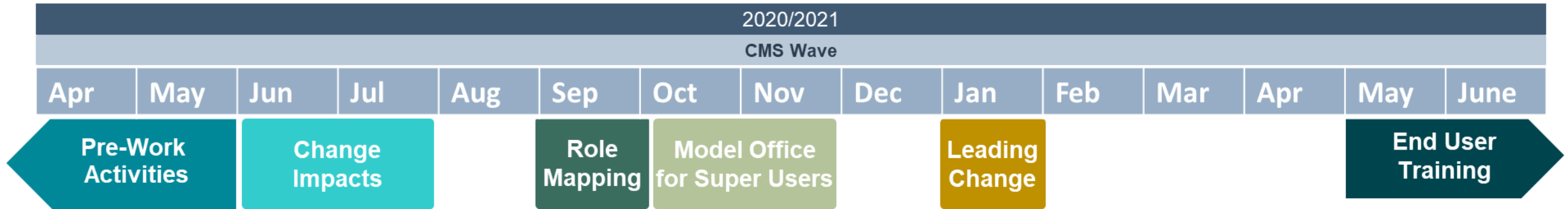# CHANGE IMPACT WORKSHOP

JUNE 2020

Agenda

- Workforce Transition Activities
- Change Impacts
- Tool to Identify Changes
- Exercises
- Next Steps

WORKFORCE TRANSITION ACTIVITIES

Timeline of Workforce Transition Activities

2020/2021														
CMS Wave														
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June

Pre-Work Activities
Change Impacts
Role Mapping
Model Office for Super Users
Leading Change
End User Training

FloridaPALM
Planning, Accounting, and Ledger Management

Workforce Transition Activities

| Change Impact Workshop | Role Mapping Workshops | Model Office for Super Users | Leading Change Workshops | End User Training |

Support you in:

- Identify how your agency's current CMS business processes will change after transitioning to Florida PALM during the CMS Wave
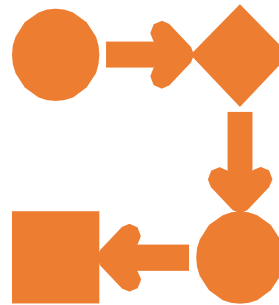- Completing the Change Impact Tool used to document the changes

CHANGE IMPACTS

Types of Change

People
Changes

Process
Changes

Technology
Changes

TOOL TO IDENTIFY CHANGES

Tool to Determine People, Process, or Technology Changes

Personas & Journey Maps → Change Impact Tool

Personas

Jonathan
GL Journal Processor | End user role responsible for creating journals.

Business Process Grouping: General Ledger, Treasury Management, Cash Management
Work Goals: Successfully enter journal entries and manage errors
Business Subprocess: 10.2.1 Create and Approve Journals
10.2.2 Edit Check
70.7.1 Manage SPIA Balances
70.7.2 Distribute Interest Apportionment
80.1.2 Invested Cash Checking

Responsibilities

I will be responsible for creating the GL journals for my agency.

What Is In It For Me?

I would like it to be easier to tell when my manager needs me to fix or delete a transaction. She usually has to stop by my desk or email me to let me know. I wish there was a way that I can just check daily without her having to stop by. This way I can get my work done first thing in the morning.
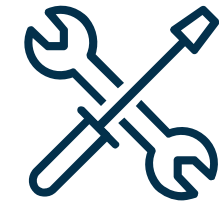
" I hope that I will be able to enter GL journals as quickly as I was able to enter TR10s in FLAIR. "

