




Florida Department of Commerce

**Independent Verification & Validation
Services for the Reemployment
Assistance Benefits System
Modernization Program**



Final IV&V Assessment Report – June 30, 2023
Updated – August 28, 2023 and September 20, 2023

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Purpose and Context of the Final IV&V Assessment Report

Purpose of the Final IV&V Assessment Report

- This report provides Florida Commerce an assessment of the Reemployment Assistance Claims and Benefits Information System Modernization Program (Program) during its duration from **July 2021 to June 2023**.
- The report evaluates the overall RA Modernization Program and individual projects to assess the:
 - Performance against goals and objectives
 - Risk mitigation performance
 - Observed strengths, opportunities for improvement, and key lessons learned
 - Recommendations for continuous and future improvement
- This report is aimed at assessing the overall Program with the objective of supporting the identification of adjustments and recommendations that will support improved delivery in the Continuous Modernization phase.

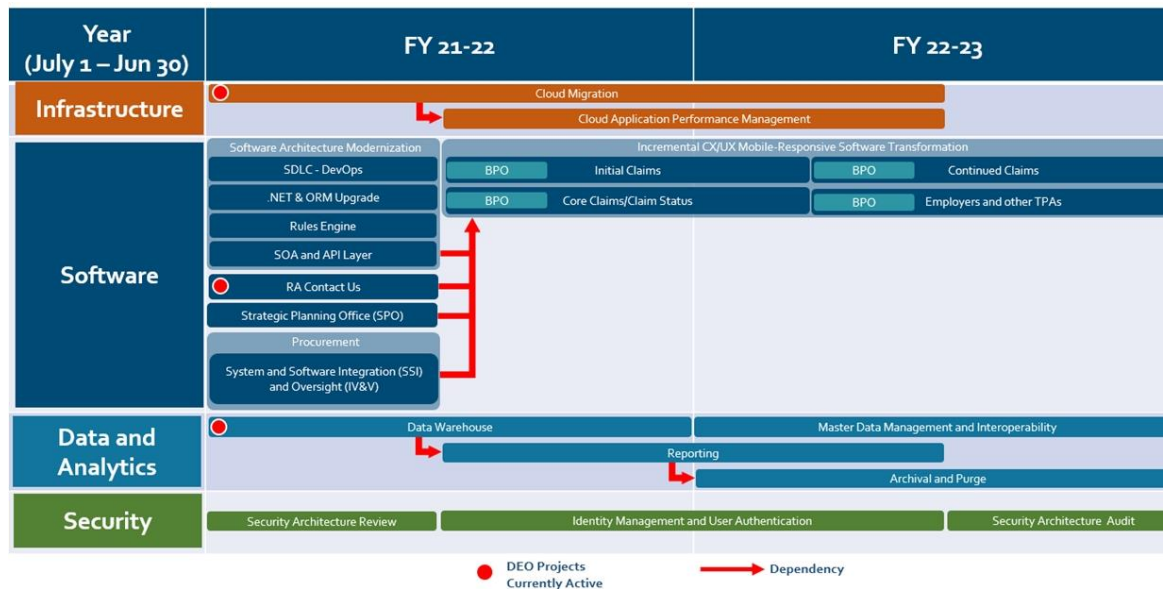
Context of the Final IV&V Assessment Report

- Gartner has been engaged by Florida Commerce to provide Independent Verification and Validation (IV&V) services in support of the Program.
- IV&V services provide independent, third-party monitoring focused on identifying and assessing risks which may impact the success of the Program as well as providing considerations on how to mitigate and/or prevent risks moving forward.
- Gartner developed the Final IV&V Assessment Report based on the following:
 - Engagement and participation in the Program meetings
 - Discussion with Program Leadership and staff
 - Review and analysis of Program documentation and artifacts
 - Gartner RA Modernization Quarterly and Monthly Risk Reports
 - Gartner RA Modernization Risk Register
- **This Final IV&V Assessment Report has been created using information received from the Program by June 29, 2023 end of day. Any information sent after that has not been included in this version of the Final Report.**

Reemployment Assistance Benefits System Modernization Program Assessment

The RA Modernization Program was established to modernize RA IT systems to improve performance and functionality

Original RA Modernization Roadmap v12/2021



- The Reemployment Assistance (RA) Modernization Program (i.e., “the Program”) was established in response to the challenges of the economic downturn in 2020-2021 and the unprecedented demand for reemployment assistance from Floridians during that time period.
- According to the iSF Report*:
 - The **Vision for the Program** is to “implement immediate system performance and functional improvement needs while positioning the Department with a secure, scalable, and sustainable system architecture and agile support processes.”
 - The “**long-term benefit to Citizens** in immediate process improvement and **long-term benefit to the Department** in reduced system maintenance time and cost.”
 - The Program was originally organized around 18 projects including support of a Project Management Office (SPO), System Integrator (SSI), and Independent Verification and Validation (IV&V) partners.

5 Source(*): Improved Delivery of Reemployment Assistance Benefits – Final Report, iSF, February 26, 2021; Program Management Plan, Beacon, December 27, 2021.

The Program delivered 17 projects to improve RA IT systems and spent \$46M less than was appropriated to it

- The RA Modernization Program **completed* 17 projects addressing important objectives** including:
 - Migration of RA IT systems to the cloud (C2C) to improve overall system performance, resiliency, and scalability
 - Assessment of process improvement opportunities for RA (BPO)
 - Assessment of RA security posture and vulnerabilities (Security Architecture Review)
 - Improvements to IT processes and systems (C2C, CAPM, SDLC/DevOps, .NET and ORM, Data Warehouse, Reporting, MDM, IAM)
 - Review of RA documentation for Plain Language improvements to the Customer Experience / User Experience (CX/UX)
- The Program **defined 22 Standard Operating Procedures (SOPs)** that will support improved management and delivery of IT projects going forward. These SOPs addressed topics such as Change Management, Vendor Management, and Testing.
- The Program **has spent \$46M of the \$92M appropriated to fund it**. The remaining \$46M will be rolled into the Continuous Modernization phase to support continued improvements to RA IT systems.

RA Modernization Projects		Status
Infrastructure	Cloud Migration (C2C)	Complete*
	Cloud Application Performance Management (CAPM)	Complete
Software	Software Development Lifecycle (SDLC) and DevOps	Complete
	.NET and ORM Upgrade	Complete
	SOA and API Layer	Complete
	Business Rules Engine (BRE)	Complete*
	Business Process Optimization (BPO)	Complete
	CX/UX Mobile Responsive Software Transformation (CX/UX)	<ul style="list-style-type: none"> ▪ Phase 1a will not be completed by 6/30 ▪ Phases 1b+ deferred to Continuous Modernization
	RA Help Center	Complete
Data and Analytics	Data Warehouse	Complete
	Reporting	Complete
	Archive and Purge	Complete*
	Master Data Management (MDM) and Interoperability	Complete
Security	Security Architecture Review Services	Complete
	Identity Management & Access Control (IAM)	To be completed by 6/30
	Security Architecture Audit Services	Deferred to Continuous Modernization
Program Support	Strategic Project Office (SPO)	Complete
	System & Software Integrator (SSI)	Complete*
	Independent Verification & Validation	Complete

Note(*): See ServiceNow for additional details: Decision 1363 (C2C), Decision 1355 (BRE), Decision 1362 (A&P), Decision 1361 (SSI).

Deployment of an improved customer portal and other scope elements were deferred to Continuous Modernization

- Delivery of **improved customer experience via the CX/UX project** was delayed beyond the end date of the Program. Contributing factors include initial delays in procurement and contracting, and thereafter significant project execution delays from the vendor side. (See slides 8, 46-48 for further details on CX/UX project delay reasons). As a result, a CX/UX solution was not delivered before the conclusion of the Program and the rollout appropriately delayed. The team is working to deliver the solution in a way that is well-tested and aligns to the original objective of improving end-user experience as part of Continuous Modernization.
- **Other elements of Program scope were either deferred to Continuous Modernization or descope**d from the RA Modernization Program due in part to procurement delays and other factors. These included:
 - Addressing identified RA process improvements (BPO)
 - Addressing recommendations from the Security Architecture Review (Security Architecture Audit)
 - See table on the right for additional details
- **Program processes and standards were sometimes not followed** increasing risk to Florida Commerce. However, as these risks were identified the Program made positive adjustments to improve delivery in these areas.
 - Establishment of Program governance (e.g., RA4, RA34, RA54, RA55)*
 - Management of Program schedules (e.g., RA25, RA38, RA49, RA67)*
 - Test management (e.g., RA7, RA21, RA28, RA54, RA69, RA71)*
- The Program **did not have a mature benefits realization process to correlate the benefits the Program was trying to achieve and the activities it was conducting**. This sometimes resulted in a lack of clarity and focus on critical Program objectives (e.g., when making scope-related decisions) such as improving customer experience and reducing costs.

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RA Modernization Projects		Scope Changes – Deferred to Continuous Modernization or Descope
Infrastructure	Cloud Migration (C2C)	<ul style="list-style-type: none"> ▪ Deployment of ChatBot (CR #9, CR #17) ▪ SN Decision: 1363
Software	SOA and API Layer	<ul style="list-style-type: none"> ▪ Develop APIs (CR #8 and CR #10) pushed to either CX/UX or Continuous Modernization ▪ 19 requirements deferred to Continuous Modernization
	Business Rules Engine (BRE)	<ul style="list-style-type: none"> ▪ The scope around migrating existing business rules to a user-maintainable business rules engine was de-scoped upon lack of a strong business case when analyzed by FL Commerce. ▪ 30 requirements deferred to Continuous Modernization ▪ SN Decision: 1355
	Business Process Optimization (BPO)	<ul style="list-style-type: none"> ▪ Address recommendations from the BPO project to improve processing of “Initial Claims”, “Continued Claims”, “Core Claims and Claim Status”, “Employers and Third-Party Administrators”, and “All Others”
	CX/UX Mobile Responsive Software Transformation (CX/UX)	<ul style="list-style-type: none"> ▪ Deployment of an improved CX/UX solution ▪ 614 requirements deferred to Continuous Modernization ▪ SN Decisions: 1331, 1334, 1329
Data and Analytics	Archive and Purge	<ul style="list-style-type: none"> ▪ Procure and stand up a tool that manages data archiving and purging activities (CR #14) ▪ Execute archiving and purging of data (CR #12) ▪ SN Decision: 1362
	Master Data Management (MDM) and Interoperability	<ul style="list-style-type: none"> ▪ Procure a master data management tool and related services (CR #12) ▪ Develop in scope APIs (CR #10)
Security	Identity Management & Access Control (IAM)	<ul style="list-style-type: none"> ▪ Procurement of an IAM tool and related services (CR #12 and CR#8) was de-scoped. ▪ Development of B2C for Employers and Third-Party Administrators (TPAs) (CR #16) ▪ Address IAM for applications identified in Decision #1136 (CR #10) ▪ 101 requirements deferred to Continuous Modernization
	Security Architecture Audit Services	<ul style="list-style-type: none"> ▪ Conduct audit of security architecture once security remediation has occurred (CR #12)

Note(*): See IV&V RA Modernization Risk Register for additional details.

Risk mitigation was actively pursued, but some high risks were not timely addressed, especially around the critical CX/UX project

- Since IV&V started tracking risks and observations in Nov 2021, **77** risks were raised in seven different risk dimensions (see table on following page), **25 of which were escalated to issues**. The risks are separated into a total of **29 High risks, 22 Medium risks, and 26 Low risks**.
 - Of the 77 risks, 23 risks remain open, 51 risks were mitigated and closed, and 3 risks were accepted by Florida Commerce.
 - There were also 214 observations recorded of which 16 remain open, 64 were escalated to risks, 129 were closed, and 5 were accepted.
- **Program Risk Mitigation Performance**
 - **The Program actively pursued risk mitigation with 51 risks mitigated and 129 observations closed.**
 - **Some High risks took a long time to mitigate**, with some staying open for multiple months. Ideally, high risks should be at the highest priority and mitigated as soon as possible to avoid cascading impacts. Examples include, RA34* – Procurement governance related risk was open for 10 months, RA19* – SSI contract execution risk was opened for 13 months and RA38* - Program schedule risk was open for 8 months. It should be noted that these risks were mitigated in
 - **11 of the unresolved high issues are centered around the delivery and deployment of the CX/UX solution.** Some of these issues are centered towards RA49* - project's delay to create an integrated CX/UX schedule due to lack of timely sharing of vendor schedule, RA58* - vendor's lack of agile process discipline, RA66* - limited management of interdependency between the CX/UX project and the sub-component piece of plain language incorporation, RA69* - delays in CX/UX Test Planning, RA70* - delays in TTV deliverable submissions, RA73* - missing documented requirements that were approved prior to sprint design and development, and RA76* - delays in defining performance requirements by vendors. As a result, Phase 1a dates continued to shift and couldn't be managed to a baselined project schedule by June 30, 2023 (as raised in RA67*).
 - Weekly RAID meetings were held by the SPO; however, **risk mitigation due dates were routinely pushed out** without a thorough impact analysis of delays.
 - At times, **risk mitigation efforts did not address the root cause of a risk**, resulting in the Program being exposed to excessive risk (e.g., RA32* – C2C testing strategy, RA54* – Accountability for Program Testing).
 - **Most of the high risks raised were around foundational aspects of the projects.** Those include submitting deliverables and completing tasks on time, having established processes, having clear roles and responsibilities, requirement management and traceability, and vendor management.

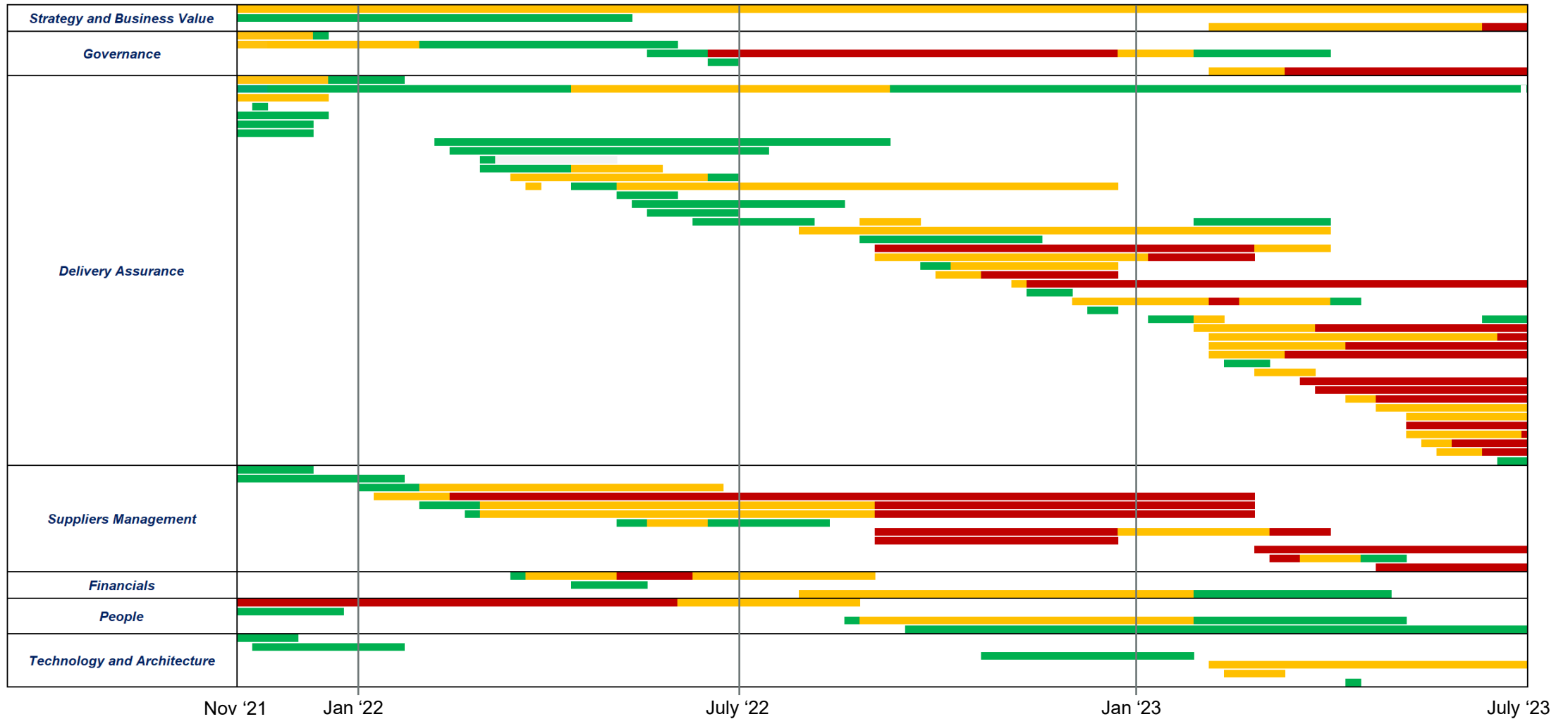
Note: See IV&V RA Modernization Risk Register for additional details.

