# Revision History

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<tr>
<th>Version</th>
<th>Date</th>
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<tr>
<td>1.0</td>
<td>11/15/2018</td>
<td>Accepted Version</td>
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1 Document Overview
The Florida PALM Project (Project) will meet its cost, schedule, scope, and quality objectives by employing a set of defined and repeatable project management processes. The Project Management Plan (PMP) details the processes to be used during the Project’s Design, Development and Implementation (DDI) phases for all work identified in the Project Charter and supporting Strategies, Plans, Contracts, and Scope documents. The PMP will be updated as a Work Product during DDI Phase 1 Wave 1, 2, and 3, and during DDI Phase 2. Compliance with these repeatable processes will help expedite the successful, on-time completion of the work. This PMP was developed in collaboration with the Department, Software and System Integrator (SSI) Contractor (Accenture), and Support Service Project Team Members.

2 Purpose
The purpose of this document is to establish and communicate project management standards and procedures to be adhered to by the Project Team to effectively deliver the Project’s life cycle stages.

3 Document Scope
This document communicates the complete life cycle of project management as it relates to delivery of the Florida PALM DDI phase including the purpose, scope, and process for the following project management processes:

1. Performance
2. Cost
3. Schedule
4. Quality
5. Procurement
6. Resources
7. Collaboration
8. Change Process
9. Risk
10. Communication
11. Issue
12. Decision
13. Deliverable
14. Action Item
15. Content
16. Lessons Learned

3.1 Who Should Use This Document?
Project Team Members should use this document for guidance on Project standards and procedures associated with the above identified project management processes across all work completed by the various Project Tracks.

3.2 Interdependence and Related Documents
This document shall be used in conjunction with the following Project documents to govern and manage the Project.
• The Project Charter
  • SSI and Support Services Contract documents

Also, Project related terms utilized in this document are defined in Attachment 6 of the SSI Contract.

3.3 Distribution of Document
This document shall be distributed to Project Team Members, the Executive Steering Committee (ESC), and any other personnel as required or otherwise authorized by the Project Director. Notifications of changes to this document will be circulated by the Department Project Management Office (PMO) Manager.

4 Out of Scope
This document does not include Project delivery methodologies associated with a specific discipline or business area. This document will not include a comprehensive listing of project management tool(s) used for each process area.

5 Assumptions
To fully understand this document, the reader has a general working knowledge of the project management processes and the Project Management Body of Knowledge (PMBOK). The Project Team consists of the Department, Software and System Integrator (SSI) Contractor (Accenture), and Support Service staff assigned to the Project.

The PMP will be updated at four defined intervals: DDI Phase 1 Wave 1, DDI Phase 1 Wave 2, DDI Phase 1 Wave 3, and DDI Phase 2. Approved updates will be communicated to the Project Team and will be posted on SharePoint. If updates are required between the defined intervals, the PMO Team will implement the changes in accordance with the procedures described in the Action Item Management Process.

Reference to Tracks throughout the document assume both Accenture and Department personnel unless stated otherwise.

6 Project Life Cycle
Major project management stages generally include and will be applied for the DDI phases of the Project:

1. Initiating
2. Planning
3. Execution
4. Monitoring and Controlling
5. Closing

The Project initiating stage determines the nature and scope of the Project. This stage is complete for the Project. The Project has multiple Tracks staffed to simultaneously provide support across the four critical dimensions: people, process, technology, and project management. The Project’s DDI Tracks are listed below:
1. **BPS** – Business Process Standardization - responsible for business process standardization activities and creating functional requirements for the new Enterprise Resource Planning (ERP) system.

2. **OCM** – Organizational Change Management - responsible for developing and executing change management strategies (the people-side of change) in preparation for the new ERP system.

3. **SDS** – Systems and Data Strategy - responsible for developing and executing technical strategies in preparation for the new ERP system.

4. **PMO** – Project Management Office - responsible for developing and executing project management strategies for all Project phases.

The majority of the content in this document is focused on what the Project’s approach is to fulfill the executing, monitoring, and controlling stages to successfully execute and deliver the DDI outcomes defined in the approved scope and strategy documents.

The PMBOK project stages will support the Project along with the Accenture Methodologies. These methodologies include 5 stages (Initiate, Adopt, Adapt, Validate, and Deploy). The Project will be delivered over two phases: DDI Phase 1 and DDI Phase 2. The Project will implement the Florida PALM Solution (Solution) over four waves within DDI Phase 1 and one wave within DDI Phase 2.

The Initiate stage of each wave orients the team to the work and establishes the approach for the wave. This stage lays the ground work for the rest of the Project and during later waves, this stage will be used to review and revise Project approaches as needed.

The Adopt stage sets the direction for the remainder of the wave. During this wave the Project Team will work with Agency representatives to determine how the Solution will be delivered.

During the Adapt stage, the Project Team configures and builds State-specific items for the Solution.

The Validate stage confirms the Solution is ready to be deployed into production. Activities for the Validate stage include testing the entire Solution along with measurement of Agency readiness activities.

The Deploy stage deploys the Solution into the production environment. This includes the technical aspects of the Solution, as well as the training delivery and other Stakeholder engagement activities.

After the execution of the Phases, Waves and Stages described above, the Project’s DDI phase will be closed. A strong Project closing process enables future benefits to be received by the organization. Significant knowledge capital is developed over the course of a Project and it needs to be captured in a manner that allows it to be leveraged in the future. The key components of Project Closeout are illustrated in the exhibit below:
6.1 Archive Project
Significant documentation will be developed over the course of the Project. Project documentation, which are defined as Project Management documents, Project Deliverables, supporting documents and data, interview notes, etc., needs to be organized and archived for future reference and use.

Project Team Members will place Project documentation on the dedicated SharePoint site in adherence with the prescribed file structure. Each Track or Contract Manager is responsible for establishing a final Portable Document Format (PDF) version of the accepted or approved Deliverable and storing it in SharePoint. These documents provide historical knowledge and will be critical to answering future questions that arise.

6.2 Finalize Lessons Learned
Over the course of the Project, the Project Team will identify areas for improvement as well as strong practices that should be propagated in the future. Lessons Learned will be documented in the Lessons Learned Log on SharePoint as they are identified. See additional information in the Lessons Learned Management section of this document.

6.3 Project Signoff
Upon conclusion of the DDI phase of the Project, the Project Director will notify the Executive Sponsor that the Project is complete.

6.4 Contract Close Out
Contract Managers have the responsibility to complete the Contract Close Out Checklist and Contractor Evaluation Form or as identified in the Department of Financial Services Contract Management Life Cycle Guide, at the conclusion of the assigned contracts.

7 Roles and Responsibilities
The roles and responsibilities for each Project Management process are presented in a RACIV responsibility matrix where:

- **Responsible** – Project Team Member is responsible for completion of the action
- **Accepting** – Project Team Member is responsible for accepting the action
- **Consulted** – Project Team Member(s) that are consulted during the action
- **Informed** – Project Team Member(s) who are informed of the progress, completion, or information generated from the action
- **Verify** – Project Team Member is responsible for verifying the action was completed according to the strategy or plan

The Project Director has the authority, per the Project Charter, to delegate assigned responsibilities to the Deputy Project Director, or others as needed.
8 Performance Management

8.1 Overview
Performance Management describes the indicators that will be used to measure the performance of the Florida PALM Project (Project) as well as the processes used for performance measure collection and reporting. Adherence to these Procedures is the responsibility of designated members of the Project Team.

Performance Management identifies a standard set of indicators for the Project and provide clear guidance to Project Team Members in recording, tracking, and reporting indicators across the Project. The Performance Indicators efficiently, effectively, and consistently measure and report the performance of the Project to all Stakeholders. They are evaluation elements that signal whether the Project is likely to reach its intended outcomes. These indicators should be measurable (quantifiable and qualitative) and tracked over time to see trending.

Metrics tracked and reported by oversight entities such as Independent Verification and Validation (IV&V) and the Agency for State Technology (AST) are outside of the scope of this document. Any metrics gathered will be reported separately by the respective organizations.

8.2 Purpose
The purpose of this section is to clearly define indicators which can be used to measure the Project, to describe how these measures can be effectively communicated to the appropriate parties, and to implement processes for measure collection and management.

The Performance Indicators specifically identified within this document are those which provide insight into the overall performance of the Project. Individual work streams are likely to use and track additional indicators to manage their day-to-day activities. These Performance Indicators are intended to be used to assess project performance only. If additional indicators are being utilized to track the individual work streams, it is the Track Managers responsibility to make Project Leadership and the PMO Team aware of those indicators. These should be made available on SharePoint and discussed during the Cross-Track Managers meeting. Other data related to benefits derived from Florida PALM will be described in the Business Benefits Deliverables.

8.3 Performance Indicators
The identified Performance Indicators are divided into two groups of indicators, Key Performance Indicators and Critical Performance Indicators. Key Performance Indicators are used to understand general operational trends. Critical Performance Indicators are established in Attachment 10 of the SSI Contract. The method for calculating the Critical Performance Indicators is captured in the Service Level Expectations (SLE) Reporting Plan Deliverable.

The Project Performance Measures spreadsheet, located in SharePoint, contains a listing of each individual Key Performance Indicator along with additional information about each indicator including the data source, and process to generate each metric.

Each indicator will be given a colored status that gives an indication as to whether the status is positive or negative. The Project will use the following colors and definitions for its status indicators:
- **Green (G).** The Project performance area is on track without material issues.
- **Yellow (Y).** The Project performance area faces a challenge or set of challenges that could, if left unmanaged, negatively impact the Project’s outcome. The Project Team should prioritize corrective action.
- **Red (R).** The Project performance area faces a challenge or set of challenges that threatens its outcome. The Project Team should take corrective action immediately.

<table>
<thead>
<tr>
<th>ID</th>
<th>Assessment Criteria</th>
<th>Indicator Name</th>
<th>Indicator Calculation</th>
<th>KPI Expectations</th>
</tr>
</thead>
</table>
| 1  | Cost                | Cost Performance Index (CPI) | CPI will be calculated using MS Project | G = .90 – 1.10  
Y = .84 - .89 or 1.11 – 1.16  
R = < .84 or > 1.16 |
| 2  | Cost                | Spend Plan Variance (SPV) | (YTD Spend - YTD Forecast) / YTD Forecast | G = -.25 – .05  
Y = .06 to .15 or under - .25  
R = >.15 |
| 3  | Schedule            | Schedule Performance Index (SPI) | SPI calculated via MS Project | G = .90 – 1.10  
Y = .84 - .89 or 1.11 – 1.16  
R = Less than .84 |
| 4  | Schedule            | Schedule Variance Percentage | SV% as calculated from MS Project | G = <5%  
Y = >5% and <=11%  
R = Greater than 11% |
| 5  | Risk                | Risks Transitioned into Issues | Number of risks transitioned into issues during the measured period | G = 0 or 1  
Y = 1 or 2  
R = Greater than 3 |
| 6  | Risk                | Under Evaluation Risk Aging | Average age in business days of each risk in the 'under evaluation' status | G = < 20 business days before mitigation / monitoring plan is defined  
Y = > 20 or <= 30 business days before mitigation / monitoring plan is defined  
R = > 30 business days before mitigation / monitoring plan is defined |
| 7  | Issue               | Overdue Issues | Number of open issues past their due date, regardless of escalation tier | G = 0  
Y = <=2 impacting Project critical path and <5 total open issues  
R = > 2 impacting Project critical path and >=5 total open issues |
<table>
<thead>
<tr>
<th>ID</th>
<th>Assessment Criteria</th>
<th>Indicator Name</th>
<th>Indicator Calculation</th>
<th>KPI Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Scope</td>
<td>Scope Change Requests</td>
<td>Any Open Scope Related Change Requests open during the period which: 1) Increase Scope (add Deliverable or complexity); 2) Reduce Scope (activity, content, or complexity); 3) Change in Go/No-Go or Major Deliverable due date 4) Change requests that exceed project budget</td>
<td>G = No Scope Change request, or Processed Scope CR(s)s move, add, or remove work, but do not have a material impact on the completion of the Project’s Charter or critical path during the current funding period Y = Processed Scope CR(s)s move, add, or remove work, with an impact on the critical path during the current funding period, but not the Project’s Charter R = Processed Scope CR(s) has a material impact on the completion of the Project’s Charter</td>
</tr>
<tr>
<td>9</td>
<td>Scope</td>
<td>Change Request Aging</td>
<td>Average number of days past the due date for each overdue CR</td>
<td>G = &lt;1 day Y = &gt;1 and &lt;=5 days R = &gt;5 days</td>
</tr>
<tr>
<td>10</td>
<td>Governance</td>
<td>Decision Aging</td>
<td>Average number of days past the due date for each overdue Decision</td>
<td>G = &lt;1 day Y = &gt;1 and &lt;=5 days R = &gt;5 days</td>
</tr>
<tr>
<td>11</td>
<td>Quality</td>
<td>Contractor Service Quality</td>
<td>Number of vendors with a score below 100% from evaluations performed in the current period</td>
<td>G = 0 or 1 contractor below 100% service quality rating for one month Y = More than one contractor with a rating below 100% for one month, or at least one contractor with a rating below 100% for multiple months. R = At least one contractor with a rating below 100% for 3 or more consecutive months with no positive trend</td>
</tr>
<tr>
<td>ID</td>
<td>Assessment Criteria</td>
<td>Indicator Name</td>
<td>Indicator Calculation</td>
<td>KPI Expectations</td>
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</tr>
<tr>
<td>12</td>
<td>Resource</td>
<td>Project Staffing</td>
<td>Percentage of planned staff engaged during the period</td>
<td>G = 95% of planned positions staffed per the staffing plan Y = Between 85% and 95% of planned positions staffed per the staffing plan R = Below 85% of planned positions staffed per the staffing plan</td>
</tr>
</tbody>
</table>

8.4 Process

This section contains the process used to define the collection, measurement, and reporting of each indicator and the details for monitoring and reporting each. Indicator collection and management consists of several steps that must be carried out by the Project Team, including:

1. Gather and Maintain Data and Draft Reports
2. Review Reports
3. Manage Quality

The Department PMO Manager has overall responsibility for this process, supported by the Project Team Members responsible for managing the measured functions. See the Roles and Responsibilities section below for additional detail.

The Department has the option to re-designate Performance Indicators to Critical Performance Indicators, as well as, add new or delete existing Critical Performance Indicators. If the Department chooses to re-designate, add, or delete a Critical Performance Indicator, they will provide written notice to Accenture and both will meet to discuss and document the potential impacts to the Project and parties. If the Department decides to move forward with the change at the completion of the meeting, Accenture and the Department will complete the processes utilizing the procedures outlined in Attachment 10 of the SSI Contract.

8.4.1 Gather and Maintain Data and Draft Reports

The Data Owners will be responsible for gathering data or compiling reports for each individual area. Gathering data will require connecting to a source system (e.g., a spreadsheet or SharePoint list), extracting information from it, and compiling the data into the format specified for the individual indicator.

Given the set of tools available to the Project today, extracting information from source systems will typically require manually copying information from the source system into a spreadsheet or report template. As the Project develops, the Project will identify and implement additional tools or templates to support Performance Management.
8.4.1.1 Collection and Timing
The Project Performance Indicators currently identified are all collected monthly. The Performance Indicators will be collected and entered into the Project Performance Measures spreadsheet on SharePoint during the first two weeks of the month. Unless otherwise expressly stated, Accenture PMO Team will have primary responsibility for data collection for Critical Performance Indicators and the Department PMO Team will have primary responsibility for Key Performance Indicators.

8.4.1.2 Monthly Monitoring
The PMO Team will compile the Project Performance Indicators. The PMO Manager will review them with the Track Managers monthly to monitor trends, identify areas of concern, and prioritize corrective action if needed.

8.4.1.3 Project Oversight Analysis Executive Summary Report
The Project will use the data collected for each indicator to provide the primary evaluation of the Project’s performance in each of the categories reported in the Project Oversight Analysis Executive Summary Report. The Project will use the status indicators defined in the table above to report on each Assessment Criteria. Where there is more than one measure for an Assessment Criteria, the Criteria will be given the ‘lowest’ score of the supporting indicators.

8.4.1.4 Monthly Status Report
The PMO Team develops a Monthly Status Report utilizing the Agency for State Technology (AST) Form AST-F-0505B. The report is developed a month in arrears and displays overall project status including key milestones, major tasks, risks with a risk score of 20, and issues. Once drafted the report is posted to the SharePoint site for AST consumption. Once finalized, the report is distributed to Internal and External Stakeholders.

8.4.2 Review Reports
The primary people responsible for reviewing initial Project performance data are the Department Deputy Project Director, Accenture Project Manager, and PMO Managers; however, they will be supported in this effort by the Track Managers or designated individuals for each Project function as appropriate. If the PMO Managers identify an indicator that appears out of the ordinary, the PMO Managers will review with the Track Managers or other Project Team Members to determine if escalation or action is needed. The PMO Managers will also discuss monthly report results during the Cross-Track Manager meeting.

8.4.3 Manage Quality
Prior to the release of the reports, the PMO Team will complete a peer review to validate content. A final activity associated with the Performance Indicator collection and management process is a quality review. On a regular basis, the Department Quality Manager will review the process for creating each indicator to ensure its accuracy and completeness. This is especially important for this Project as the number of manual processes required to gather data and create reports may result in a higher than average number of errors when gathering data and compiling reports.
8.4.3.1 Monthly Performance Report

A Monthly Performance Report will be generated by the PMO Team to report on the results of the SLE metrics. The SLE Reporting Plan Deliverable will describe this process and will define the reporting and verification process.

8.5 Roles and Responsibilities

The Performance Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the three (3) major areas of the Performance Management process as shown in the figure below.

![Figure 2: Major Areas of the Performance Management Process](image)

<table>
<thead>
<tr>
<th>Table 2: Performance Management Roles and Responsibilities</th>
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<tbody>
<tr>
<td><strong>Role</strong></td>
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</tr>
<tr>
<td>Project Director</td>
</tr>
<tr>
<td>PMO Managers</td>
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<tr>
<td>Accenture PMO Team</td>
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<tr>
<td>Department PMO Team</td>
</tr>
<tr>
<td>Data Owner*</td>
</tr>
<tr>
<td>Department Quality Manager</td>
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*Note: Different Project Team Members will have responsibility for different areas of the indicators. Also, the PMO Track Managers and Department Quality Manager may have responsibilities as a data owner in addition to their other roles.
9 Cost Management

9.1 Overview
Cost Management establishes the procedures for efficiently controlling costs for the Project to be completed within the approved budget and contract terms. Cost Management includes the estimation and management of funds for resources such as staff, equipment, hardware, software, facilities, and expenses needed to complete Project activities. It also considers the effect of Project changes and decisions that would impact the cost of completing the Project.

9.2 Purpose
The purpose of this section is to provide instructions to the Project Team Members regarding Cost Management and associated activities. Cost Management is used to ensure the Project will be completed within the approved budget. This includes management of a Spend Plan which contains planned, incurred, and actual expenditures within the appropriated budget categories. Additionally, these procedures will detail the Cost Management processes to be used for planning, monitoring, tracking, posting, and reporting on expenditures and cost.

9.3 Process
The Cost Management process is inclusive of three (3) major areas: Annually, Funding Releases, and Monthly.

9.3.1 Annually
The Cost Management Annual Process Flow in Figure 3 explains how the Project receives and appropriates funding.

9.3.1.1 Projection
The process begins with the projection of resources and costs for the upcoming Fiscal Year (FY). Projections include current costs, costs for upcoming activities, and contractual obligations for future FY’s. The projections are provided to the Department of Financial Services (DFS) Budget Office for inclusion into the annual Legislative Budget Request (LBR).

9.3.1.2 Legislative Budget Request
Section 216.023, Florida Statute (F.S.) requires all state agencies to submit a LBR by a specified date (typically no later than September 15 or October 15, depending on the start of the following Legislative session). DFS, on behalf of the Project, requests funds based on the Project’s projections for the upcoming FY in its annual LBR submission. Section 3(b) of the Constitution of the State of Florida requires that a Regular Legislative Session (Session) be held each year to consider the LBR’s submitted by each agency. The LBR is presented to the Executive Steering Committee (ESC) before submission.

9.3.1.3 Recommendations
The Executive Office of the Governor (EOG) makes recommendations for funding based on each agency’s LBR. The Florida House of Representatives, and the Florida Senate Appropriations Subcommittees release proposed bills, and make recommendations independent of each other, on what they believe should be funded. Once their recommendations are released, the Florida House of Representatives and the Florida Senate work to pass bills and develop proposed
funding for the State of Florida. Upon agreement of the proposed funding, and proviso language, the bill is entitled the General Appropriations Act. The Florida House of Representatives and the Florida Senate submit the General Appropriations Act to the Governor of Florida for approval or veto. The Project Director and Financial Manager track Project-related proviso throughout Session. The Project may be requested to give information, and/or answer questions about its LBR.

9.3.1.4 Appropriations
Once the Governor of Florida approves and signs the General Appropriations Act, it becomes the official budget for the State of Florida and is put into law. It becomes effective July 1 of each FY. The Office of Policy and Budget (OPB) distributes appropriations for each agency, and the funds are either released or put into reserve, based upon what is specified in the General Appropriations Act. After the appropriations are made, the Project publishes the annual Spend Plan (using the Project template) based on the appropriations it receives and provides to DFS Budget for review. Figure 3 below, Cost Management Process Annual Flow, illustrates the LBR, Recommendations, and Appropriations process.