▸ Fictional representation of a Florida PALM end user role

▸ One-to-Many
  ◦ Multiple people in your agency may be mapped to one persona

▸ Many-to-One
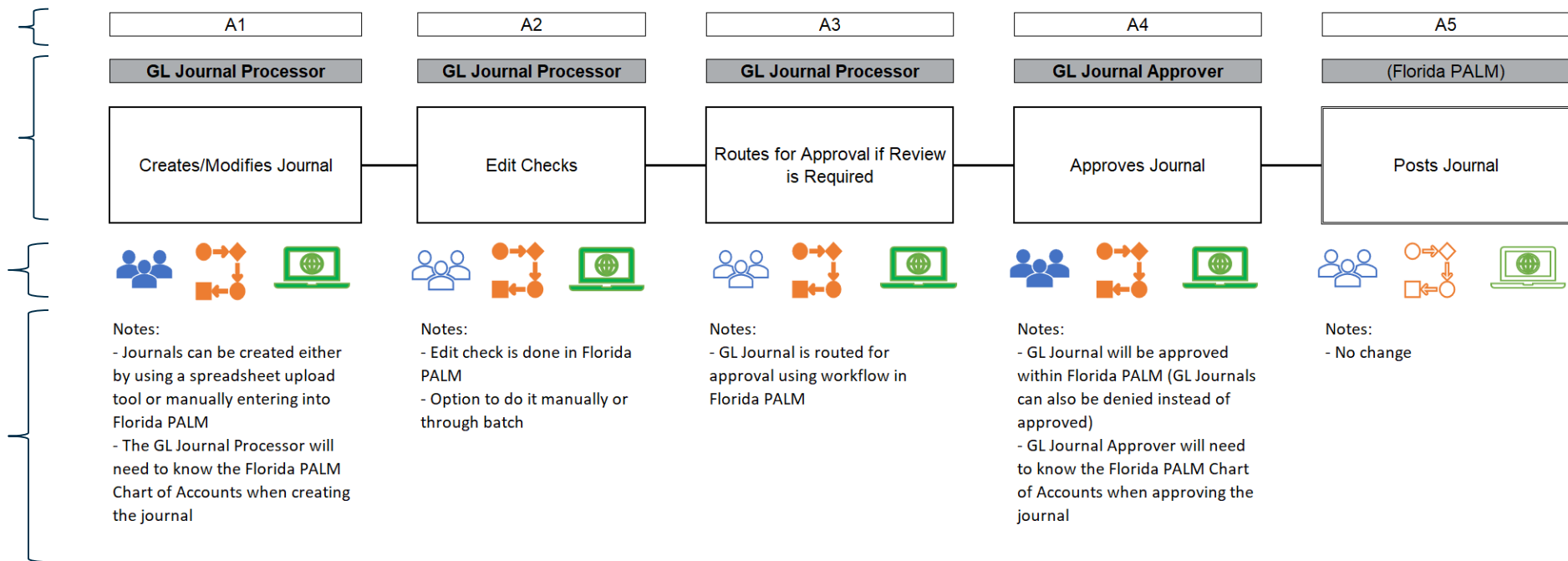 ◦ A person in your agency may be mapped to multiple personas

Journey Maps

▸ High-level end-to-end representation of the CMS Wave Business Process Models

Journey Map: Approved Journals

Activity number

A1	A2	A3	A4	A5
GL Journal Processor	GL Journal Processor	GL Journal Processor	GL Journal Approver	(Florida PALM)

Persona or system performing the action and corresponding action

| Creates/Modifies Journal | Edit Checks | Routes for Approval if Review is Required | Approves Journal | Posts Journal |

Place for you to indicate if the action is a people, process, or technology change

Place for you to document details about each change

Notes:
- Journals can be created either by using a spreadsheet upload tool or manually entering into Florida PALM
- The GL Journal Processor will need to know the Florida PALM Chart of Accounts when creating the journal

Notes:
- Edit check is done in Florida PALM
- Option to do it manually or through batch

Notes:
- GL Journal is routed for approval using workflow in Florida PALM

Notes:
- GL Journal will be approved within Florida PALM (GL Journals can also be denied instead of approved)
- GL Journal Approver will need to know the Florida PALM Chart of Accounts when approving the journal

Notes:
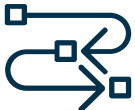- No change

Change Impact Tool

Steps and personas documented for each Journey Map

Area for you to document the people, process, and/or technology changes for each Journey Map activity step (as applicable)