Supporting slide to highlight risks and issues categorized per IV&V's Risk Assessment Framework

Risk Dimension	RA Modernization Program Risk Highlights
Strategy & Business Value	<ul style="list-style-type: none"> ▪ 3 total risks: 1 High risk escalating to an Issue, 1 Medium, and 1 Low ▪ High Issue and Medium Risk are still open at the end of the program ▪ Medium risk around benefits realization has been open for the entire project
Governance	<ul style="list-style-type: none"> ▪ 5 total risks: 2 High risks with no Issues, 2 Medium, and 1 Low ▪ The 2 high risks around procurement decision making, and responsibilities have been at a 'High' level for a combined 43 weeks, with 1 remaining open at the end of the program
Delivery Assurance	<ul style="list-style-type: none"> ▪ 44 total risks: 16 High risks, 13 Medium, and 15 Low; 16 of the 44 risks escalated to Issues ▪ 16 risks/issues remaining open at the end of the program ▪ All high risks and issues occurred after 10/18/2022
Suppliers Management	<ul style="list-style-type: none"> ▪ 12 total risks: 8 High risks, 2 Medium, 2 Low; 8 of the 12 risks escalated to Issues ▪ 2 remaining open at the end of the program, with one accepted by Florida Commerce ▪ 4 high issues were related to procurement delays, with those risks being open for an average of 39 weeks
Financials	<ul style="list-style-type: none"> ▪ 3 total risks: 1 High risk, 1 Medium, and 1 Low ▪ All risks resolved and none escalated to Issues ▪ Medium risk around financial clarity of the program was open for a total of 39 weeks
People	<ul style="list-style-type: none"> ▪ 4 total risks: 1 High risk, 1 Medium, and 2 Low. No risks escalated to Issues ▪ Low risk around potential lack of UAT resources was open for 47 weeks has to remain open at the end of the Program since UAT for CX/UX has been deferred to Continuous Modernization
Technology & Architecture	<ul style="list-style-type: none"> ▪ 6 total risks: 2 Medium, 4 Low and none escalated to Issues ▪ Medium risk around immature test data management processes remains open ▪ Resolved risks were open for an average of 7 weeks

Note: See IV&V RA Modernization Risk Register for additional details.






As shown below, there are more high and medium risks toward the end of the Program, due in part to the firm go-live date of 6/30/2023



Notes: 1) Analysis based on IV&V RA Modernization Program Risk Register v6/29;
 2) Each bar on the graph represents a risk or issue over the time period it was open;
 3) High risks/issues are in red, Medium risk/issues are in yellow, and Low risk/issues are in green.

The Program benefited from strong leadership engagement and a focus on developing program management practices

Lessons Learned: Strengths to Build on

-  **1** **Consistent and engaged leadership from the Florida Commerce Executive Workgroup (“Workgroup”)** was critical to ensure continued progress in the RA Modernization program, alignment to Florida Commerce priorities, and timely decision making.
-  **2** **The RAID (Risks, Actions, Issues, Decisions) process** was effective in documenting RAID items for discussion and resolution. The use of ServiceNow to record RAID items and the weekly review meetings supported this process.
-  **3** The **Change Management Process** was effective and supported a coherent review and management of changes to project scope, budget, and timelines. One exception was toward the conclusion of the Program when timeline pressures and rapidly changing project dynamics impacted ability to follow the established process.
-  **4** **Clarity on the financial state of the Program** was supported by improved alignment between the Program and the Finance team. This improved alignment was supported by using ServiceNow to track cost plans for each project and by Monthly Spend Reconciliation meetings.
-  **5** **Focus on communication was important to keep all stakeholders informed.** The Program supported communications through meetings (e.g., daily standups, weekly status meetings, monthly Program meetings), status reports, Operational Work Plans (OWPs), document repositories, and other tools (e.g., Service Now, ADO). Going forward there are clear opportunities to continue improving communications, including consistency in reporting (e.g., CX/UX development and QA reporting were not always timely), aligning reporting to defined plans (e.g., reporting on testing metrics per defined plans), and summarizing the Program/Project status for executive-level audiences.

Challenges faced by the RA Modernization Program represent opportunities to improve planning and delivery going forward

Lessons Learned: Opportunities for Improvement

Unrealistic Timelines

- Timelines to complete procurements for CX/UX, IAM, SSI, and other projects were excessively optimistic given procurement complexity, government constraints and historical estimates. Sufficient contingency to address potential procurement delays should be built into plans to avoid impacting subsequent activities.
- The Program's 2-year timeline was not based on a realistic assessment of the time required to deliver the planned scope. As a result, Program timelines should have been re-assessed accordingly.

Gaps in Vendor Contracting and Management

- Dependencies between vendor supported projects (e.g., Comms and CX/UX) and overlap in vendor responsibilities (e.g., TTV, SSI and SPO) were difficult to manage, resulting in delays and increased delivery risks. Additionally, contracted vendors worked in siloes rather than in a collaborative, holistic manner.
- Vendor contracts should define scope of work that can be delivered as a complete unit of work minimizing dependencies to other projects and overlaps in responsibilities.
- TTV continued to miss delivery expectations in Phase 1a. Going forward, vendor performance should be proactively tracked, and a corrective action plan should be put into place to address concerns.

Lack of Software Development Process Discipline

- The Technology tools vendor did not define an agile process discipline and thereby the CX/UX project did not follow a clear software development methodology. This resulted in consistent misalignment between delivery teams on a variety of areas (e.g., no requirements traceability, design inconsistencies, development delays, ad hoc use of ADO, no end-to-end plan for testing).
- Defining and adhering to a software development methodology is required to align on an approach to deliver critical SDLC tasks. A project where this was applied successfully was the RA Help Center project.

Continued Project Delays

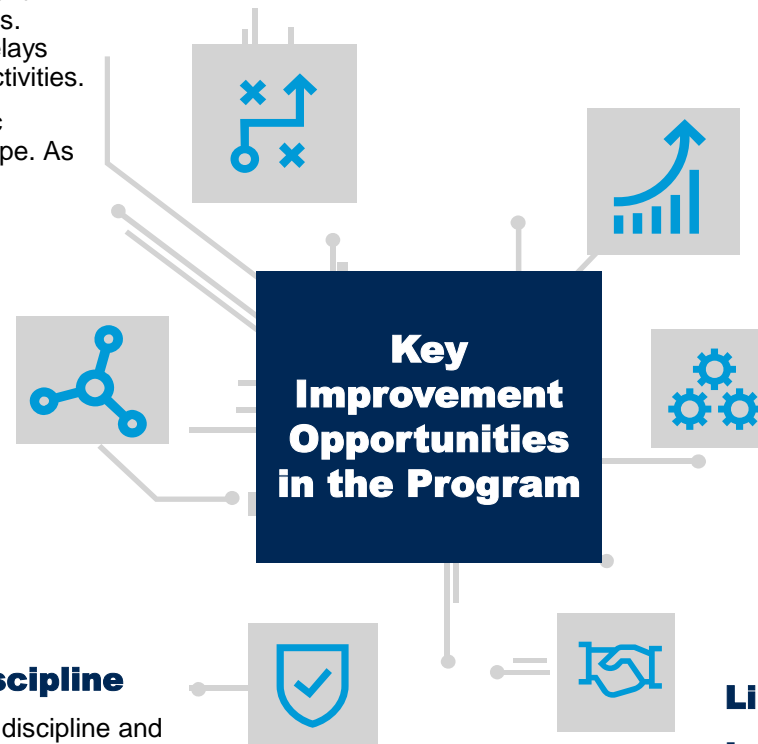
- The Program encountered significant delays (e.g., initial procurements, CX/UX onboarding) which subsequently impacted the start of key projects such as SSI, CX/UX, SOA/API that had significant downstream impacts such as CX/UX project timelines. CX/UX project was further impacted by continuous missed milestones on the vendor side.
- A proactive approach to carefully analyze delays, interdependent impacts, and adjust accordingly was missing.
- When project delays are encountered, completion dates should be reevaluated with formalized governance practices applied to ensure there is sufficient time to deliver the project while minimizing risk.

Delayed Creation of Integrated Schedule

- The creation of the Integrated CX/UX schedule was delayed due to lack of an approved baseline and realistic timelines shared by the TTV. This resulted in delivery teams working in siloes and not having a comprehensive plan with interdependencies to deliver such projects, increasing delivery risk.
- When working with multiple groups (e.g., vendors, internal groups) to deliver a solution, an integrated master schedule is essential to ensure alignment and coordination between teams.

Limited Evidence of Benefits Management

- While the Program defined benefits for each project, there was not a concerted effort to measure benefits, track benefits over time, and/or adjust Program activities based on the progress.
- To ensure the Program delivers on expected benefits, such as improved customer service or cost savings, a focus on measuring and tracking benefits realization is required.



Program Recommendations

IV&V recommendations* are based upon two years of support gathering FL Commerce strengths, improvements, and insights

✓ Define Continuous Modernization Strategy

- **CM1:** Develop a comprehensive Continuous Modernization Strategy with clear goals, vision, and KPIs aligned to Florida Commerce objectives
- **CM2:** Improve Business-IT leadership alignment on the “definition of done” for projects

✓ Incorporate and adhere to Program/Project management standards

- **PM1:** Improve and adhere to all Project Management standards/tools/governance
- **PM2:** Establish better agency-wide Procurement and Vendor Management practices
- **PM3:** Develop an end-to-end approach towards Benefits Realization



✓ Mature Ways of Working

- **WW1:** Transition and manage Reconnect as a “product” instead of a “project”
- **WW2:** Define, commit to, and communicate a clear Agile Methodology
- **WW3:** Mature Continuous Modernization testing practices with a focus on Agile Testing

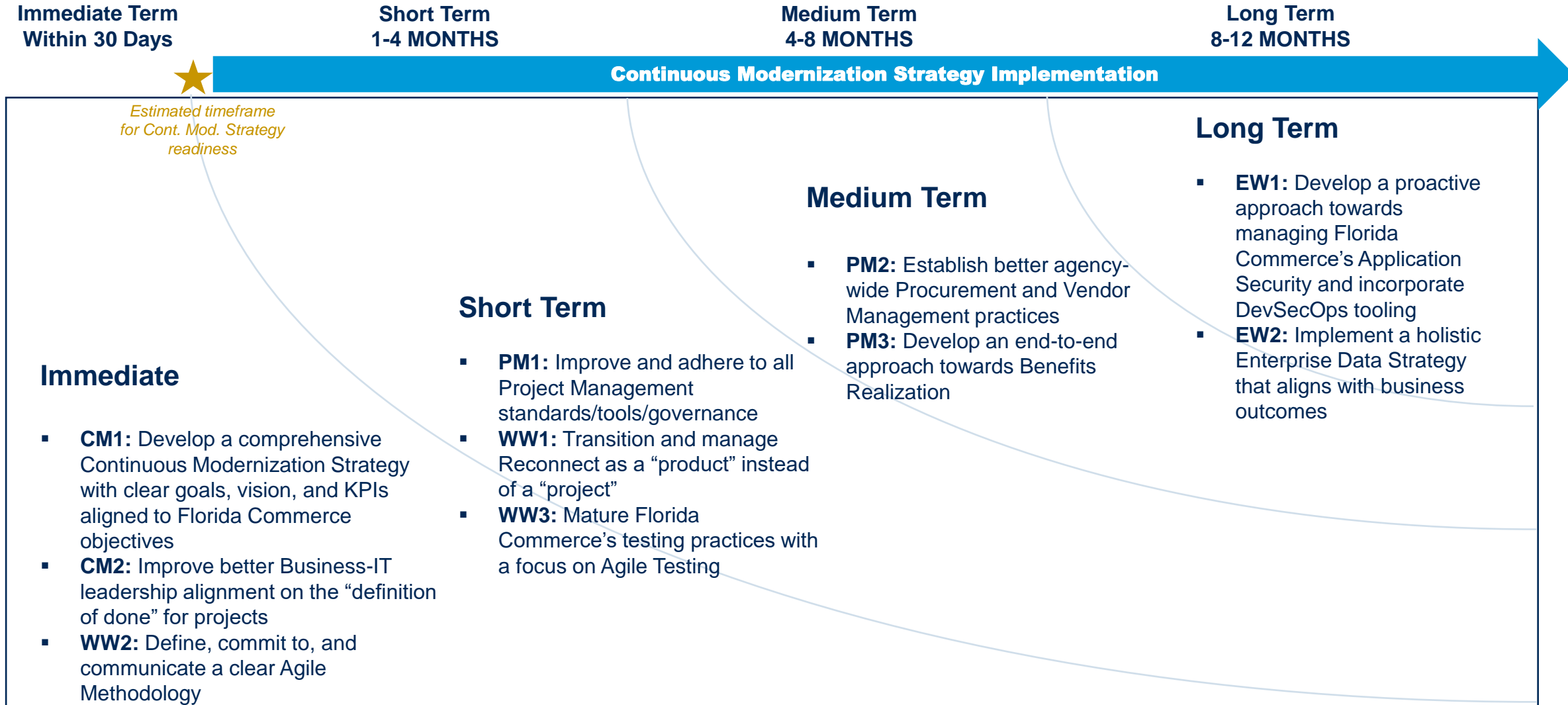
✓ Enterprise-wide Florida Commerce improvements

- **EW1:** Develop a proactive approach towards managing Florida Commerce’s Application Security and incorporate DevSecOps tooling.
- **EW2:** Implement a holistic Enterprise Data Strategy that aligns with business outcomes

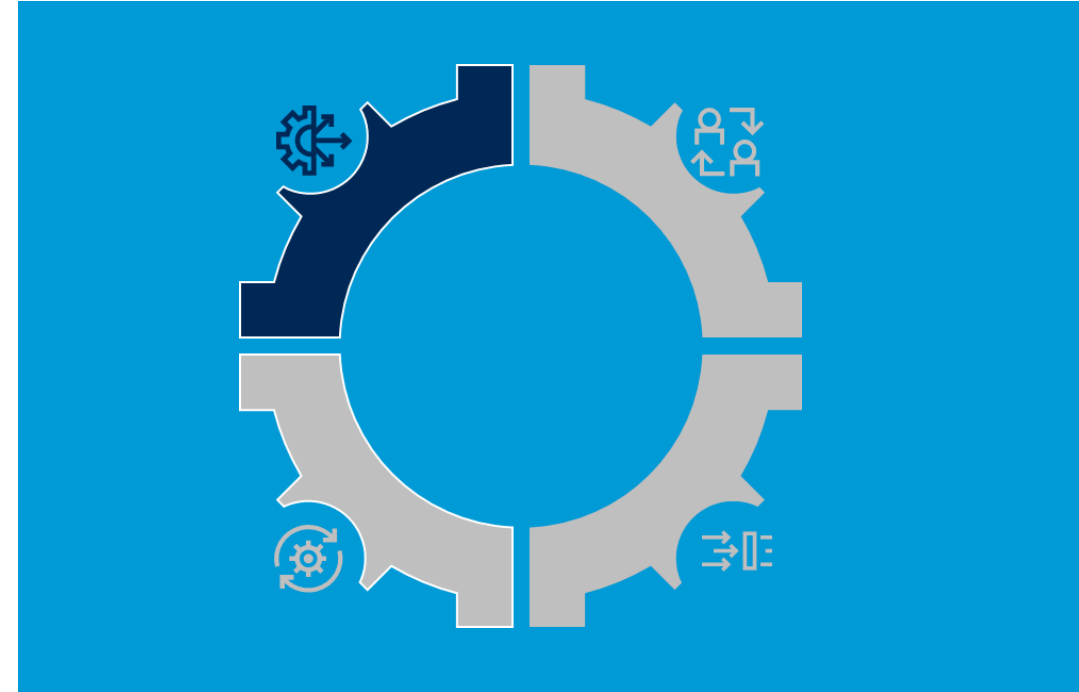
*Detailed activities in each of these recommendations are included in the following slides

Recommended Phased Implementation Roadmap

(highlighting estimated start dates for each recommendation)



Define Continuous Modernization Strategy



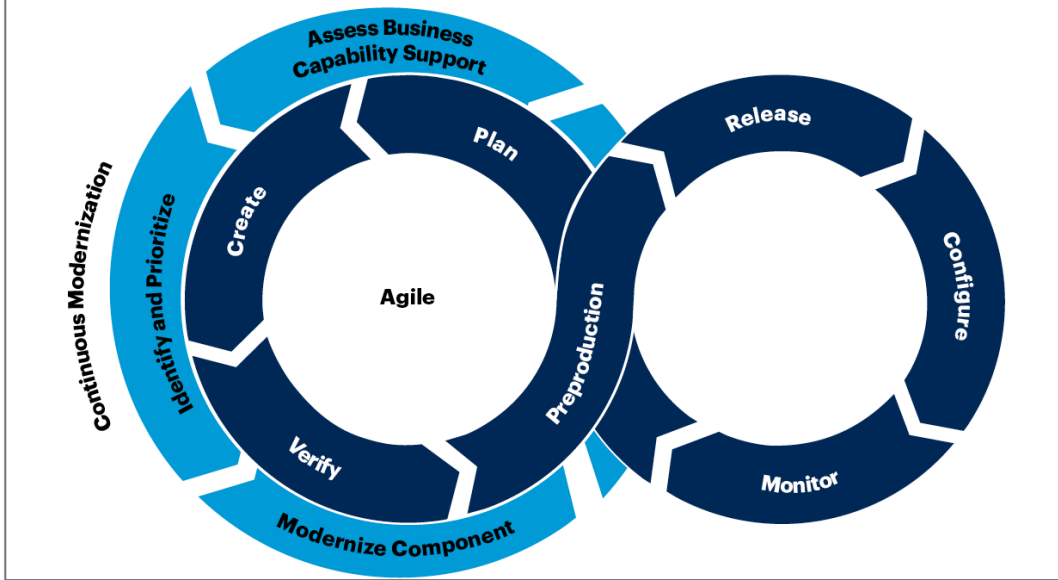
CM1: Develop a comprehensive Continuous Modernization Strategy with clear goals, vision, & KPIs aligned to FL Commerce objectives