9.3.1.5 Financial Reporting
The State’s Fiscal Year ends on June 30. The Department collects, prepares, and provides information as part of the annual closing process. In accordance with the instructions and timeline distributed by the Department’s Finance and Budget Office, the Project’s Financial Manager and Project Director will provide requested information for inclusion in the Department’s financial reporting activities.
### Figure 3: Cost Management Annual Process

<table>
<thead>
<tr>
<th>Submit</th>
<th>Evaluate</th>
<th>Execute</th>
<th>Close</th>
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<tbody>
<tr>
<td><strong>DFS Budget Office</strong></td>
<td><strong>DFO</strong></td>
<td><strong>DFO</strong></td>
<td><strong>DFO</strong></td>
</tr>
<tr>
<td><strong>Process Starts</strong></td>
<td><strong>Submit LBR by specified date</strong></td>
<td><strong>Respond to inquiries</strong></td>
<td><strong>Review Annual Spend Plan</strong></td>
</tr>
<tr>
<td><strong>Project Financial Management</strong></td>
<td><strong>Present LBR to ESC</strong></td>
<td></td>
<td><strong>Draft Annual Spend Plan (by Category)</strong></td>
</tr>
<tr>
<td><strong>Prepare LBR</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Project needs for upcoming FY</strong></td>
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<tr>
<td><strong>Executive Steering Committee</strong></td>
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<tr>
<td><strong>Legislature/Executive Office of the Governor (EOG)</strong></td>
<td><strong>EOG Releases Governor’s Budget</strong></td>
<td><strong>House Releases Proposed Committee Bill (GBP)</strong></td>
<td><strong>Funds released</strong></td>
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</table>

**Legend:**
- **DFO:** Department of Financial Oversee
- **EOG:** Executive Office of the Governor
- **ESC:** Executive Steering Committee
- **GBP:** Governor’s Budget Proposal
- **LBR:** Line-by-Line Review
9.3.2 **Funding Releases**
At the beginning of the FY, the Project receives an initial release of funds. The General Appropriations Act may contain proviso language that either releases funds or puts funds into reserve for the Project. If funds are put in reserve in proviso language, the Project will collaborate with the Legislative Appropriations staff to identify the information and/or action needed to have the funds released.

9.3.2.1 **Budget Amendment**
Upon completion of the action(s) specified, the DFS Budget Office submits a Budget Amendment with supporting information provided by the Project. The Budget Amendment requests the release of funds, specifying how it has met proviso. The OPB receives the Budget Amendment and reviews with the House of Representatives and the Florida Senate. If additional information is requested, the Project works to provide that information. Once the Budget Amendment has been accepted, it is put in consultation for review and approval.

9.3.2.2 **Release**
Once the Budget Amendment has been approved, the funds are released to the Project and reflected in the Spend Plan.

Figure 4 Cost Management Process Release Flow below, explains how the Project works to request and receive release of appropriations, beyond initial release.
Figure 4: Cost Management Release Process
9.3.3 Monthly

9.3.3.1 Spend Plan
Once the annual Spend Plan is completed, baselined, and approved by the Project Director, projected, incurred, and actual expenditures are monitored, tracked, and posted to the Spend Plan. Projections may change based on the execution of contracts and other events, requiring a baseline adjustment to the Spend Plan.

9.3.3.2 Reconciliation
At the beginning of every month, a reconciliation occurs between the Spend Plan and expenditures. Using financial reports, the Financial Manager reviews expenditures and confirms coding and amount accuracies. Upon completion of the review, the Spend Plan is submitted to the Project Director for approval and to the PMO Team for the Project Monthly Status Reports. The Project meets with the DFS Budget Office staff throughout the FY as needed.

9.3.3.3 Monitoring/Updating
The Spend Plan is monitored on a continuous basis and cost impact analysis is completed for every Project Change Request (PCR). If an event occurs, it is evaluated to determine if there is an impact to the Spend Plan. If it is determined that the event is impacting, the event is reflected in the Spend Plan. Events include but are not limited to:

- P-Card Purchases
- MyFloridaMarketPlace (MFMP) Purchase Orders
- Contract Executions
- Contract Change Orders
- Project Change Requests (PCRs)
- Deliverables accepted and incurred
- Deliverable invoices paid

The Executive Steering Committee does not authorize additional funds for the Project; however, requests above available appropriation will be presented to the ESC prior to the submission of the Legislative request.

9.4 Advanced Payment Reconciliation
At the end of each fiscal year, the actual consumption of advanced payments paid by the Department for Solution Components, Support Tools, and Project Team Training Deliverables will be compared to the original amounts paid. The cumulative amount of any unconsumed amounts will be credited to the Department in accordance with the SSI Contract.

The Project will adhere to the Department’s policies and procedures regarding advance payment approval from the Division of Accounting and Auditing. Tracking tools are used to record inventory, usage, and status of the advanced payments. These tracking tools are further described in the Resource Management section of this document.

9.5 Software License and Maintenance
Attachment 2 of the SSI Contract includes a projected annual cost of the anticipated licensed quantity based on forecasted increases to the State’s Enterprise $M in Operating Budget and
Enterprise Employee count during the Contract term. Annually, 90 days prior to the anniversary date of the Department’s initial Oracle software order, Accenture will provide a written request to the Project Director for information validating the current Enterprise $M in Operating Budget and Enterprise Employee count that is publicly posted by the State of Florida. Accenture will provide this information to Oracle for evaluation. If, at that time, the amount of Enterprise $M in Operating Budget exceeds the licensed quantity, Accenture and the Department will resolve the difference per Attachment 7.1 of the SSI Contract.

9.6 Invoice Processing
Upon completion and documentation of all contract activities, contractors will submit an invoice for payment for Deliverables or hours worked. Contract Managers must review the invoices and approve the service or accept the goods. Invoices will be processed in accordance with s. 215.422, F.S., and the rules set forth in Rule 69I-24, F.A.C.

The Contract Manager must communicate payment activities with the Financial Manager and indicate the acceptance date and the invoice payment date.

9.7 Roles and Responsibilities
The Cost Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the three (3) major areas of the Cost Management process as shown in the figure below.

**Table 3: Cost Management Roles and Responsibilities**

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>• Manages and leads all Project activities, including approval of all purchases, as well as prepare and approval of Spend Plan&lt;br&gt;• Coordinates the preparation and submission of budgetary documents such as LBR packages and budget amendments</td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>Financial Manager</td>
<td>• Manages Cost Management process for the Project, to include the development, monitoring, posting, and reporting on costs of the Project and the Spend Plan.&lt;br&gt;• Reviews and validates advanced payment tracking tools.</td>
<td>R</td>
<td>V</td>
<td>R</td>
</tr>
<tr>
<td>Budget Office</td>
<td>• Provides subject matter expertise and offers guidance on budget matters</td>
<td>C</td>
<td>R</td>
<td>C</td>
</tr>
</tbody>
</table>
10 Schedule Management

10.1 Overview
Schedule Management describes how the Project Schedule establishes the breakdown of work to be performed during the Design, Development and Implementation (DDI) phase of the Project, including Project activities associated with all identified Deliverables, work products, and supporting tasks performed by Project Team Members. This section details the Schedule Management standards and procedures to be used while monitoring progress within the Project Schedule. Compliance with these processes will help collect and report accurate information in a timely manner.

10.2 Purpose
The purpose of this section is to provide instructions to the PMO Team and other Project Team Members for developing, maintaining, monitoring, and controlling the schedule. Additionally, these standards and procedures define how the Project will manage changes to the Project Schedule.

10.3 Process
Schedule Management is a process used to manage Project milestones and outcomes and to establish controls to accomplish timely Project completion.

10.3.1 Project Schedule Structure
The Project Schedule will be created using Microsoft Project. Deliverables, work products, project activities, and supporting tasks will be broken down into smaller components, required to be performed by the Track’s resources and be included in the Project Schedule. All activities will be sequenced to determine the order of work and assign relationships between project activities.

Activities necessary for the completion of the Florida PALM Project will be included in the Project Schedule. A handful of these tasks will consist of a high number of components or work units. In cases where there is a high number of work units to be tracked, the tracking and reporting of individual work units is most efficiently performed using Microsoft Excel with a corresponding task in Microsoft Project at the activity level. Microsoft Project will be used to track and report the status of the activity, Microsoft Excel will be used to track and report the status of the detailed work units that make up that activity. This approach provides the ability to automatically track work unit status using graphs and burn down reports that will be generated from the work unit data that will reside in Microsoft Excel. A representative of work unit status is updated into the Project Schedule to reflect the progress of activities tracked in Excel. The following activities will have corresponding work unit inventories, which will be defined during the Deliverable creation:

Business Process Standardization Track (BPS):

- Configuration workbooks
- Functional design
- Test script writing (all testing services)
• Test script execution (all testing services)
• Security role definition

System & Data Standardization Track (SDS):
• Technical design
• Development and unit test

Organizational Change Management Track (OCM):
• Agency tasks related to the Master Readiness Workplan (MRW)
• Training design
• Training build
• Training schedule
• Knowledge Transfer Activities
• Project Team Training (schedule and completion)

Production support tasks will not initially be included in the Project Schedule. Once the Production Support Operations Plan Deliverable is accepted, a determination will be made to update the Project Schedule or create a separate mechanism for tracking Production Support activities.

10.3.2 Project Schedule Framework
The Project Schedule's framework represents the schedule for the Project by its major components. Levels 1 through 5 provide the building blocks for the breakdown of activities and depict the status of the Project based on progress reported at the lower levels as depicted by the bulleted items below. The Project may identify and implement various methods of categorizing activities as the Project progresses. Additional levels represent a further breakdown/detailing of activities. These levels show the detail tasks needed to accomplish the work and are used by the Project to review, plan, analyze, and control the Project. These levels will have logical relationships that roll up to preceding levels and are organized in such a manner to facilitate critical path analysis and variance analysis reporting.

The schedule format used to drive the Project is as follows:

• Florida PALM DDI
  o Phase
    ▪ Wave
      • Department Staffing
        o Backfill Positions
      • Accenture Staffing
        o Backfill Positions
      • Department Invoices
      • Department Operational
        o Administrative Deliverables
    • Initiate
      o Initiate Deliverable
      o Initiate Work Products
Key Milestones will be Go/No-Go Decisions that will be tied to the acceptance of specific Deliverables and will be reported in Florida PALM Monthly Status Reports. These milestones will serve as evaluation points of the Project’s health and the Executive Steering Committee’s (ESC) support to continue with the Project as planned. Milestones for Deliverable submission will also appear in the Project Schedule; however, these milestones are typically used to signal an anchor such as the submission of a Deliverable and need to begin the review cycle process. The Deliverable submission is a contractual commitment and acceptance of each Deliverable will be tracked as a milestone in the Project Schedule to signify the completion and final acceptance of the Deliverable. These milestones will help the Project Team monitor performance to determine whether the Project is on schedule. The Project Schedule includes tasks for Quality Control (QC) review, which is further defined in the Quality Management and Deliverable Management sections of this document.

Deliverables will be tracked in the Project Schedule using standardized review cycles, in addition to project tasks that are direct inputs or outputs of the Deliverable. The standardized Deliverable durations can change during the Deliverable Expectations Document (DED) and Commits processes with agreement between the Department and Accenture. Subsequently, the Track Managers have the ability to adjust review cycle dates between the submit and accept tasks. These changes must be mutually agreed to between the Department and Accenture and will be documented as a note on the affected task in the Project Schedule. Below are the standardized review cycles that will be utilized for Major Project Deliverables in the Project Schedule. The standardized Create task listed below will be replaced by more detailed Create tasks after the Deliverable’s DED is accepted. The Project Director will review Major Project Deliverables with Sponsors prior to ESC approval.

<table>
<thead>
<tr>
<th>Standardized Major Project Deliverable Tasks</th>
<th>Standardized Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>D## Create and Submit DED - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Review and Accept DED - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Create - &lt;Deliverable Title&gt;</td>
<td>Defined in DED</td>
</tr>
</tbody>
</table>
Below are the standardized review cycles for Written and Operational Deliverables.

### Standardized Written and Operational Deliverable Tasks

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Standardized Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>D## Create and Submit DED - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Review and Accept DED - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Conduct and Confirm Pass of QC Review - &lt;Deliverable Title&gt; - Accenture</td>
<td>1 day</td>
</tr>
<tr>
<td>D## Milestone: Submit - &lt;Deliverable Title&gt;</td>
<td>0 day</td>
</tr>
<tr>
<td>D## Conduct and Confirm Pass of QC Review - &lt;Deliverable Title&gt; - Department</td>
<td>2 days</td>
</tr>
<tr>
<td>D## Round 1 Review - &lt;Deliverable Title&gt;</td>
<td>8 days</td>
</tr>
<tr>
<td>D## Round 1 Edit - &lt;Deliverable Title&gt;</td>
<td>10 days</td>
</tr>
<tr>
<td>D## Round 2 Review - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Round 2 Edits - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## ESC Review - &lt;Deliverable Title&gt;</td>
<td>20 days</td>
</tr>
<tr>
<td>D## Final Review - &lt;Deliverable Title&gt;</td>
<td>3 days</td>
</tr>
<tr>
<td>D## Milestone Accept - &lt;Deliverable Title&gt;</td>
<td>0 day</td>
</tr>
<tr>
<td>D## Invoice Received - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Invoice Approved - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Invoice Paid - &lt;Deliverable Title&gt;</td>
<td>4 days</td>
</tr>
<tr>
<td>D## Final Edit - &lt;Deliverable Title&gt;</td>
<td>3 days</td>
</tr>
<tr>
<td>D## Acceptance Review - &lt;Deliverable Title&gt;</td>
<td>1 day</td>
</tr>
<tr>
<td>D## Milestone Accept - &lt;Deliverable Title&gt;</td>
<td>0 day</td>
</tr>
<tr>
<td>D## Invoice Received - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Invoice Approved - &lt;Deliverable Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>D## Invoice Paid - &lt;Deliverable Title&gt;</td>
<td>4 days</td>
</tr>
</tbody>
</table>

Below are the standardized review cycles for Administrative Deliverables. Tasks with prefix of I- D## denote internal deliverables.

### Standardized Administrative Deliverable Tasks

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Standardized Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>D## Create - &lt;Deliverable Title&gt;</td>
<td>Defined in DED</td>
</tr>
<tr>
<td>D## Milestone: Submit - &lt;Deliverable Title&gt;</td>
<td>0 day</td>
</tr>
</tbody>
</table>
Work Products will also be tracked in the Project Schedule using standardized review cycles. Below are the standardized review cycles that will be utilized for Work Products in the Project Schedule. Tasks with prefix of I-WP## denote internal Work Products.

<table>
<thead>
<tr>
<th>Standardized Work Product Tasks</th>
<th>Standardized Work Product Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>WP## Create/Update - &lt;Work Product Title&gt;</td>
<td>Defined through Progressive Elaboration</td>
</tr>
<tr>
<td>WP## Submit - &lt;Work Product Title&gt;</td>
<td>0 day</td>
</tr>
<tr>
<td>WP## Collaborative Review and Update - &lt;Work Product Title&gt;</td>
<td>5 days</td>
</tr>
<tr>
<td>WP## Final Review and Edits - &lt;Work Product Title&gt;</td>
<td>3 days</td>
</tr>
</tbody>
</table>

Project Activities represent work that may not be tied to one specific Deliverable and are represented in the schedule with a prefix of PA.

### 10.3.3 Schedule Components (Columns)
The Project Schedule, at a minimum, will consist of the following columns:

- ID
- WBS
- % Complete
- Track
- Task Name
- Remaining Work
- Duration
- Start Date
- Finish Date
- Predecessor
- Successor
- Actual Finish Date
- Baseline Start Date
- Baseline Finish Date
- Resource Names
- Task Type
- Notes
- DFS Divisions
Baseline start and finish dates are specific to the most current baseline version.

10.3.4 **Component Standards**
The Schedule Components standards are as follows:

Table 4: Schedule Components Standards

<table>
<thead>
<tr>
<th>Component Name</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID</td>
<td>Identifier number automatically assigned to each task by Microsoft Project.</td>
</tr>
<tr>
<td>WBS (Work Breakdown Structure)</td>
<td>Microsoft Project generated number that represents task relationships.</td>
</tr>
</tbody>
</table>
| % Complete              | 0% - Task/work product not started<br>25% - Task started and in-progress<br>50% - Staff assigned to work communicate half of the work is completed<br>75% - Work product is near complete<br>100% - Task/work product is complete<br>
  Project activities documented in Excel work unit inventories will be updated to show true percentage complete.<br>
  For new position staffing related tasks, the following is used:<br>0% - Resource need identified (added to Project Schedule)<br>25% - Resource Selection Activities<br>50% - Candidate selected and submitted for approval<br>75% - Candidate fully approved and start date submitted.<br>100% - Resource Onboarded<br>
  For backfill staffing related tasks, the following is used:<br>0% - Fill or Backfill position<br>25% - Selection Activities<br>50% - Appointment package submitted to Human Resources (HR)<br>75% - Fully approved by DFS HR including background screening<br>100% - New employee onboard<br>
  Invoicing Tasks will be marked at 0% until complete and then marked as 100%. |
| Track                   | Pick applicable Track name from drop down                                 |
| Task Name               | Summary Level - Deliverable Name and Number<br>Non-summary Level - Description of tasks; begins with a verb |
| Remaining Work          | Number of hours to complete the task.                                    |
| Duration                | Number of business days to complete the task.                           |
### Component Name

<table>
<thead>
<tr>
<th>Standard</th>
</tr>
</thead>
</table>
| • All tasks are set to “fixed duration”  
• Target is to have tasks limited to 23 days so that duration of any particular tasks is not longer than a month  
• Review Cycle durations can cross over a month  
• State holidays and weekend days are marked as “non-working time”  
• Activity duration estimating will be used to calculate the number of days required to complete the non-summary level tasks.  
• Tracks are encouraged to use the 3-point estimate technique when planning task start dates, finish dates, and duration. The 3-point estimate uses the most optimistic estimate (O), the most likely estimate (M), and the pessimistic estimate (least likely estimate) or (P) when calculating the duration of a task. These values are used to calculate the estimated values, where $E = (O + P + M)/3$. |

| Start Date | Pick from calendar drop down; use business days only |
| Finish Date | Pick from calendar drop down; use business days only |
| Predecessor | Task must be finished before the successor task can start |
| Successor | Task starts after its predecessors |
| Actual Finish Date | Entered once activity is completed |
| Baseline Start Date | Date calculated as baseline for comparison to actual start date |
| Baseline Finish Date | Date calculated as baseline for comparison to actual finish date |
| Resource Names | Name of person(s) performing the task; Track name when applicable. |
| Notes | Explanatory text when applicable |
| DFS Divisions | Identifies tasks that require DFS Division participation. Values: Yes, No |
| Deliverable Type | Deliverable Types as identified by Attachment 8 of the SSI Contract. Values: Administrative, Written, Major Project, Critical Operational, Go/No-Go Decision, Operational |
| Deliverable # | Descriptive text; shortened Deliverable name (e.g., D011, WP011) |

### 10.3.5 Task Constraints

Since the Project uses dynamic scheduling, there should only be the “as soon as possible” constraint type which schedules the earliest possible start and finish dates for the task, given
other scheduling parameters. Resources will be assigned to tasks leading up to the next submission of the Project Schedule Deliverable and leveled in accordance with the baseline process. If a role has not been filled, the role title will be assigned until position is filled. All tasks will have predecessors and successors according to AST standards.

10.3.6 Cross-Track Activities
Project activities and tasks may be the responsibility of a specific Track and its resources but also have support resources from another Track assigned to the task(s). Cross-Track activities will be coordinated through cross-track collaboration meetings and confirmed through the Project-wide Commits Meetings. Once confirmed, tasks will be represented in the Project Schedule with the named resource(s) from the other Track(s) listed in the resource column. Any Track Deliverables or activities dependent on other Track Deliverables or activities will be linked with predecessors and successors.

10.3.7 Resource Assignment
Any resources within the Project, including Department divisions and external resources, that will be completing or participating in Project work will be included in the Project Schedule.

10.3.8 Project Team Staffing
Positions are added to the Project Schedule, arranged by Track and position title, and account for the period of time in which each position was open. In the case of positions that have been filled and subsequently vacated, tasks for backfilling those positions are included.

10.3.9 Invoicing
The Department Invoices sub-section is used to track the payment of invoice activities for Support Services contracts. These activities will include annual budget request and budget release task. The Financial Manager will be responsible for providing the PMO Team with these updates.

This section of the Project Schedule excludes payments to Accenture for SSI services.

10.3.10 Procurement Activities
The Department’s procurement activities and tasks will be included in the Project Schedule for planning and monitoring purposes. The Project Schedule includes the steps and resources assigned to each procurement which typically include:

- Draft development;
- Draft review cycles;
- Solicitation release date range;
- Evaluation date range;
- Award or vendor selection date;
- Contract approval and execution; and
- Detailed service delivery schedules and Deliverable acceptance review cycles.

For re-procurement of existing services, the Project Schedule will include the steps listed above but progress may not be reported on until after the procurement is complete.
10.3.11 **Baseline Standards**

A schedule baseline establishes the expected delivery dates of Project activities. The baseline will be used throughout the Project for measuring actual performance against planned activities and tasks. This comparison can identify areas of schedule slippage requiring corrective action to ensure the Project remains on schedule.

The Project Team will review the details of the Project Deliverables, work products, project activities, and key milestones to monitor the critical path and verify the Project Schedule contains the appropriate predecessors, successors, effort, durations, start date, finish dates, and resources.

The Accenture PMO Team is responsible for updating the Project Schedule from the Tracks.

A schedule baseline will be updated if needed to correct errors and adjust for any approved change requests.

With the selective baseline process, only selected tasks, such as committed tasks and contracted activities, rather than the entire schedule are re-baselined. The Project employs the selective baseline process. Contract specified dates that fall outside of the current baseline period will be incorporated through the baseline process for their respective period.

