

Department of Elder Affairs
UAT Engagement Plan
For Florida PALM Financials, Payroll, and
Data Warehouse/Business Intelligence

Table of Contents

Overview	3
User Engagement Approach	3
Testing Scope	4
Roles and Responsibilities	4
User Story Testing Progress	8
End User Testing.....	9
UAT Engagement Risks	11

Overview

The Department of Elder Affairs (DOEA) has 30 resources participating in and supporting the User Acceptance Testing (UAT) of Florida PALM Financials, Payroll, and Data Warehouse/Business Intelligence implementation. To better test the Florida PALM solution, the Department organized its resources into groups based on their organizational structure and job functions. The following groups were identified:

- Budget
- Financial Administration
 - Accounting
 - Revenue
- Purchasing
- General Services
- Human Resources (HR)
- Information Technology (IT)

The IT group is not actively performing transactions within the Florida PALM solution but has access to the UAT Security Access Manager Portal and the Department's Identify Management tool to support end user provisioning and deprovisioning. Additionally, the Department does not have any agency business systems impacted by the implementation of Florida PALM.

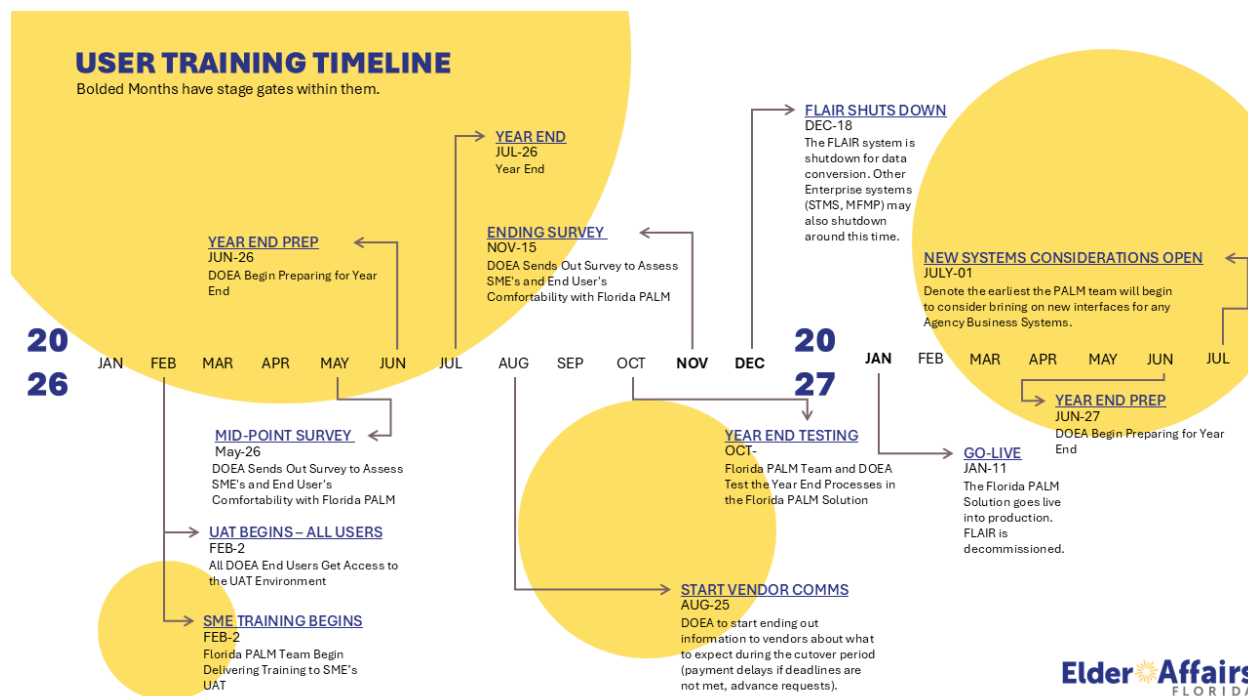


Figure 1: DOEA's User Training Timeline

User Engagement Approach

The Department's overall approach to UAT is to give end users structured guidance on transacting in Florida PALM solution while allowing end users the flexibility to manage their workloads effectively. The Department has built in checkpoints within the approach, specifically anonymous surveys at fixed intervals, 1 on 1 interviews between end users and the Florida PALM Project Manager, and office hours to gauge user readiness and preparedness.