Florida PALM Business Process Area: Account Management and Financial Reporting (AMFR)				People	Process	Technology	Communication
				• How will this step affect my agency's end users? • Who will be affected? • How will their roles and responsibilities change? • Is there currently someone who is responsible for this step or will someone need to take on this responsibility? • Are there additional roles that are not part of our current process? • Is there another role unique to our agency that needs to be included in the process (i.e., Manager or Supervisor)?	• What changes to our business processes are needed? • Is this a new, same, or modified step in your agency's process? • Is there a process specific to your agency that needs to happen before or after this step? • Does your agency need to send a notification or communication outside of the documented process? • Will your timing or frequency of completing an activity, reviewing information, or running reports change? • What changes to our forms and materials are needed? • What changes to our reports are needed?	• What changes are needed to our agency business systems? • Do any of our business systems need an interface to Florida PALM? • Is a current manual step for our agency becoming automated? • Is an interface being added or removed? • Is a report being added or removed? • Is a form being added or removed? • Has the system we currently enter information into changed?	• Who needs to know these changes? • How and when will they know? • Which external stakeholders do we need to inform (how/when)?
CMS Wave Business Process	CMS Wave Business Sub-Process	Persona	Journey Map Step				
10.2 Enter and Process Journals	CMSW10.2.1 Create and Approve Journals	GL Journal Processor	A1	- The GL Journal Processor will be responsible for knowng the Florida PALM Chart of Accounts when creating the journal	- Journals can be created either by using a spreadsheet upload tool or manually entering into Florida PALM	- Journals will be created in Florida PALM - Journals can either be created through a spreadsheet upload tool or manually entered in Florida PALM	- The person who will be role mapped to the GL Journal Processor role will need to know about the changes - Will be notified after the Role Mapping Workshops and part of internal agency discussions with end users
10.2 Enter and Process Journals	CMSW10.2.1 Create and Approve Journals	GL Journal Processor	A2	- No change	- Edit check is done in Florida PALM - The GL Journal processor can either perform edit check manually or it can be done through a batch process	- Edit check is done in Florida PALM - Edit check can be done manually or through batch	- The person who will be role mapped to the GL Journal Processor role will need to know about the changes - Will learn through training, as part of internal agency discussions with end users, and review of the agency's updated internal process and procedural document
10.2 Enter and Process Journals	CMSW10.2.1 Create and Approve Journals	GL Journal Processor	A3	- No change	- GL Journal is routed for approval through workflow	- GL Journal i will be automatically routed for approval through workflow	- Workflow will be determined during role mapping activities. Will need to let the people assigned the GL Journal Processor and the GL Journal Approver know about the change - Will be notified after the Role Mapping Workshops and part of internal agency discussions with end users
10.2 Enter and Process Journals	CMSW10.2.1 Create and Approve Journals	GL Journal Approver	A4	- The GL Journal Approver will be responsible for knowing the Florida PALM Chart of Accounts when approving the journal	- Journals will be approved or denied within Florida PALM	- Journals will be approved or denied within Florida PALM	- The person will be role mapped to the GL Journal Approver will need to know about the change - Will learn as part of internal agency discussions with end users, and review of the agency's updated internal process and procedural document
10.2 Enter and Process Journals	CMSW10.2.1 Create and Approve Journals	(Florida PALM)	A5	- No change	-No change	- No change	- Not applicable

AMFR | AR | CM | TM | (+)

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Additional Resources to Complete the Change Impact Tool

CMS Wave
Business Process
Models

CMS Wave Office
Hour Materials

Agency Desktop
Procedures

Agency internal
Policies

Inventory of CMS Wave
Documentation

Change Impact Tool Usage

Workforce Transition Activities

| Change Impact Workshops | Role Mapping Workshops | Model Office for Super Users | Leading Change Workshops | End User Training |

Used to identify your agency's people, process, and technology changes due to your transition to Florida PALM

Change Impact Tool Usage

Workforce Transition Activities

| Change Impact Workshops | Role Mapping Workshops | Model Office for Super Users | Leading Change Workshops | End User Training |