10.3.12 **Rolling Wave/Progressive Elaboration**

While it is not always feasible to create accurate projections and estimates for projects over a nine-year period, the Project Schedule will contain the detailed activities leading up to the next submission of the Project Schedule Deliverable and a high-level plan for all remaining contractual services. For the Pilot, the Project will document major activities for the three-year duration and then refine throughout using a progressive elaboration approach. To avoid investing resources and time in creating plans with unrealistic detail, the concept of “rolling wave” planning is employed in managing the schedule throughout each fiscal year. It facilitates the process of further defining activities, schedules, inter-project dependencies, and resource requirements for the Project. In rolling wave planning, the Project includes summary level tasks for all long-range work to be completed. Placeholder tasks are initially established for all Deliverables. The Project utilizes the DED process to identify, update, and confirm detailed activities related to each Deliverable. Once a DED is accepted, the Project Schedule will be updated to include those agreed upon details.

As part of the Schedule Management process, the PMO Team will facilitate rolling wave planning sessions (called Commits Meetings) by working with Track Managers individually, and in groups, to define their commitment and updates to tasks and resources. The rolling wave planning sessions occur regularly and the Commits Meetings are targeted to occur prior to the start of the next period being planned. The expected output of rolling wave planning is an updated Project Schedule that establishes the baseline tasks including resources. Resource allocation will be reviewed during Commits Meetings to aid in managing and refining the hours and tasks, by resource, in the Project Schedule. This process will not change any Major Project Deliverable or Go/No-Go Decision due dates established in the SSI Contract.
10.3.13 Maintenance Procedures
The Department PMO Team, after receiving information from Track Managers, will advise Accenture on Project Schedule updates. Accenture will be responsible for maintaining the Project Schedule weekly.

Per Chapter 74-1, Florida Administrative Code (FAC), the Project is required to provide an updated Project Schedule to the Agency for State Technology (AST) on a weekly basis. The PMO Team is responsible for compiling weekly project updates for inclusion in the Project Schedule using a Report titled RADAR. RADAR is capitalized to emphasize the importance of tracking the Project’s progress. The RADAR Report consists of elements of the Project Schedule, Risks, Action Items, Issues, Decisions, and Lessons Learned (RAIDL) logs. The Project Schedule is verified using a Project Schedule Quality Control Checklist based on AST standards. This information is available for Project Team Members and AST on SharePoint.

The weekly life cycle for updates to the Project Schedule typically includes the following:

- **Thursday**
  - Track Managers collaborate on updates to the RADAR Report including, but not limited to, task percentage complete (in accordance with the Schedule Components Standards table in the Schedule Component Standards section of this document). Updates are sent to the Department PMO Team.

- **Friday**
  - The Department PMO Team receives and reviews Project updates from the Track Managers.
  - The Department PMO Team provides RADAR updates to the Accenture PMO Team to record in the Project Schedule.
  - Accenture PMO Team updates the Project Schedule and completes a peer review quality check using the Project Schedule Quality Control Checklist.
  - Accenture PMO Team notifies the Department PMO Team when the Project Schedule and completed Project Schedule Quality Control Checklist are available in SharePoint.

- **Monday**
  - The Department PMO Team conducts a peer review of the Project Schedule and completed Project Schedule Quality Control Checklist.
  - Observations found during the Department PMO Team peer review will be documented and sent via email to the Department PMO Manager, or delegate, for evaluation. The Department PMO Manager, or delegate, will make the final decision if any changes are required prior to distribution. The Department PMO Manager will notify the Accenture PMO Manager to proceed with producing the RADAR Report.

10.3.14 Schedule Release Process
The Project Schedule is posted to SharePoint for Project Team and AST consumption. A copy is saved in a designated folder on SharePoint for dissemination and historical record.
10.3.15 Schedule Changes Resulting from Project Change Request (PCR) Process

Once a PCR is approved, the Accenture PMO Team is responsible for making adjustments to the Project Schedule in accordance with the PCR. The Project Schedule will be re-baselined after PCR adjustments are made, if necessary.

10.3.16 Cost Performance Index (CPI) and Schedule Performance Index (SPI)

SPI and CPI are methods recommended by the AST to measure the efficiency of a project. SPI is intended to measure the schedule performance of a project representing how close actual work is being completed compared to the schedule. CPI is intended to measure the cost efficiency of a project representing the amount of work being completed for every unit of cost spent. An SPI and CPI value greater than 1 indicates the Project is performing well against the expected schedule and costs. The AST and Project Independent Verification and Validation (IV&V) monitor the indices on a recurring basis. The AST defines the acceptable variance of these indices to be between .90 – 1.10.

As part of the AST schedule requirements, the Project must ensure that SPI and CPI are operationalized and reported. Since the Project uses fixed cost deliverables, a proxy cost of $1.00 is assigned to all resources within the Project Schedule (Planned, Fixed, and Actual Costs will not be inserted). Since the Project is using a proxy cost value, the Project Schedule is not used to capture the cost of the Project. The Project maintains a Project Spend Plan to capture and monitor Project costs. SPI and CPI will be calculated in Microsoft Project using the information contained in the Project Schedule.

10.4 Roles and Responsibilities

The Schedule Management roles and responsibilities are described below.

Table 5: Schedule Management Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture PMO Team</td>
<td>- Manages updates to the Project Schedule prior to release</td>
</tr>
<tr>
<td></td>
<td>- Completes Project Schedule Quality Control Checklist</td>
</tr>
<tr>
<td></td>
<td>- Creates and distributes RADAR report</td>
</tr>
<tr>
<td></td>
<td>- Schedules and facilitates Commits Meetings</td>
</tr>
<tr>
<td>Department PMO Team</td>
<td>- Reviews and validates Track RADAR updates</td>
</tr>
<tr>
<td></td>
<td>- Provides RADAR updates to the Accenture PMO Team</td>
</tr>
<tr>
<td></td>
<td>- Performs peer review of Project Schedule Quality Control Checklist and Project Schedule prior to Project Schedule release</td>
</tr>
<tr>
<td>Department PMO Manager (or delegate)</td>
<td>- Confirms versions of the Project Schedule, including revised baselines</td>
</tr>
<tr>
<td></td>
<td>- Evaluates observations and recommends resolution for items identified from the Project Schedule Quality Control Checklist</td>
</tr>
<tr>
<td>Track Managers</td>
<td>- Provides information for Commit Meetings</td>
</tr>
<tr>
<td>Role</td>
<td>Responsibilities</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>• Collaborates with Accenture Track Managers and provides weekly updates to RADAR</td>
</tr>
<tr>
<td></td>
<td>• Supports schedule planning activities</td>
</tr>
<tr>
<td></td>
<td>• Identifies review cycle date adjustments</td>
</tr>
<tr>
<td></td>
<td>• Collaborates with PMO Team on schedule adjustments resulting from PCRs</td>
</tr>
<tr>
<td>Deputy Project Director / Accenture Project Manager</td>
<td>• Participate in Commits Meetings to provide Project Leadership feedback and direction</td>
</tr>
</tbody>
</table>
11 Quality Management

11.1 Overview
Quality Management includes three components: Deliverable Quality Control, Support Services Quality, and Accenture Quality Assurance. The Project expects the highest quality in its Deliverables and performance from both internal Project Team Members and external Contractors. To achieve a positive outcome, these processes will be carried out so expectations are aligned and met.

11.2 Purpose
The purpose of this section is to provide instructions on the processes for Deliverable Quality Control, Support Services Quality, and Accenture Quality Assurance.

11.3 Process
Quality Management is about performing disciplined inspections throughout the Project work. These inspections are performed at key points in the creation, review, and release of documents or information. The list below identifies the Quality Management control points used by the Project.

1) Cost Management section of this document: The Financial Manager performs a quality review described in the Spend Plan Quality Checklist prior to publishing the Spend Plan.
2) Schedule Management section of this Document: The Schedule Manager performs a quality review using the Project Schedule Quality Control Checklist prior to releasing the Project Schedule.
3) Communication Management and Content Management sections of this document: For all content to be shared with entities or people outside of the Project, the quality activities are described in these sections.
4) Deliverable Management section of this document: There are five quality elements associated with Deliverables: Deliverable Expectations Documents (DEDs), Peer Reviews, two separate Quality Control (QC) Reviews, and Deliverable Review Comments.

11.3.1 Deliverable Quality Control
The diagram below depicts the Deliverable Quality Control process.
Figure 6: Deliverable Quality Control Overview

Each star above indicates a quality management component.

1. The DED is the first area in establishing the quality expectations for the Deliverable. Project Team Members meet to confirm and document agreed upon approaches, dependencies, minimum acceptance criteria, and outcomes for the Deliverable.

2. The Project encourages coordination and collaboration throughout the development of a Deliverable. The Deliverable Owner establishes quality checkpoint and peer reviews to confirm acceptance criteria and approach is being demonstrated during the development of a Deliverable. Prior to submission of the Deliverable, the Deliverable Owner shall review to confirm the Deliverable is of sound quality. Completing a thorough inspection in advance of Deliverable submission validates adherence to expectations set forth in the DED. The Accenture Team conducts Quality Control Reviews prior to submission of Deliverables.

3. Once a Deliverable is submitted, there are several quality components prior to acceptance.
   a. The Department Quality Manager performs Quality Control Reviews to confirm Deliverables meet the Project’s quality standards defined in the QC Review Checklist prior to the Deliverable Review process.
   b. Once a Deliverable passes through the Department’s Quality Control Review, Deliverable Reviewers confirms accuracy and completeness of the Deliverable and it meets the Deliverable acceptance criteria communicated in the DED.

11.3.1.1 Roles and Responsibilities
The Deliverable Quality Control roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-
matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the three (3) major areas of the Deliverable Quality Control process as shown in the figure below.

![Figure 7: Major Areas of the Deliverable Quality Control process](Image)

Table 6: Deliverable Quality Control Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable Owner</td>
<td>• Serves as primary Owner of the DED and Deliverable</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>• Responsible for ensuring content is created and fulfills the acceptance criteria</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Creates and shares the DED with Reviewers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Facilitates peer reviews and Quality Control Review (if performed prior to submission)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Responds to Deliverable Comments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliverable Reviewers</td>
<td>• Reviews contents of DED</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td>• Participates in quality checkpoints during Deliverable creation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reviews Deliverable for quality</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Quality Manager</td>
<td>• Conducts Quality Control Review using Quality Control Checklist</td>
<td>I</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>• Monitors overall adherence to the Deliverable Quality Management process</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11.3.2 Support Services Quality

The purpose and scope of Support Services Quality is focused on the overall interactions and performance of the Department’s Support Services Contactor(s) during a specific period. The performance of Support Services Contractors providing services to the Project will be monitored and evaluated at the direction of the Contract Manager.

The diagram below provides an overview of the Support Services Quality process.
11.3.2.1 Initial Meeting with Support Services Contractor
Within the first 45 days of the contract start date, the Contract Manager and Support Services Contractor meet to confirm performance expectations. The key objective of this meeting is to review the service quality evaluation measures identified in the contract. Following the initial meeting, the Contract Manager schedules regular Service Quality Evaluations (SQE).

11.3.2.2 Service Quality Evaluation for Support Services
The Contract Manager collects feedback on the performance of the Support Services Contractor who are involved in work and interactions with the Contractor. The table below outlines the Service Quality Evaluation measures for Support Services Contractors.

Table 7: Service Quality Evaluation Measures

<table>
<thead>
<tr>
<th>#</th>
<th>Measure</th>
<th>Evaluation Question</th>
</tr>
</thead>
</table>
| 1  | Communication| - Does the Support Services Contractor demonstrate clear communication skills and keep the Project up to date with key activities and issues?  
- Does the Support Services Contractor demonstrate acceptable:  
  o Written communication skills? (e.g., Provides clear and comprehensible written material.)  
  o Verbal communication skills? (e.g., Provides clear and comprehensible ideas.)  
  o Listening communication skills? (e.g., Acknowledges input/feedback and incorporates that information into Project documentation.)  
- Does the Support Services Contractor pass along feedback and other information heard related to the Project to the appropriate Project Team Member based on the content of the information?  
- Does the Support Services Contractor follow established Project communication standards including email, meeting scheduling, calendaring, and status updates? |
The Contract Manager meets with the Support Services Contractor to review the assessment for each of the above Service Quality Evaluation Measures.

In the event, the Support Services Contractor was not able to perform satisfactorily for any of the above measures, a Service Improvement Plan (SIP) is developed. The Support Services Contractor is expected to formulate, gain acceptance from the Contract Manager, and begin making progress on the SIP before the next scheduled Service Quality Evaluation.

The format for the SIP may vary depending on the Support Services Contractor and situation, but should provide at a minimum the following elements:

- Describe the concern or issue identified during the Service Quality Evaluation
- Identify specific steps and timing which will be taken by the Support Services Contractor to address the concern
- Identify specific measures or criteria which demonstrates evidence the concern has been remediated

If there is insufficient improvement for a Support Services Contractor with a SIP in the subsequent performance period, the Contract Manager will escalate to the Deputy Project Director and then Support Services Contractor Engagement Executive. The Contract Manager with the Deputy Project Director will determine next steps in accordance with the contract terms.
11.3.2.3 Support Services Close-Out Evaluation
At the end of each contract, the Contract Manager and the Support Services Contractor conduct a final Service Quality Evaluation and feedback session. The purpose of this session is to review the overall quality performance of the Support Services Contractor. The Contract Manager evaluates the feedback from the Support Services Contractor and documents any lessons learned to share with other Project Team members.

11.3.2.4 Roles and Responsibilities
The Support Services Quality Evaluation roles and responsibilities are described in the table below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role during each of the three (3) major areas of the SQE process as shown in the figure below.

![Figure 9: Major Areas of the Support Services Quality Process](image)

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
</table>
| Contract Manager | • Manages the Support Services Quality process  
 | • Initiates and conducts regular and close-out Service Quality Evaluations  
 | • Monitors any Service Improvement Plans (SIP) | R | R | R |
| Contractor     | • Responds to SQE meetings  
 | • Develops SIPs, if applicable | I | C | C |

11.3.3 Accenture Quality Assurance (QA) Process
The Accenture QA process includes an internal review and a review of a client engagement by an experienced Accenture Team member called the Quality Assurance Director (QAD) that is external to the Project. The primary purpose of the review is to verify that the Project is progressing based on the State’s expectations, that the Accenture team is bringing value to the State and will deliver the Solution on time and within budget according to the approved project plans. The objectives of the QA process are as follows:

- To identify issues or areas for improvement through a comprehensive review process based on Accenture’s standard methodology
- To provide the Accenture Project Team guidance on taking effective corrective actions to address the issues or areas for improvement
- To enable external Accenture management to review the project status at any time by accessing a common, global repository
- To enable the analysis of QA data to improve the Project’s process and procedures
• To understand and document key Project State resources’ expectations of the Project’s successful outcomes which will be shared with the Accenture Project Manager and the Project Director in the form of an annual Client Expectations Memo.

The QA process provides objectivity, independence, broad subject matter experience, and a careful assessment of all viewpoints. The QA review also includes an evaluation of QA program metrics, and interviews with Managers from the Project. The process emphasizes proactive follow-up and corrective action to resolve issues efficiently and effectively.

11.3.3.1 Accenture Client Satisfaction Surveys
On an annual basis, Accenture will conduct a Client Satisfaction Survey and will work with the Project Director to identify survey participants to provide them the opportunity to evaluate Accenture’s performance. This survey will be completed at a mutually agreed upon time and will focus on key service characteristics that include the quality of the Accenture Team and the value of the results being delivered. Project Leadership at multiple levels of the organization are asked to complete the survey.

The results from the Client Satisfaction Survey are used for Accenture-wide analysis and reporting. Client Satisfaction Surveys are closely monitored across Accenture service lines and operating groups and are a key metric for the Accenture Leadership Team. The survey analysis and reporting will also be evaluated by the Accenture Project Leadership Team. This information will be utilized to make adjustments to Accenture’s processes in order to improve overall Project quality when needed.
12 Procurement Management

12.1 Overview
Procurement Management establishes the processes utilized to acquire goods and services necessary for the operation of the Project. Procurement Management also includes the process to manage contracts and vendor relationships. Invoicing processes are described in the Cost Management section of this document.

12.2 Purpose
The purpose of this section is to provide instructions to the PMO Team and other Project Team Members regarding Procurement Management and related contract management for the Department. All standards and procedures described are in accordance with the DFS Agency Policy and Procedures (AP&P) #2-02, Purchase of Commodities and Contractual Services which references relevant Florida procurement laws and rules. This section will also describe Accenture’s Procurement process for Project related procurements.

12.3 Department Process
The Procurement Management process includes four (4) major areas: procurement, contract management, Deliverable acceptance (or receiving), and contract closeout. The standards and procedures of Procurement Management take input from the Quality Management processes included in this document. Additionally, the Project has incorporated procurement and contract procedures from the DFS Contract Management Life Cycle Guide into the Procurement Management process.

12.3.1 Procurement
At the beginning of the Fiscal Year, the Project will plan procurement activities to serve as inputs for the creation of the Spend Plan as well as the Project Schedule. Supply requisition purchases described later in this section are not included in the Project Schedule as they are purchased on an as needed, or “just in time” basis throughout the Fiscal Year.

12.3.1.1 Purchase Authority
The Project Director has the authority within the established Spend Plan categories to purchase the necessary goods and services to achieve the outcomes of the Project.

12.3.1.2 Department Procurement Process
The selection of the most appropriate method of procurement is determined pursuant to Section 287.057(5)(f), F.S., and Rule 60A-1.002(f), F.A.C. Refer to Section 5.5, “Determine Solicitation Method” of the DFS Contract Management Life Cycle Guide for additional information for selection process definitions (i.e., competitive and noncompetitive methods) and detailed DFS process flows for the development and approval of informal and formal solicitations. All procurements in the amount of $35,000 or greater require documented approval of a Business Needs Analysis (BNA) which identifies the Purchasing Methods and Rules and Statutes affected or authorizing the activities. All DFS purchases are made in accordance with the AP&P policy #2-02, Purchase of Commodities/Contractual Services.

A Track Manager, the Deputy Project Director, or Project Director is assigned to each solicitation and serves as Contract Manager upon execution.
Contract management files are stored on the SharePoint site or the Project shared drive.

12.3.1.3  **Equipment Requisition Purchases**
Equipment requisition purchases are State contract purchases for non-consumables items such as computers and associated peripherals. The Project plans for these purchases are in the Spend Plan. The Project Director approves requisitions in MyFloridaMarketPlace (MFMP) for equipment purchases.

12.3.2  **Contract Management**
A Contract Manager is assigned to each contract executed for the Project. Each contract specifies the scope of work and tasks the contractor is required to perform by dividing the contract into quantifiable, measurable, and verifiable units of Deliverables that must be received and accepted in writing by the Contact Manager before payment. The responsibilities and procedures for each duly certified Contract Manager are provided in the DFS Contract Manager Life Cycle guide and processes for project compliance with those procedures is summarized below, including evaluation of vendor performance throughout the contract term.

The Project leverages MFMP and SharePoint resources to manage and monitor each contract upon completion of the routing and execution. Information for each contract is maintained in the DFS Florida Accountability Contract Tracking System (FACTS) for public access.

12.3.3  **Deliverable Acceptance**
The Contract Manager leverages the process defined in the Deliverable Management section of this document to review and accept deliverables.

12.3.4  **Contract Closeout**
Contract closeout contains four components:

1. Confirmation that SharePoint files (all versions) have been checked in.
2. Confirmation that contract file is complete.
3. Confirmation there are no outstanding invoices to be paid.
4. Removal of information technology access and the return of any Department devices or tools.

12.4  **Accenture Procurement Process**
Accenture Procurement Plus is involved in instances where Accenture directly procures goods or services for the Project rather than procuring goods or services using the Department procurement process. Accenture Procurement Plus is an organization within Accenture that supports Accenture Team Member interactions with third-party suppliers. This organization supports delivery sourcing, contracting and on time invoice payments. Accenture Procurement Plus is consulted before Accenture Team Members contact third-party suppliers or amend existing agreements or services, including the hiring of subcontractors.

Accenture’s Procurement Plus maintains supplier partnerships to enable the procurement of cost competitive goods and services while promoting supplier inclusion and sustainability.
12.4.1 Office Supplies and Equipment
For procurement of office supplies and equipment, the Department Office Manager collects supply requests on a monthly basis. The office supply or equipment request is provided to the Deputy Project Director for review and approval. The approved request is then provided to the Accenture PMO Manager and the Accenture Pro Plus process is utilized to complete the procurement.

12.4.2 Support Tools
Support Tools need to be procured throughout the duration of the Project. Support Tools can be identified either on an annual basis through Support Tools Purchase Deliverable or on an as needed basis. Whether through an annual or as needed basis, the Support Tools needed are reviewed by the Project Director. Once approved by the Project Director, the Support Tool(s) request is procured using the Accenture Pro Plus process.

12.4.3 Oracle Software
Oracle software needs to be procured throughout the duration of the Project. The Department is using a cost reimbursement approach to pay for actual expenses incurred by Accenture to provide Oracle software licenses and maintenance. Once the procurement process is complete, Accenture provides a copy of the Oracle invoice and proof of payment as verification that the procurement process is complete. For invoice processing, refer to the Cost Management section.

12.5 Roles and Responsibilities
The Procurement Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role during each of the four (4) major areas of the Procurement Management process as shown in the figure below.