Recommended Activities	Value achieved by Florida Commerce
<p>Develop a Continuous Modernization Strategy by driving collaboration across business and IT teams and with a focus on delivering Florida Commerce’s future state business capabilities.</p>	<ul style="list-style-type: none"> ✓ A business-focused Continuous Modernization Strategy will ensure future projects / initiatives are aligned to the overall goals of the Agency. ✓ A balanced Continuous Modernization portfolio will help provide a bridge between existing and new technology initiatives while reducing overall application complexity and business risk. ✓ Clearly-defined goals and KPIs will help quantify the progress and help monitor and measure the realization of Continuous Modernization benefits.
<p>Florida Commerce should look to balance the need for deferred scope from the RA Modernization Program against longer-term RA business and architectural initiatives, such as addressing technical debt, IT Security, and Data initiatives.</p>	
<p>Leverage a cross-functional fusion team (such as experts from Business, IT, Architecture, End-user facing and Operations) within Florida Commerce to develop the Continuous Modernization Strategy.</p>	
<p>Define clear vision, goals, and KPIs in the Continuous Modernization Strategy that will track progress and ensure strategy execution aligns with the Agency’s objectives.</p>	
<p>Leveraging the lessons learned in the RA Modernization Program, Florida Commerce should set realistic timelines for each of the future projects / initiatives and have clear business and IT sponsors identified.</p>	
<p>Florida Commerce should develop a roadmap to address their Continuous Modernization Strategy. This would include defining projects that would address specific scope, objectives, benefits, and requirements. These projects would be mapped to a roadmap that would indicate when these projects will be delivered based on priority and Florida Commerce’s capacity to address the project.</p>	
<p>Florida Commerce should evaluate if its current plans for vendor support are sufficient or if additional vendor support is required to deliver on scope that is planned for Continuous Modernization.</p>	
<p>Communicate and help Florida Commerce staff understand the “North Star” vision for Continuous Modernization to assist with buy-in and change management.</p>	

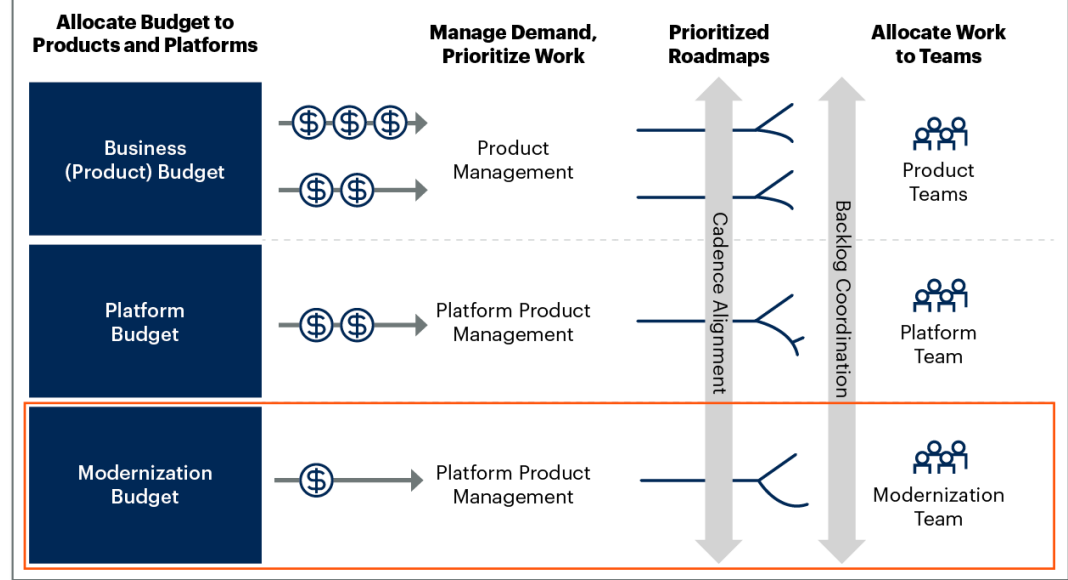
CM1: Utilize frameworks to develop a Continuous Modernization Strategy

Leveraging an Iterative Continuous Modernization strategy enables Composability

Continuous Modernization Minimizes the Cost, Risk and Impact of Optimizing Legacy Applications









Implement Continuous Modernization by Fostering Collaboration Between Product and Platform Teams



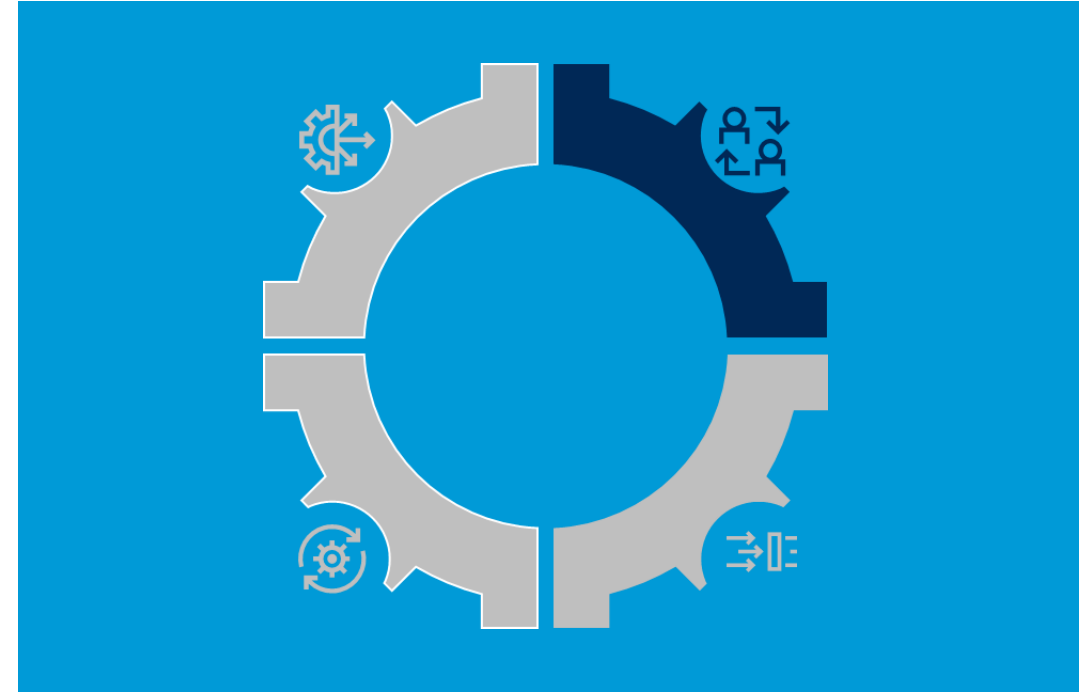
CM2: Improve Business-IT leadership alignment on the “definition of done” for projects

Recommended Activities	Value achieved by Florida Commerce
<p>Create a clear and concise “Definition of Done” (DoD) by aligning it with the project’s DoD and contextualizing it to the solution development work the IT team is spearheading. Ensure Florida Commerce Business and IT’s priorities for the project are aligned.</p>	<ul style="list-style-type: none"> ✓ Creating and applying a definition of done (DoD) improves software quality because all members of the agile team have a shared understanding of their quality and completeness criteria for product backlog items. ✓ Better Business-IT leadership alignment would ensure there aren’t mixed messages being sent out to vendors in terms of project scope and when a project / solution is “done” or “complete”. ✓ Embracing change and continually improving a team’s DoD increases quality over time.
<p>Align the DoD to business outcomes and look at it holistically as not just to include technology readiness, but also to operational (IT and Business) readiness, documentation completeness, and overall solution quality. Publicly demonstrate a shared vision for a project’s DoD.</p>	
<p>Review compliance with your DoD during sprint and release retrospectives. Update it as needed to ensure that it reflects the quality and completeness criteria for your product.</p>	
<p>If responsibilities to ensure DoD spread across different stakeholder groups, clarify the roles and responsibilities and ensure there is a single accountable owner for achieving the DoD. Despite the use of vendors, Florida Commerce should ensure that the overall accountability of project / Program success still stays with someone internal to Florida Commerce.</p>	
<p>Use data and metrics to enable faster and sound decision making.</p>	
<p>Carefully think through decisions of minimizing project documentation or deliverables and not adhering to defined standards in a rush to meet project deadlines. In case of exceptions, ensure those are managed via a strong Florida Commerce-wide governance that considers the pros and cons.</p>	

CM2: Establish best practices to improve Business-IT leadership alignment on Definition of Done (DoD) for projects

Examples of Criteria to Consider in a Definition of Done		
		
Built	Reviewed	Verified
<ul style="list-style-type: none"> • APIs Created • Integrations Created • Uploaded to Repository • Merged to Mainline 	<ul style="list-style-type: none"> • User Stories Accepted • Visual Check by Designer • Code Reviews Complete • Product Backlog Updated 	<ul style="list-style-type: none"> • Static Code Analysis Done • Security Code Scans Done • Digital Accessibility Scans Done
		
Tested	Ready to Operate	Deliverable
<ul style="list-style-type: none"> • Functional Tests Passed • Nonfunctional Tests Passed • Tests Automated and in Source Control 	<ul style="list-style-type: none"> • User Help Created/Updated • Monitoring and Telemetry in Place • Change Notifications Sent 	<ul style="list-style-type: none"> • Packaged for Deployment • Operational Processes Tested • Deployed to Production • App Store Config. Ready

Mature Ways of Working

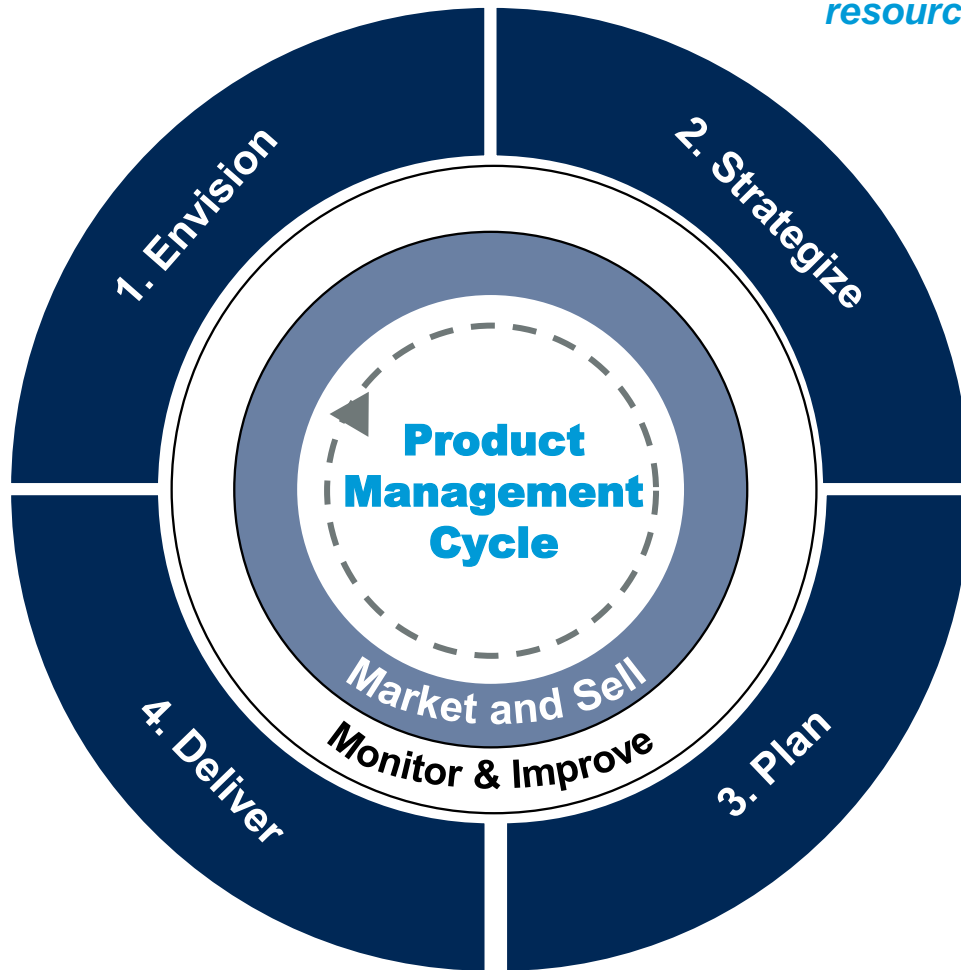


WW1: Transition and manage Reconnect as a “product” instead of a “project”

Recommended Activities	Value achieved by Florida Commerce
<p>Transition Florida Commerce’s Reconnect application to an end-to-end product that aligns to Florida Commerce’s business capabilities and improved end user experience goals.</p>	<ul style="list-style-type: none"> ✓ The move from “Project” to “Product” could ensure Florida Commerce’s technology investments aligns with leadership’s priorities around citizen / claimant services and workforce effectiveness. ✓ Shifting from project management to product management is a proven approach to ensure innovation decisions happen closer to the customer. ✓ Dedicated product teams accelerate delivery and ensures faster time to market. ✓ Improved ability to meet citizen / claimant needs and expectations.
<p>Create a clear Product Roadmap and Backlog that aligns with Phase 1a scope, future proposed scope and BPO requirements. Define high-level epics by aligning the TCS out-of-the box solution with Florida Commerce’s business needs.</p>	
<p>Develop a prioritization cadence that implements periodic Reconnect backlog grooming and ensures the end-product is a solution that meets Florida Commerce’s business objectives.</p>	
<p>Appoint a dedicated role for Product Manager within Florida Commerce and a cross-functional product team (this could leverage vendors). Empower product managers and these autonomous product teams by moving decision making closer to value delivery.</p>	
<p>Define Florida Commerce’s product-centric operating model for Reconnect in a way that optimizes how different functional teams operate, considers agile delivery with increased automation, improves product governance that cuts across various organizational silos and manage inter-dependencies.</p>	
<p>Help Florida Commerce employees understand the mindset and behavior shifts required for the shift to product management. Accelerate the adoption of these new mindsets through culture hacks – quick, meaningful actions to signal that change is real and happening now.</p>	

WW1: Adopt frameworks to transition from “project” to “product” management approach

Leveraging the Product Management cycle ensures Florida Commerce’s Reconnect application creates value by optimizing resources around the claimants / citizens

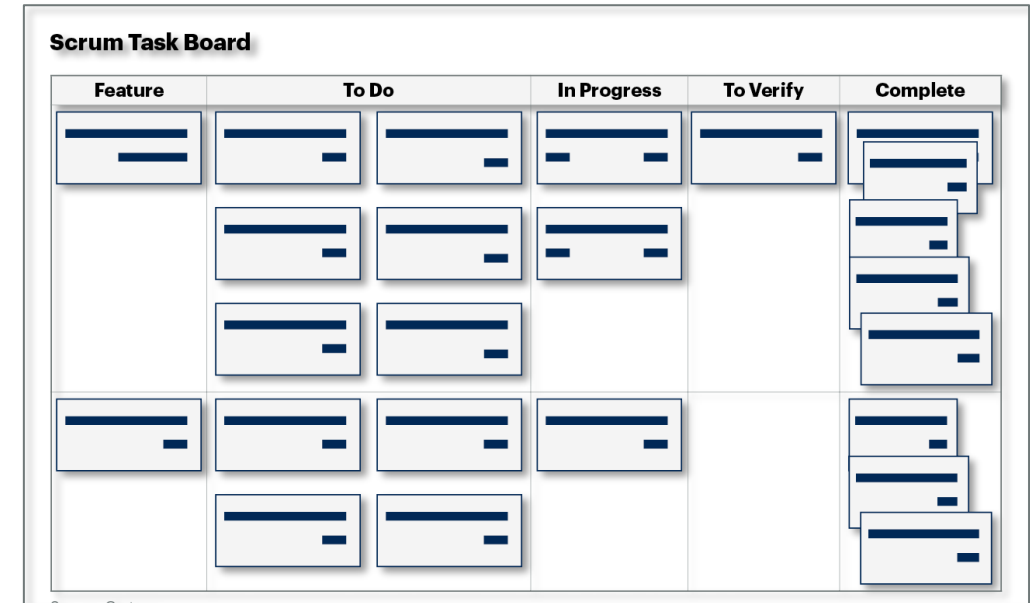
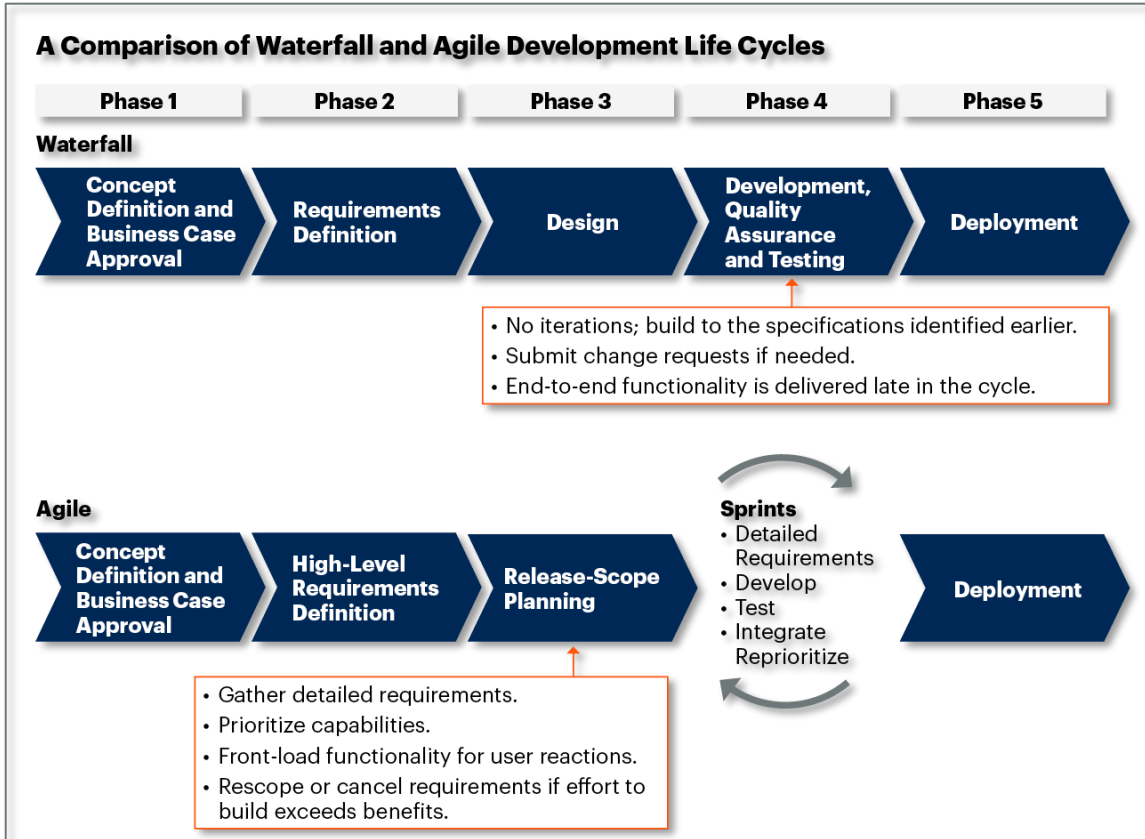