Used to identify people changes to support your agency during role mapping activities

Change Impact Tool Usage

Workforce Transition Activities

Change Impact Workshops	Role Mapping Workshops	Model Office for Super Users	Leading Change Workshops	End User Training

Used to identify and verify process and people changes as your agency processes representative transactions in a Florida PALM environment

Florida PALM
Planning, Accounting, and Ledger Management

Change Impact Tool Usage

Workforce Transition Activities

| Change Impact Workshops | Role Mapping Workshops | Model Office for Super Users | Leading Change Workshops | End User Training |

Used to support conversations with your end users about identified process and procedural changes

Change Impact Tool Usage

Workforce Transition Activities

| Change Impact Workshops | Role Mapping Workshops | Model Office for Super Users | Leading Change Workshops | End User Training |

Used to support your end users in preparing to take End User Training

EXERCISES

EXERCISE 1

Directions

1. Review the Online Grocery Shopping Journey Map Personas
   - Consumer
   - Shopper
2. Review the Online Grocery Shopping Journey Map
3. For each step in the Journey Map, indicate if the step is a:
   - People change
   - Process change
   - Technology change
4. Document the details of the change for each step in the Change Impact Tool
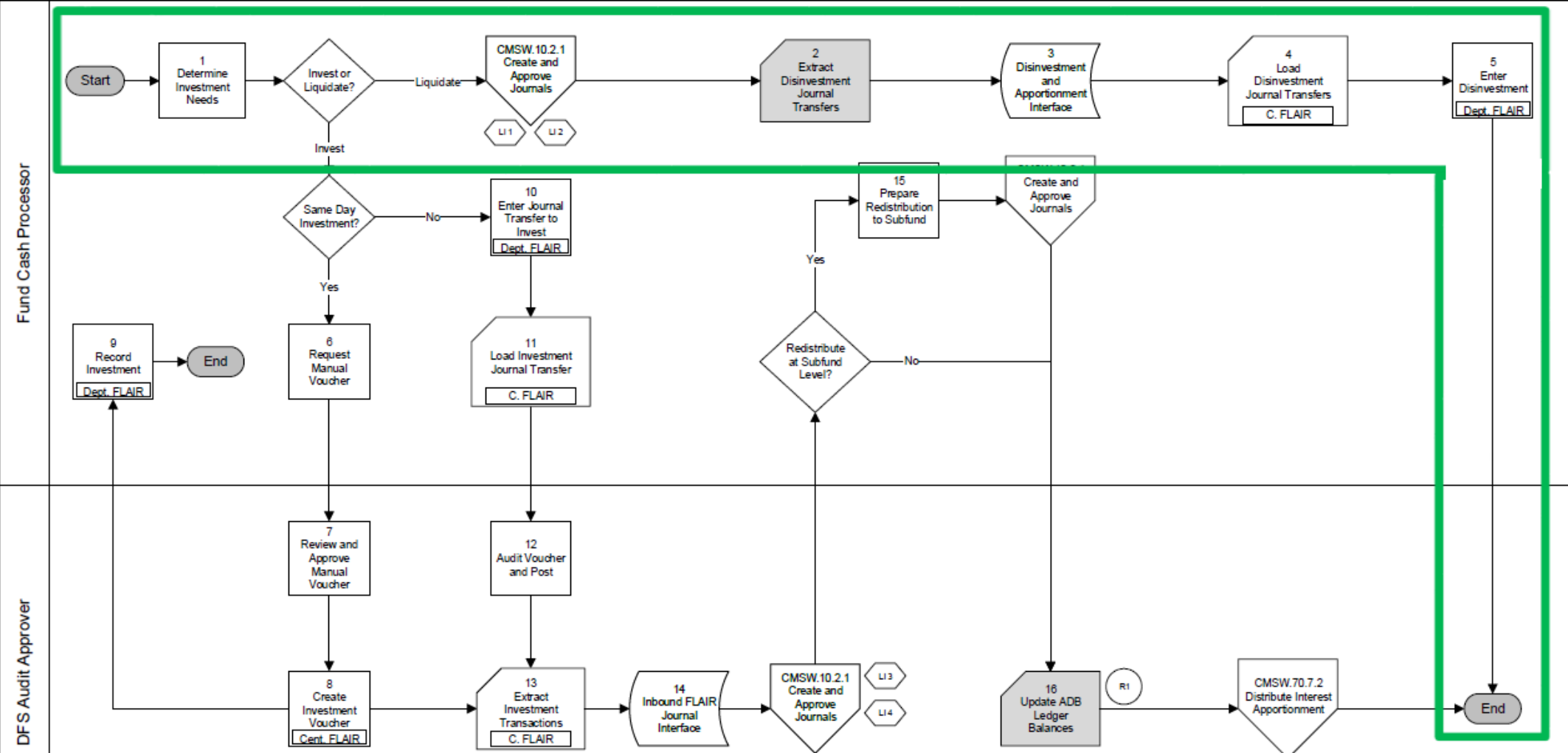
Open Exercise 1