Figure 10: Major Areas of the Procurement Management Process

Table 9: Procurement Management Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>• Approves solicitation documents</td>
<td>A</td>
<td>R</td>
<td>A</td>
<td>I/R</td>
</tr>
<tr>
<td></td>
<td>• Approves MFMP purchases</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Serves as Contract Manager for assigned contracts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Accepts contract Deliverables</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Executes close-out for assigned contracts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Project Director</td>
<td>• Approves requests for Accenture purchased office supplies and equipment</td>
<td>C</td>
<td>R</td>
<td>C</td>
<td>I/R</td>
</tr>
<tr>
<td></td>
<td>• Review solicitation documents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Role</td>
<td>Responsibilities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>
| Track Manager | • Creates solicitation documents in collaboration with Department Purchasing, Legal, and OIT  
• Serves as Contract Manager for assigned contracts  
• Executes close-out for assigned contracts  
• Recommends contract Deliverables for acceptance |   |   | R | R |
|               |                                                                                 |   |   | R | I/R |
|               |                                                                                 |   |   |   |   |
13 Resource Management

13.1 Overview
Resource Management establishes the processes for onboarding and management related activities concerning State employees/full time equivalents (FTE) and Accenture staff as well as the assets that are maintained throughout the Project.

13.2 Purpose
The purpose of this section is to provide instructions to the PMO Team and other Project Team Members regarding Resource Management and associated activities.

13.3 Staffing Management Process
Staffing Management is used to identify Project roles, number of positions, resource types, and specify the method(s) for acquiring new personnel or incorporating into the current responsibilities of existing personnel. The Staffing Management process is inclusive of four (4) major areas: Planning, Recruitment, Orientation, and Separation. These areas are managed differently between the Department and Accenture.

13.3.1 Planning

13.3.1.1 Department Resource Planning
At the start of the Project and each fiscal year, the Project Team forecasts the number of resources needed and related costs for the upcoming fiscal year. Planning activities include establishing resource types, roles, and skills needed. The Project utilizes a “What If” spreadsheet to plan and forecast cost for FTEs including salary and benefits.

13.3.1.2 Accenture Resource Planning
The Department collaborates with Accenture Project Leadership to identify positions needed and make recommendations for staffing. Accenture creates a staffing plan for the duration of the Project and continues to refine and update the plan through the Project Schedule’s progressive elaboration approach outlined in the Schedule Management section. The staffing plan will be stored on the SharePoint site.

13.3.1.3 Position Creation
Track Managers collaborates with the Staffing Lead to create position descriptions for their assigned resources. The position description shall include an accurate description of the duties and responsibilities assigned to the position; the job-related knowledge, skills, and abilities required for the position; any licensure, certification or registration required for the position; and any position attributes. The Department follows the Department of Management Services (DMS) processes to establish positions.

13.3.2 Recruitment

13.3.2.1 Department Recruitment
The Project uses a variety of channels for recruiting FTEs including People First, online job posting websites, and referrals. The Project follows this process in accordance with the (AP&P) policy #5-07, Recruitment and Appointments for Vacancies.
While standard interview questions are available, Hiring Managers are responsible for including Track related questions. Once the interviews are completed, the Hiring Manager evaluates the candidates based on skills, interview performance, and needs of the Project, to select a qualifying candidate. The Hiring Manager, or delegate, contacts the qualifying candidate to obtain a list of references and a signed State of Florida Application or resume.

The Staffing Lead assembles the New Hire Package for approval and submits to the Department Human Resources (HR) for review and processing. The New Hire Package consists of:

- DFS Appointment Processing Forms (DFS-C2-2069 A and B)
- DFS Appointment Request Form (DFS-C2-648)
- Signed State of Florida Application or resume
- Reference Check forms
- Position Description
- Personnel Action Memo

If the position is advertised via the People First system additional forms as indicated on the Recruiting Supervisors Checklist (DFS-C2-651) may be required.

HR reviews the New Hire Package and sends notification of receipt. Once the package is reviewed and processed, HR sends a notification of approval to the Manager, Staffing Lead, Project Director, and Assistant to the Director to proceed with fingerprinting. Once HR completes the background screening, the Staffing Lead is notified. HR generates an offer letter with the candidate’s start date and salary. The candidate’s start date and salary information is provided to the Financial Manager for Spend Plan purposes.

13.3.2.2  Accenture Recruitment
When filling an Accenture key staff for the Project, the Accenture Track Manager will provide the resume of the best candidate to the Department for approval in accordance with the SSI Contract. If the Department denies the proposed candidate, Accenture will provide the resume for their next best candidate until a resource is agreed upon to fill the key role. Recruitment of all Accenture staff is executed using processes and tools internal to Accenture. For non-key roles, Accenture reviews the proposed candidate’s experience and background with the Department a minimum of 2 weeks prior to the resource rolling on to the Project.

13.3.3  Orientation
The Orientation process describes how the Project on-boards and tracks Project Team Members.

13.3.3.1  Department Onboarding
Once there is a confirmed start date, the Staffing Lead initiates the Onboarding Checklist. The Onboarding Checklist is a collaborative tool outlining the various steps necessary to fully onboard each Project Team Member.

Department Team Members are required to have S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, Time-Oriented) Expectations set by their assigned Manager and performance evaluations based on these expectations are conducted annually. The Project follows this process in accordance with the DFS (AP&P) policy #5-02, Employee Performance Evaluation.
Staffing Lead maintains a Team Tracker log of all Project Team Members that have worked on the Project. The Team Tracker contains a variety of information including but not limited to name, Track, access, software, training, and separation information. The Project also maintains Project Organizational charts which are updated as Team Members onboard and separate from the Project. Each Project Team Member attends mandatory Project Team Orientation (PTO) and Project Management Plan (PMP) training.

Staff from State agencies that participate on the Project do not follow the Department onboarding process.

13.3.3.2 Accenture Onboarding
When onboarding Accenture resources, the Track Manager will collaborate with the Staffing Lead to monitor the onboarding steps and ensure a smooth process. Onboarding can take several weeks and stretches across various divisions within DFS. Due to the lengthy nature of the onboarding process, it may be necessary for Accenture staff to utilize their Accenture email to send and receive documents and manage meetings for a short time while completing the onboarding process. The onboarding steps/requirements below take place after the Department has been informed of the resource joining the Project:

- Acquire start date of Accenture resource(s)
- Accenture resources signs the Non-Disclosure Agreement (NDA)
- Fingerprinting and Background Screening
  - The Accenture resource registers/makes appointment for fingerprinting
    - Accenture Florida resources: Fingerprinting will take place at the UPS store next to the Lake Ella Publix. Processing time is on average 24-48 hours.
    - Accenture U.S. based resources: Individuals that are unable to register for local fingerprinting must register at the site [http://www.i1enrollment.com/](http://www.i1enrollment.com/), request fingerprinting, and mail in completed fingerprint cards per the site’s instructions. Processing time is on average 5-7 days. The Accenture resource may also call MorphoTrust at 1-800-528-1358 to complete the registration process.
    - Accenture Offshore based resources: Individuals will work with their local government to capture fingerprints and conduct the background check. The background check results will be mailed to the local Accenture office in a sealed envelope and those will then be mailed directly to the Agency in the same sealed envelope for assessment.
    - Accenture Subcontractor resources (Oracle and Maverick Solutions): Individuals from Oracle and Maverick Solutions will not have access to client data and do not require network, email, SharePoint, environment, or building keycard access. These resources will be subject to employment screening procedures of Oracle and Maverick Solutions, respectively, before assignment to the Project. If Oracle or Maverick Solutions resources are onsite, they will be considered guests to the Project Team.
    - Advisors: Accenture Advisors will not have access to client data and do not require network, email, SharePoint, environment or building keycard access so they will not be subject to the Project’s onboarding procedures. If an Advisor requires access to Project documentation, they will be required to complete a NDA. If an Advisors are onsite, they will be considered guests to the Project Team,
Regardless of location for local and non-local staff, the Accenture resource will notify the Staffing Lead with the date/time of their fingerprint appointment so the results can be tracked.

- Once background screening is complete, the Staffing Lead will initiate the onboarding checklist tasks which include, but are not limited to:
  - DFS Form 1820 for network access
  - Building Access Form(s) for network access
  - Scheduling and monitoring for completion required DFS and Project training
  - Updating the Team Tracker
- The Accenture resource is sent a “Day 0” welcome email with information pertinent to their first day. An additional welcome email containing useful resources and Accenture internal information is also sent by the Accenture PMO Team.
- Each Project Team Member attends mandatory Project Team Orientation (PTO) and Project Management Plan (PMP) training.

13.3.4 Separation

13.3.4.1 Separation of Department Team Members
To facilitate the roll-off of Department Team Members, the Manager will notify the Staffing Lead to begin the exit process. Additionally, the Manager will need to ensure the appropriate transfer of knowledge and final acceptance of work are complete. The exit process includes the following:

- Complete Classification Action Request (CAR) form and submit to Human Resources
- Notify DFS helpdesk
- Collect Keys/Badges/Parking Tag/P-Card/Equipment
- Return Badges to DFS/Capitol Police
- Update Team Tracker Log
- Check in all SharePoint documents

The Project utilizes the same recruitment procedures describes earlier to backfill a position following separation.

13.3.4.2 Separation of Accenture Resources
To facilitate the roll-off of Accenture resources, Accenture will first notify the Project Director, and then the Track Manager. The Track Managers will notify the Staffing Lead to begin the exit process. The Track Managers will need to ensure the appropriate transfer of knowledge and final acceptance of work are complete. The exit process includes the following:

- Notify DFS helpdesk
- Collect Keys/Badges/Parking Tag
- Return Badges to DFS/Capitol Police
- Update Team Tracker Log
- Check in all SharePoint documents

13.4 Staffing Roles and Responsibilities
The Staffing Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-
matrix format, as defined in the Roles and Responsibilities Section of this document. The table below depicts the RACIV role during each of the four (4) major areas of the Resource Management process as shown in the figure below.

Figure 11: Major Areas of the Resource Management Process

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>Approves all Department Staff for the Project.</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>Track Managers</td>
<td>Manages and leads their tracks activities, including the development and approval of all Staff for their Track.</td>
<td>R/C</td>
<td>C</td>
<td>C</td>
<td>V</td>
</tr>
<tr>
<td>Staffing Lead</td>
<td>Manages Resource Management process for the Project to include the creation, administration, and tracking of staff for the Project.</td>
<td>R/V</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>Financial Manager</td>
<td>Provides subject matter expertise and offers guidance on budget matters.</td>
<td>C</td>
<td>I</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Executive Steering Committee Members</td>
<td>Reviews and receives updates for Project Team Member(s).</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Team Managers</td>
<td>Creates position of need and interviews candidates.</td>
<td>R/C</td>
<td>R</td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>Contract Manager</td>
<td>Monitors the onboarding and separation process for compliance.</td>
<td>C</td>
<td>I</td>
<td>I</td>
<td>V</td>
</tr>
</tbody>
</table>

13.5 Asset Management
The Asset Management process will encompass the asset types and management procedures associated to the Florida PALM Project. Those asset types may include software and tools, technical infrastructure hardware, support contracts, and service contracts. At the time of purchase, the Department and Accenture will collaborate to determine who records the asset and will be responsible for tracking. The Florida PALM asset inventory will be managed by the PMO Team and the Property Coordinator, with input and collaboration from other teams. The Florida PALM inventory process will be collaborative with the existing Department asset inventory for items needing physical asset tags (e.g., barcode).

13.5.1 Asset Inventory Tracker
The Asset Inventory tracker will be maintained within the SharePoint site via Microsoft Excel. The tracker will include multiple tabs designated by inventory type with relevant column data based upon the respective inventory type.
The columns within each inventory tab will differ by inventory type and will include the necessary information needed for asset management and related support.

An inventory status field will be included on all inventory types within the asset tracker. The status will indicate the current state of the asset such as active, donated, discontinued, or dispositioned.

13.5.1.1 Support Tools Asset Management
A summary Support Tool tracker will be developed to track the specific attributes of each software tool (e.g., Support Tool Name, License/Subscriptio n Type, Environments, Tool Provider). The Support Tool tracker will be reviewed annually by the PMO Team with input from the SDS Team and updated based on changes to licensing, subscription or disposition. When new Support Tools are purchased the Support Tool tracker will be updated at time of receipt.

13.5.1.2 Oracle Software Asset Management
An Oracle Software tracker will be developed to track the Oracle software licenses purchased. The tracker will contain attributes of the Oracle software license that helps differentiate the licenses (e.g., Product Description/License Type, License Term, Quantity Purchased, Purchase Date). The Oracle Software tracker will be reviewed annually by the PMO Team with input from the SDS Team and updated based on changes to licensing, quantity or disposition. When new Oracle software licenses are purchased the Oracle Software tracker will be updated at time of payment.

13.5.1.3 Equipment Asset Management
An Equipment tracker will be developed to track the specific attributes of each item (e.g., Type, Purchase Date, Inventory Tag, Location). The Equipment tracker will be reviewed annually by the PMO Team and updated based on change in location or disposition. When new equipment is purchased, the Property Coordinator will receive the Equipment (e.g., printers, projectors, etc.) and the PMO Team will be responsible for updating the Equipment tracker.

13.5.2 Asset Management Process
13.5.2.1 Adding, Updating, and Dispositioning
The PMO Team has primary responsibility for maintaining the asset inventory and will provide the first iteration of the inventory spreadsheet. This will serve as a baseline for the key assets to be tracked for the duration of the Project in addition to the Department’s physical assets being tagged with asset id tags. The Department’s AP&P policy #2-05, Identification, Control, and Management of Property outlines the requirements that must be followed to maintain property. Property shall be inventoried annually by the PMO Team and the Project’s Property Coordinator.

The PMO Team will manage the creation, update, and disposition of assets. To add or update an asset, the Track Manager will email a new/updated asset request to the PMO Team. This request will contain the required information needed to add a new asset record to the spreadsheet. For physical assets, the Property Coordinator will coordinate the creation of an asset tag on receipt of the goods.

To surplus an asset, the Track Manager will email a request to the PMO Team, including the reason for surplus. Common reasons include, end of life, broken, or replaced. Upon review and
approval, the PMO Team will update the status of the asset within the asset tracker. This will preserve the history of assets managed for Florida PALM.

The Department’s property classified as surplus must be approved by the Department’s Division of Administration for final disposition per AP&P policy #2-06, Disposition of Tangible Personal Property.

13.5.2.2 Annual Inventory Review
The PMO Team will perform an annual inventory of assets tracked on the Florida PALM Asset Inventory Tracker. For physical assets, the PMO Team will verify that the asset is available in the correct location as detailed within the tracker. For software and virtual assets, the PMO Team will confirm with each Track Manager that asset information is updated and accurate. On completion of the annual inventory process, the PMO Team will submit the Florida PALM asset inventory to Project Leadership for review and approval, noting key asset changes.

13.6 Asset Management Roles and Responsibilities
The Asset Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role during each of the two (2) major areas of the Asset Management process as shown in the figure below.

![Figure 12: Major Areas of the Asset Management Process](image)

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMO Team</td>
<td>MANages and leads all asset management activities</td>
<td>R/A/I</td>
<td>R/A</td>
</tr>
<tr>
<td>Track Managers</td>
<td>Provide asset information details to PMO Team</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>Property Coordinator</td>
<td>Facilitates disposing of assets and manages Property Issues and Department Inventory.</td>
<td>C</td>
<td>R</td>
</tr>
<tr>
<td>Department PMO Manager</td>
<td>Confirms inventory and reports results</td>
<td>V</td>
<td>V</td>
</tr>
</tbody>
</table>
14 Collaboration Management

14.1 Overview
Collaboration is essential to the successful implementation of the Florida PALM Solution (Solution). Through collaboration, the Project maintains visibility to Stakeholders, exchanges information, coordinates efforts, and becomes better informed about stakeholder needs. Collaboration Management establishes the guidelines for effectively collaborating with Project Stakeholders and between Project Tracks (i.e., cross-track). Project Stakeholders are individuals or groups that affect or are affected by the Project. Stakeholders are categorized into two groups: Internal Stakeholders and External Stakeholders. More information about Stakeholders can be found in the Communication Management section of this document.

14.2 Purpose
The purpose of this section is to ensure that the Project effectively engages Stakeholders and maintains a high level of efficient and productive cross-track collaboration and coordination.

14.3 Process
The Project uses various methods to facilitate collaboration, each having an intended use and outcome. Examples methods are included in Table 12.

<table>
<thead>
<tr>
<th>Method</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>Occur between at least one Project Team Member and at least one Stakeholder</td>
</tr>
<tr>
<td>Site-Visits</td>
<td>Project Team Members travel to a Stakeholder’s place of business to gain perspective and information on things such as resources and business process, and to provide task and open item support</td>
</tr>
<tr>
<td>Workgroups</td>
<td>Project Team Members meet with groups of Stakeholders to solicit comments and encourage discussion on specific topics related to specific groups</td>
</tr>
<tr>
<td>Workshops</td>
<td>Project Team Members meets with larger groups of Stakeholders to present general information and increase awareness</td>
</tr>
</tbody>
</table>

The Project uses various tools to facilitate stakeholder collaboration. Example tools are included in Table 13.

<table>
<thead>
<tr>
<th>Tools</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Open-items Tracker</td>
<td>List of items specific to an agency that should be resolved prior to their transition to the Solution</td>
</tr>
<tr>
<td>Communications Plan</td>
<td>Excel workbook used to plan and track specific types of communications</td>
</tr>
<tr>
<td>Customer Relationship Management</td>
<td>Web based software for managing Stakeholder contact and other related information</td>
</tr>
<tr>
<td>Master Readiness Workplan</td>
<td>Comprehensive list of activities and effort that agencies should execute to be ready for the Solution</td>
</tr>
</tbody>
</table>
The types of methods and tools may be updated as needed to help ensure that collaboration efforts remain efficient and productive.

Collaboration Management is described using three main categories:

1. Stakeholder Collaboration
2. Cross-track Collaboration
3. Other States, local governments, and State universities

14.3.1 Stakeholder Collaboration
Stakeholder collaboration is defined as collaboration and interaction with Project’s External Stakeholders which includes collaboration with Business Sponsors (Directors of Accounting & Auditing, Office of Information Technology, and Treasury) and State agencies.

The divisions are the functional and operational owners of FLAIR and CMS. Therefore, it is necessary that the Project maintain and strengthen established relationships with divisions throughout the DDI. To accomplish this, the Project leverages established meetings to facilitate collaboration with divisions. These include:

- Touchpoints – Strategic one-on-one meetings with Project Director and Business Sponsors to discuss needs and concerns
- Project and Business Sponsor Meetings – Weekly (or as needed) meetings to provide regular updates or obtain feedback
- Quarterly Florida PALM Project Update Meetings – Division staff meetings to provide updates on the Project progress and upcoming activities

The Project has established a liaison within the OCM Track to support A&A, OIT, and Treasury. The liaison works with the Project’s Agency Readiness Team and Communications Specialists to align division activities with Project activities.

The Project uses DEDs to identify collaborative partners and activities for Deliverables.

The Project further enhances collaboration by leveraging activities and methods described Project deliverables such as the Change Champion Network, Organizational Readiness Strategy, and Communications Strategy.

The Project uses several tools to coordinate and track Stakeholder collaboration. These tools are managed by OCM with support for the other Project Tracks:

- Agency Open-Items Tracker (AOT) – List of items specific to an agency that should be resolved prior to their transition to the Solution
- Communications Plan – Excel workbook used to plan and track specific types of communications
- Customer Relationship Management (CRM) – Repository for Stakeholder contact information
- Master Readiness Workplan (MRW) – Comprehensive list of activities and effort that agencies should execute to be ready for the Solution (more information is provided in both
the Organizational Readiness Plan Deliverable and the Organizational Readiness Strategy Deliverable)

14.3.2 Cross-Track Collaboration

Cross-track collaboration is defined as collaboration and coordination between the Project’s Tracks. Each Track has a specific focus that supports the Solution. The Project will coordinate collaboration efforts between Tracks to maximize efficiency and productivity, and to minimize impacts to Stakeholder’s time and resources. The Project will use existing meetings to discuss and coordinate, wherever possible, current and future Stakeholder collaboration. Table 14 identifies the potential meetings and collaboration topics.

Table 14: Potential Project meetings that may be used for collaboration planning and coordination

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Description</th>
<th>Collaboration Topics</th>
</tr>
</thead>
</table>
| Cross-track Manager   | Meeting between all Track Managers and Project Directors, and their counterparts | • Overall Project collaboration efforts and coordination  
                          |                                                                             | • Discuss Master Readiness Workplan (MRW) and Agency Open-Items Tracker (AOT) updates |
| Cross-Team Managers   | Meeting between all Track Team Managers                                     | • Identification of tasks to be added to the MRW and items to the AOT  
                          |                                                                             | • Discuss and update MRW tasks and AOT item progress                        |
| Status Management     | Coordinated between Department and Accenture                                | • Update Leadership on the progress of the Project                                     |

The OCM Track will be the lead for coordinating and monitoring Project collaboration efforts. This is explained in detail in several deliverables:

- Organizational Change Readiness Strategy
- Organizational Readiness Plan
- Change Champion Plan
- Communications Strategy
- Communications Plan

14.3.3 Other States, local governments, and State universities

The Project established strong relationships with local governments, State universities, and several other States that have, or will be implementing a financial management solution, during Pre-DDI. The focus of the collaboration with these groups will be on two topics:

1. Leveraging their lessons learned during implementation
2. Sharing information gained during our implementation

Project Track Managers will be responsible for pursuing collaboration opportunities with these stakeholders.
## 14.4 Roles and Responsibilities

The Collaboration Management roles and responsibilities are described in Table 15.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCM Team</td>
<td>• Maintains the tools for stakeholder collaboration</td>
</tr>
<tr>
<td>Track Managers</td>
<td>• Identifies requested stakeholders for collaboration on Deliverables</td>
</tr>
<tr>
<td></td>
<td>• Participates in Cross-Track Meetings and Deliverables, as requested</td>
</tr>
<tr>
<td></td>
<td>• Initiates collaboration with other States, local governments, and universities</td>
</tr>
<tr>
<td>Project Director</td>
<td>• Serves as point of contact for Project and Business Sponsors for collaborative Project tasks</td>
</tr>
</tbody>
</table>
15 Change Process Management

15.1 Overview
Change Process Management describes the change control process for tracking and gaining approval on Project changes. The process exists to communicate to all necessary parties a change is needed and will be managed to ensure the Project is protected against unauthorized work activities.