Stage	Objective	Processes & Artifacts
Envision	Understand the vision and strategy to enable a business capability.	Customer segmentation, customer personas, journey maps, vision statement.
Strategize	Create the product strategy that aligns to business vision, strategy, and capability.	Product stack (end-to-end product components), product canvas (one-page strategy).
Plan	Map quantified and prioritized business outcomes.	Epic template, quantified business outcome roadmap.
Deliver	Translate business outcomes into specific deliverables.	Prioritization methods, benefits realization, product life cycle event plan.
Market & Sell	Determine how the product line is explained to customers.	Communication/change leadership, marketing plan.
Monitor & Improve	Set OKRs / Key Value Indicators specific to the product line.	Objectives and Key Results (OKRs), outcome focused metrics dashboard.

WW2: Define, commit to, and communicate a clear Agile Methodology

Recommended Activities	Value achieved by Florida Commerce
<p>Define a clear agile methodology process for Florida Commerce that aligns with its DevOps practices. Socialize and get buy-in amongst applicable parties for in-scope Continuous Modernization initiatives. Manage the culture change needed to fully adopt the agile methodology. In case of process exceptions, ensure there is a clear reason provided and allow Florida Commerce governance to review the exception prior to implementation.</p>	<ul style="list-style-type: none"> ✓ Rapid iterations and prototype demonstrations with process discipline could result in incremental product releases while ensuring faster feedback cycles that eventually improve product quality. ✓ Clear roles and responsibilities will ensure there is no confusion amongst all parties and move towards an efficient cross-functional product team. This would also help break-down barriers amongst different parties. ✓ Requiring working product increments throughout the project life cycle essentially eliminates the risk of complete project failure. Project requirements are also kept up to date with consistent stakeholder and end-user feedback. ✓ Iteration planning sessions and sharing meetings, such as quick daily stand-ups, allow project teams to monitor and gain insight into their progress at any given time.
<p>Define clear roles and responsibilities for all involved parties within the product team – Florida Commerce Business and IT, vendors. Ensure no overlapping responsibilities and a single accountable person for each task throughout the SDLC.</p>	
<p>While requirements are expected to evolve in an agile world, ensure there is a clear definition of business requirements in the form of documented user stories with a definition of done, prior to design, development, and execution. In cases where user stories change mid-way during a sprint, ensure there is quick prioritization to see if this user story needs to be part of this sprint or can be added to the product backlog for future sprints.</p>	
<p>Adopt agile metrics that measure effectiveness, productivity, and efficiency of agile delivery. Some examples of metrics include, but are not limited to: accuracy of requirements, testing automation, defect leakage, schedule variance, etc.</p>	
<p>Leverage existing ADO tool to maximize the usage and documentation of various aspects of the agile development. Ensure agile tool training for necessary stakeholders. Include necessary automation at each step (static code analysis, test environment provisioning, test execution, release and deployment).</p>	
<p>Incorporate agile best practices, such as product planning and backlog grooming sessions, daily standups, sprint demos, sprint retrospectives, etc.</p>	

WW2: Adhere to best practices to ensure successful Agile Development



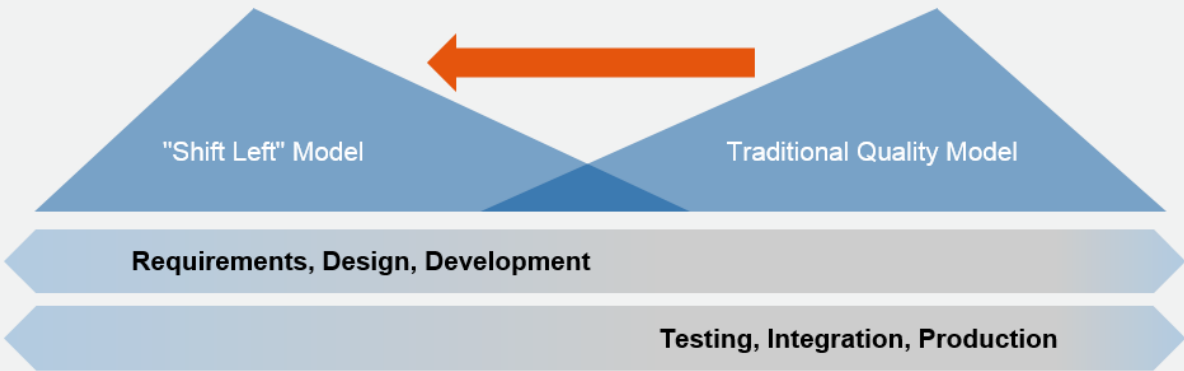
WW3: Mature Continuous Modernization testing practices with a focus on Agile Testing

Recommended Activities	Value achieved by Florida Commerce
Mature Florida Commerce's testing practices in alignment with Agile methodology – testing within a sprint, shift-left testing, continuous testing throughout the lifecycle, better traceability of testing to requirements.	
Consolidate and clarify testing roles and responsibilities within the Continuous Modernization phase to avoid overlapping testing responsibilities.	<ul style="list-style-type: none"> ✓ Continuous and shift-left testing within agile sprints improves overall quality of the solution while accelerating delivery of value to Florida Commerce and its client.
Define Test Governance across all parties and ensure clear accountability for overall end-to-end quality of the solutions being developed.	<ul style="list-style-type: none"> ✓ Improved quality ensure predictable milestone dates and enables cost-effectiveness (i.e., fewer defects to address in production).
Implement a proactive approach towards non-functional requirements and testing (e.g., performance, security, resiliency).	<ul style="list-style-type: none"> ✓ Clarifying testing responsibilities and governance would break down the current siloed approach towards end-to-end quality where different stakeholder groups are responsible for different aspects of the solution quality (e.g., functional testing, integration testing, UAT, performance testing, security testing).
Define effective testing and quality metrics aligned to Florida Commerce's business outcomes.	
Mature Florida Commerce's practice of managing test data and test environments to minimize and regulate the usage of unmasked production data in testing, avoid overlap during test execution, and ensure environment readiness prior to test execution.	<ul style="list-style-type: none"> ✓ A proactive approach towards non-functional testing will improve Florida Commerce's compliance with regulatory requirements and overall end-user experience.
Expand on the Florida Commerce purchased Selenium tool and identify opportunities to automate testing and gain efficiencies in testing common test scenarios.	

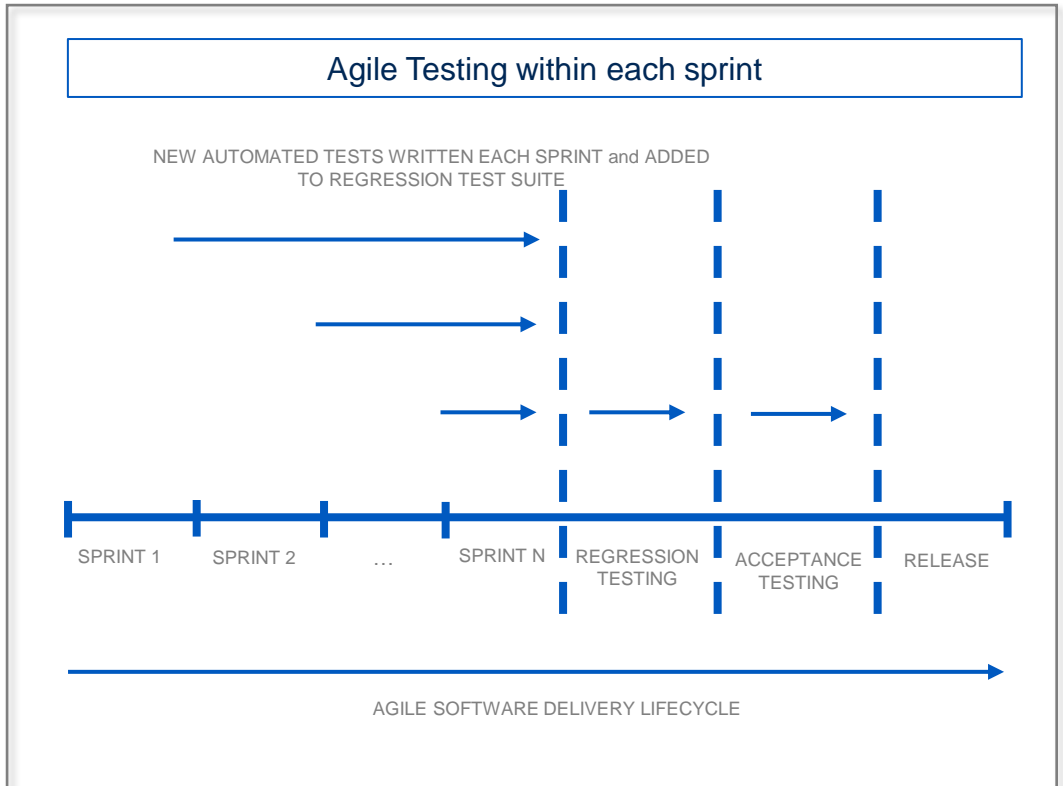
WW3: Utilize “Shift Left” and agile testing best practices for maturing Continuous Modernization testing practices

Adopt a "Shift Left" Approach to Testing

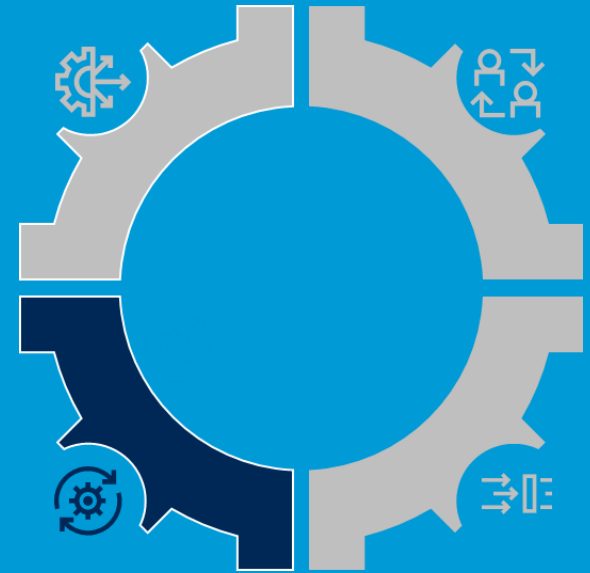
- Shifting Test Type Emphasis**: Increased emphasis on unit, component and service layer tests
- Continuous Testing**: Leverage test automation; essentially, no manual testing
- Model-Based Testing**: Testing of executable requirements, architecture and design models



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Incorporate and adhere to Program / Project management standards



PM1: Improve and adhere to all Project Management standards / tools / governance

Recommended Activities	Value achieved by Florida Commerce
<p>Leverage lessons learned from the RA Modernization Program to improve project management practices in the Continuous Modernization phase. Some of the examples of improvement areas include:</p> <ul style="list-style-type: none"> – Set realistic timelines based on past historical estimates and through identification of all required work required to successfully deploy all solutions – Proactively manage cross-initiative dependencies by crafting a comprehensive definition of interdependencies that goes beyond project schedules and milestones – Baseline project schedules prior to project start that considers project interdependencies – Improve speed of resolving risks and issues which factor in priority level and impact(s) – Avoid pushing out of dates for deliverables or risk / issue resolution without analyzing impacts to downstream activities and dependent initiatives – Proactively address project level risks, issues and mitigation / resolution actions outside RAID meetings where deeper project-level risk mitigation work inconsistently occurred – Ensure timely development of project tools such as Go-live criteria – Develop reporting dashboards using KPIs for executive and project-level audience 	<ul style="list-style-type: none"> ✓ Aid project managers and Florida Commerce leadership in making more informed and timely decisions. ✓ Improving project management standards will allow for Florida Commerce leadership to get a better sense of project's adherence and progress towards the planned scope, time, benefits, and quality. ✓ Effective project reporting dashboards will enable faster decision making. ✓ Increased understanding of project interdependencies strengthens cross-silo connections.
<p>Build on successful project management best practices and standards developed during the RA Modernization Program.</p>	
<p>Ensure standard operating procedures (such as Testing SOP, etc.) are consistently applied or updated to reflect reality.</p>	
<p>Florida Commerce should ensure adherence to defined project management standards, tools, and governance. In case of exceptions, ensure there is a Florida Commerce-governed approval process which carefully provides analysis that details all potential or guaranteed impacts.</p>	

PM1: Follow project management standards best practices to improve Florida Commerce’s Continuous Modernization initiatives

Sample Dashboard for Delivery PMOs

	This Month	Status	Goal/Target	Three-Month Trend
Monitor project delivery:				
Delivery against budget	85%	●	90%	↑
Delivery against schedule	79%	●	85%	→
Delivery against original scope	81%	●	85%	↓
Average time to deliver feature	Four weeks	●	Three weeks	↑
Improving practice and processes:				
Project scheduling accuracy	83%	●	90%	→
Meeting business expectations:				
Percentage of identified benefits delivered	75%	●	90%	→