The Department's UAT started with a Kickoff meeting to inform end users of their roles, expected level of involvement and where to access resources such as test scripts and the test script execution tracker. All end users were granted access to the UAT environment at the start of testing. To further support participants, the Department also hosted office hours where users could receive assistance and have their questions answered. Initially these sessions were open to all groups; however, the Department later transitioned to weekly, group-specific office hours to better tailor guidance and minimize confusion. After approximately 4 months, office hours were paused to allow end users to test independently according to their own schedules. The Department is restarting group-specific office hours in August to review training documentation and verify that all testing activities have been completed.

Throughout the UAT period, the Triage Team has met weekly to review reported issues and determine whether the issues can be resolved internally before escalating them to the PALM Team. The Triage Team is also responsible for communicating resolutions and updates to the Department's end users.

Testing Scope

Each of the Department's groups created their own user stories. The Department leveraged the joint effort of the cross-agency collaboration workgroup for initial test scripts. The Department also created its own test scripts where gaps were determined, such as those for Security Access Managers (SAM). At the start of UAT, the Department identified 314 user stories. These user stories cover daily operations, monthly and yearly activities, and exceptions/special scenarios encountered in routine processes. As UAT progressed, the number of user stories expanded to a total of 413.

Roles and Responsibilities

Table 1: Agency UAT Roles and Responsibilities

Role	Responsibility	Resources
Agency Sponsor	• Certify readiness to participate in UAT. • Regularly monitoring agency UAT progress. • Monitor agency risks, issues, and mitigation plans and communicate them to the Project. • Request, provide and assign appropriate resources as needed, and remove obstacles to successfully complete UAT activities.	Teresa Johnson, Chief Financial Officer (CFO) & Randy Pupo, Deputy CFO
Agency Liaison	• Collaborate closely with UAT Coordinator and provide updates to the Agency Sponsor. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	PALM Project Manager & Financial Specialist
Business Liaison	• Identify and confirm all agency business processes to be tested.	PALM Project Manager Valentin & IT Liaison

Role	Responsibility	Resources
	- Confirm the creation of User Stories and updated documentation for processes and procedures. - Ensure that end-to-end testing of agency business processes is conducted. - Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	
Technical Liaison	- Identify and confirm all agency business systems to be tested. - Confirm agency business systems are ready for full integration testing. - Coordinate agency business system remediation as needed, based on the results of testing. - Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	IT Liaisons
Project Management Liaison	- Capture and track both Project- and internal agency-driven UAT activities and maintain awareness of progress and due dates. - Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	PALM Project Manager & Financial Specialist
Change Management Liaison	- Develop and maintain UAT communication plan - Support the identification and tracking of agency UAT participants. - Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Financial Administrator & Deputy CFO
Training Liaison	- Identify and track agency UAT participants. - Support agency hosted UAT sessions with end users. - Coordinate or lead the agency training material development. - Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Financial Specialist & PALM Project Manager

Role	Responsibility	Resources
UAT Coordinator	- Track and confirm testing progress. - Lead the Testing Error Triage Team. - Serve as the primary point of contact with the Florida PALM Project team for reporting progress, discussing testing issues, ensuring coordination of agency efforts with the overall UAT timeline.	PALM Project Manager & Financial Specialist
Testing Error Triage Team	- Meet regularly to review progress and discuss upcoming activities. - Review testing errors to determine resolution or need for escalation.	PALM Project Manager & Financial Specialist, Deputy CFO, Revenue Supervisor, Accounting Supervisors, General Services Supervisor, Purchasing Supervisor, Financial Administrator
Subject Matter Experts (Assigned per Business Process Grouping)	- Support UAT planning (e.g., user stories/script development, agency-specific materials development). - Participate as first end users in UAT. - Conduct agency hosted UAT session with end users. - Serve as primary point of contact for end user business processes, data, and technical questions. - Support agency training material development. - Report testing errors and testing progress to UAT Coordinator. - Support end user understanding during UAT and after go-live. - Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	- Account Management and Financial Reporting - Financial Administration - Accounts Receivable - Revenue - Financial Administration - Asset Accounting and Management - General Services - Banking - Revenue - Budget Management - Budget - Contracts Management - N/A¹ - Disbursements Management - Accounting - Grants Management - N/A² - Inter/IntraUnit Transactions