A Project change is a change that impacts scope, schedule, cost, and/or quality. The Change Process Management process is crucial to Project completion and successfully managing expectations. It entails making choices about resource allocation, making trade-offs among competing objectives and alternatives, and managing the interdependencies among project management processes (e.g., cost management, scope management). Planning and management of scope, human resources, schedule, risks, quality, or costs cannot be done in a vacuum. Changes in scope can affect the schedule. Changes in staffing can affect costs.

Change Process Management is an ongoing process. Identifying and qualifying changes in a timely manner is a critical success factor for the Project. All members of the Project are expected to apply appropriate effort to support a timely Project Change Request (PCR) process.

15.2 Purpose
The purpose of this section is to provide instructions and define how the Project will manage changes that impact scope, cost, schedule, and/or quality. The Change Process Management process does not document activities for implementing agency business systems with Florida PALM.

15.3 Process
Requested changes are subject to review by the Change Control Board (CCB). Work associated with requested changes must be authorized since they may involve changes to requirements, scope, cost, schedule, resources, acceptance criteria, method of delivery, documentation, quality, etc. The Roles and Responsibilities Section below outlines the members of the CCB.

15.3.1 Project Request Change Creation
The process begins when a Requester has identified a change that impacts the Project’s scope, schedule, budget, or resources. Department and Accenture Track Managers or an external source to the Project may request a change by submitting a Project Change Request (PCR) Form. If the requester is an external source, the PCR Form will have a section for external requester specific information. This information must be completed prior to submitting the PCR. Location details for the PCR Form can be found in the Reference Section of this document. Once the Form is received from the Track Manager, the PCR is entered in the PCR Log by the PMO Team, which is used to document and track change requests. Accenture will support the creation of the PCR by providing analysis input during the completion of PCR Form and the logging of the PCR. The PCR Log is located on the Project’s SharePoint site and includes information contained in the PCR Form. The PMO Team is responsible for the maintenance of items in the PCR Log as well as monitoring the progress.
15.3.1.1 Minor Project Adjustments

Minor adjustments do not require a PCR. Examples of minor adjustments are:

- Incorporation of results from Commits Meetings, including any follow-up corrections to manual errors
- Date adjustments to tasks related to the creation and review process of a non-baselined deliverable
- Addition or removal of detailed creation and review tasks per acceptance of a DED

Examples of adjustments not considered minor:

- Date adjustments to baselined deliverable dates
- Submission date adjustments to Major Deliverables and Go/No-Go Decisions
- Date adjustments to cut-over activities.

The minor adjustment process is listed below:

- The Project change is identified or confirmed by the Track Manager.
- The Project change is vetted by the Track Team to make sure it is reasonable.
- The Project change is reviewed by the Track Team to determine if it is a major change or requires a large number of hours to complete. If not, the change is made, and the Project Director is notified, if applicable.

15.3.2 Project Change Request Evaluation

The Department PMO Team is responsible for evaluating and determining the completeness of a PCR. If the PCR is determined to be incomplete, the PMO Team will work with the Requester to complete the form. If determined to be a complete request, the Department PMO Team will work with the respective Track Manager and Accenture to complete an analysis including a PCR Implementation Plan, updating the PCR based on the analysis outcomes. If a PCR is initiated from an external source, a Track Manager will be assigned to work with the external source and collaborate with the PMO Team. A list of items to consider during review, can be found in the table below.

Table 16: Project Change Request Review Considerations

<table>
<thead>
<tr>
<th>Review Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Has it been acknowledged that the PCR applies to this Project?</td>
</tr>
<tr>
<td>2 Has an approach been identified to affect the requested change of the PCR?</td>
</tr>
<tr>
<td>3 Has a workaround been identified if the PCR is not implemented?</td>
</tr>
<tr>
<td>4 Has a Track Manager reviewed the PCR to determine whether it is worth evaluation for action?</td>
</tr>
<tr>
<td>5 Have estimates been developed for the effort, cost, schedule, and resources required by the PCR?</td>
</tr>
<tr>
<td>6 Will this change require a Contract Amendment?</td>
</tr>
</tbody>
</table>
Regardless if Accenture or the Department initiates a PCR, Accenture shall, without undue delay, examine the PCR and identify to the Department the implications of the requested change on Deliverables including scope, schedule, and pricing and furnish a proposed Contract Amendment, if applicable. The Department also reviews the proposed change to examine the implications of the requested change. If Accenture proposes functional equivalents or substitutions in lieu of the PCR, the Department shall determine in its sole discretion whether the modified Solution is acceptable as an equivalent. Substitutions shall meet or exceed the applicable requirements set forth in the Contract unless otherwise agreed to by the Parties in writing. If Accenture believes the requested change should not be implemented, Accenture shall make a recommendation to the Department Contract Manager in writing but shall nevertheless follow the Change Process and carry out the change as directed by the Department.

Any questions or issues regarding the PCR should be addressed to make sure the documentation is complete, clear, and accurate prior to submitting it to the CCB. Once the PCR has been determined to be ready for submission, the Department PMO Manager, or delegate, notifies the Project Director and requests the Project Director conduct a preliminary review. Upon satisfactory review from the Project Director, the PMO Team schedules the PCR for review by the CCB. Project/Business Sponsors act as subject matter experts to the CCB and are consulted depending on the subject of the PCR.
Figure 13: Change Process Management Process
15.3.3 Project Change Request Approvals

After favorable recommendation from the CCB, the Project Director reviews the PCR. The Project Director approves PCRs meeting Tier 1 criteria, as defined in the Project Charter. PCRs meeting Tier 2 criteria as defined in the Project Charter, are reviewed by the Project Director and scheduled for review with the Executive Steering Committee (ESC).

After a complete review with the appropriate Tier, a disposition is rendered of Approved, Deferred, or Rejected. Deferred PCR will be reviewed annually at a minimum. The PMO Team updates the PCR Log to reflect the disposition.

15.3.4 Project Change Request Closure

In the instance that the PCR necessitates a contract modification, the Department follows the appropriate routing practices for signature. Once a PCR is approved and any corresponding contract amendments are executed, the Track Managers begin executing the PCR implementation plan as identified in the PCR. The PMO team is responsible for incorporating any Project Schedule changes as a result of the PCR, monitoring that the implementation plan gets complete, and updating the Log to indicate the PCR is closed.

15.4 Roles and Responsibilities

The Change Process Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the four (4) major areas of the Change Process Management process as shown in the figure below.

![Figure 14: Major Areas of the Change Process Management Process](image)

<table>
<thead>
<tr>
<th>Roles</th>
<th>Responsibility</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requester (anyone)</td>
<td>• Identify, document, log, and submit PCR.</td>
<td>R</td>
<td>I</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Track Manager</td>
<td>• Works with the PMO Team to review all PCRs for completeness and impact quantification (schedule, cost) prior to review by the Project Director and Change Control Board.</td>
<td>I</td>
<td>R/V</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>PMO Team</td>
<td>• Facilitates the PCR process.</td>
<td>I</td>
<td>R/V</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>• Reviews all PCRs for completeness and impact quantification (schedule, cost) prior to review by the Project Director and Change Control Board.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Maintains PCR Log, monitors progress, and reports on PCR outcomes.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roles</td>
<td>Responsibility</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Accenture</td>
<td>• Updates Project work products (scope, schedule, resource plan, etc.) as needed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Director</td>
<td>• Completes analysis of PCR and provides input into the PCR Form and PCR Log</td>
<td>C</td>
<td>R/V</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>• Performs preliminary review of PCR prior to CCB submission.</td>
<td>I</td>
<td>C/I</td>
<td>R/A</td>
<td>C/I</td>
</tr>
<tr>
<td></td>
<td>• Approves or rejects PCRs that meet the Tier 1 criteria, as defined in the Project Charter.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Escalates changes that meet the Tier 2 criteria to the ESC.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change Control Board</td>
<td>• Members will include the Department Track Managers and Deputy Project Director.</td>
<td>I</td>
<td>I</td>
<td>R</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>• Reviews PCRs, provides considerations, and recommendations for changes requested.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Steering Committee</td>
<td>• Review changes that meet the Tier 2 criteria defined in the Project Charter.</td>
<td>I</td>
<td>I</td>
<td>R/A</td>
<td>I</td>
</tr>
</tbody>
</table>
16 Risk Management

16.1 Overview
Risk Management proactively identifies or manages potential events that can adversely affect the Project’s ability to achieve its stated goals or objectives. Risk Management employs mitigation strategies to avoid risks turning into issues. The identification, tracking, and remediation of risks is critical to the Project’s success.

16.2 Purpose
The purpose of this section is to provide instructions for the Project, Department Risk Manager, and Project Team Members regarding Risk Management.

16.3 AST Risk and Complexity Assessment
The Department Risk Manager completed an Agency for State Technology (AST) Form AST-F-0505A – Risk and Complexity Assessment, prior to creation of the PMP and met the criteria for a Level 2 project at the time of this PMP creation. The AST Risk and Complexity Assessment is completed at the beginning of each wave of the Project.

16.4 Process
Risk Management methods consist of three primary components: Assessment, Evaluation, and Control. Each component includes two elements as illustrated in the table below.

<table>
<thead>
<tr>
<th>Risk Management</th>
<th>Assessment</th>
<th>Evaluation</th>
<th>Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify</td>
<td>Analyze</td>
<td>Prioritize</td>
<td>Plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Actions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Resolve</td>
</tr>
</tbody>
</table>

Risks assessments are performed on a regular basis throughout the Project life cycle. The Project shall adopt the following risk assessment events.

1. An assessment shall be conducted, at a minimum, annually where risks are recorded in the Project’s Risk log.
2. After significant events, such as completion of a Project wave, or when there are significant changes to scope, schedule, cost, or staffing.

16.4.1 Risk Assessment Elements
16.4.1.1 Risk Identification
Risk Identification produces a list of Project-wide and Track-specific risk items that may compromise the Project’s outcomes. Risks can be identified through risk surveys, interviews, assessment meetings, and personal experience. Risks should be identified first at the Track level and will be discussed within Track status meetings before being recorded in the Risk Log.

A Risk Log will be utilized to enter, track, review, modify, monitor, and update status. The Track Managers will be responsible for reporting a new risk. The Department Risk Manager monitors the Risk Log to verify risks are recorded and updated appropriately. New Risks will be reviewed,
including determination of validity, by the Risk Management Team on a bi-weekly basis. If the risk is deemed to be invalid, the status will be changed to “Removed” in the Risk Log.

16.4.1.2 Risk Analysis
Qualitative risk analysis is the process of characterizing an identified risk into a set of impact categories. The Risk Owner, in collaboration with the Department Risk Manager, will present the risk qualification description to the Risk Management Team as part of the risk analysis process.

Quantitative Risk Analysis is the process of quantifying the risk impact to determine their likely impact to the Project’s identified outcomes in the Project’s Charter, scope, and supporting strategy documents.

Table 19 below provides a set of guidelines to assess the risk impact as a result of the qualitative and quantitative analysis. As a general rule, when a risk impacts more than one qualitative category, the highest quantitative impact rating should be used for the risk.

| Risk Qualitative and Quantitative Analysis |
|-----------------|---------|---------|---------|
| **Risk Quantitative Impact Rating** | **Risk Qualitative Categories** | **Cost** | **Schedule** | **Scope** | **Quality** |
| Low = 1 | N/A | No impact to Go/No-Go Decisions | No adjustment to Scope | N/A |
| Moderate = 2 | Impact within budgeted Spend Plan and does not result in overall Project cost overruns | Impact to Go/No-Go Decisions is one week or less | Adjustment requiring Project Director’s approval | Any Non-Major Deliverable that has multiple quality deficiencies that could impact the Project Schedule |
| High = 3 | N/A | Impact to Go/No-Go Decisions is one to four weeks | N/A | One Major Project Deliverable has a quality deficiency of Class 1 |
| Critical = 4 | Changes resulting in request for funds from the Legislative Budget Committee | Impact to Go/No-Go Decisions is greater than four weeks | Adjustment requiring ESC acceptance | More than one Major Project Deliverable associated with the same Go/No-Go Decision has a quality deficiency of Class 1 |
Given risks are a forecast of potential issues, a probability value must be derived. Table 20 provides the values for risk probability.

Table 20: Risk Probability Values

<table>
<thead>
<tr>
<th>Possibility of Occurrence</th>
<th>Probability</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 50%</td>
<td>Low</td>
<td>1</td>
</tr>
<tr>
<td>&gt; or = 50%</td>
<td>High</td>
<td>5</td>
</tr>
</tbody>
</table>

The Risk Impact and Probability values are updated in the Risk Log and the Risk Evaluation process begins.

16.4.2 Risk Evaluation Elements

16.4.2.1 Risk Prioritization

The first step in the risk prioritization process is to confirm or revise the risk impact analysis documented by the qualitative and quantitative values. The Risk Management Team performs this activity as a part of the evaluation step in the process.

The risk score is the product of the impact and probability values and is calculated in the Risk Log. This score sets the prioritization of the risk and aids in the mitigation and response planning, as well as frequency of risk monitoring. The table below illustrates the derived calculations.

Table 21: Impact and Probability Calculations

<table>
<thead>
<tr>
<th>Impact Rating</th>
<th>Risk Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low = 1</td>
</tr>
<tr>
<td>Low</td>
<td>1</td>
</tr>
<tr>
<td>Moderate</td>
<td>2</td>
</tr>
<tr>
<td>High</td>
<td>3</td>
</tr>
<tr>
<td>Critical</td>
<td>4</td>
</tr>
</tbody>
</table>

After the risk score/prioritization has been determined, the Risk Management Team will determine whether the risk will be mitigated, monitored, transferred, or accepted. The risk score may change after it has been approved. This is further defined in the Risk Control Elements sub-section of this document.

Risks with a score of “15” will be included in the Project’s Monthly Status Report and communicated as defined in the Communication Management section of this document.

16.4.2.2 Risk Planning

The goal of risk planning is to determine close criteria and supporting action steps to be taken for mitigating or monitoring risks. The results of the quantitative, qualitative, and risk score should be considered when developing the action steps. The resulting information documented for risk resolution includes:
1. The close criteria, most often associated with a Project milestone, Deliverable, decision, or action item.
2. Sequence of action steps to achieve the close criteria.
3. Resources who will own the action steps.
4. Expected completion dates for the action steps.
5. Action step status reporting: Not Started, In Progress, Completed

Typical risk resolution techniques include use of contractual agreements, expert judgment, and lessons learned on previous projects. Executing preventive actions involves an investment of finances and human capital to mitigate the threat of negative events to the Project’s planned objectives and outcomes.

The Risk Management Team uses the following as guidelines during risk planning:

1. Risks are classified as “monitoring” when the actions required for mitigating are outside the control of the Project.
2. Risks are classified as “mitigating” when the Project has direct control of the outcomes.
3. Consider Risks classified as “monitoring” versus “mitigating” when determining due dates.
   a. Risks with a classification of “monitoring” use the end of fiscal year date (e.g., 06/30/2019)
   b. Risks with a classification of “mitigating” use a date from the Project Schedule that corresponds to a deliverable, milestone, or event that matches the recorded risk. In the event a specific schedule due date is not identified, the Risk Management Team will identify an appropriate due date, based on the agreed to actions.
4. Ownership is assigned as Project-Wide or to a specific Project Track.
   a. Project-Wide ownership are risks having a mitigation or monitoring plan involving participation from more than one Project Track. These types of risks will be assigned to the Project Director or Deputy Project Director and plan task execution may be assigned to the PMO Team.
   b. Project Track ownership are risks assigned to a Track Manager when the activities or responsibilities fall within the responsibilities of a specific Project Track.

Upon completion of risk planning, the data is recorded in the Risk Log and presented to the Risk Management Team for review and acceptance.

16.4.3 Risk Control Elements

16.4.3.1 Risk Actions
Risk actions come in one of two forms: risk mitigation and risk monitoring. Risks that have a high risk probability and where mitigating actions are within Project control will be mitigated. Risk mitigation includes completing the identified steps to achieve the risk close criteria. Risks identified to be monitored may have an event occur which could result in the need to identify risk response actions. These actions are performed to minimize the impact of a risk.

The Department Risk Manager will track all risk actions to closure, taking any corrective action as appropriate and will report on the risk mitigation progress and any impediment to close the risk. Corrective actions related to mitigation are tracked within the risk mitigation and are not logged as Action Items. Additionally, the Owner or the Department Risk Manager will update the trending of the risk as stable, increasing, or decreasing. A risk trend of increasing or decreasing should
lead the Risk Management Team to evaluate what new or differing corrective actions should be taken to mitigate the risk. If the risk continues to trend in a specific direction, it may cause a need to update the Risk Score. The PMO Team will provide the request for a Risk Score change to the Department Risk Manager for approval.

16.4.3.2 Risk Resolution
The primary goal of risk resolution is to successfully resolve the risks by executing the identified actions for mitigating or monitoring described in the Risk Planning section above. These actions are designed to prevent adverse impacts to the Project and address events which may lead to the risk becoming an issue.

If a risk turns into an issue, follow the procedures defined in the Issue Management section of this document.
Figure 15: Risk Submission and Resolution Process
16.5 Roles and Responsibilities

The Risk Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format. The table below depicts the RACIV role and responsibilities during each of the three (3) major areas of the Risk Management process as shown in the figure below.

![Figure 16: Major Areas of the Risk Management Process](image)

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requester (anyone)</td>
<td>• Identifies risk and notifies Track Manager.</td>
<td>R</td>
<td>I</td>
<td>I</td>
</tr>
</tbody>
</table>
| Owner                         | • Works with Department Risk Manager to characterize the risk(s) and formulate and execute the mitigation or monitor action plan.  
• The Track Manager logs, owns, manages, and reports on task progress for risks assigned to their Track.  
• The PMO Manager logs, owns, manages, and reports on task progress for risks identified as Project-wide. | C | R | R |
| Risk Management Team*         | • Owns the creation, implementation, and continuous process improvement of risk management.  
• Monitors risk progress.       | I | A | V |
| Department Risk Manager       | • Coordinates and facilitates risk assessments.  
• Works with Track Managers to identify and create risk response and mitigation plans.  
• Reports progress on all risks. | C | V | R/C |

*Members of the Risk Management Team include the Department Risk Manager, Project Track Managers, Deputy Project Director, Project Director, and Accenture Project Manager.
17 Communication Management

17.1 Overview
Communication Management establishes the process for effectively communicating information to the Project's internal and external Stakeholders and the Project Team. Efficient and effective communication management is critical to overall Project success. Project Team Members and Stakeholders benefit greatly from timely, accurate, and predictable communications and routine status updates. Moreover, this process opens lines of communication between Stakeholders as the Project scales.

Overall objectives include, but are not limited to, the following:

- Raise and maintain Stakeholder awareness of the Project's status and ongoing activities
- Provide messaging and status updates that are consistent and in accordance with the Project's style guide and templates
- Acknowledges and address Stakeholder concerns

17.2 Purpose
The purpose of this section is to identify communication channels, tools, and procedures for Communication Management processes consisting of need, draft and disseminate.

Effective communications are a fundamental component of a successful Project implementation. As representatives of the Project Team, all individuals are responsible for delivering clear and consistent communication for the Project. The Project has identified standards that all Project communications should incorporate during development and release. Some of these standards include the use of plain language with limited use of acronyms, vivid storytelling, and infographics. Establishing communication standards within the organization that will deliver the right message at the right time to the right audience is critical to Project success.

17.3 Stakeholder Groups
Project Stakeholder groups are broken into target audiences for Project communications. Communications are generally tailored by audience, and some individuals who receive Project messages may be a part of multiple Stakeholder groups. A Stakeholder is defined as individuals or groups that affect or are affected by the Project. Stakeholders are categorized into two groups: Internal Stakeholders and External Stakeholders.

17.3.1 Internal Stakeholders
Internal Stakeholders are individuals, groups, or organizations that have a direct role or monitoring function with the Project. Internal Stakeholders include:

- Agency for State Technology (AST)
- Chief Financial Officer (CFO) and Chief of Staff
- Department of Financial Services (DFS) Division of Accounting and Auditing (A&A)
- DFS Advisors – DFS Budget Officer, Director of the Division of Administration, General Counsel (as designated in the Project Charter)
- DFS Office of Information Technology (OIT)
17.3.2 **External Stakeholders**

External Stakeholders are individuals and/or groups that affect or are affected by the Project. External Stakeholders are categorized into three groups – Oversight, State Government, and Others. The list of Stakeholders will be revisited throughout the life of the Project and updated as necessary.

Oversight includes entities or groups who provide indirect monitoring of the Project’s activities such as:

- Executive Office of the Governor (EOG)
- President of the Senate
- Speaker of the House
- Chief Information Officers group (CIO)
- Chief Technology Officers Workgroup (CTO)
- Florida Association of State Agency Administrative Services Directors (FASAASD)
- Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS) staff
- MyFloridaMarketPlace (MFMP) staff
- People First staff
- Legislative Members and staff
- State agency personnel

Others are defined as any person or organization that is not represented in the State Government or Oversight categories, such as:

- General public
- Vendors who conduct business with the State of Florida
- State and Local Governments
- State Universities
- Community Colleges

17.4 **Communication Channels and Tools**

The project uses several documents and tools to plan for, execute, and measure communications in addition to these Communication Management processes.

The Project’s Communications Strategy establishes a high-level strategic course for achieving successful communication of the Florida PALM journey to internal and external Stakeholders. The
strategy further identifies what tactical approaches are available to support the Project's communications and timely status updates to target audiences. Since the Communications Strategy document provides the overarching goal of communicating the Project to target audiences, the strategy serves to inform the Communications Plan.