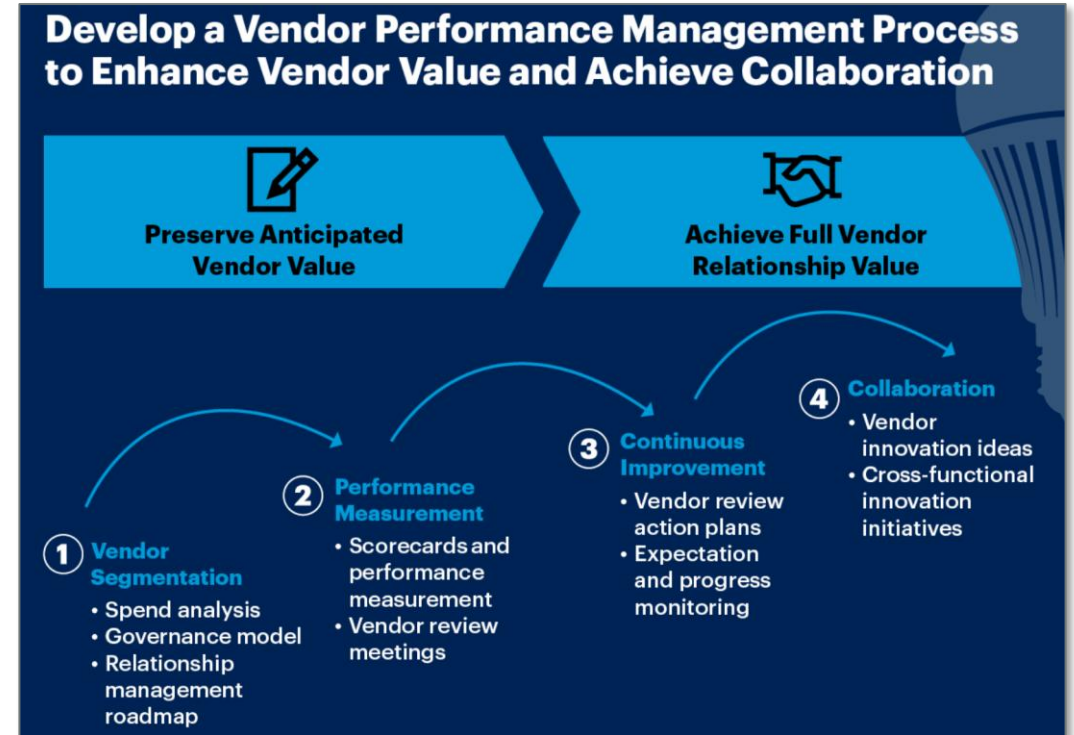
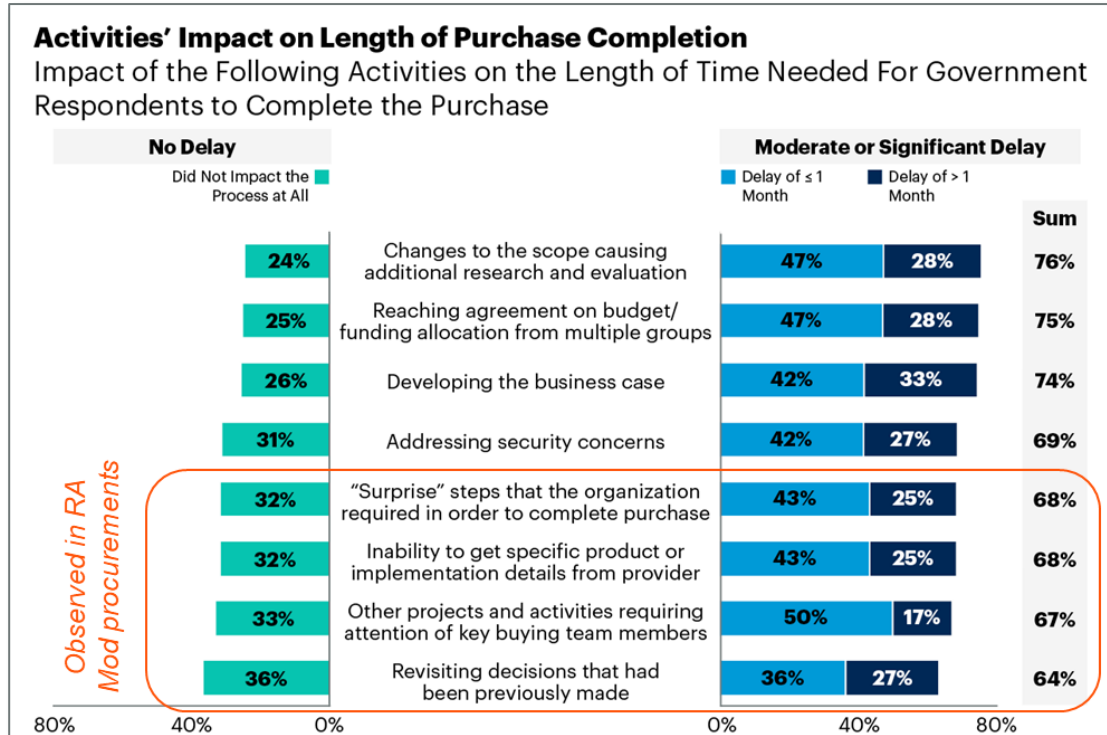
Example of How to Communicate Improvement in Practices and Processes for Deployment

	This Month	Three-Month Trend
Number of issues identified	29	↓
Issue distribution:		
Percentage related to change	30%	↓
Percentage related to test environment	15%	↑
Percentage related to configuration	15%	→
Percentage related to data synchronization	10%	↓
Percentage related to data center	10%	↑
Percentage related to traffic	20%	→

PM2: Establish better agency-wide Procurement and Vendor Management practices

Recommended Activities	Value achieved by Florida Commerce
Set realistic expectations of procurement timelines . For example, planning 3 days for contract negotiations over the holiday season is too aggressive.	<ul style="list-style-type: none"> ✓ While a robust contract can help enable smooth service delivery and future changes in scope or scale, a successful outsourcing effort requires a strong Client-Vendor partnership. ✓ Setting realistic procurement and project timelines will ensure schedules are achievable, reducing the potential for quality issues or scope deferral. ✓ Effective vendor performance management processes helps achieve collaboration and enhance vendor value throughout the life of the contract.
Add clarity and reasonability to the scope and timeline ask from vendors to ensure you get more specific details from the vendor and get additional vendor responses.	
Ensure joint decision making where teams evaluating price also evaluate technical and management proposals to ensure there are no challenges in resolving a final decision.	
As government technology leaders move more toward agile/DevOps, contracting approaches should align to this . Evidence suggests that in doing so, procurement of complex systems can be sped up and the need for new, one-off tenders can be reduced.	
Contracts between vendors need to be as specific as possible to reduce possibilities of misaligned expectations . Deliverable requirements should be made as clear as possible. Vendor responsibilities should not overlap between contracts to increase accountability and reduce confusion.	
Quick and efficient onboarding processes need to be in place before vendors come on board.	
Develop a vendor performance framework and periodically evaluate vendor performance against expectations and project goals.	
In case of performance gaps, discuss with vendors, gather the provider's assessment of the partnership, schedule discussions with the provider's leadership to identify ways in which the gaps / hurdles can be resolved. Identify opportunities to renegotiate the contract scope, pricing, and SLAs based on the findings.	

PM2: Support frameworks to mature Florida Commerce’s procurement and vendor management practices



PM3: Develop an end-to-end approach towards Benefits Realization

Recommended Activities	Value achieved by Florida Commerce
Develop an effective Program benefits-tracking process to assess and communicate the value of the Program. Embed the process into a program lifecycle within Florida Commerce.	<ul style="list-style-type: none"> ✓ Benefits realization management provides organizations with a way to measure how projects add value to the enterprise. ✓ Clearly articulating, communicating, and measuring benefits is an essential factor in the successful adoption of the change that is delivered with large transformations. ✓ Tracking and monitoring initiatives from a value perspective highlights where projects are going off track, not just on cost and schedule but also on benefits. That allows organizations to more proactively identify and deal with troubled projects.
Re-evaluate Benefits Realization Register developed for RA Modernization to review measurement and realization of benefits. Mature this practice for Continuous Modernization initiatives to identify quantifiable metrics to measure various benefits. Begin small and evolve continuously.	
Identify roles and responsibilities within Florida Commerce to manage the benefits-tracking process. Define clear escalation paths in case of benefits-related issues.	
Setup mechanisms to capture information needed to measure benefits. Conduct periodic Benefits Reviews .	
Perform Formal Benefits Assessment to communicate the value and success of Programs / transformations to stakeholders.	
Monitor the effectiveness of the benefits-tracking process . Document lessons learned and execute adjustments. Reinforce the importance of tracking project benefits using success stories to communicate to stakeholder segments.	

PM3: Utilize frameworks to develop an end-to-end approach towards Benefits Realization at Florida Commerce

Sample Benefits Register

Benefit Information			Key Performance Indicators (KPIs)	Status	
#	Benefit Category	Name	Description	KPI	Benefit Status
ID	Agree upon benefit areas such as efficiency, cost reduction, satisfaction, etc.	Short summary label to identify the benefit	Description of the benefit Recommended syntax: Action verb + Measure + Baseline + Target + Date for action Example: "Improve customer satisfaction from 64% to 99% by 12/31/2021."	Describe KPIs / measure(s) that will be used to track the benefit. KPIs may be binary, quantitative, or qualitative. Benefits may be measured with more than one KPI, so a combination of qualitative and quantitative KPIs could be used to provide a more complete picture of the intended benefit.	Update with the current date and status of the benefit.

Sample Benefits Dashboard

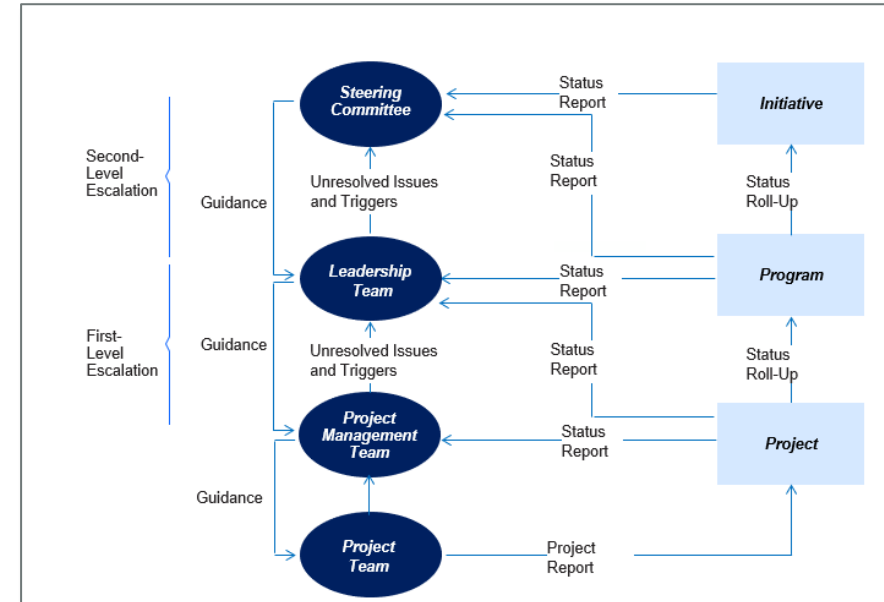
Benefits Management Dashboard

Number of Projects	Total Benefits	Total Project Cost	Total Savings
3	10	\$1,750,900	\$155,600

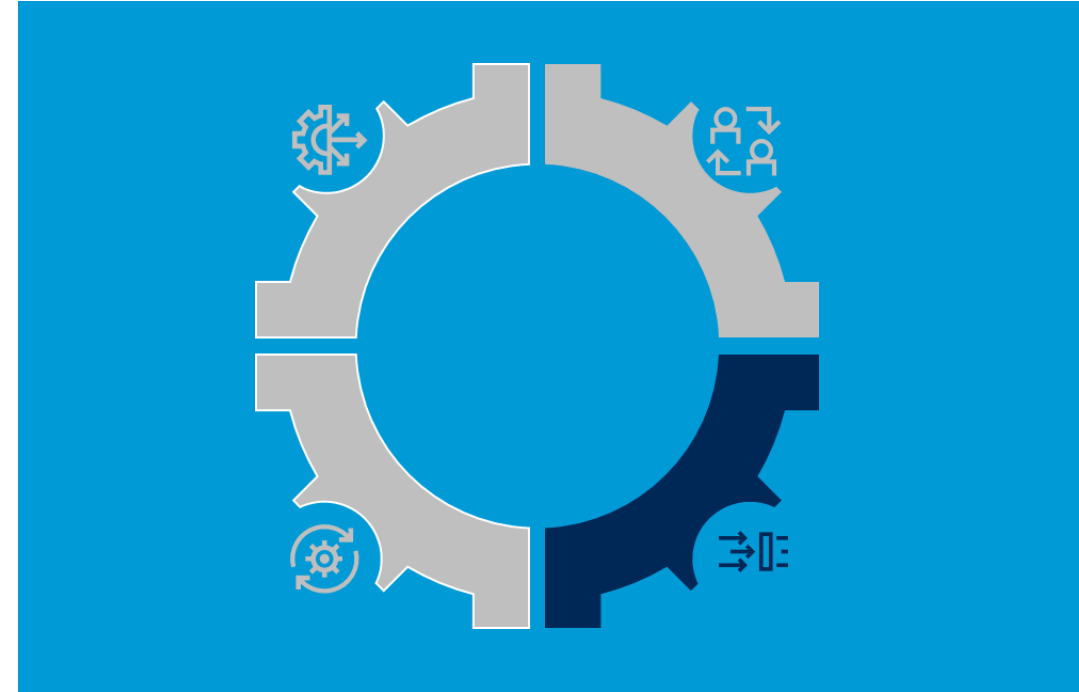
Benefit Category	Total Benefits	Completed	On Track	Delayed	Yet to Begin
Cost Reduction	4	1	2	1	0
Customer Satisfaction	6	0	4	1	1

Status Snapshot

- Completed
- On Track
- Delayed
- Yet to Begin



Enterprise-wide Florida Commerce improvements

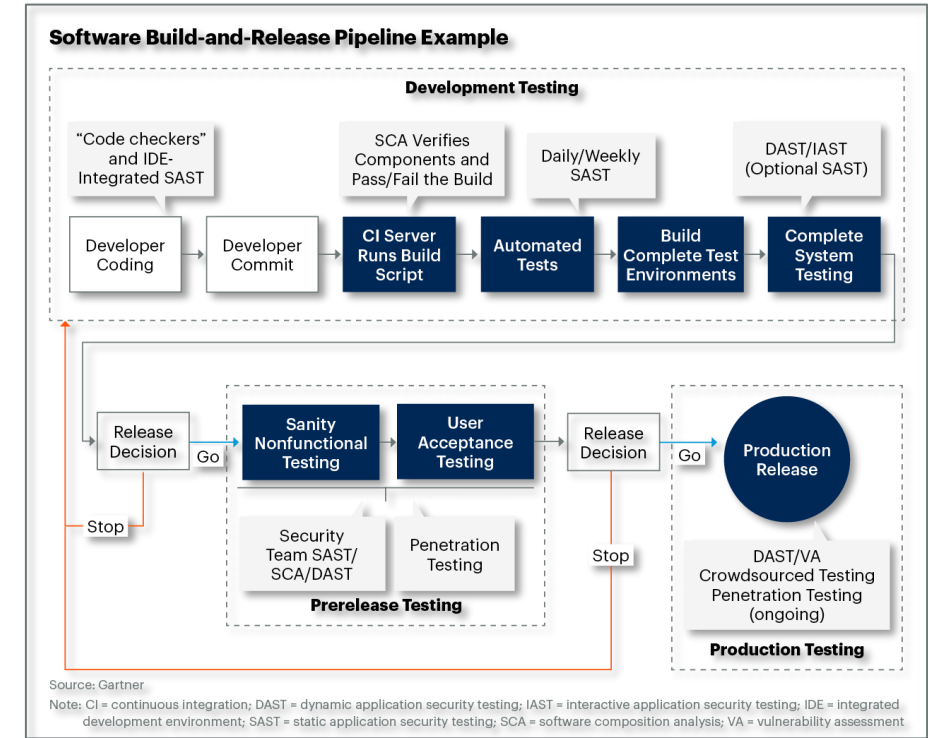
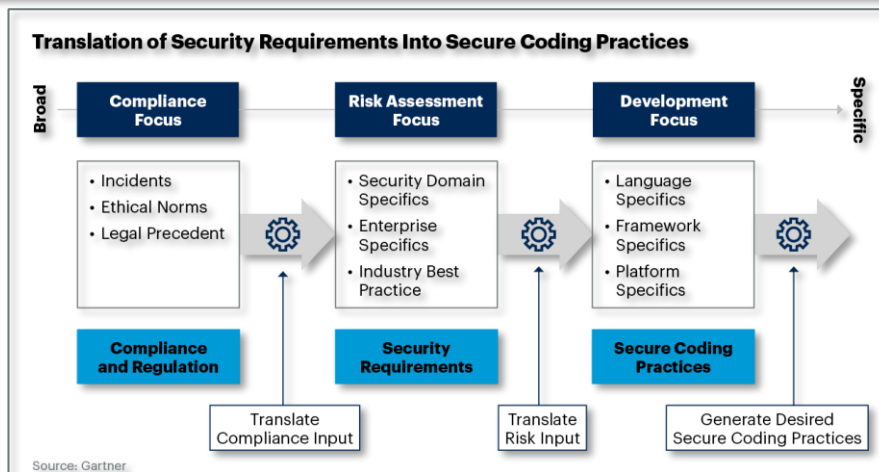
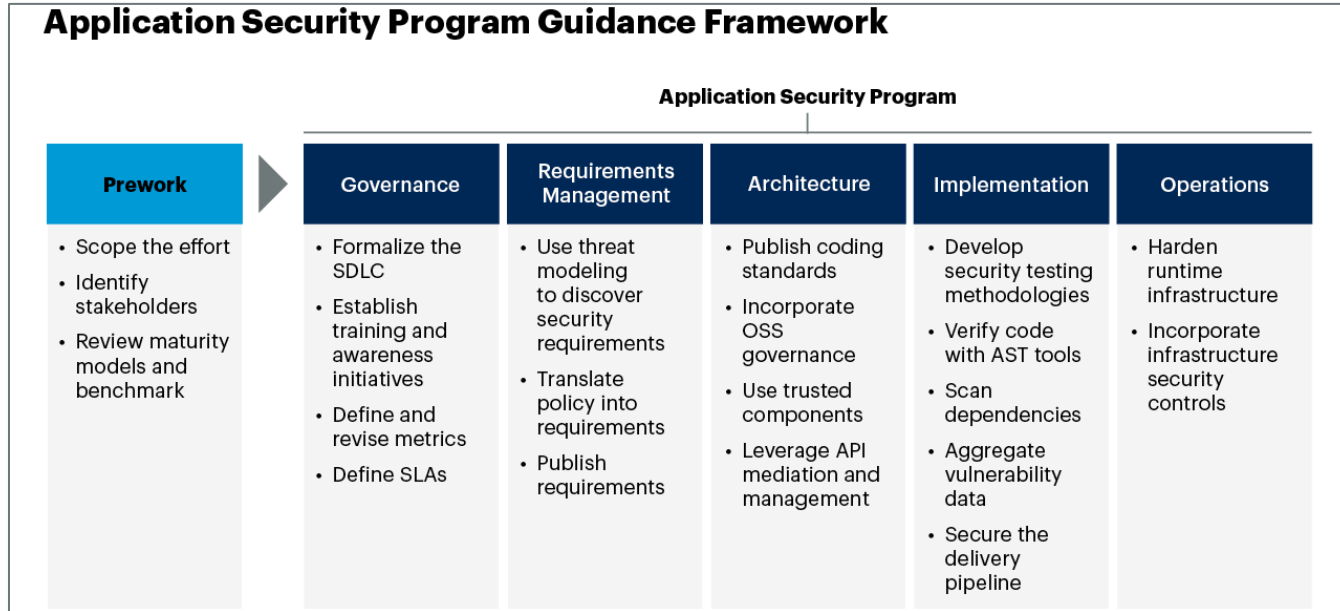