¹ DOEA is not FACTS exempt

² DOEA is not FACTS exempt

Role	Responsibility	Resources
		○ Revenue ○ Accounting • Payroll Management ○ Budget ○ Accounting ○ HR • Projects Management ○ General Services ○ Budget • Revenue Accounting ○ Revenue • System Access and Controls ○ Financial Administration ○ IT Liaison
Security Access Manager	• Perform and track role assignment changes for SMEs and end users during UAT. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Financial Specialist & IT Liaison
Identity Provider Subject Matter Expert	• Add end users to the active directory (or applicable tool) for access to UAT. • Maintain active directory for access throughout UAT (adding new end users or removing end users as needed).	IT Liaisons
File Manager	• Serve as the primary point of contact for interface testing. • Access the Florida PALM Managed File Transfer (MFT) site to send and receive files between the agency and Florida PALM.	IT Liaisons
Batch Error Contact	• Serve as the primary point of contact for batch errors or change in batch process timing.	IT Liaisons
End Users	• Practice related job processes. • Confirm end user role assignment(s). • Report testing errors and testing progress to SME or UAT Coordinator, as appropriate.	Included in Table 3 below.

User Story Testing Progress

As expected, the Department has made slower-than-planned progress on user story and test script execution in recent weeks, largely due to limited resources and the increased workload associated with fiscal year-end activities. To address this, the agency is reviewing its user stories to determine if they remain valid based on insights gained from project-hosted UAT sessions and users' hands-on experience in the environment. Additionally, supervisors are hosting Florida PALM review sessions with their direct reports to reinforce key information and confirm that user stories/test scripts are being executed and marked as complete. The Department has observed that while many test scripts are being executed, they are not consistently recorded in the tracking tools.

Table 2: User Story Testing Progress

Number of Activities	Unique Number of User Stories	Number of Successfully Tested Unique User Stories	Number of Times the User Stories Have Been Tested	Status Comments
Account Management and Financial Reporting (AMFR)				
17	21	3	1-3	The Department has been unable to fully test all User Stories due to fiscal year-end testing not occurring until after refresh.
Accounts Receivable (AR)				
24	35	5	1-8	The Department has been unable to fully test all User Stories because receivables were only recently incorporated, and the Department is still gaining a complete understanding of the related business processes within the system. The Department plans to complete the User Stories testing after the UAT Refresh.
Asset Accounting and Management (AAM)				
10	25	16	1-3	
Banking (BK)				
6	6	1	5	
Budget Management and Cash Control (BM/CC)				
7	25	18	1-10	
Contracts Management (CT)				
N/A				
Disbursements Management (DM)				
22	42	31	1-20	
Data Warehouse/Business Intelligence (DW/BI)				
6	44	18	1-2	The Department has been unable to fully test all User Stories due to time constraints. The Department plans to complete the User Stories testing after the UAT Refresh. The

Number of Activities	Unique Number of User Stories	Number of Successfully Tested Unique User Stories	Number of Times the User Stories Have Been Tested	Status Comments
				Department also has an open ticket with the project on expected functionality not working as intended.
Grants Management (GM)				
N/A				
Inter/IntraUnit Transactions (IU)				
13	32	16	1-3	
Payroll Management (PR)				
25	76	61	1-2	
Projects Management (PM)				
9	10	7	1-2	
Revenue Accounting (RA)				
2	2	1	1	
System Access and Controls (SAC)				
1	21	8	1-2	
Agency Defined				
1	74	32	1-8	User stories are continually being added as variations are determined and tested as time allows.