The Communication Plan details the tactical approach to delivering effective communications to the right audience at the right time with the right tools. The Communications Plan includes an inventory of standard messages that will help align communications and provide consistent knowledge about the Project.

The Project also maintains a Communications Calendar that will include dates and planned communications for development and delivery.

The project leverages other communication tools including Constant Contact (an email marketing software program), RedmineUP (a flexible project management web application currently supporting internal communications), and the Florida PALM Reader.

The table below provide a listing of multiple channel types used by the Project to provide updates.
<table>
<thead>
<tr>
<th>Channel</th>
<th>Audience</th>
<th>Topic(s)</th>
<th>Objective</th>
<th>Medium</th>
<th>Frequency</th>
<th>Owner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Project Status Report</td>
<td>• Chair of Senate Committee on Appropriation and designated staff</td>
<td>• Project progress during the reporting period</td>
<td>Fulfill proviso and AST requirements to report status and activities</td>
<td>Email</td>
<td>Monthly</td>
<td>Project Director</td>
</tr>
<tr>
<td></td>
<td>• Chair of the House Appropriations Committee and designated staff</td>
<td>• Overall Schedule, Budget, Scope, Risks, and Issues status</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Executive Office of the Governor’s (EOG’s) Office of Policy &amp; Budget (OPB) and designated staff</td>
<td>• Project Schedule Performance Index (SPI) and Project Cost Performance Index (CPI)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Executive Steering Committee (ESC)</td>
<td>• Status of Project Milestones, Deliverables, and Major Tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Project Sponsor</td>
<td>• Detail of Scope Changes, Issues, Risks, and Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Business Sponsors</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>• Project Team</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>• AST</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Team</td>
<td>• Open Risks, Action Items, Issues, Decisions, and Lessons Learned</td>
<td>Keep the Project apprised of activities scheduled during the upcoming four weeks</td>
<td>Email</td>
<td>Weekly</td>
<td>PMO Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• One week look-ahead</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Four week look-ahead</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>General Public</td>
<td>• AST Monthly Oversight Assessment</td>
<td>Share side-by-side comparisons of</td>
<td>Website</td>
<td>Quarterly</td>
<td>PMO Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• IV&amp;V Monthly Assessment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Channel</td>
<td>Audience</td>
<td>Topic(s)</td>
<td>Objective</td>
<td>Medium</td>
<td>Frequency</td>
<td>Owner(s)</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>---------------------------------------------------</td>
<td>--------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Quarterly Dashboard</td>
<td></td>
<td>• Project Performance Review</td>
<td>oversight assessment data</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Florida Association of State Agency Administrative Services Directors (FASAASD) Update</td>
<td>State Agency Administrative Services Directors (ASDs)</td>
<td>• Project status updates</td>
<td>• Keep ASDs apprised of Project status</td>
<td>Meeting</td>
<td>Monthly</td>
<td>BPS Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Opportunities for engagement</td>
<td>• Manage expectations for Stakeholder involvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Information Officers (CIOs) Workgroup Update</td>
<td>State agency CIOs</td>
<td>• Project status updates</td>
<td>• Keep CIOs apprised of Project status</td>
<td>Meeting</td>
<td>As needed</td>
<td>Project Director</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Opportunities for engagement</td>
<td>• Manage expectations for Stakeholder involvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Florida Financial Management Information System (FFMIS) Partner Update</td>
<td>• MyFloridaMarket Place (MFMP) staff</td>
<td>• Project status updates</td>
<td>• Keep FFMIS partners apprised of Project status</td>
<td>Meeting</td>
<td>Monthly or as needed</td>
<td>Project Director</td>
</tr>
<tr>
<td></td>
<td>• People First (PF) staff</td>
<td>• Opportunities for engagement</td>
<td>• Manage expectations for Stakeholder involvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS) staff</td>
<td>• FLAIR and CMS owners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• FLAIR and CMS owners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Website</td>
<td>• State Agencies</td>
<td>All</td>
<td>• Public relevant and up-to-date information regarding the</td>
<td>Wordpress</td>
<td>As needed</td>
<td>All Tracks</td>
</tr>
<tr>
<td></td>
<td>• General Public</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Channel</td>
<td>Audience</td>
<td>Topic(s)</td>
<td>Objective</td>
<td>Medium</td>
<td>Frequency</td>
<td>Owner(s)</td>
</tr>
<tr>
<td>---------</td>
<td>----------</td>
<td>----------</td>
<td>-----------</td>
<td>--------</td>
<td>-----------</td>
<td>----------</td>
</tr>
</tbody>
</table>
| Project-wide RAIDL (Risks, Action Items, Issues, Decisions, and Lessons Learned) | Risk Management Team (Project Director, Deputy Project Director, and Track Managers) | • Status of Track RAIDL items status  
• Newly identified RAIDL items  
• RAIDL items ownership  
• Updates to RAIDL items | • Communicate mitigation plans and progress status  
• Monetize the risk impact  
• Ensure there is a clear association between the identified risk and project outcomes or contract deliverable  
• Establish clear close criteria | Meeting | Bi-weekly | PMO Team |
| Executive Steering Committee Meeting | Executive Steering Committee Members | Communicate project status, Spend Plan, and impacts to scope, budget and schedule | Keep the ESC apprised of project activities and facilitate deliverable reviews | Meeting | Monthly or as needed | Project Director |
| Executive Sponsor Meeting | • DFS Chief of Staff  
• Deputy CFO | Varies | Brief and obtain direction | Meeting | Bi-Weekly | Project Director |
| Sponsor Meetings | • Project Sponsor  
• Business Sponsors  
• Track Managers | Varies | Brief and obtain feedback | Meeting | As Needed | Project Director |
| Cross-Track Managers’ Meeting | • Deputy Project Director  
• Track Managers | • Identify upcoming activities that impact multiple Tracks | Integration and coordinate priorities across Tracks | Meeting | Weekly | Deputy Project Director |
<table>
<thead>
<tr>
<th>Channel</th>
<th>Audience</th>
<th>Topic(s)</th>
<th>Objective</th>
<th>Medium</th>
<th>Frequency</th>
<th>Owner(s)</th>
</tr>
</thead>
</table>
| **Status Meetings**  | Project Director, Accenture Project Manager, Deputy Project Director | • Discuss coordination of identified cross-track activities  
• Follow-up on outstanding action items  
• Updates and escalations from the Track Managers  
• Follow-up on past due action items  
• Status of past due Project Deliverables and tasks | Integration of activities within Track | Meeting | Weekly    | Accenture Project Manager |
| **Staff Meeting**    | Project Team                  | • Updates from the Project Directors  
• Updates from Track Managers | Updates of activities across the Project | Meeting | As Needed | Project Director |
| **Legislative Staff Briefings** | EOG, Legislature and staff | Project Status Updates | Provide briefings and answer questions | Meeting | As Needed | Project Director |
17.5 Communication Management Process

Communication Management occurs in three stages: identification of need; communication draft and review; and disseminate and monitor communication.

17.5.1 Identification of Need

Any Project Team Member can identify a potential Project communication need. A Project communication need may be precipitated by a direct communication with the Project such as an email, letter, memo, or telephone call; or a communication outside the Project such as a news story, article, or other agency communication. If a Project Team Member believes they have identified a communication need, they should inform their Track Manager and notify the Project's Communication Specialist.

The Communication Specialist will review the potential communication need and consult with the Management Team to determine if a Project communication is warranted. If the need is verified, the Communication Specialist will assign an Author for the communication. The Author may be the Initiator, the Communication Specialist, or any other Project Team Member depending on the area of expertise and need.

17.5.2 Communication Draft and Review

The Initiator and the Author (if different) will coordinate with the Communications Specialist to develop the draft communication. They should refer to the Project Style Guide, standard templates, and the Communication Plan when developing the draft communication.

The completed draft communication should be sent for review. In most cases, the Reviewer(s) will be a group of Project Team Members and Track Managers.

The final draft communication must go through the Content Release Management process which establishes Quality Control (QC) components that must be applied to the draft communication. Refer to the Content Management Section of this document for more information regarding the Quality Control process applied to all communications. Upon a successful quality review, the Author will forward the final draft communication to the Communication Specialist for final review and formatting.

Once the Reviewer(s) have completed their review, the Author will incorporate comments and edits as appropriate and send the updated draft to the Project Director or Deputy Project Director for review. All Project external communications to be released must be reviewed by the Project Director, or the Director's delegate, before release. All Project internal communications to be released must be reviewed by the Deputy Project Director.

The Project Director will review the draft communication and provide comments, if needed. If the communication requires external review, the Author will coordinate the external review and incorporate any comments received as appropriate. Communications that may warrant outside review can include meeting summaries for meetings with other State agencies, communications being prepared and delivered by the Project for the Chief Financial Officer, and other communications that require legal review due to their content. These are sent to the Project Director for acceptance.
17.5.3 Disseminate and Monitor Communication

Appropriate Project Team Member(s) will disseminate Project communications and notify the Communication Specialist. Most communication is sent through the Project’s Outlook email account (FloridaPALM@myfloridacfo.com). The Project’s designated staff will monitor the correspondence in the Outlook inbox and coordinate official responses to inquiries in a timely manner.

A communications measurement plan will be implemented to measure and evaluate the effectiveness of Project communications and respond to Stakeholder feedback.
Figure 17: Communication Management Process
17.6 Roles and Responsibilities

The Communication Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the three (3) major areas of the Communication Management process as shown in the figure below.

![Figure 18: Major Areas of the Communication Management Process](image)

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiator</td>
<td>• Identifies the need for communication and provides key input for content. This can be any member of the Florida PALM Project Team.</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>Author</td>
<td>• Responsible for working with the Initiator and Communication Specialist to draft the communication.</td>
<td>C</td>
<td>R</td>
<td>I</td>
</tr>
<tr>
<td>Reviewer(s)</td>
<td>• Responsible for reviewing draft communications and providing comments as necessary prior to submission to the Project Director for review and approval.</td>
<td>I</td>
<td>A</td>
<td>I</td>
</tr>
</tbody>
</table>
| Communication Specialist | • Monitors and tracks all communications from the Project to maintain consistent Project messaging.  
• Provides final review and formatting for all communications from the Project.  
• Coordinates major communication initiatives. | A | C | V |
| Deputy Project Director | • Review all internal Project activities, including acceptance and verification of Project communications. | V | V | A |
| Project Director      | • Review all external Project activities, including acceptance and verification of Project communications. | V | V | A |
18 Issue Management

18.1 Overview
Issue Management establishes the process used to identify and resolve issues that arise due to unplanned events, unexpected events, or a materialized risk. An issue is the realization of a risk or problem creating a negative impact on Project scope, schedule, and cost and therefore will have a resolution plan to minimize the negative effects on the Project. Issues are Project focused and are not utilized for system focused concerns, regulatory requirements, and contractual disputes between the Department and Accenture. This process enables the Project to resolve an issue in a consistent manner.

18.2 Purpose
The purpose of this section is to provide a clear framework to facilitate effective, efficient, and consistent issue resolution.

18.3 Process

18.3.1 Issue Identification
The process begins when a Project Team Member identifies an issue that impacts the Project’s scope, schedule, and/or cost and communicates the issue to a Track Manager. Track Managers will review issues in Track-specific status meetings to determine what should be added to the Issue Log. Issues are then added to the Issue Log by Track Managers. In general, Issues should be logged when there is a potential cross-track impact or project management should be aware or engaged. Issues that can be worked within a Track and do not require management awareness or engagement should not be logged. The Issue Log is used to document and track Issues including steps for resolution. The resolution steps will focus on speedy closure of Issues to maintain the Project Schedule and quality of Deliverables.

Both the PMO Team and assigned Track Manager are responsible for the maintenance and monitoring of items in the Issue Log. Issue progress will be monitored in accordance with the criticality of the issue and reviewed at the Track and Project-wide levels on a weekly basis.

18.3.2 Issue Evaluation
The Deputy Project Director is responsible for evaluating the Issue and determining its validity. If the Deputy Project Director deems the Issue to be invalid, the status of the Issue will be changed to “Removed” in the Issue Log. The Deputy Project Director will confirm the priority, due date, and resolution action plan for High and Low issues. Issues are evaluated and categorized by priority according to impact:

- Critical – Work has or will come to a complete stop in the next 24 hours
- High – Impacts either cost, schedule, contract Deliverable, contract payment or any combination thereof
- Low – All impacts not listed as Critical or High

The action plan is documented in the Issue Log and consists of the following components:

- Resolution approach, including action steps
- Resources responsible for the actions
- Expected due dates for the actions
- Reporting and Communication requirements
- Escalation schedule dates
- Contingency actions, in the event of failure

18.3.3 Issue Management
Issues will be managed to resolution by following the steps identified in the action plan. At a minimum, progress on the action plan will be communicated each week via the Issue Log and the Issue Review meeting until resolved. Issues will also be included in the Project’s Monthly Status Report. The Project Director, Deputy Project Director or Track Manager has authority to specify more frequent and different communication mechanisms (phone, in person, meetings) for Issues categorized as Critical. The ESC and the Project Sponsor and Business Sponsors will be consulted and informed of issues.

18.3.3.1 Critical Priority Escalation
The Project Director must be notified immediately if an issue has been categorized as a Critical priority. In addition, the action plan is required to be established and communicated to the Project Director within eight hours of the identification of the issue. The Project Director is responsible for the approval of all Critical resolution action plans.

18.3.3.2 High Priority Escalation
An escalation process is triggered in the event a High Priority Issue remains unresolved by its due date. The escalation process identifies the level of escalation, change in ownership, and timeframe to determine the change in ownership.

18.3.3.3 Low Priority Escalation
The escalation process for Low Priority Issues will be defined and agreed upon between the Track Manager and the Deputy Project Director. This Issue priority will leverage the operating framework described in the high priority escalation. The escalation owners and timing are determined by the Deputy Project Director.

---

Figure 19: Issue Escalation Process
Figure 20: Issue Management Process
18.4 Roles and Responsibilities

The Issue Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the four (4) major areas of the Issue Management process as shown in the figure below.

![Figure 21: Major Areas of the Issue Management Process](image)

Table 25: Issue Management Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track Manager</td>
<td>• Identifies the issue and enters into the Issue Log.</td>
<td>I</td>
<td>R</td>
<td>R</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>• Identifies the priority, Owner, and due date.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Creates the action plan and updates the Issue Log accordingly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Works Low and High priority action plans to resolution.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Project Director</td>
<td>• Confirm priority, due date, and resolution action plan for High and Low issues.</td>
<td>I</td>
<td>C</td>
<td>R</td>
<td>I</td>
</tr>
<tr>
<td>PMO Team</td>
<td>• Updates the Issue Log as needed.</td>
<td>C</td>
<td>R</td>
<td>C/I</td>
<td>R</td>
</tr>
<tr>
<td>Project Director</td>
<td>• Approves action plans for Critical priority issues.</td>
<td>I</td>
<td>R/A</td>
<td>R/C</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>• Works with PMO Team to validate the priority, Owner, and due date, and create and approve the action plan for Critical.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Owns the Critical priority issues to resolution or escalates to the CFO / Executive Sponsor.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
19 Decision Management

19.1 Overview
The Decision Management process establishes and implements a defined structure that will facilitate an effective decision-making process using all available information to increase the precision, consistency, and agility of Decisions. Additionally, good decision making is about making good choices while considering risks and scope/schedule/cost constraints. Project Decisions will be managed using the multi-tiered governance structure defined in the Project Charter.

19.2 Purpose
The purpose of this section is to provide a clear framework to facilitate effective, efficient, and timely decision making across all levels of the Project.

19.3 Process
19.3.1 Identify Decision
The process begins when a Track Manager(s) is informed by the Requestor or determines that a decision needs to be made that is going to have an impact outside of their immediate area. A Decision does not represent day to day activities and is entered to:

- Document a decision made at the Track level, facilitating Project communication
- Document the need to make a decision, facilitating input from parties outside of the Track

The Decision Log is used to document and track Project Decisions, which include Go/No-Go Decisions. A separate Decision Request Form may be used for Decisions where the Decision Log is not suited to capture available options or if the Decisions will be evaluated through the multi-tier governance structure. Both the PMO Team and Track Managers have responsibility for the maintenance and monitoring of items in the Decision Log. Decision progress will be reviewed at the Track and Project-wide levels on a bi-weekly basis.

19.3.2 Evaluate Decision
After the Track Manager enters a record for the identified Decision into the Decision Log, the assigned Track Manager evaluates the requested decision to determine relevance, completeness of the request, if it should be categorized as either a Tier 1, or a Tier 2, and makes the determination whether the decision will be managed by the Track Manager or the PMO Team (the PMO Team shall manage the decision process if the decision impacts multiple tracks or requires a decision by the ESC or Project Director). Decision categories are determined by the Tiered structure in the Project Charter. Decisions related to policy changes are addressed in the Potential Policy Change section of this document.

Decision due dates should tie to a specific event, milestone, or deliverable task in the Project Schedule. The table below provides a mapping of Decisions to the multi-tier governance structure as defined in the Project Charter.
Table 26: Decision to Tier Mapping

<table>
<thead>
<tr>
<th></th>
<th>Project Director (Tier 1)</th>
<th>Executive Steering Committee (Tier 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope Change</strong></td>
<td>Changes that do not relate to additions or deletion of Business Requirements</td>
<td>Addition or deletion of Business Requirements</td>
</tr>
<tr>
<td><strong>Schedule Change</strong></td>
<td>Changes not associated with Major Project Deliverables or Go/No-Go Decision due dates</td>
<td>Changes to Major Project Deliverables or Go/No-Go Decision due dates</td>
</tr>
<tr>
<td><strong>Cost Change</strong></td>
<td>Changes within budgeted Spend Plan categories and no overall Project cost overrun</td>
<td>Results in request for funds from the Legislative Budget Committee (LBC)</td>
</tr>
</tbody>
</table>

19.3.2.1 Tier 1: Florida PALM Project Director
The Project Director is charged with managing the Project and approving Tier 1 Decisions in conformance with the Project Charter. The Project Director will consult with the Project Sponsor and/or Business Sponsors, as appropriate. The Project Director may delegate Tier 1 Decisions to other Project Team Members but retains responsibility for impacts. Tier 1 Decisions do not significantly affect scope, schedule, or cost and include decisions regarding staffing changes, risks, and multi-Track issues.

19.3.2.2 Tier 2: Florida Executive Steering Committee
The Executive Steering Committee (ESC), as defined by the Project Charter, is responsible for approving Tier 2 Decisions which are beyond the authority of the Project Director.

19.3.3 Formalize Decision
After all necessary information is gathered and evaluated, the decision is presented to the appropriate decision maker(s) based on the Tier of the Decision. The decision maker(s) will then evaluate the options and choose one that best meets the needs of the State. Either the PMO Team or Track Manager will then update the Decision Log in SharePoint.

19.3.4 Go/No-Go Decision Stage/Phase Reviews
The Project will review and discuss events leading up to and formulating the basis for Go/No-Go Decisions with Project Leadership on a regular basis. Ongoing discussions and open dialog will ensure the outcomes of formal, documented decisions. In the event that the ESC needs additional information prior to approving the decision, the Decision Document will be reviewed and updated and an Issue will be logged, if needed.
Figure 22: Decision Management Process
19.3.5 Potential Policy Changes
Throughout the Project, there may be impacts to current rules and statutes or the need for new policies. The Project’s responsibilities are to record and report the need for a policy change. The policy owner is responsible for facilitating the review of the policy issue, identifying potential policy changes, and facilitating the policy change request to closure. The Project Sponsor and Business Sponsors are responsible for reviewing policy issues and determining recommended solutions for a policy change. The Project Sponsor will act as the liaison with the State agencies, Executive Office of the Governor, and the Legislature to ensure all policy issues are addressed and any potential policy changes are processed to closure. This will be an annual process that will be executed prior to the Legislative session. Figure 23 below represents the policy decision process needed for policy changes.
Figure 23: Potential Policy Changes Process
19.4 Roles and Responsibilities

The Decision Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the four (4) major areas of the Decision Management process as shown in the figure below:

![Figure 24: Stages of the Decision Management Process](image)

Table 27: Decision Management Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requester</td>
<td>• Submits the request to the associated Track Manager.</td>
<td>R</td>
<td>C</td>
<td>I</td>
<td>I/R</td>
</tr>
<tr>
<td>Track Managers</td>
<td>• Evaluates the Decision and determines the Decision-making level.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Track Managers</td>
<td>• Determines whether the decision is to be managed by the Track Manager or the PMO Team.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develops the Decision Request and updates the Decision Log.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PMO Team</td>
<td>• Owns the Decision and PCR process.</td>
<td>I</td>
<td>A/V</td>
<td>I/R</td>
<td>I/R</td>
</tr>
<tr>
<td></td>
<td>• Has same responsibilities as Track Managers when it affects multiple tracks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Tracks and reports all PCR decisions escalated to the ESC.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Updates the decision information and status in the Decision Log.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Director – Tier 1</td>
<td>• Manages the Project and approves or rejects Tier 1 Decisions.</td>
<td>I</td>
<td>I</td>
<td>A/R</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>• Escalates and presents decisions and associated PCRs, that meet the Tier 2 criteria, to the Executive Steering Committee (ESC) for consideration.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance Structure as defined by the Project Charter – Tier 2</td>
<td>• Reviews any decisions and PCRs regarding the Project’s scope, schedule, and cost beyond the Project Director’s authority.</td>
<td>I</td>
<td>I</td>
<td>A/R</td>
<td>I</td>
</tr>
</tbody>
</table>
20 Deliverable Management

20.1 Overview
Deliverable Management describes the processes to be followed when creating, reviewing, and accepting Project Deliverables. Adherence to this process is the responsibility of all members of the Project Team. To achieve a positive outcome, this process must be carried out over the life of the Project to ensure expectations are aligned and met. This process applies to all Project Deliverables (contractual and non-contractual).