EW1: Develop a proactive approach towards managing FL Commerce's Application Security and incorporate DevSecOps tooling

Recommended Activities	Value achieved by Florida Commerce
<p>Develop Florida Commerce's Application Security Program that maps application security activities to SDLC processes and application architecture. Look into the following areas while developing the Application Security Program:</p> <ul style="list-style-type: none"> – Governance – Requirements Management – Architecture – Implementation and Verification – Operations 	<ul style="list-style-type: none"> ✓ Defining Florida Commerce's Application Security Program will help Florida Commerce to view security as holistic concept touching people, process and technology. ✓ Secure coding practices provide code-specific guidance to address security challenges that arise in application development.
<p>Adopt secure coding practices. If already in place, ensure they are documented and socialized for all vendors and staff to adopt them.</p>	
<p>Proactively implement various types of application security testing capabilities within Florida Commerce's applications:</p> <ul style="list-style-type: none"> – Static Application Security testing by analyzing code – Dynamic Application Security testing for web apps, APIs, etc. – Interactive Application Security testing 	<ul style="list-style-type: none"> ✓ Adopting traditional testing approaches late in the SDLC increases developer friction and reduces the success rate of application security efforts. Instead, proactive approaches towards security testing can ensure security is built into the design of the applications.
<p>Expand the usage of currently available Florida Commerce DevOps pipeline to integrate and automate security testing and compliance checks, i.e., to DevSecOps, without reducing agility or speed. For example, implementing SonarQube prior to start of CX/UX development and automation of application security tests into Florida Commerce's build pipeline.</p>	<ul style="list-style-type: none"> ✓ Expanding to DevSecOps will help improve the software delivery speed and release frequency within Florida Commerce while reducing software delivery and security risks.
<p>Conduct Security training and awareness programs for staff outside Florida Commerce's IT security teams.</p>	

EW1: Support frameworks to develop Florida Commerce's Application Security Program

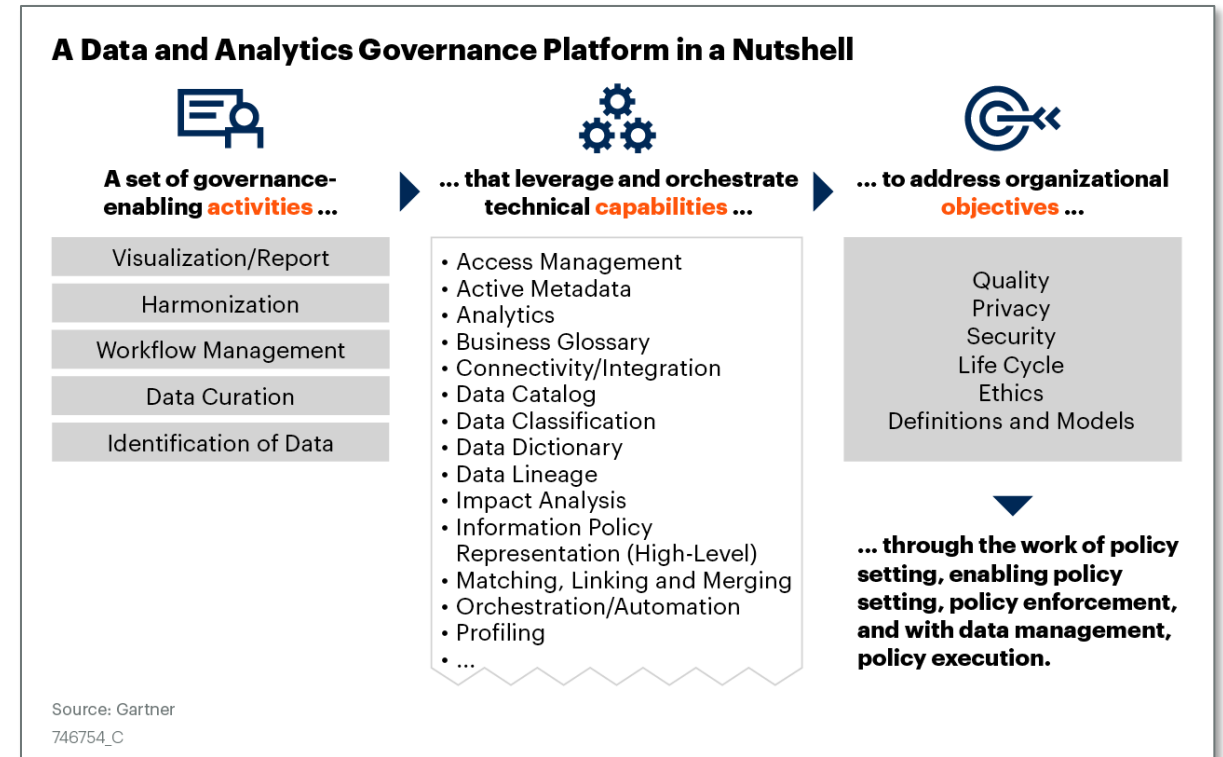
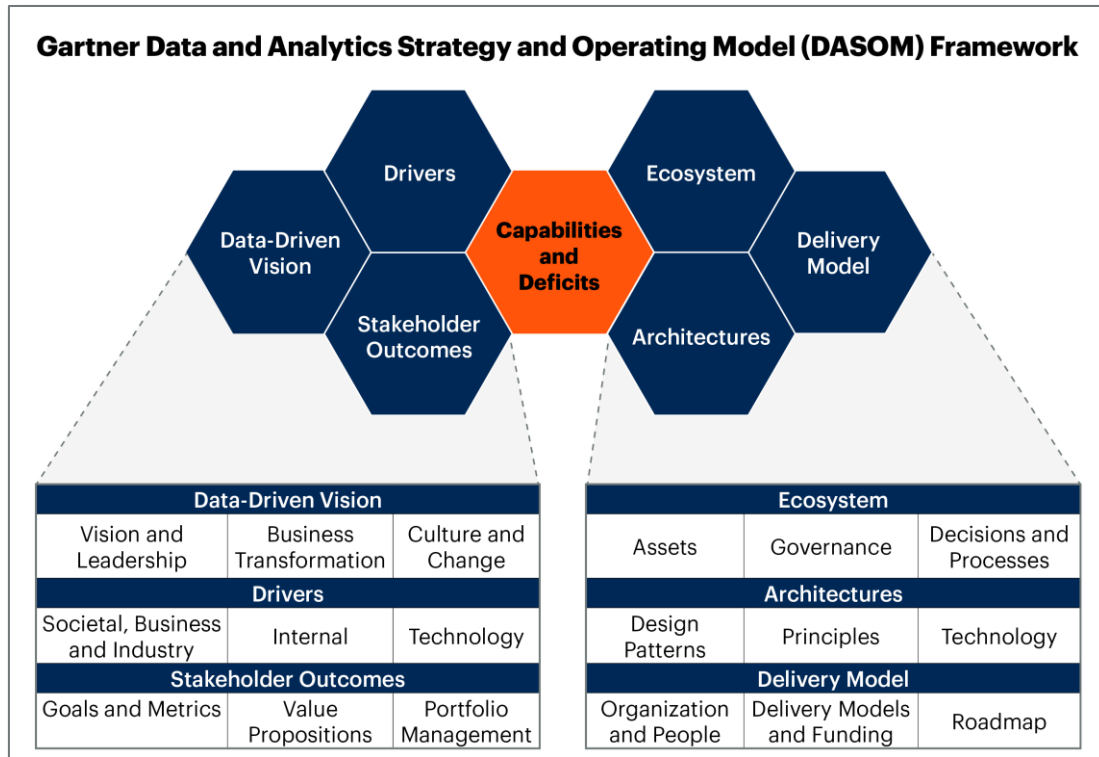
Application Security Program Guidance Framework



EW2: Implement a holistic Florida Commerce Enterprise Data Strategy that aligns with business outcomes

Recommended Activities	Value achieved by Florida Commerce
<p>Define an actionable enterprise Data and Analytics Strategy that considers various data assets within Florida Commerce (beyond Reconnect), helps automate decision making, and enables Florida Commerce's business outcomes. This would require strong business leadership and alignment with the IT team.</p>	<ul style="list-style-type: none"> ✓ A Data and Analytics Strategy will help Florida Commerce think about data initiatives holistically rather than looking at it in siloes. ✓ Effective Data Governance committees help ensure sharing of data and analytics best practices, ensure shared data definitions across Florida Commerce and allow for coordinated policy enforcement. ✓ Formalized data processes and roles will ensure the currently developed Data Catalogs and Data Dictionary are kept up to date and utilized to provide the intended value.
<p>Leveraging a comprehensive framework develop the related Data and Analytics Operating Model that defines a set of operational competencies and capabilities (resources, processes and structures) that are needed to execute the strategy.</p>	
<p>Assess Florida Commerce gaps in Data and Analytics capabilities to fill for successful execution of the Strategy. Develop a plan to bridge those gaps.</p>	
<p>Build on the Master Data Management project, to formalize how master data is managed across the enterprise from a holistic perspective (governance, process, people, and technology standpoint).</p>	
<p>Standup Data Governance committee with dedicated sponsorship that helps sets the data policy, appointed data stewards that help enforce the policy in their subject matter areas, clear process owners, and data maintenance office that helps with policy execution.</p>	





EW2: Implement a holistic Florida Commerce Enterprise Data Strategy based upon data and analytics governance platform frameworks



Project Assessments

Purpose and Structure of this Section

- This section dives deeper into each of the 19 Reemployment Assistance and Benefits Information System Modernization projects and looks at each of the following areas per project.
- Each of the sub-sections are categorized into the 4 project categories as defined by the iSF Report

 Project Performance against goals and objectives		Risk Mitigation Performance
 Lessons Learned: Strengths		 Lessons Learned: Improvement Opportunities
 IV&V Recommendations for Continuous Modernization		



Infrastructure Related Projects

Infrastructure



Project Name: Cloud Migration

Project Performance against goals and objectives

- Migrating the System to the Cloud has achieved scalability and reliability not previously possible with the on-premise solution, satisfying the primary impetus for the Program. FL Commerce has implemented autoscaling to significantly reduce the risk of the Reconnect System crashing due to high concurrent claims.
- In September 2022 with CR0009, scope had been increased to include Visual IVR and Chatbot features. While the latter has been deferred (Chatbot removed out of scope in CR0017 in June 2023), per draft June OWP Visual IVR has been tested and is in production but not visible to claimants yet. The team is awaiting the implementation of plain language and branding by FL Commerce business prior to turning on the functionality to claimants. Additionally, webchat functionality has been developed but will not be deployed due to tool security issues and not meeting FL Commerce requirements.
- The Cloud Migration project was delayed from an expected start of July 2021 to September 2021. The project was originally expected to complete the original benefits in December 2022 but was delayed until February 2023. The additional scope of Visual IVR and Chatbot extended work on the project through June 2023.

Risk Mitigation Performance

- Most significant risk relating to this project was associated with development delays and rushing the go-live decisions without an established go/no-go criteria. However, FL Commerce delayed go-live to finish testing and resolve stability issues.

Lessons Learned: Strengths

- Strong coordination and collaboration among all involved parties (SPO, FL Commerce IT including infrastructure, Testing including business testing teams, Vendors, etc.). Everybody was in lock-step in terms of roles and responsibilities.
- Despite schedule changes, the system was tested to reduce risks around go-live.
- Go-live was delayed from original estimates based on concerns raised by FL Commerce team to reduce likelihood of large-scale failures and to ensure the solution was well-tested (from a functional and non-functional standpoint such as stringent load and scalability tests).

Lessons Learned: Improvement Opportunities

- Go-live readiness criteria did not include data-driven, objective standards to accompany team discussion and go-live decision making.
- Requirements Traceability Matrices should be created during development and testing and for Go-live decision making rather than after project completion, which was the case in this project.
- C2C Testing assessment by SSI was done later in the project, almost close to go-live, rather than an ongoing collaborative approach that could identify test coverage gaps, etc. much earlier in the cycle and make timely amendments.

Recommendations for Continuous Modernization

- Validate the Visual IVR solution for go-live readiness once branding and plain language updates are made.
- Develop strategy to complete more comprehensive security testing since only high-level security testing has been done up to this point.
- Validate the feasibility (business and technical) for Webchat and Chatbot solutions. Conduct a market scan of products in coordination with the vendor to ensure the solution meets requirements.

Project Name: Cloud Application Performance Management

Project Performance against goals and objectives

- All the expected benefits of the Cloud Application Performance Management project have been realized with no change in scope from the original plan, resulting in improved transparency into the performance of the System after moving to the Cloud architecture.
- The project start changed to start July 2022 (CR0005); however, the project moved forward after kickoff without significant delays.

Risk Mitigation Performance

- IV&V did not raise any risks on the project. The initial installation had some issues, though they were resolved without causing any significant impact to the project.

Lessons Learned: Strengths

- This project was completed simultaneously with the Cloud Migration project and was actively used to improve transparency and development of the System.
- The tool was used to monitor performance of the cloud infrastructure during the System go-live in February 2023, providing critical insights into system performance.

Lessons Learned: Improvement Opportunities

- N/A

Recommendations for Continuous Modernization

- In addition to monitoring of application performance, explore other use cases of Application Performance Management systems, such as application debugging and distributed profiling, behavior analysis of end users, alignment of application performance to business goals, detection and protection against vulnerabilities, and root cause analysis of incidents.
- Leveraging application debugging and root cause analysis information, Florida Commerce should develop a practice of incorporating this information into future development. This aligns with Florida Commerce's DevOps principles of ensuring close collaboration between Development and Operations teams to enable teams to continue to improve overall quality of the application.

Software Related Projects

Software



Project Name: Incremental Mobile-Responsive CX/UX (1 of 3)



Project Performance against goals and objectives

- Incremental CX/UX project was aimed to modernize the Reemployment Assistance Program for 4 core modules of Florida Commerce – Initial Claims, Continued Claims, Core Claims and Claim status, and employers and third-party administrators by June 30. Due to vendor procurement and onboarding delays, Florida Commerce decided to adopt a phased approach where Phase 1a by June 30 was to include claimant related functionality minus Appeals. Remainder of end-user experience (i.e., for staff, employers and TPAs) was deferred to future phases till June 2025.
- The scope for CX/UX phase 1a didn't consider the BPO recommended improvements in Florida Commerce's claimant processes. Instead, due to time constraints, the focus shifted towards developing CX/UX portal for as-is functionality but with improved plain language and branding.
- The project has been impacted by vendor onboarding delays, continued delays / quality gaps in the solution developed by Technology Tools Vendor (TTV), misaligned expectations on the CX/UX product's capabilities, lack of agile process discipline defined and followed by TTV, overlapping responsibilities with insufficient dependency management by the project management team, and missing documented set of clear requirements that were approved prior to sprint design and development. As a result, the scope for Phase 1a has been constantly shifting, and as of 6/27 isn't finalized with open questions remaining on the rollout approach for the portal, inclusion / exclusion of Continued Claims, Fact-finding questionnaires in Sprint 1 vs. future sprints, etc.
- The Incremental CX/UX project has not achieved its intended benefits of deploying a solution that improves overall claimant experience, improves time to process claims (due to potentially increased manual workarounds), and implements plain language improvements, all by June 30, 2023.



Risk Mitigation Performance

- Throughout the project 4 risks and 11 issues have been raised by IV&V.
- Of the 4 risks, 2 risks around plain language implementation to CX/UX and delays in API development timeline are still open, 1 risk around increase in technical debt as a result of hard-coded CX/UX business rules was accepted & the procurement risk was closed.
- Of the 11 issues raised, 9 issues are still open. Risk/Issue mitigation has not been effectively managed, and this has impacted the delivery of the project.
 - The lack of a defined SDLC methodology by the TTV and the lack of an approved scope and schedule has caused confusion among stakeholders and their responsibilities leading to missed deadlines and project delays. Other factors such as continuous missed milestones from the vendor, without an approved baselined project schedule and misaligned expectations of CX/UX product capabilities does not allow for proper management of the project.
 - The lack of a defined testing approach has led to delayed test execution and caused communication gaps among stakeholders responsible for executing these tests. Deploying an improperly tested solution into production could impact claimant's ability to secure reemployment assistance and the Agency's reputation.
 - The lack of a well documented go/no-go criteria could facilitate a poor deployment decision making by Florida Commerce introducing additional risk to the Program.

Project Name: Incremental Mobile-Responsive CX/UX (2 of 3)

Lessons Learned: Strengths

- Assigning an onboarding manager to support and manage the vendor onboarding processes.
- Executive involvement through out the Program in addition to other stakeholders (Business SME, Florida Commerce IT, TTV, API team) participation has kept the CX/UX project advancing forward and continued to ensure the TCS solution aligns with Florida Commerce's needs.
- Comms Plain Language Project has been managed well. The team has successfully managed the scope, vendor relations and delivered their work in a timely manner.
- During the design phase, the use of the Figma tool to share the look and feel of CX/UX screens allowed the Florida Commerce business team to visualize how the CX/UX functionality would be laid out in the final solution.
- Florida Commerce did load the Phase 1a requirements to ServiceNow to support traceability. However, there was no traceability to the test cases or to the functionality created to determine if the requirements have been met.