Change Impact Workshop Exercise 1

EXERCISE 2

Directions

1. Review the Liquidation Journey Map Persona
   - Fund Cash Processor
2. Review the Liquidation Journey Map
3. For each step in the Journey Map, indicate if the step is a:
   - People change
   - Process change
   - Technology change
4. Document the details of the change for each step in the Change Impact Tool

Key Process Changes
80.2.1 Monitor Trust Fund Cash Balance

▸ Agencies will create journals for disinvestment of funds directly in Florida PALM

▸ Disinvestment journals created in Florida PALM will be sent to Central FLAIR

▸ Agencies will record entries into Departmental FLAIR to match the disinvested balances

Open Exercise 2

Open Exercise 2

Change Impact Workshop Exercise 2

NEXT STEPS

Next Steps

Work with your Change Champion Network to complete the Change Impact tool

Complete Change Impact Tool by 8/28/2020

Update internal business process and procedures to reflect identified changes

Review people changes to prepare for Role Mapping Workshop in August/September

APPENDIX

Trust Fund Investment/Disinvestment
10.1.3 Add or Modify Fund Values

▸ Key Process Changes
  ◦ Transactional fund ChartField values will be established in Florida PALM by DFS to support investment/disinvestment and cash balance reconciliation
  ◦ Local funds and FIDs will continue to be set up in Departmental and Central FLAIR
  ◦ Transactional funds will be set up in Florida PALM and mapped to the FID in the COA crosswalk
  ◦ Agencies will manually prepare one unified Fund Questionnaire Form for review by A&A and Treasury
  ◦ A Crosswalk Values Report will be available to agencies listing all statewide FLAIR values and the corresponding Florida PALM values

Trust Fund Investment/Disinvestment
10.2.1 Create and Approve Journals

▸ Key Process Changes

- Agencies will create journals for disinvestment of funds directly in Florida PALM

- Workflow will be used to route disinvestment journals for approval within an agency

- Journals for investment / disinvestment of funds created in Florida PALM will go through an investment balance cash checking process; this process will increase the cash investment balance in the Cash Ledger for investments and decrease for disinvestments

Florida **PALM**
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Trust Fund Investment/Disinvestment
10.2.2 Edit Check

▸ Key Process Changes

◦ Transactions are validated within Florida PALM to ensure accounting entry integrity prior to posting entries to the Actuals Ledger

◦ Agencies will have the option to trigger edit check manually or use the pre-determined batch processing logic

Depositing and Bank Accounts (including CRA)
60.2.4 Manage Electronic Receipts Data

▸ Key Process Changes

◦ Agencies will obtain the ACH Notifications of Change interface and report from Florida PALM

Depositing and Bank Accounts (including CRA)
60.2.5 Process FLAIR Deposits

▸ Key Process Changes

- Agencies will continue to record deposits in Departmental FLAIR which will be interfaced to both Central FLAIR and Florida PALM

- Agencies will access Florida PALM to run and review deposit reports and request Treasury assistance (e.g., deposit assistance and same day verification)