20.2 Purpose
The purpose of this section is to provide instructions to Project Team Members regarding procedures for managing the planning, development, submission, review and acceptance of project Deliverables, work products and artifacts.

20.3 Process
The process for Deliverable Management includes creation and approval of a Deliverable Expectations Document (DED), Deliverable creation, and Deliverable acceptance. A DED is not required for Administrative Deliverables. The figure below illustrates the Deliverable Management process.

![Diagram of Deliverable Management Process]

The DED creation process includes the steps the Project takes to confirm the acceptance criteria, the roles and responsibilities for the deliverable activities, and the approach for deliverable creation. Considering the acceptance criteria is a key element in the Quality Control (QC) Review, as the criteria are core requirements for accepting the deliverable.

During creation of the DED, the Deliverable Owner, the Deliverable Contributors, and the Project's Track Managers identify what approach or methodology will be used to generate the deliverable. The Deliverable acceptance process includes the steps used to review the Deliverable, document feedback, and gain Project acceptance.
Deliverables will be created using tools and techniques appropriate to their form. This may include the use of Microsoft Office software (for written Deliverables), Commercial off the Shelf (COTS), custom software, or other tools. Deliverable naming convention standards are specified in the Content Management section of this document.

20.3.1 Deliverable Expectations Document (DED)

20.3.1.1 DED Creation

For SSI Contract deliverables the Accenture Team (Owner) is responsible for the creation of the DED for the deliverable. Each DED shall contain sufficient detail to provide clear expectations of the deliverable’s contents and acceptance criteria. The DED is uploaded to SharePoint and a submission email is sent to the Department Track Manager with named resources, as identified in the Project Schedule, included via carbon copy.

The Owner should consult contractual documents, where applicable, when creating the DED. Attachment 8 of the SSI Contract contains the minimal acceptance criteria for each SSI Contract deliverable. The DED will serve as evaluation criteria for fulfilling completeness of any given deliverable. The Track Managers will name the Coordinator when creation of the DED begins. Department Track Managers will identify Reviewers for the DED. The Owner and Coordinator shall ensure that all contractual elements are included in the DED. Work initiated prior to agreement of the DED is at risk of being rejected and such activities are performed gratuitously.

Once finalized, the DED shall be saved in the appropriate folder within the SharePoint Deliverable library. Activities related to version control and updates after approval are specified in the Content Management Section of this document. The root folder for each Deliverable shall contain:

- A PDF copy of the final DED
- A PDF copy of the final, approved deliverable
- Any referenced attachments

The Working folder within each deliverable folder should contain only working files, and not the final files named above. The Working folder will also contain the source files of the PDF files listed above.

DEDs vary dependent upon the type of deliverable, but each DED shall include at a minimum:

- Deliverable Objectives
- Content Draft Outline
- Deliverable Acceptance Criteria/Format
- Content Release Plan
- Deliverable Roles
- Deliverable Creation and Timeline
- Appendix (if applicable)

As part of the Deliverable creation and timeline, the Owner, the Coordinator and the Track Managers shall determine the amount of time needed to create and internally review the deliverable prior to the required submission date. The Owner, the Coordinator and the Track
Managers are responsible for identifying any non-standard deliverable review cycles. The DED will include an overview of the work activities needed to produce the deliverable and will describe the development timeline and any modifications to the standard deliverable review cycle. After the submission dates are added to the Project Schedule, they are contractual. The Deliverable Owner, Coordinator, and Track Managers have flexibility on the activities leading up to the submission date but may not move submission date identified in the Project Schedule.

Complex and multi-part deliverables may require a segmented review process in which individual sections are reviewed as they are completed. The format and schedule for this review shall be agreed to by the Owner and Reviewers as part of the DED creation process. As an additional option, the deliverable may be split during the creation of the DED, in which case each individual element would be reviewed separately. When all sections are completed, the final deliverable shall be subject to the same full review process as any other deliverable. Performing a segmented review of the deliverable helps ensure the Project can perform a thorough review of the content, and suggested revisions will be made within the desired review period. Whether the deliverable review is segmented or split, the submission date of the deliverable must be adhered to. If the review is segmented, then all segments must be provided by the deliverable submission date. If the review is split, then all split sections of the review must be provided by the deliverable submission date.

To aid in defining expectations, named resources from outside of the Project should be included on the DED when possible. To assist with reporting, these resources should be identified in the Project Schedule in accordance with the Schedule Management Section of this document.

It is the responsibility of the Deliverable Owner to confirm that the DED is of acceptable quality before submission.

20.3.1.2 DED Review
Each DED shall be reviewed by the Track Managers. The DED review process includes:

- Walkthrough the DED to clarify content, answer questions, and/or to familiarize the Reviewers with the deliverable.
- The option for interactive review sessions to incorporate deliverable feedback in the most effective manner.

20.3.1.3 DED Acceptance
After the review process for each DED, the Department Track Manager will provide final acceptance. The accepted version of the DED will be finalized and uploaded to SharePoint as a PDF. During the review process, Department Track Managers accept DEDs with consultation from the Deputy Project Director. The Schedule Manager will use the accepted version of the DED to update the Project Schedule, as represented in the figure below.

20.3.1.4 DED Updates and Change Control
After a DED has been approved, it will be updated and re-submitted for acceptance when a change in scope content, schedule, or removal of contractual acceptance criteria was initiated.
through a Project Change Request (PCR). Changes to the DED that do not require a PCR are listed below:

- Mutually agreed upon clarification or addition of acceptance criteria
- Material changes to the deliverable approach

The figure below communicates the life cycle for the DED.
Figure 26: DED Creation, Review, and Accept Process
20.3.2 Deliverable Creation, Review, and Acceptance

20.3.2.1 Deliverable Creation

When creating a deliverable, the Owner shall adhere to the criteria and development approach set forth in the DED. Some deliverables may have Contributors, as identified in the DED, assisting the Owner during the development of the content. Deliverable Owners are encouraged to review and discuss deliverable content with other Project Team Members via a peer review prior to submission, allowing the deliverable review process to be one of validation instead of a review of new content. Each deliverable shall contain sufficient detail to meet the acceptance criteria specified in the DED.

Deliverables vary dependent upon the topic, but each deliverable shall include at a minimum:

- Deliverable Number
- Deliverable Name
- Revision History
- Deliverable Submission Date

After development is complete for a deliverable associated with the SSI Contract, the Accenture QC Reviewer completes a QC review prior to the submission of the deliverable. Once the Accenture QC Review is complete, the deliverable, along with the Deliverable Review Form, is submitted via email to the Track Manager and Department Quality Manager. The Contract Manager and specified members of the PMO Team are copied. Submissions include SharePoint file path details for all associated documents.

20.3.2.2 Deliverable Review

The deliverable review process includes:

- Walkthroughs of each deliverable to clarify content, answer questions, and/or to familiarize the Reviewers with the deliverable on the day of, or prior to submission.
- Execution of a QC Review Checklist, included in the Deliverable Review Form, to determine if it meets the Project’s quality standards before the review process begins.
- A review and written comments from Reviewers with the results tracked on the Deliverable Review Form.
- The option for interactive review sessions to incorporate deliverable feedback in the most effective manner.
- Written acceptance of deliverables by the Project Director
- Executive Steering Committee approval documented in the Major Project Deliverable Approval form, when applicable.

The Department Quality Manager performs the QC Review prior to the review process. Deliverables must pass the QC Review before a review can begin. Any defects recorded as part of the QC Review, which do not meet the acceptance criteria, are recorded as Class 1 Deficiencies. Items identified as Class 1 Deficiencies are escalated to the Track Manager, who is responsible for escalating to the Contract Manager for review. The Contract Manager is responsible for communicating Class 1 Deficiencies to the Deliverable Owner. Other QC comments, not identified as Class 1 Deficiencies, are addressed using the standard deliverable review cycles and collaboration.
Once the deliverable has passed the QC Review, the submission is ready for the formal review to begin. If a Reviewer identifies a Class 1 Deficiency during their review, they should discuss the defect with the Track Manager to determine if the review process should stop and discuss with the Contract Manager to determine next steps.

The review process can happen one of two ways: 1. Individual reviewers can document their comments and requested changes individually on the Deliverable Review Form and send to the Coordinator for consolidation, or 2. The Coordinator can facilitate a group review where comments and requested changes are compiled and documented using track changes. The need for a group review should be identified during DED creation, allowing Project Team Members to plan for involvement. After the changes are identified, the Coordinator shall log the consolidated comments onto the Deliverable Review Form. During the initial review cycle, the deliverable shall be reviewed and commented in its entirety.

After round 1 review, subsequent reviews shall be focused on any added or modified content except where the modifications have an impact on other deliverable content. Prior to re-submission, the deliverable shall be reviewed by the Coordinator, or delegate, to ensure that all comments and requested changes have been addressed. After the Coordinator, or delegate, reviews and verifies changes, the Owner shall re-submit the deliverable and clearly identify changes to the draft document. In addition, the Owner shall provide a response in the Deliverable Review Form to each comment, explaining how the requested change was addressed, or why it was not addressed.

20.3.2.2.1 Major Project Deliverable Review
The Executive Steering Committee (ESC) formally reviews Major Project Deliverables. Items requiring ESC review should allow ample time to support approval readiness.

Track Managers with a deliverable on the ESC Meeting agenda should attend the ESC Meetings where the deliverable is being presented for review or approval. Major Project Deliverables are approved by the ESC using the Major Project Deliverable Approval form.

20.3.2.3 Deliverable Acceptance
Deliverables are accepted by the Project Director (who also serves as Contract Manager for the SSI Contract). Acceptance of all deliverables will be documented in writing via email. If the deliverable is contractual, the Contract Manager will memorialize Project acceptance on a Deliverable Acceptance Form.

The figure below communicates the life cycle for the deliverable process.
Figure 27: Deliverable Creation and Review Process
20.4 Roles and Responsibilities

The Deliverable Management roles and responsibilities are described in the table below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role during each of the four (4) major areas of the Deliverable Management process as shown in the figure below.

Figure 28: Major Areas of the Deliverable Management Process

Table 28: Deliverable Management Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner</td>
<td>• Serves as primary Owner of the DED and Deliverable</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>• Responsible for ensuring content is created and fulfills the acceptance criteria</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributor(s)</td>
<td>• Assists the Owner with content or other development</td>
<td>C</td>
<td>I</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>• Serves as an Advisor to the Owner</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>• Performs DED Quality Control</td>
<td>C</td>
<td>C</td>
<td>I</td>
<td>V</td>
</tr>
<tr>
<td></td>
<td>• Responsible for facilitating and coordinating the review and compiling comments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviewer(s)</td>
<td>• Reviews the DED and Deliverable and documents findings and feedback</td>
<td>V</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>Acceptor</td>
<td>• The Project Director accepts all deliverables</td>
<td>I</td>
<td>A</td>
<td>I</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>• Executive Steering Committee is responsible for approving major Project deliverables</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Informed on progress being made throughout the process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QC Reviewer</td>
<td>• Conducts the QC Review verifying the content meets the acceptance criteria and Project quality standards</td>
<td>I</td>
<td>I</td>
<td>A</td>
<td>I/V</td>
</tr>
<tr>
<td>Track Managers</td>
<td>• Reviews DED’s with the Deputy Project Director, prior to their acceptance</td>
<td>C/V</td>
<td>R</td>
<td>C/I</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>• Accepts the DED</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Recommends Deliverable acceptance or rejection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
21 Action Item Management

21.1 Overview
Action Item Management enables the Project Team to effectively complete work in a timely manner to keep the Project on track and provide the mechanism to bring Action Items to closure. Action Items address a specific need in order to provide an outcome that is not on the Project Schedule or addressed in the Risk, Issue, or Decision Logs. Action Items are unique needs created out of discussions, recorded, and requiring follow up. Actions Items can include requests to update website content and communication activities.

21.2 Purpose
The purpose of this section is to provide instructions to facilitate effective, efficient, and timely completion and closure of Action Items across all levels of the Project.

21.3 Process
21.3.1 Identification
The process is initiated with the identification and logging of an Action Item in the Action Item Log by the Requester. The Requester, if not the Owner, will identify and contact the Owner to describe the need or desired outcome and include any other information that could be helpful to resolve the Action Item. The Owner, or delegate, will review the information for completeness.

21.3.2 Evaluation
The Department Track Manager is responsible for evaluating the Action Item and determining its validity. The Track Manager will validate the Action Item Owner and finalize the Action Plan steps. Together they will determine the priority, due date, and outcome of the Action Plan. The Action Item due date will be determined during this evaluation.

Project Action Items may be assigned to individuals external to the Project; however, they may not be the named Owner. If the individual assigned is outside of DFS, the Project Director, Deputy Project Director, or Track Manager will be assigned as the Owner. Action Items should not be created for agency tasks and other activities outside the Project.

21.3.3 Execution
Upon approval by the Department Track Manager, the Owner will work the Action Plan to completion. The Owner will inform the Requester when the Action Plan has been worked to completion and obtain the Requester’s agreement for the Owner to close the Action Item. The figure below shows the various stages of the Action Item Management process.

The Owner is responsible for maintenance of items in the Action Item Log. Action Item progress will be reviewed at the Track and Project-wide levels during RAIDL meetings. Track Managers are responsible for overseeing Action Items within their Track. The Department PMO Manager will monitor the process and propose Action Items for discussion during the RAIDL meeting.
Figure 29: Action Item Management Process
21.4 Roles and Responsibilities

The Action Item Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the four (4) major areas of the Action Item Management process as shown in the figure below.

![Figure 30: Major Areas of the Action Item Process](image)

Table 29: Action Item Management Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
</table>
| Requester             | • Responsible for identifying, logging, and defining the outcome of the Action Item.  
                        | • Reviews the Action Plan to ensure request, as originally defined, will be resolved. | R | C | V | I |
| Department Track Manager | • Reviews Action Item request to determine validity.  
                            | • Confirms Action Plan.                                                           | I | V/A | I | I |
| Owner / Delegate       | • Participates in discussions with the Requester to fully understand the need.  
                        | • Researches and documents the Action Plan steps to be executed to resolution and closure. | I | R | R | R |
| Department PMO Manager | • Monitors Action Item Log and process.                                          | R | I | I | V |
22 Content Management

22.1 Overview
Content Management describes the document management, content release, and website management processes to be used by the Project. These processes are provided as separate parts to this section; however, they are directly related and have multiple points of overlap. Document management provides the Project standards for version control, document retention, and revision history tracking. Content release provides the process for document content review and update, and content release to Project Stakeholders and the public. Website management provides the process for requesting, reviewing, approving, developing, and verifying updates to the Project’s website.

For information pertaining to Project communication, style, or website standards, please consult the following documents:

- Communication Management Section of this document for communications standards;
- The Website User’s Guide for technical information about creating website updates, and standards; and

22.2 Purpose
The purpose of this section is to provide instructions to the Project Team related to document management, content release, and website management. This is intended to confirm:

- Project documents are managed in a consistent manner;
- Content is reviewed for Project message continuity and consistency, aligns with Project standards prior to release; and
- Information included on the website is accurate and consistent with the Project’s communications and content release standards.

22.3 Document Management
There are three components to document management: versioning, file naming conventions, and storage. Versioning provides the standards used when identifying the draft, final, and updated documents. File naming conventions provide the standards to be used when assigning file names to document files. Storage pertains to the repository and retention of documents.

22.3.1 Versioning
The Project uses two versioning conventions depending on the document: date versioning and version numbering. Date versioning is used for documents that are developed and released on a recurring basis (e.g., status reports). Version numbering is used for deliverables and work products (e.g., Process Models).

22.3.1.1 Date Versioning
Date versioning is used for documents that are released on a recurring basis. As mentioned above, these include status reports. Within this group, there are several categories of documents;
annually; quarterly; monthly; and weekly/periodically. A slightly different date versioning format is used for each. These rules apply when using date versioning:

1. The file names for documents using date versioning will include the date (the file name format is described later in this section).
2. The date version may be included in the title of the document, though it is not required.
3. The date version is not included in the footer (refer to the Project’s Style Guide).

Annual documents (e.g., Fiscal Year Schedule Planning) use the fiscal year date versioning format. This format has a space between the “FY” and the four-digit numerical fiscal year. The fiscal year is represented by the last two digits of the calendar year in which the fiscal year begins and the last two digits of the calendar year in which the fiscal year ends, separated by a hyphen.

```
FY 18-19
Fiscal Year  Two-Digit first and last Year
```

Figure 31: Fiscal Year

Quarterly documents use the fiscal year and quarterly date versioning format. This format includes the information used for annual documents with the State fiscal year quarter (e.g., 1, 2, 3, or 4) added to the end. There is a space between the fiscal year and the quarter.

```
FY 18-19 Q4
Fiscal Year  Two-Digit first and last Year  Q (quarter)  Fiscal Year Quarter
```

Figure 32: Fiscal Year and Quarter

Monthly documents use the year and month versioning format. There are no spaces between the two. A zero will precede single digit months. Therefore, each date version number will have six digits.

```
201810
Four-Digit Year  Two-Digit Month
```

Figure 33: Year-Month

Weekly/periodic documents (e.g., status reports) use the year and month format described above, and add the day (Year, Month, Day format). There are no spaces between each component. A
zero will precede single digit months and days. Therefore, each date version number will have eight digits.

Important: date versioning does not apply to documents that are updated on a regular/prescribed basis (e.g., Project Orientation Guide, Project Management Plan). Those documents will still use version numbering described in the next section.

The Project Style Guide contains guidance on the location of date versioning information in documents of different file formats (e.g., Excel, PowerPoint, Word, Visio).

22.3.1.2 Version Numbering

The Project uses a two-level version numbering format for final documents that may be updated from time to time. As indicated above, these include Project deliverables and work products. Version numbering is only used for final documents. Drafts do not receive a version number. They are marked as “draft.” Refer to the Project Style guide for draft formatting.

The version numbering format consists of two pairs of integers separated by a period, where AA represents major updates and BB represents minor updates:

Zeros are not added to the version number for single digits. For example, version 1.0 is not represented as 01.00.

Major updates are substantial changes that alter the document’s message including additions or deletions of substantial content. Minor updates are minimal in nature and include corrections in grammar, data, formatting, and/or clarification of terminology. Previously accepted/approved documents should not be updated only to bring terminology current with changes in Project jargon. However, terminology can be updated if completed in conjunction with another planned update. In all cases a Track Manager should be consulted before updating a deliverable.
Example version numbers:

- Initial final document – Version 1.0
- Major update to the initial document – Version 2.0
- Minor update to the previous major update – Version 2.1

Version numbers are referenced in the document’s cover page footer and within the Version History table only. They are not added to the file name. Refer to the Project Style Guide for document cover page and footer standards.

### 22.3.2 Draft Documents

Draft documents are not assigned a version number at any time during their development. They are simply “draft.” Version history for draft documents is tracked using SharePoint’s Version Comments function. The Version History Table described in the next section should not be used for draft documents. Each time a draft document is saved to SharePoint, the author of the original or updated document will enter a summary of the updates in the Version Comments window. The following rules should be followed when entering version comments:

1. Notes should be succinct, explicit, and brief.
2. Do not enter the date of the update.
3. Do not enter the name of the author unless multiple persons contributed to the edits during the update.
4. Notes must be entered each time a document is initially saved or checked-in to SharePoint.

The Version Comments window should identify the types of updates made with enough detail to describe the updates, but not so much as to list exhaustive detail. For example:

- Too little information: The document was updated
- Too much detail: Page seven, paragraph 3, line 2 was updated to replace “target” with “objective”
- Recommended detail: Document terminology was updated to be consistent with recent Project decisions

These rules should also be followed when entering revision notes for accepted/approved documents.

### 22.3.3 Accepted/Approved Documents

In addition to SharePoint version comments, the Project uses a version table to track updates made to documents that use the version numbering format. The Version History table is used to identify and track the version numbers, the date each version was accepted, and revision notes for each accepted/approved revision. Revisions are listed in numerical order beginning with the first initial version in the top row. The location of the table depends on the documents file type.

<table>
<thead>
<tr>
<th>File Type</th>
<th>Table Location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 30: Location of the version table by file type
Refer to the Project Style Guide for more information on the version table and how to use it with different file types.

Table 31: Version history table template

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Revision Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>The version number</td>
<td>Date of this version</td>
<td>Summary of the changes made from the last version</td>
</tr>
</tbody>
</table>

Table 32: Example version history table

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Revision Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>01/03/2018</td>
<td>Initial accepted version</td>
</tr>
<tr>
<td>1.1</td>
<td>02/02/2018</td>
<td>Minor formatting updates to be consistent with new Project guidance</td>
</tr>
<tr>
<td>2.0</td>
<td>03/03/2018</td>
<td>Removed section 3, updated existing tables, and added Appendix 2</td>
</tr>
</tbody>
</table>

Version tables are only used for final accepted/approved documents. As indicated above, draft document history will be tracked using SharePoint’s Version Comments function. The version number for final accepted/approved documents must also be included in the SharePoint’s **Version Comments** function using the standard naming function V1.#.