Lessons Learned: Improvement Opportunities

- Vendor procurement and vendor onboarding timelines were underestimated which had significant downstream impacts on the timeline of the CX/UX solution.
- The TTV vendor has continuously missed Phase 1a timelines (for deliverable submissions and solution development) and despite FL Commerce's established vendor governance practices, vendor performance management continued to be a challenge.
- CX/UX project was challenged by setting tight Phase 1a timelines that were agreed upon by the TTV, and was further impacted by ineffective management of project schedule and continuously reducing project timeframes (especially for testing, deployment readiness and training) and shifting scope to accommodate a June 30 release.
- Organizational siloes existed through Phase 1a solution development which impacted the coordination and collaboration of the CX/UX team.. These siloes were spread between the Technology Tools vendor, COMMS vendor, SSI vendor and Florida Commerce stakeholder groups. An Integrated Master schedule was created only by May 2023 (~3 months after the TTV was onboarded) due to lack of an approved and realistic timeline from the Technology Tools Vendor. Managing all vendors to this integrated schedule was a struggle throughout either due to lack of status shared by parties or due to inconsistent collaboration.
- Overlapping roles and responsibilities amongst vendors, such as for testing and requirements management, led to confusion that further delayed project tasks. No RACI was created to clarify the roles.
- Hybrid agile process by the Technology Tools vendor was neither defined/socialized amongst all parties nor adhered to in Phase 1a. Examples of this include: no requirements signed off prior to design, no RTM created that traces Florida Commerce contractual requirements to TCS solution and thereafter to the testing conducted, no planned time allocated for sprint demos or retrospectives. Lack of SDLC process discipline by the vendor caused delays and frustration amongst Florida Commerce stakeholders.
- Key resource back-ups were not identified and hence personnel issues caused continuous delays on the vendor's side.
- There were gaps uncovered in the CX/UX solution late in the lifecycle that did not meet federal or Florida Commerce requirements (such as lack of functionality in out of state claimant filing, limited functionality in fact-finding questionnaires, inbox features or mobile functionality). Ideally, these would be uncovered earlier with the sign-off of documented requirements prior to sprint design and development and any new gaps would be part of future sprints. This was not shared by TTV in a transparent nor a timely manner.

Project Name: Incremental Mobile-Responsive CX/UX (3 of 3)

Recommendations for Continuous Modernization

- Florida Commerce should reconsider how CX/UX will be delivered in Continuous Modernization. Key actions that should be performed by Florida Commerce before starting the next phase of the project include transitioning Reconnect to a “Product” development model, reassessing the governance structure, defining clear roles and responsibilities without any overlap, defining cross-project dependencies and accountabilities, creating clear ownership of testing and training.
- A streamlined process to receive, review and approve the TTV deliverables should be documented, and this process must be clearly communicated to all parties involved. Contingencies addressing delays in TTV deliverables should be added to the integrated master schedule, so the project milestones are not impacted if these delays occur. TTV should also communicate realistic timelines that considers contingencies.
- Project and Program managers must hold the vendors accountable for major milestones and deliverables; in instances where the milestones are not achievable, the TTV PM and SPO PM should work collaboratively to identify the overall impact to the Program and mitigation strategies. Leadership should be communicated immediately of any delays, root causes and associated major impact.
- All the requirements for the future CX/UX phases should be clearly defined and documented in a Product Backlog by the TTV and in collaboration with the FL Commerce Business and IT. TTV should create clear traceability of the requirements being fulfilled and the testing being conducted. Product Backlog should be periodically groomed.
- FL Commerce and Vendor stakeholders should define clear delegation of responsibility to appropriate leads to ensure efficient functioning of the CXUX team. When there is a lack of clarity on how to proceed established governance process should be used. A project RACI can support the effective delegation of responsibility to the team including project owners, project managers, team leads and SMEs.
- Test plans and test scope should be tied to requirements and test management and test governance should be clearly defined so there is no confusion of responsibilities among stakeholders. Testing metrics, process standards and tools should be clearly defined and aligned to all parties responsible for testing.
- Internal and external stakeholders could be included to be a part of UAT testing to get real feedback on the user experience process for filling and managing claims
- Ensure the CX/UX project scope for each phase is manageable by Florida Commerce and the responsibilities and tasks for all stakeholders are coordinated by the project management team. Given the number of stakeholders involved in this project, SPO should carve out contingencies for delays in tasks by one stakeholder that could impact other stakeholders.

Project Name: SOA / API Layer

Project Performance against goals and objectives

- The initial scope of SOA/API for Phase 1a, as per the iSF report, was to adopt a new technology where the activities were to procure an application programming interface (API) layer product, secure technology dependent resources (staffing and SOA/API vendor), install and configure API layer, test tools defined with API layer tool procurement, migrate and test selected proof of concept APIs, ID and document any Enterprise Service Bus (ESB) requirements and document the resulting API architectural standard for lessons learned to support the CX/UX project.
- However, in December 2022 Florida Commerce decided to focus this project on procuring and standing up the Enterprise Service Bus. To this, Florida Commerce procured MuleSoft solution as part of the TTV contract in February 2023. The API implementation was pushed to the CX/UX project and in some cases deferred to Continuous Modernization.
- While the tool is a starting point and will act as a foundation for a service-oriented architecture that can improve scalability in future, there would need to be a more formalized Service-oriented architecture / API strategy within Florida Commerce to ensure ongoing benefits realization.
- The project was completed in 16 months as compared to the initial plan of 6 months primarily due to procurement delays, causing a schedule variance of +10 months.

Risk Mitigation Performance

- During the SOA/API project, 1 risk and 1 issue was raised.
- Issue around API layer product procurement delays was closed once the technology tool vendor was onboarded and the MuleSoft product was procured under the same contract.
- Risk around incomplete requirement documentation was closed in August 2022.

Lessons Learned: Strengths

- Instead of tracking it as a separate project, the SOA/API project tracking was merged with CX/UX to increase transparency and coordination among stakeholders.

Lessons Learned: Improvement Opportunities

- SOA/API tool procurement almost had a year delay (Mar 22 vs. Feb 23). The issue along with other procurement related delays caused delays in project starts and impacted the timelines / scope.
- At the time of procuring the tool, the team had begun drafting the RFQ prior to SOA/API requirements being finalized. This was corrected in CR0006 whereby Florida Commerce leadership pushed the creation of the RFQ internal drafting to after the finalization of requirements.

Recommendations for Continuous Modernization

- Build on the MuleSoft solution developed and define / formalize an “API-first” strategy within Florida Commerce with clear SOA-based guiding principles – service orientation, separation of concerns and loose coupling; dedicated teams, API governance, etc.

Project Name: Business Rules Engine (BRE)

Project Performance against goals and objectives

- The initial scope of Business Rules Engine (BRE) project was to procure a rule engine product, create an inventory of business rules for both Reconnect and the CX/UX Solution, migrate the selected rules to the business rules engine tool, perform regression testing of the migration and complete documentation to reduce technical debt of remaining rules.
- After a deeper analysis of the business rules need, Florida Commerce identified that there wasn't an immediate need to migrate the rules to the new solution. As a result, with multiple change requests the scope for the BRE project was reduced to creating an inventory of existing business rules within the Reconnect System and to procure a product.
- While the CX/UX portion of the rules engine has been procured, it won't be deployed till Continuous Modernization after a strong business case or need is identified for the agency. Additionally, per the April OWP the BRE catalog was supposed to include complexity of each business rules, type of rule, number of system users and ordered by frequency of change from highest to lowest. While the business rules catalog has been created by the Florida Commerce business SMEs it does not include all the above information with potentially this work pushed into Continuous Modernization.
- This delay has been due to resource constraints in the Technical Change Committee (TCCC) that are responsible for this assessment. Decision 1355 is pending the deferral of rule complexity and potential population impacted. However, since this decision has not been finalized by Florida Commerce, it is observed that the project has only partially achieved the planned benefits (as documented in the April Operational Work Plan that was shared with IV&V).

Risk Mitigation Performance

- The BRE project has gone through multiple change requests where the scope has shifted considerably.
- IV&V identified 1 issue and 5 risks throughout the course of this project. The issue around delays in procurement of BRE tool was closed once the Technology Tools vendor contract was signed. The risk around resource constraints in TCCC remains open.

Lessons Learned: Strengths

- Despite multiple changes to the project scope, the Project Manager, SME's and BA's involved in creating the business rules catalog for Reconnect had strong collaboration and communications.

Lessons Learned: Improvement Opportunities

- Identifying dependencies across teams such as TCCC to ensure the tasks are being conducted on time and as per schedule.
- Due to shift in scope, the business rules CX/UX solution continues to be hard coded which adds to the technical debt of the solution. Florida Commerce should address this to reduce the technical debt burden into the future.

Recommendations for Continuous Modernization

- Expand on the business rules catalog completed by June 30 and complete the complexity analysis. Leveraging this information, Florida Commerce should create a business case about the need for a Business Rules Engine for Reconnect, pros and cons, how does it fit into the overall Florida Commerce plan for Technical Debt reduction and analyze it against implementation and financial effort.

Project Name: System and Software Integrator (1 of 2)



Project Performance against goals and objectives

- The initial scope of the SSI project included supporting the procurements by conducting tooling market scans and managing the integration of multiple projects by providing analysis, oversight, monitoring, and testing. The scope around integration testing for the Program by SSI has changed due to the changes in scope of multiple projects, such as MDM, IAM, SOA/API and .NET/ORM. The SSI vendor is still responsible for integration testing for CX/UX, though that has not begun by June 30 (due to TTV delays) and will continue in Continuous Modernization.
- As of June 29, 2023, here's a status of pending SSI deliverables: **2** are under review / awaiting approval (SI Deliverable 14 – Integration Testing and SI Deliverable 21 – Information Security and Regulatory Compliance), **2** are being proposed deferral to Continuous Modernization (SI Deliverable 8 – Infrastructure Performance Reqs. and Deliverable 11 – Performance Benchmarks), **1** transitioned to Continuous Modernization (SI Deliverable 7 – SysDoc design for Connect and CX/UX Phase 1a) and **1** is expected to be delivered by June 30 (SI Deliverable – Business Strategy Development).
- SSI project had a 4-month delay in start due to procurement delays. As per iSF report, the procurement phase of the project was expected to finish February 2022 but considering the scope of work it was extended in CR0003 to June 2023.



Risk Mitigation Performance

- The SSI project started 4 months later, and this delayed procurement had downstream impacts on the start of interdependent projects – BRE, SOA/API and CX/UX.
- Project also suffered deliverable delays such as tooling recommendation report, As-is Reconnect requirements and performance requirements. These delays had cascading effects on other SSI deliverables and interdependent projects.
- Project faced confusion around oversight and testing responsibilities, including overlapping responsibilities with other projects and governance structures not being followed.



Lessons Learned: Strengths

- SSI vendor actively participated in status meetings of other projects.
- Delays were attributed to lack of clarity or missing documentation, putting progress on hold. Lack of quality lead to delays in other deliverables, such as Architectural Standards. Delays in deliverables delays or impedes implementation in dependent projects (e.g., no performance requirements resulted in no performance testing of the CX/UX solution). Florida Commerce should address concerns early and hold vendor to clearly state needs and issues, including a path forward.



Lessons Learned: Improvement Opportunities

- Multiple factors impacted SSI deliverable delays – missing prerequisite documentation (impacted integration test plan, As-is requirements deliverables), misaligned expectations in initial drafts of tooling recommendations report quality, shift in deliverable approach (iterative architectural standard) and limited coordination prior to deliverable creation (impacted the performance requirements deliverable).
- SSI project was challenged by lack of proactive interdependency management with projects that touched its scope of work.
- Limited cross-Program testing management for CX/UX and delayed testing management for C2C until after System go-live. Despite Contract amendment #3, no overall test strategy or governance was established to coordinate the testing efforts of the disparate parties. Testing oversight should be used to improve testing preparation, implementation, and execution across the development lifecycle.

Project Name: System and Software Integrator (2 of 2)

Recommendations for Continuous Modernization

- Reevaluate the overall Testing Strategy for the Program, considering cross-party testing activities, expected benefits and changes to methodology. Align testing with agile testing best practices instead of continuing waterfall testing practices in agile sprints.
- Clearly establish responsibilities moving forward, such as developing RACI chart. Clear scope of responsibilities is particularly important of sections 2.7.9 (testing oversight team), 2.7.10 (CISO support role), and 2.7.11 (business strategy development) of the vendor contract (included as part of amendment 3).
- Florida Commerce should develop a vendor performance scorecard to evaluate and monitor vendor progress and deliverable quality. This would help ensure successful achievement of Florida Commerce's outcomes with the initial intent of the contract.
- Since the project is expected to close relating to RA Modernization Program, ensure that incomplete deliverables are included in Continuous Modernization plans and that related and ongoing responsibilities are executed according to the contract.

Project Name: .NET and ORM Upgrade



Project Performance against goals and objectives

- This project was implemented as originally intended and achieved all benefits laid out in the iSF report. The .NET Framework software was upgraded from to v4.8 and the Operational Relational Mapping (ORM) software was upgraded to v5.8.
- The original time frame was for this upgrade to start on 7/1/2021 and finish before the end of 2021. The start of the project was delayed one month and finished nearly 11 months late. The overall schedule variance was +10 months, meaning it took 16 months to complete instead of the 6 months originally estimated by the iSF report. Due date was moved out per change request CR0005.



Risk Mitigation Performance

- Throughout the duration of the project, there were 2 risks identified by IV&V pertaining to this project. Both were resolved.
- It took over 6 months to create a test plan to mitigate one risk and over 4 months to create an ORM operations manual to mitigate the other risk.



Lessons Learned: Strengths

- Strong leadership and close coordination amongst all Florida Commerce IT stakeholders that were involved with the .NET and ORM Upgrade.
- Despite the underestimated amount of work, the team pushed through and took their time by properly delaying the project to roll out a quality product in time for C2C go-live.



Lessons Learned: Improvement Opportunities

- Per CR0001, project was delayed by a month because it was only partially staffed. A fully staffed team should be acquired before project start or time for onboarding should be included in the schedule.
- Transition to operations plan was not formalized until the end of the project. Best practices would suggest the creation of the Operations plan earlier in the project lifecycle.
- Test plan was not formalized until after testing and was combined with technical design documentation. Test plans should be created during project planning phases prior to execution.
- The amount of time needed for this project was far more than initially planned. One of the reasons was around the late detection of a showstopper issue that had to push out the implementation date.



Recommendations for Continuous Modernization

- All scope was completed in Reemployment Assistance and Benefits Information System Modernization Program for the current scope. We recommend Florida Commerce continue to monitor for further technology upgrades and implement as needed.

Project Name: SDLC and DevOps



Project Performance against goals and objectives

- This project was implemented as originally intended and achieved all benefits laid out in the iSF report. The Dev-Ops environment was stood up and ServiceNow was integrated with the environment. Application related documentation was also created.
- Additionally, the team worked with an external vendor to establish an automated test execution report function. This was additional scope added to the project in CR0009
- Project end date continued to be pushed out (June 2022 to August 2022 to November 2022 to finally closing out in March 2023). The overall schedule variance was +11 months, meaning it took 17 months to complete instead of the 6 months originally estimated by the iSF report.



Risk Mitigation Performance

- Throughout the duration of the project, there were 2 risks identified by IV&V pertaining to this project, one escalating to an issue. Both were resolved.
- The staffing concerns and delays in acquiring a Dev-ops engineer kept one risk open for several months. This risk was reopened and escalated to an issue when the project was late due to data migration issues. Another low risk around transition to ops tasks was quickly mitigated.



Lessons Learned: Strengths

- ServiceNow integration and an automated test report tool were added to scope and the project remained within budget, giving added value to the development team.
- The team's ability to adapt well to challenges and increase in scope.
- In the absence of a DevOps engineer early on, the team quickly shifted to using internal resources to fill in.



Lessons Learned: Improvement Opportunities

- The amount of time needed for this project was far more than initially planned. A more thorough initial investigation would be advisable to reach a more realistic timeline.
- A DevOps engineer was not onboarded until very late in the project due to labor market staffing challenges for specialized IT positions. Hiring practices should be altered for a quicker onboarding and accurate resource planning should be planned beforehand as best as possible.
- The spend plan did not include several important line items, including the DevOps engineer, VS licenses, and VM costs. Accounting practices should be thorough and accurate to avoid budget problems and confusion later on.



Recommendations for Continuous Modernization

- Continue using the installed environments and ServiceNow to organize and streamline similar efforts in Continuous Modernization, especially for new development projects such as CX/UX where the Florida Commerce DevOps pipeline and toolchain should be leveraged from the start.
- Accounting practices should be streamlined, and the projected and actual cost figures should be easily accessible and uniform across all reporting platforms.

Project Name: Business Process Optimization (BPO)

Project Performance against goals and objectives

- All four phases: Core Claims/Claims Status, Continued Claims, Employers and other TPAs, and Initial Claims optimizations were completed before the launch of the CX/UX project.
- While the redesigned Reemployment Assistance business processes were updated and benefits around that were achieved, the project didn't align the BPO outputs with that of the CX/UX requirements as listed in the Benefits Register.
- The project completed in ~8 months compared to the original plan of 6 months (actual of Feb – Oct 2022 compared to Feb – Aug 2022). The schedule variance of +2 months was due to resources needed for the hurricane Ian relief effort.