End User Testing

Table 3: End User Testing by Business Process Grouping

Planned or Actual Number of End Users Performing Testing	Anticipated Time Commitment	End User Organization(s) or Agency Business System	Planned or Actual Dates for End Users to Perform Testing (Start and End Dates)
Account Management and Financial Reporting (AMFR)			
3	1 hour every week minimum	<i>Budget Staff</i>	February 2026 through October 2026
1	2 hours every week minimum	<i>Financial Specialist</i>	February 2026 through October 2026
1	1 hour every other week minimum	<i>Accounting Supervisor</i>	February 2026 through October 2026
Accounts Receivables (AR)			
1	3 hours every week minimum	<i>Financial Administrator</i>	February 2026 through October 2026
1	3 hours every week minimum	<i>Revenue Supervisor</i>	February 2026 through October 2026
Asset Accounting and Management (AAM)			

Planned or Actual Number of End Users Performing Testing	Anticipated Time Commitment	End User Organization(s) or Agency Business System	Planned or Actual Dates for End Users to Perform Testing (Start and End Dates)
1	3 hours every week minimum	<i>General Services Supervisor</i>	February 2026 through October 2026
1	2 hours every week minimum	<i>General Services Staff</i>	February 2026 through October 2026
Banking (BK)			
1	1 hour every week minimum	<i>Financial Administrator</i>	February 2026 through October 2026
1	2 hours every week minimum	<i>Revenue Supervisor</i>	February 2026 through October 2026
4	2 hours every week minimum	<i>Revenue Staff</i>	February 2026 through October 2026
Budget Management and Cash Control (BM/CC)			
1	2 hours every week minimum	<i>Budget Supervisor</i>	February 2026 through October 2026
2	3 hours every week minimum	<i>Budget Staff</i>	February 2026 through October 2026
Contracts Management (CT)			
N/A			
Disbursements Management (DM)			
2	4 hours every week minimum	<i>Accounting Supervisors</i>	February 2026 through October 2026
7	6 hours every week minimum	<i>Accounting Staff</i>	February 2026 through October 2026
Data Warehouse/Business Intelligence (DW/BI)			
1	1 hour every week minimum	<i>All users</i>	July 2026 through November 2026
2	1 hour every week minimum	<i>Financial Administration Staff (DW/BI Agency Financials Authors)</i>	July 2026 through November 2026
Grants Management (GM)			
N/A			
Inter/IntraUnit Transactions (IU)			
1	1 hour every week minimum	<i>Revenue Supervisor</i>	March 2026 through October 2026
3	1 hour every week minimum	<i>Revenue Staff</i>	March 2026 through October 2026
1	1 hour every week minimum	<i>Accounting Supervisor</i>	March 2026 through October 2026
3	1 hour every week minimum	<i>Accounting Staff</i>	March 2026 through October 2026
1	1 hour every week minimum	<i>Financial Administrator</i>	July 2026 through October 2026
Payroll Management (PR)			

Planned or Actual Number of End Users Performing Testing	Anticipated Time Commitment	End User Organization(s) or Agency Business System	Planned or Actual Dates for End Users to Perform Testing (Start and End Dates)
2	3 hours every other week	<i>Human Resources Staff</i>	April 2026 through October 2026
1	1 hour every week minimum	<i>Accounting Supervisor</i>	April 2026 through October 2026
1	1 hour every week minimum	<i>Financial Specialist</i>	April 2026 through October 2026
1	1 hour every week minimum	<i>Budget Staff</i>	April 2026 through October 2026
Projects Management (PM)			
1	1 hour every week minimum	<i>General Services Supervisor</i>	February 2026 through October 2026
1	1 hour every week minimum	<i>Budget Staff</i>	February 2026 through October 2026
Revenue Accounting (RA)			
1	1 hour every week minimum	<i>Financial Administrator</i>	February 2026 through October 2026
1	1 hour every week minimum	<i>Revenue Supervisor</i>	February 2026 through October 2026
3	1 hour every week minimum	<i>Revenue Staff</i>	February 2026 through October 2026
System Access and Controls (SAC)			
1	2 hours every month	<i>Financial Administration Staff</i>	February 2026 through October 2026
1	2 hours every month minimum	<i>IT Support Staff</i>	February 2026 through October 2026