### 22.3.4 File Naming Conventions

File naming conventions are designed to coincide with versioning described above. Although there are differences between the two conventions (date versioning and version numbering), the following rules apply to each:

1. The title of the document (or a recognizable abbreviation) should be in the file name.
2. File names should be 30 characters or less while still identifying the document.
3. Draft document file names should not include:
   a. “Draft”
   b. “Final”
   c. Version numbers
   d. Names or initials of editors

#### 22.3.4.1 File Naming for Documents Using Date Versioning

The file name structure for documents using the *date versioning* will include the document name (or abbreviation) followed by the date version based on the formats provided in the previous section. Include a space between the document name and the date version.
Table 33: Example file names for documents using date versioning

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Date Version Format</th>
<th>Example File Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Collaboration Strategy</td>
<td>Annual</td>
<td>Collaboration Strategy FY 17-18</td>
</tr>
<tr>
<td>Collaboration and Communications Status Report</td>
<td>Quarterly</td>
<td>Collaboration and Communications Status Report FY 17-18 Q4</td>
</tr>
<tr>
<td>September 30, 2018 Checkpoint meeting notes</td>
<td>Weekly/periodic</td>
<td>OCM Weekly Status Report 20170930</td>
</tr>
</tbody>
</table>

22.3.4.2 File Naming for Documents Using Version Numbering
The file name structure for documents using *version numbering* will include only the document title for the file name. The version details will be included within the document content and should not be included in the file name.

Table 34: Example file names for documents using version numbering

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Version</th>
<th>Example File Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Charter for Florida PALM</td>
<td>2.0</td>
<td>Project Charter</td>
</tr>
<tr>
<td>Design, Development, and Implementation (DDI) Project Management Plan (PMP)</td>
<td>1.1</td>
<td>DDI PMP</td>
</tr>
<tr>
<td>Strategic Plan for SSI OCM Activities</td>
<td>1.0</td>
<td>OCM SSI Strategic Plan</td>
</tr>
</tbody>
</table>

22.3.4.3 File Naming for Deliverables, Work Products, and Project Activities
The file name structure for Deliverables (D), Internal Deliverables (I), and Work Products (WP) will include the abbreviation for the item, the identification (ID) number, and the document name followed by the version number. Project Activities will not include an identification number. Include a space between the abbreviation/ID number and the document name.

Table 35: Example file names for Deliverables, Work Products, and Project Activities

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Example File Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 4 Support Tools Purchase Year 1 (D4)</td>
<td>D4 Support Tools Purchase Year 1 v1.0</td>
</tr>
<tr>
<td>Work Product 6 Model Office Scripts</td>
<td>WP6 Model Office Scripts</td>
</tr>
<tr>
<td>Project Activity for Conduct Project Team Training</td>
<td>PA Conduct Project Team Training</td>
</tr>
</tbody>
</table>

22.3.4.4 File Naming for RAIDL and Project Change Requests
The Project uses SharePoint logs to track Risks (RI), Action Items (AI), Issues (IS), Decisions (DE), Lessons Learned (LL) and Project Change Requests (PCR). When logging these items, an attachment may need to be added to the log to support its contents. In this case, use the naming convention below which leverages the log type abbreviation followed by a dash and the ID then the document name.

Table 36: Example file names for RAIDL and Project Change Requests

<table>
<thead>
<tr>
<th>Log Name</th>
<th>File Name Format</th>
<th>Example File Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risks (RI)</td>
<td>RI-# document name</td>
<td>RI-23 Impact Assessment</td>
</tr>
<tr>
<td>Action Items (AI)</td>
<td>AI-# document name</td>
<td>AI-23 Meeting Summary</td>
</tr>
<tr>
<td>Issues (IS)</td>
<td>IS-# document name</td>
<td>IS-23 Mitigation Plan</td>
</tr>
<tr>
<td>Decision (DE)</td>
<td>DE-# document name</td>
<td>DE-23 Email</td>
</tr>
</tbody>
</table>
22.3.5 SharePoint Best Practices and Document Management

The following are best practices for managing documents in SharePoint:

- Verify the following are correct before saving your document
  - The correct location is used. Please work with the SharePoint Administrator for guidance, when needed
  - The document is named appropriately
  - The document does not exceed the 50 MB limit
  - The document is in the correct format
  - The document is not already saved somewhere else on SharePoint (i.e., a duplicate document is not being created)

- Before you request the creation of a new folder, consider the following
  - Is there another way to get what is need without creating another level in SharePoint?
  - Is there SharePoint functionality that can be leveraged such as SharePoint Views?
  - Have other Project Team Members been consulted to confirm file management processes?

DFS Agency Policy and Procedures (AP&P) 2-04 provides policies and procedures related to the record retention and disposal.

The process of Managing Documents in SharePoint is an important process for keeping the repository clean and uniform. Along with the SharePoint Best Practices listed above, the following should be considered for managing the site:

- Project documents specific to a single Deliverable should be uploaded to the appropriate Deliverable folder.
- Documents with a Project-wide audience, which can be used for other Project Deliverables and/or Work Products, should be uploaded to a common use folder.
- Do not duplicate documents in multiple folders/libraries unless prior approval has been granted.
- A weekly audit of checked-out files will be conducted.
- On rare occasions, documents are no longer appropriate or applicable to the Project. In these instances, the Project retires a document.

When retiring a document:

- If the document has a version number, it should be updated to “RETIRED.”
- The version table should be updated to indicate the document has been retired and the new location of any information that may have been moved to other documents.
- The version comments on SharePoint should read “document retired.”
- RETIRED should be added to the end of the file name.
22.3.6 Standard Templates

Utilizing templates for Project documents has the important benefit of maintaining document consistency. The Project produces and uses multiple documents, slides, and spreadsheets in large numbers. Having a ready-made template streamlines the document creation process saving the Project time and money.

These templates should not be changed, edited, or saved over without following proper procedures to update. Also, anyone who uses these templates must not save them to their desktop for long-term use as the templates are constantly being updated by the Project. Project templates and materials are located on the SharePoint site and outlined in the Reference Section of this document.

22.4 Content Release

Content Release outlines the checklist to be followed for any content to be released or shared outside of the Project. The Content Release process includes content inspection to check for publication compliance with Project standards and finalization of supporting content release notes. Content includes website content, direct communications (e.g., emails), recurring distributed documents (e.g., Project Status Reports), or presentations to Stakeholders. It is assumed that any Project document or deliverable identified for release has been through the appropriate PMP processes and accepted/approved (i.e., passed QC and final review). The DED will define the content release plan for each deliverable. Additional review steps beyond what are outlined below may be required on an as-needed basis.

Accenture will submit two versions of all deliverables containing redacted information with each version titled accordingly (e.g., Redacted or Non-Redacted).

22.4.1 Content Release Checklist

Before releasing content outside of the Project, it is important to follow the below checklist steps:

<table>
<thead>
<tr>
<th>Content Release Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review document for proprietary, protected, copyright, intellectual, or otherwise restricted information and redact as necessary.</td>
</tr>
<tr>
<td>Link, attach, or otherwise make available documents that are on SharePoint which are linked to, or referenced in, the document to be released.</td>
</tr>
<tr>
<td>Convert the document in PDF unless it is necessary to release the document in its native format (e.g., excel workbooks that are to be completed by the recipients).</td>
</tr>
<tr>
<td>Rename the document if necessary (the copy you are releasing) to something that is intuitive for the recipient. If the document is specific to a month of the year, the name of the document will specify the document name, the year and the month spelled out (e.g., AST Status Report 2018 July).</td>
</tr>
<tr>
<td>Make sure you are releasing the document using the most appropriate method (e.g., email, hardcopy, website).</td>
</tr>
<tr>
<td>If you are sending a link, make sure the links work and is mapped to the correct address.</td>
</tr>
<tr>
<td>View the sent correspondence to validate links, attachments, etc., work.</td>
</tr>
<tr>
<td>Monitor for email failures on email distribution</td>
</tr>
</tbody>
</table>
When going through the above checklist it’s important to note the following:

- The document should not be changed if it does not meet the checklist criteria without additional review and approval.
- Content release applies to any Project document that could be viewed by the Stakeholders and other Project Team Members.
- The majority of the checklist items should be taken into consideration when the document is being composed.

Once the checklist has been confirmed, the author will send the content to the OCM Communication Specialist as a checkpoint before being released. If the OCM Communication Specialist determines a Project Director review is necessary, they will coordinate with the Project Director and bring any changes to the attention of the author before being released.

22.4.1.1 Release Notes Instructions

Release notes may accompany updates to documents. The determination to include release notes shall be made on a case-by-case basis. Release notes are in addition to the information provided in the Version History table described in Section 22.3. They provide a higher level of detail intended to assist readers in finding recently updated information. Release notes must be maintained on the Project’s SharePoint site in the same location as the document to which they apply. Release notes should be written as follows:

1. Created in Microsoft Word format and be consistent with the Project Style Guide;
2. Contain a new section for each revision;
3. Each new section should provide the version number, date the updates were accepted, and a summary of the major update;
4. Sections should be ordered from newest to oldest; and
5. Contain a table at the end of the document providing the location and a detailed description of each update. (See table below)

Table 38: Example release notes

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Location</th>
<th>Description of update made</th>
</tr>
</thead>
<tbody>
<tr>
<td>Document Version number</td>
<td>Date the revision was accepted</td>
<td>Location of each revision</td>
<td>A detailed description of the update</td>
</tr>
</tbody>
</table>

22.4.1.2 Public Records

Public Records Requests should be coordinated with the Public Records Coordinator under Administrative Policy & Procedure (AP&P) #1-04. Information that may contain trade secrets should be reviewed by Accenture Leadership prior to release as defined in the SSI Contract.
Figure 36: Content Release Review Process
22.4.2 Roles and Responsibilities

The Release Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during the one major area of the Release Management process as shown in the figure below.

![Figure 37: Major Areas of the Content Release Management Process](image)

Table 39: Release Management Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner</td>
<td>• Submits document after following checklist for review and acceptance</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>• Updates document based on QC review</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• If necessary, assist with communicating the release and follows up</td>
<td></td>
</tr>
<tr>
<td>OCM Communications Specialist</td>
<td>• Reviews the document against the QC checklist and passes the document for release</td>
<td>A/V</td>
</tr>
<tr>
<td></td>
<td>• Submits for Project Director review if necessary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Works with Owner for and updates needed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Assist with communicating the release and follows up if needed</td>
<td></td>
</tr>
<tr>
<td>Project Director</td>
<td>• Reviews document for final accept/approve when necessary</td>
<td>C</td>
</tr>
</tbody>
</table>

22.5 Website Management

Website Management provides instructions to the Project Team regarding website update request submission and approval. In addition, it discusses processes for the request, update development, and review of updates to validate that Website content is accurate and consistent with the Project's standards.

22.5.1 Process

22.5.1.1 Request, Evaluate Submission, and Communication Consistency Review

The steps for requesting, evaluation, and completing the Communication Consistency Review are:

1. The Requester identifies the need for an update website request.
2. The request is logged as an Action Item by the Requester.
3. The Track Manager who supervises the Requester or Project Director (or their delegate[s]) will review the Request for approval.
4. The request will be edited, as needed, to receive approval, if appropriate.
5. The communication process as referenced in the Communication Management Section of this document is executed.
6. The Requester sends an email to the Content Website Coordinator (WC) informing them of the new request.
7. The WC reviews the new request and works with the Requester to gather any additional information that might be needed.
8. The WC evaluates the request to determine whether the request is for a content-only (e.g., updating Website text or uploading new documents) or a technical update (e.g., creating new pages or installing new functionality). Content-only updates will be developed by the WC (or their backup). Technical updates will be developed by the Technical Website Coordinator (TC) (or their backup).
9. Updates not approved will be recorded as removed.

22.5.1.2 Website Update Development and Review
The steps for update development and QC review are provided below. Steps vary depending on the update type (e.g., Content-only or Technical).

Content-Only updates will follow these steps for developing updates and completing the QC review:
   1. The coordinator (WC or backup) will develop the update using a clone of the target page. The developer may need to consult the Requester when modifications to the initial request are necessary.
   2. The Requester (or their delegate) will review the draft update for QC and identify any edits or corrections that need to be made.
   3. The developer will incorporate the edits identified during the QC review. Steps two and three will be repeated until the update is ready to be published.
   4. The developer will publish the update to production.

Technical updates will follow the processes identified in the Website User’s Guide.
Figure 38: Website Management Process
22.5.2 Roles and Responsibilities

The Website Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the two (2) major areas of the Release Management process as shown in the figure below.

![Figure 39: Major Areas of the Website Management Process](image)

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requester</td>
<td>• Creates the action item requesting the update</td>
<td>R</td>
<td>A/V</td>
</tr>
<tr>
<td></td>
<td>• Provides QC review of the draft update</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Coordinates with the OCM Track to communicate the update release as appropriate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Track/Team Manager</td>
<td>• Approves or denies Requests prior to submittal</td>
<td>A</td>
<td>I</td>
</tr>
<tr>
<td>Communication Specialist and QC Reviewer</td>
<td>• Provides communications consistency and QC review for the update</td>
<td>V</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• Coordinates with the Requester to communicate the update release as appropriate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website Coordinator (WC)</td>
<td>• Responsible for coordinating the website management process for updates (not including Initiatives)</td>
<td>C</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>• Reviews Requests to determine update type (e.g., content-only, technical)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develops content-only updates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Coordinator (TC)</td>
<td>• Researches Requests for technical updates</td>
<td>C</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>• Develops technical updates</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
23 Lessons Learned Management

23.1 Overview
Lessons Learned Management describes the process of identifying useful information the organization should retain for future adoption. Depending on the Lesson Learned, it could be a valuable technique or an outcome the Project might want to repeat. Conversely, a Lesson Learned could be an undesirable result to avoid. Often, identifying Lessons Learned is as simple as asking the question, “What worked well, what didn’t work so well, and what should have been done that was not?”

23.2 Purpose
The purpose of this section is to provide instructions to Project Team Members regarding Lessons Learned Management. Ultimately, Lessons Learned are a matter of improving the effectiveness and efficiency of a process. Individuals or Teams can benefit from the knowledge gained through the experience of those who have gone before them. Many organizations that label themselves as “learning organizations” often overlook their own experiences as a platform for learning. They assume their collective experiences are passed along to the next person or group. To prevent this from occurring we must be proactive, capture Lessons Learned, and meaningfully incorporate them into future work.

23.3 Process
Lessons Learned Management contains four phases: Identification, Documentation, Evaluation, and Execution. As Lessons Learned are identified by the Project Team, the following process is used.

23.3.1 Identification
The process is initiated through either an informal or formal Lessons Learned process. The informal Lessons Learned process is a continuous conversation that Track Managers and Project Leadership should have on a regular basis. The formal Lessons Learned process is facilitated through a formal Lessons Learned meeting with the Track Managers to review and discuss any new Lessons Learned to be documented. Formal Lessons Learned meetings should occur four weeks before a stage ends (to give the Tracks enough time to incorporate the Lessons Learned into the next stage) and after a Go/No-Go Decision.

If an event such as a change request or an unexpected issue occurs, the PMO Team will determine if an informal or formal Lessons Learned process needs to begin.

The following three questions should be considered when identifying Lessons Learned:

1. **What worked well (something we should continue)?**
   In asking this question the team, or individual, should focus on accomplishments. This is an opportunity to recognize the value of the effort performed and to focus on the positive outcomes of the activity/activities. These are the lessons to be repeated in future activities.

2. **What did not work so well (something we should avoid)?**
   The purpose of asking this question is to facilitate discussion and to focus on areas of improvement. The emphasis should be on reflecting on the Team's performance and specific deficiencies which can lead to future solutions. During this exercise the Team
should focus on facts as opposed to assigning responsibility for complications. These are the lessons to avoid and/or improve upon in future activities.

3. **What should have been done that was not (something we should consider)?**

When asking this question, the objective for the team is to think about how it can adjust, enhance, or increase desired outcomes in the future on similar initiatives. Essentially, this question gives Project Team Members an opportunity to look back, knowing all that they know now, and determine what opportunities were missed. These are the lessons to implement in future activities.

The goal of asking these questions is to develop some conclusions that may lead to process improvement and will aid as an organizational process asset for the Project.

### 23.3.2 Documentation

A Lessons Learned Log (Log) will be used to document, track, and manage Lessons Learned identified through either the informal or formal process. In the informal process the Track Manager, or delegate will add the new Lessons Learned to the Log.

When the formal Lessons Learned process is followed, the PMO Team will provide guidance on facilitating meetings or act as the meeting facilitator. In addition, the PMO Team will collaborate with the Track Managers to schedule meetings and prepare post meeting summaries. The designated meeting facilitator will document information provided to develop a summary capturing notes as well as Lessons Learned. Once the summary has been approved by the Track, the Lessons Learned will be added to the Log. If the PMO Team acts in the role as the facilitator, they will submit the summary to the Track Manager for confirmation.

The following are to be considered for documenting the Lessons Learned and creating value to others in addressing similar situations:

- Identify the process or event in which the situation arose,
- Describe how the situation arose and define the problem or positive development encountered, and,
- Provide concrete, practical solutions or recommendations based on this experience.

### 23.3.3 Evaluation

During the Evaluation phase, the PMO Team will review the Log on a weekly basis for removal or approval of any Lessons Learned. If the PMO Team deems the Lesson Learned to be incomplete, it will be sent back to the appropriate Track to provide more information. If the information provided is sufficient, the PMO Team will evaluate the Lesson Learned and decide to accept or reject the Lessons Learned. Lessons Learned that are accepted will be presented at the next RAIDL Meeting. If the Lesson Learned is accepted, it will transition to the Execution phase. If the Lessons Learned is rejected, the PMO Team will discuss with the appropriate Track why the Lesson Learned was rejected. Through those discussions, if new information is provided, the Lesson Learned could be accepted.

### 23.3.4 Execution

The PMO Team will work with Track Managers to determine when and where an accepted Lessons Learned can be incorporated and verify implementation via the bi-weekly RAIDL
meeting. Project Team Members are expected to regularly look to incorporate Lessons Learned in their Project activities or understanding of institutional knowledge. It is important for the Project Team to regularly revisit the Log and to stay up to date with its contents.
Figure 40: Lessons Learned Management Process
23.4 Roles and Responsibilities
The Lessons Learned Management roles and responsibilities are described below. This information is presented in a RACIV (Responsible, Acceptor, Consulted, Informed, or Verify) responsibility-matrix format, as defined in the Roles and Responsibilities section of this document. The table below depicts the RACIV role and responsibilities during each of the four (4) major areas of the Lessons Learned Management process as shown in the figure below.

![Figure 41: Major Areas of the Lessons Learned Management Process](image)

Table 41: Lessons Learned Management Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifier</td>
<td>• Informs the Track Manager, or delegate, of possible Lessons Learned</td>
<td>R</td>
<td>C</td>
<td>I</td>
<td>I</td>
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<tr>
<td></td>
<td>• Shares possible Lessons Learned during formal Lessons Learned Meeting</td>
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<tr>
<td>Track Manager/Delegate</td>
<td>• Participates in discussions to fully understand the Lessons Learned</td>
<td>R</td>
<td>C</td>
<td>I</td>
<td>R</td>
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<tr>
<td></td>
<td>• Schedules formal Lessons Learned Meetings</td>
<td></td>
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<td></td>
<td>• Approves formal meeting summaries</td>
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<tr>
<td></td>
<td>• Adds a Lessons Learned to the Log</td>
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<tr>
<td></td>
<td>• Shares the information with other Project Team Members</td>
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<tr>
<td></td>
<td>• Uses the information in future work</td>
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<td></td>
</tr>
<tr>
<td>Track Team Members</td>
<td>• Participates in discussions to identify Lessons Learned</td>
<td>C</td>
<td>I</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>• Participates in formal Lessons Learned Meeting</td>
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<td></td>
</tr>
<tr>
<td>PMO Team</td>
<td>• Reviews the Log</td>
<td>I</td>
<td>I/V</td>
<td>R/A</td>
<td>R/C</td>
</tr>
<tr>
<td></td>
<td>• Manages the Log</td>
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<tr>
<td></td>
<td>• Monitors the Log for quality</td>
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<tr>
<td></td>
<td>• Approves/rejects Lessons Learned</td>
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<tr>
<td></td>
<td>• Provide guidance to Tracks on Lessons Learned development</td>
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<tr>
<td></td>
<td>• Presents Lessons Learned at RAIDL Meetings</td>
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<tr>
<td></td>
<td>• Facilitates formal Lessons Learned Meeting</td>
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<tr>
<td></td>
<td>• Writes meeting summaries</td>
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<tr>
<td></td>
<td>• Adds a Lesson Learned to the Log</td>
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</tbody>
</table>
24 References

The documents referenced in this Project Management Plan (PMP) can be found on the Florida PALM SharePoint site in the Reference Materials library, Standards folder unless otherwise stated. Project Team Members should use the current version of a template/form to develop new Deliverables or work products. Project Team Members should not use off-line versions of these templates and forms as they are updated frequently and often without notice. Additionally, Project Team Members should not use previous documents as templates for new Deliverables or work products.

Table 42: Reference Documents

<table>
<thead>
<tr>
<th>File Name</th>
<th>File Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable Expectations Document (DED) Template</td>
<td>Used to record the Project requirements for a Deliverable and establish clear expectations and acceptance criteria for the Deliverable’s scope and content.</td>
</tr>
</tbody>
</table>
| Deliverable Review Form | Used to document whether a Deliverable’s scope and content meets the Project’s expectations, and acceptance criteria identified in the DED. The Form consists of the following sections:  
  - Deliverable Review Instructions  
  - Deliverable Summary  
  - Submission Quality Control Review Checklist  
  - Deliverable Review Comments |
| Deliverable Acceptance Form | Used to formally acknowledge and accept delivery of the work completed for the Deliverable. |
| Major Project Deliverable Approval | Used by Executive Steering Committee to formally acknowledge and approve delivery of the work completed for the deliverable. |
| Onboarding Checklist | Checklist outlining the steps necessary to fully onboard each Project Team Member. Available in the Administrative, Onboarding folder of the Project site. |
| Project Change Request (PCR) Form | Form to request Project changes to scope, schedule or cost. |
| Project Schedule Quality Control (QC) Checklist | Used by the PMO Team when reviewing the Project Schedule after weekly updates and commits. |