Risk Mitigation Performance

- No risks by IV&V were raised concerning the BPO project.
- Only 2 observations were raised, both of which were quickly resolved and didn't turn into risks.

Lessons Learned: Strengths

- Only a couple of observations were raised regarding this project and were quickly mitigated. The speed at which concerns were resolved contributed to the vastness of the project's success.
- The BPO vendor worked well with Florida Commerce, SSI, and other vendors to quickly provide information that was needed and ensure continuous collaboration.
- Strong leadership and good communication led to a very smooth project with desirable outcomes.
- Quality vendor deliverables delivered in a timely manner.

Lessons Learned: Improvement Opportunities

- The vendor contract was not executed until after the first few deliverables were scheduled to be completed, therefore, Florida Commerce should allocate more time to vendor procurement or complete the contract execution in a timelier manner.
- While the outputs of the BPO project were originally intended to be leveraged in the CX/UX development (per the iSF report and BPO project October Operational Work Plan), Florida Commerce leadership had then decided to defer the scope of including the redesigned business processes to Continuous Modernization.

Recommendations for Continuous Modernization

- Use the requirements developed by this project as the CX/UX project continues through its various phases. Start with a clear product backlog for the CX/UX project that effectively prioritizes redesigned business processes and aligns it with overall business capabilities of the Reconnect system.

Project Name: RA Help Center

Project Performance against goals and objectives

- Florida Commerce achieved the intended scope of the RA Help Center project to provide a single portal with consolidated FAQs and to enable easy navigation through all RA processes and related documentation.
- The project began in March 2021 (prior to the official start of the Reemployment Assistance and Benefits Information System Program) and was completed by December 2021, i.e., in about 9 months as compared to the 6 months allocated in the iSF Report amounting to schedule variance of +3 months.

Risk Mitigation Performance

- IV&V raised 2 low risks for this project – the first risk was regarding the scope of “phase 2” of the project which was resolved and confirmed to be part of Continuous Modernization; and the second risk was around integration between RA Help Center and Contact Center which was accepted by Florida Commerce.

Lessons Learned: Strengths

- The project leveraged agile best practices such as a Prioritized Backlog that was regularly maintained and clear traceability from user stories, to sprints and to the release. These practices ensured transparency and visibility into all that had to be accomplished and in which sprints specific requirements would be implemented.
- Periodic backlog grooming sessions also ensured project priorities were always aligned.
- Business SMEs were heavily involved in defining and documenting business requirements which helped ensure the system met business' needs.
- Project closeout report had quantifiable metrics of benefits realized with this project. This practice was not commonly followed across all projects.

Lessons Learned: Improvement Opportunities

- Per the project closeout report, Florida Commerce has decided to look at other use cases such as ensuring citizens have a complete view of all their current and historical information.

Recommendations for Continuous Modernization

- Consider defining a Unified Contact Center strategy that integrates IVR, Visual IVR, Webchat and Chatbot efforts and the remainder of the Contact Center functionality to ensure consistent and effective customer service to claimants and other users. Collaboration between CX/UX's future project phases and the RA Help Center would also support a unified claimant experience.
- In its future contact center modernization efforts, Florida Commerce could explore the use of generative AI innovation that is expected to accelerate in contact center platforms. This innovation in contact center platforms is expected to help organizations build operational efficiencies and customer experience improvements.

Data Related Projects

Data & Analytics



Project Name: Reporting

Project Performance against goals and objectives

- This project was implemented as originally intended and achieved all benefits laid out in the iSF report. The data warehouse team transitioned 39 Employment and Training Administration (ETA) reports and 12 Populations from Florida Commerce's Reconnect system to the data warehouse.
- Florida Commerce completed this project with a delay of two months (target end date of December 2022 vs. actual end date of March 2023). This delay did not impact project success, as the reports were almost fully complete by end of 2022 with a few reports requiring additional attention and validation early on in 2023 to close the project out.

Risk Mitigation Performance

- The project faced risks around business validation of reports, limited concurrent user access for Reconnect, missing reporting schedule, project delays, and resource constraints.
- While these risk were resolved, only one was determined to be out of scope for RA Mod, which was the limited concurrent user access.

Lessons Learned: Strengths

- Despite any minor delays, moving these reports and populations off the Reconnect system provides more performance and power to claimants and staff, while improving report integrity and timeliness when submitting reports to the USDOL.
- Strong coordination and collaboration across stakeholder groups (IT, Business, USDoL). Everybody was in lock-step in terms of roles, responsibilities, and processes.
- Clear project requirements, scope of activities, and schedule made this project run very smoothly overall with no high-level risks along the way.
- Business level testing validated the accuracy and completeness of the reports.

Lessons Learned: Improvement Opportunities

- Lack of clarity on Reporting project spend as project was underway before Reemployment Assistance and Benefits Information System Modernization Program began.

Recommendations for Continuous Modernization

- Implement mechanisms to monitor report health and identify improvement actions around existing reports.
 - Continue to monitor the Reconnect system access risk by proactively scheduling the Reconnect DB access.
 - Use business validation to ensure reports meet business requirements and produce accurate results on claims, appeal, and adjudication-related data.
- Align the reporting contents with overall data / content management strategy to ensure proper oversight is continuously maintained on these reports and any new ones to address in the future.
- There are some noted performance challenges with the Tableau server when number of concurrent users increases, but none that impacted the project benefits. Florida Commerce should address these performance improvement changes as part of continuous modernization or ongoing maintenance of the reports.

Project Name: Master Data Management (MDM)

Project Performance against goals and objectives

- Florida Commerce achieved the initial project scope and benefits as outlined in the iSF report. This project established a data catalog and data dictionary for Reconnect.
- The scope of this project per iSF report was to “maybe include in year 2” the design, development and deployment of APIs. This optional scope was however not implemented.
- Project had expanded its scope mid-way to include procurement of a Master Data Management tool but that decision was reversed in CR0012 and was deferred to Continuous Modernization as part of Florida Commerce’s enterprise MDM initiative.
- Florida Commerce completed this project in about 11 months compared to the 6 months allocated for the initial scope per iSF report, amounting to a schedule variance of +5 months.

Risk Mitigation Performance

- The project faced risks around project scope confusion, MDM tool procurement delays and the lack of data governance standards.
- While the first risk was resolved, the second was closed due to scope adjustments and the last one was accepted by Florida Commerce and agreed to be addressed in Continuous Modernization

Lessons Learned: Strengths

- Coordination and collaboration amongst all involved parties, despite some changes in PM structure mid-way through the project. Everybody was in lock-step in terms of roles and responsibilities, but there was a lack of consistency early on with deliverable quality which improved over time.

Lessons Learned: Improvement Opportunities

- Change in project scope whereby the project spent a large amount of time waiting on a tool to be procured and then the decision was reversed in December 2022 as part of CR0012. There is an opportunity to avoid such scope creep in future.
- Viewing MDM project as a narrow technology-centric project could inhibit Florida Commerce from fully reaping the benefits of an MDM program and could lead to unnecessary costs of maintaining the data catalog/dictionary. Instead, best practices would suggest to tie MDM initiatives with business outcomes, formal MDM governance structures and holistic data architecture / framework.

Recommendations for Continuous Modernization

- Take a programmatic approach to Florida Commerce’s Master Data Management initiative by establishing a maturity baseline of current MDM practices, defining an overall MDM Operating Model that starts with aligning MDM scope to the business outcomes and clearly articulating the value.
- The MDM Operating Model also typically includes formalizing MDM governance organization structure that ensures the right roles and responsibilities to oversee ongoing oversight of enterprise data as it relates to Reconnect and any related systems.
- The MDM Operating Model also includes developing a detailed architecture and frameworks as reusable assets which can be edited over time as changes are made to the Florida Commerce technology landscape.
- Once the above laid structures are in place, Florida Commerce could look to proceed with exploring technology options that allow management of Florida Commerce’s MDM.

Project Name: Archive & Purge

Project Performance against goals and objectives

- Per the iSF report, Florida Commerce was to establish a process to archive and purge data in both the production database and file store, while achieving benefits around reduced storage costs, improved data access performance, and improved stability due to operation within database platform capacity.
- However, per CR0014 the project scope was updated to only define the high-level requirements for archival and purging of data and to issue an RFI to research Archive & Purge tools in the market. Archival and purging was deferred until a later date when sufficient resources would be available and the Reconnect system would be more stable (post CX/UX deployment).
- Per the draft May OWP for the project, RFI evaluations and a plan for going forward were expected to be completed. Due to various factors, the RFI is expected to be published by June 30 and the evaluations are to be done in Continuous Modernization (pending decision #1362).
- Florida Commerce is set to finish the project on time, in line with the June 30th program wrap-up date.

Risk Mitigation Performance

- The project faced risks around requirement gathering blockers, limited data governance maturity, and with a scope that changed multiple times.
- While the first risk was resolved, the second was closed as it was determined to be out of scope for RA Modernization, while the final risk remains open as a low risk.

Lessons Learned: Strengths

- Strong adaptability by the PM to work across business stakeholder units such as legal, along with IT and data teams to identify high-level requirements necessary for Archive & Purge activities.
- Despite a lack of data governance, there has been progress to the point of being ready to issue an RFI that will enable FL Commerce to evaluate Archive and Purging tools to implement during the course of Continuous Modernization, which is where more of the ISF benefits will be achieved from an efficiency and cost savings standpoint.

Lessons Learned: Improvement Opportunities

- Viewing Archive & Purge project as a standalone set of activities will lead to some similar risks as seen in RA Modernization Program – instead, Florida Commerce should look to blend scope of Archive & Purge activities with a broader data governance approach to address business outcomes, formal MDM governance structures and holistic data architecture / frameworks that will impact any Archive & Purge capabilities.

Recommendations for Continuous Modernization

- While IV&V understands that there will be a high-level plan to kick off Continuous Modernization, there must be prioritized efforts of creating a detailed project plan to address the next steps of reviewing, and deciding on RFI responses for tooling, procuring a tool, creating clear guidelines for what can or cannot be archived / purged and thereafter the actual archival and purging of data.
- Coordinate legal requirements with stakeholders throughout all phases of any Archive & Purge tool evaluation and rollout – monitoring this on an ongoing basis is key so gaps don't exist in terms of procedures and functionality of the selected tooling. This is key to have a dedicated strategy around, as there are legal liabilities and risks when archival & purging of data is done incorrectly.

Project Name: Data Warehouse

Project Performance against goals and objectives

- The Data Warehouse project was intended to establish a cloud-hosted data warehouse for reporting purposes. This project began prior to the official start of the Reemployment Assistance and Benefits Information System Modernization Program. This project was a pre-requisite for the Reporting and Archive & Purge projects.
- Florida Commerce achieved the intended benefits of reducing risks to manage data growth, of ensuring cost-effectiveness in managing Reconnect data and of improving reliability, consistency, accuracy and time-to-delivery for the federal core performance reports.
- The project was closed out end of January 2022, six months in advance to the proposed end dates in the iSF Report.

Risk Mitigation Performance

- Throughout the Data Warehouse project, IV&V observed 3 low-medium level risks around the testing conducted for the Data Warehouse and the creation of training materials for ongoing maintenance of the Data Warehouse.
- All three risks were resolved by the Program team in a timely fashion.

Lessons Learned: Strengths

- Clear roles and responsibilities amongst stakeholder along with proper project planning ensured the success of the Data Warehouse.
- The Reporting project, which was dependent on the Data Warehouse project, ensured continuous testing and validation of the data elements and records within the Data Warehouse.
- The project had pulled in Striim and Snowflake experts to support Florida Commerce resources in learning these new tools.

Lessons Learned: Improvement Opportunities

- The team would have benefitted from being part of a well-established Data Strategy at the enterprise level to better understand and leverage the benefits of a Data Warehouse beyond the current reporting use case.

Recommendations for Continuous Modernization

- Continue with the ongoing maintenance of the Data Warehouse and consider any incremental updates (if necessary).
- Consider expanding the scope of usage of the Data Warehouse platform to not only include Reconnect data but also other agency applications in order to glean enterprise-wide insights and enable faster report development.
- Similar to other data related project recommendations, consider integrating all data related efforts in a consolidated Enterprise Data Strategy that combines the benefits of Data Warehouse with Master Data Management, Archival and Purging and Data Governance initiatives. Looking at enterprise data initiatives holistically will allow Florida Commerce to maximize the benefits of these initiatives as compared to one-off initiatives.

Security Related Projects



Project Name: Security Architecture Review Services

Project Performance against goals and objectives

- The Security Architecture Review project was intended to evaluate application, underlying platform, and associated operations and development processes, including creating a roadmap and strategy to meet modern application security standards. The implementation of the results of this project were meant to be assessed and audited as part of the Security Architecture Audit, which was deferred.
- The project timeline was extended 3 months as part of CR0006 due to procurement challenges to get the necessary talent on board, but the project was completed in that timeframe.

Risk Mitigation Performance

- The risk associated with this project has not been around project execution. Instead, it revolved around the implementation of this project's recommendations (such as security testing, etc.) in relevant RA Modernization Program (such as in IAM, CX/UX, etc.) and Florida Commerce initiatives.

Lessons Learned: Strengths

- Vendor and Florida Commerce team collaboration was strong to ensure the team progresses well throughout the project and mitigates risks and resolves challenges in a timely fashion.

Lessons Learned: Improvement Opportunities

- The original report from iSF did not associate the results of this project with any other project, which has led to confusion around how to execute on the recommendations. Creating another project to address the implementation or assigning to another project would have improved governance and improved execution following the close of this project.
- Vendor deliverable expectations and understanding of deliverable review process could have been better managed, although it didn't cause any change in timelines or scope of the SAR project deliverables.

Recommendations for Continuous Modernization

- The results of this project directly relate to Identity Management & Access Control and Security Architecture Audit projects, which have both been partially or wholly deferred to Continuous Modernization after June 30, 2023.
- Project Deliverables #5 – Security Controls Implementation Roadmap and #6 – Training and Capabilities Improvement Plan, include recommendations that should be addressed leading into Security Architecture Audit project.

Project Name: Identity Management & Access Control (IAM)

Project Performance against goals and objectives

- The original scope of this project included 1) reviewing and updating existing roles, permissions, and user governance and 2) acquire and integrate a multifactor authentication service for **all** users of the system. The scope was reduced to focus on the former and multi-factor authentication for claimants. The development for B2C for employers and third-party administrators was deferred to a later phase per CR0016.
- The project implemented a multi-factor authentication tool for the claimant-side of access control and later reviewed and updated roles, permissions, and user governance. The project created a roadmap for Continuous Modernization to implement remaining recommendations and improve security practices.
- A vendor was procured, and the project kicked off in March 2023 and completed on time in June 2023.

Risk Mitigation Performance

- Procurement delay was the primary risk monitored during this project due to addition of enterprise level IAM tool procurement scope. Initial attempts were unsuccessful, which pushed the project start date.

Lessons Learned: Strengths

- Breaking up the scope into more manageable portions improved the procurement process. Additionally, this allows better iteration opportunities to improve the procurement process.

Lessons Learned: Improvement Opportunities

- The change of scope reflects that a single vendor is not needed to complete the entire process. A vendor could have been procured much sooner to manage the first part of the scope. Following the first part, the vendor could have given significant insight into the implementation.

Recommendations for Continuous Modernization

- Roadmap and recommendations should be used to evaluate the scope, requirements, and implementation of the upcoming phase of the project. Explore the expansion of IAM technology to staff, employers and TPAs.
- While the iSF report focused on only a small part of Identity and Access Management, Florida Commerce should consider developing a comprehensive and well-governed IAM program that includes IAM vision, roadmap, architecture and business case.

Project Name: Security Architecture Audit

Project Performance against goals and objectives

- The Security Architecture Audit project was intended to conduct an audit of the security of RA IT systems, platforms, applications, and network.
- On December 19, 2022, the project was deferred to Continuous Modernization as part of Change Request #12. The Program made the determination that the identified gaps in security access controls (see Security Architecture Review - Deliverable #3) would be addressed and then Security Architecture Audit project would be conducted to validate identified gaps were in fact addressed.
- Given this project was deferred to Continuous Modernization, it did not deliver its intended benefits of auditing for improving security, reducing risk and cost avoidance/better cost predictability.

Risk Mitigation Performance

- N/A

Lessons Learned: Strengths

- N/A

Lessons Learned: Improvement Opportunities

- N/A

Recommendations for Continuous Modernization

- As part of Continuous Modernization, implement a project to address the recommendations of the Security Architecture Review project including Deliverable #5 – Security Controls Implementation Roadmap and Deliverable #6 – Training and Capabilities Improvement Plan.
- As part of the Continuous Modernization Roadmap establish a clear date to conduct the Security Architecture Audit project.
- Leverage SSI vendor support under Amendment 3 to mature security practices at Florida Commerce including security planning, continuous assessment of security threats, prioritization of security threats to address, and execution of security remediation.

Contacts

Lou Estrada

Senior Managing Partner
Gartner Consulting
+1 443 297 7801
Lou.Estrada@Gartner.com

Maydad Cohen

Senior Managing Partner
Gartner Consulting
+1 617 686 5506
Maydad.Cohen@Gartner.com

Sharon Thomas

Director
Gartner Consulting
+1 336 480 7741
Sharon.c.thomas@Gartner.com

Carlos Doig

Associate Director
Gartner Consulting
+1 203 613 9327
Carlos.Doig@Gartner.com