- The Department of Revenue (DOR) will create deposits on behalf of agencies in Florida PALM. Departmental FLAIR-only entries will either be:

  • Interfaced from DOR on the agency's behalf, or

  • Entered directly by the agency; Florida PALM interfaces DOR deposits to Central FLAIR to update cash and revenue balances

Depositing and Bank Accounts (including CRA)

60.2.6 Treasury Receipts, Adjustments, and Returned Items

▸ Key Process Changes

◦ Treasury Receipts, Adjustments, and Returned Items are initially recorded in Florida PALM as deposits

◦ Once posted in Florida PALM, deposits are interfaced to Central FLAIR to update cash and revenue balances

◦ Agencies will access Florida PALM to run and review deposit reports to assist in identifying and recording Departmental FLAIR-only transactions

◦ Agencies will obtain the Returned Items report and interface from Florida PALM

Florida PALM
Planning, Accounting, and Ledger Management

Depositing and Bank Accounts (including CRA)
70.1.1 Maintain Bank Accounts

▸ Key Process Changes

- Bank accounts are configured in Florida PALM
- Agencies access Florida PALM for EPS and banking service requests
- Treasury approval and responses route through form workflows

Depositing and Bank Accounts (including CRA)
70.1.2 Manage Treasury Correspondence

▸ Key Process Changes
  ◦ Agencies access Florida PALM Treasury Correspondence Form to request assistance and to order bank supplies

Depositing and Bank Accounts (including CRA)
70.2 Manage and Reconcile Bank Statements

▶ **Key Process Changes**

◦ Agency bank statement report and bank statement interface will be provided by Florida PALM

◦ CD investment principal purchases are interfaced to Florida PALM for bank reconciliation

◦ Agencies and Treasury may need to collaborate to resolve exceptions within Florida PALM and/or FLAIR

Depositing and Bank Accounts (including CRA)
70.4 Process Bank Cash Transfers

▸ Key Process Changes
  ◦ Agencies will request bank to bank transfers within Florida PALM. This only applies to the Department of Economic Opportunity during the CMS Wave for reemployment assistance bank accounts

Trust Fund Investment/Disinvestment
70.7.2 Distribute Interest Apportionment

▸ Key Process Changes
  ◦ Agencies will access Florida PALM to run and review interest apportionment reports, as the basis for recording transactions in Departmental FLAIR
  ◦ Interest apportionment amounts are interfaced to agency business systems

Trust Fund Investment/Disinvestment
80.1.2 Invested Cash Checking

▸ Key Process Changes
  ◦ Agencies access Florida PALM to view the Invested Balance Exceptions Report and to manage exceptions

Trust Fund Investment/Disinvestment
80.2.1 Monitor Trust Fund Cash Balance

▸ Key Process Changes

  ◦ Disinvestment journals will be recorded by agencies in Florida PALM and sent to Central FLAIR; Agencies will record entries into Departmental FLAIR to match the disinvested balances

  ◦ All next-day investment requests will originate in Departmental FLAIR, and the corresponding Central FLAIR entry is then interfaced into Florida PALM to update Treasury investment balances

  ◦ For same day investment requests, agencies will continue to request a manual voucher; the investment will originate in Central FLAIR and interface to Florida PALM to update Treasury investment balances

  ◦ Agencies who need to record investments lower than the fund (i.e., subfund level), will redistribute to the lower level within Florida PALM following the CMSW.10.2.1 Create and Approve Journals

Depositing and Bank Accounts (including CRA)
80.2.6 Manage Revolving Funds

▸ Key Process Changes
  ◦ Agency CRA balances will be maintained to support the calculation of interest apportionment
  ◦ Agency CRA Statement Report and bank statement interface will be provided by Florida PALM to support their CRA bank account reconciliation
  ◦ Agencies will complete the CRA Stop Payment Form to request cancellation of CRA payments through Florida PALM
  ◦ Treasury will manage CRA Stop Payment requests through Florida PALM, but will work with the banking partner, as they do today