UAT Engagement Risks

The Department has not identified any new risks that would prevent end users from executing and completing their testing. However, the Department continues to face previously established challenges, including limited knowledge among newer staff and time constraints for more experienced staff who must balance training responsibilities with their regular job duties.

Table 4: Table of Risks

Date Opened	Primary Risk Category	Secondary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue
9/10/2023	Business Process Change	Business Process Change Training	Streamlining Manual Processes	Stable	2 (Low/Medium)	Agency has been dependent on manual and/or outdated processes prior to data entry currently in FLAIR. This is replacing Risk 1 from the archived Risk log.	Having internal cross-functional meetings to reduce dependencies on manual/physical processes.	Minimal impact - more work for the training team and staff to learn in tandem with new system.
9/5/2024	Conversion/Configuration	Conversion/Configuration Training	Data Clean Up	Stable	4 (Medium/Medium)	While cleaning up existing data, making sure new data entered meets PALM requirements for conversion. This was Risk 4 from the archived Risk log.	Reviewing conversion inventory carefully to minimize post go-live clean up. Communicating new requirements to staff. Also working with contracted staff to aid in the clean up of data.	Inflated workload post go-live for Agency staff.

Date Opened	Primary Risk Category	Secondary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue
10/21/2025	Training	Staffing/Resource Availability Training User Acceptance Testing	Lack of information on PCard Works	Decreasing	4 (Medium/Medium)	This risk is to document the concern about the lack of information being shared by the PCard Works vendor regarding the coming changes due to Florida PALM. Other vendors (STMS and MFMP) have had meetings on a regular basis regarding the PALM Changes. The concern is that the Department won't be able to create training documents and test scripts for that system in a timely manner (i.e. the training documentation gets	Regularly communicate with the PALM project on the status of the PCard Works.	The Department will not be able to create training documents and test scripts for that system in a timely manner (i.e. the training documentation gets communicated to end users after go-live or a few weeks before go-live).

Date Opened	Primary Risk Category	Secondary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue
						communicated to end users after go-live or a few weeks before go-live).		
3/5/2026	Training	Business Process Change Conversion/Configuration User Acceptance Testing	Understanding the why	Stable	9 (High/High)	As testing has progressed and users have navigated the system, The Department has identified gaps in general understanding of the agency's and state's business processes. While sessions have been effective in helping bridge these knowledge gaps, the information is being absorbed gradually. Many of our users joined the agency within	Targeting office hours for specific units covering the why and what as well as communicating with individuals on their understanding. Developing clearer and more concise learning session agendas to cover the overall financial processes and how individual units affect others.	Increased likelihood of errors and strain on the knowledgeable staff resulting in reduction of overall readiness and confidence entering production

Date Opened	Primary Risk Category	Secondary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue
						the current fiscal year and were initially shown only where to perform tasks, without the broader context of why those tasks are completed in a particular way. As a result, The Department are now learning PALM while still becoming comfortable with FLAIR, as The Department approach one of the busiest periods of the year. Although The Department anticipated some challenges, the extent of the		

Date Opened	Primary Risk Category	Secondary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue
						knowledge gaps became more apparent through our testing discussions.		

Table 5: Table of Issues

Date Opened	Priority	Primary Issue Category	Secondary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date
1/16/2024	Low - All impacts not listed as Critical or High	Staffing/Resource Availability	Post Implementation Staffing/Resource Availability Training	New Staff Knowledge	Filled vacancies and new hires are being trained but still have knowledge gaps. This increases the workload on existing staff	Continue training new hires and continue to update desk procedures to make sure they are up to date.	12/31/2026