact). Note that this category is weighted twice as strongly in the overall prioritization.
- **Visibility** – how much external attention is this project management area likely to attract.
- **External Impact** – is this an area that has direct impact on external stakeholders, or where external stakeholders will have a direct impact on the execution of the Project.

Process Values

The following table displays the project management processes, their relative score in each of the value prioritization categories, and the overall priority value. Going forward, these priority values will be used to weight and prioritize the recommendations identified in the body of this report.

Project Management Process	Value Prioritization Category			
	Correlation to Outcomes	Visibility	External Impact	Overall Prioritization
1. Critical Criteria				
1.1. Scope Management and Change Control	HIGH	HIGH	HIGH	HIGH
1.2. Schedule Management	HIGH	HIGH	MEDIUM	MEDIUM
1.3. Cost Management	HIGH	HIGH	MEDIUM	HIGH
1.4. Risk Management	HIGH	MEDIUM	HIGH	HIGH
1.5. Issue Management	HIGH	MEDIUM	LOW	MEDIUM
2. Governance				
2.1. Project Governance	HIGH	MEDIUM	MEDIUM	HIGH
2.2. Decision Management	HIGH	HIGH	HIGH	HIGH
3. Project Execution				
3.1. Performance Management	HIGH	MEDIUM	LOW	MEDIUM
3.2. Staffing Management	MEDIUM	MEDIUM	LOW	MEDIUM
3.3. Action Item Management	MEDIUM	MEDIUM	LOW	MEDIUM
4. Procurement and Contracts				
4.1. Procurement and Vendor Management	MEDIUM	MEDIUM	HIGH	MEDIUM
5. Quality Management				
5.1. Quality Management	MEDIUM	HIGH	LOW	MEDIUM
5.2. Deliverable Management	HIGH	MEDIUM	LOW	MEDIUM
5.3. Lessons Learned Management	LOW	LOW	LOW	LOW
6. Communications and Outreach				
6.1. Communications Management	LOW	HIGH	HIGH	HIGH
6.2. Stakeholder Management	HIGH	HIGH	HIGH	HIGH
6.3. Content Management	LOW	LOW	LOW	LOW
6.4. Collaboration Management	MEDIUM	LOW	LOW	MEDIUM

Appendix 2. Interviews and Meetings Summary

The following meetings and interviews were conducted with entities outside of the Florida PALM Team during the assessment period covered by this report.

Meeting Type	Meeting Summary	Agencies Represented
Planning / working	Project status weekly reviews	AST
Executive Steering Committee	Regular scheduled steering committee meetings to inform on Project status and make decisions	DFS, ESC

Appendix 3. Project Documentation Reviewed

The table below lists some of the Project documents reviewed by the IV&V Team in preparation of this assessment:

Category of Documents Reviewed	Documents Reviewed
PMO and Project reporting related documents	<ul style="list-style-type: none"> • Florida PALM Project Charter, 11/20/15 • Florida PALM Project Management Plan, 02/19/16 • Organization Charts, 02/02/16 • SSI Project Management Requirements/Project Specifications (PMO7) • IV&V Continuous Improvement Plan, 09/30/16 • Master Project Schedule, 10/28/16 • Monthly Project Status Reports (PMO6), 10/31/16 • Project Status Reports, 10/31/16 • RADAR Report, 10/31/16 • RAIDL: Action Item Log, 010/31/16 • RAIDL: Decision Log, 010/31/16 • RAIDL: Issues Log, 010/31/16 • RAIDL: Lessons Learned Log, 010/31/16 • RAIDL: Project Change Request Log, 010/31/16 • RAIDL: Risk Log, 010/31/16 • Spend Plan, 10/31/16 • Track Project Status Reports (PMO5), 10/31/16 • Procurement Log, 10/31/2016 • QMS Implementation Plan, 02/22/16
Executive Steering Committee (ESC) related documents	<ul style="list-style-type: none"> • Governance Charter, 02/19/16 • Presentation Documents, 10/26/2016
Business Process Standardization (BPS) related documents	<ul style="list-style-type: none"> • BPS Business Requirements Cycle 2, 03/07/16 • BPS Level 2 Standardized Business Process Models - Version 1.0, 12/02/15 • BPS Business Requirements Cycle 1, 10/13/15 • BPS Policy Issue Tracking Log, 10/31/16 • BPS Strategic Plan Section 3, 08/06/15

Category of Documents Reviewed	Documents Reviewed
	<ul style="list-style-type: none"> • BPS Standard Business Process L1 Flows and Standard Business Process Model, 07/09/15
Organizational Change Management (OCM) related documents	<ul style="list-style-type: none"> • Florida PALM Pre-DDI Website (intranet), 10/31/16 • Florida PALM Website (public-facing), 10/31/16 • Communications Log, 10/31/16 • Style Guide, 03/22/16 • Collaboration Strategy FY 2015-2016, 03/17/16 • Collaboration Strategy FY16 Q3 Update, 05/20/16 • Communications Plan, 02/19/16 • New Employee Orientation Materials, 07/17/15 • OCM Pre-DDI Track Strategy, 06/15/15 • FFMIS Engagement Strategy, 06/13/15
Procurement related documents	<ul style="list-style-type: none"> • SSI ITN document and Attachments 11/1/16
Agency Business Case related documents	<ul style="list-style-type: none"> • Business Case for Maintaining Agency Business Systems 10/31/16 • Attachment 2 of Business Case for Maintaining Agency Business Systems, 10/31/16
FLAIR Study	<ul style="list-style-type: none"> • FLAIR Study Report, 4/9/2014 • FLAIR Study Cost Model, 4/9/2014 • Agency Business System Inventory Analysis, 4/8/2014 • Inventory of Agency Systems Interfacing with FLAIR, 4/9/2014