WORKFORCE READINESS PLAN

FLORIDA PALM READINESS PROJECT

DEPARTMENT OF FINANCIAL SERVICES

August 2, 2024

Department of Financial Services
CHANGE CHAMPION NETWORK
Journey to Success with Florida PALM

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Version	Date	Revision Notes
1.0	12/14/2023	FINAL Approved 12/14/23 S. Fennell
2.0	05/5/2024	Updated to include new CCN members and updated OCM objectives.
3.0	8/2/2024	Updated per Readiness Workplan Task 535, including: impacted workforce, current state workforce knowledge and understanding, key activities, updated communication, training and change management plans.

1.0   EXECUTIVE SUMMARY

The purpose of a Workforce Readiness Plan (WRP) within a project is to help plan for and manage the people-side of the project. A WRP focuses on identifying, preparing, and managing a wide array of internal stakeholders, employees, and customers that will be impacted by the new solution (i.e., Florida PALM). The plan will be managed and executed by the Department of Financial Services (DFS, department) Change Champion Network (CCN).

1.1   Overview

DFS not only wants our stakeholders to feel informed, prepared, trained, and ready to participate in a successful implementation; but also have the empowerment to adopt new skills, develop new capabilities, and understand the need to transition to Florida PALM (solution). This WRP is designed to facilitate a smooth transition, ensuring that all DFS employees are prepared and empowered to embrace the upcoming changes.

The CCN's approach to workforce readiness is based on three (3) streams:

- **Communication**: the activities within this stream focus on sharing information about the solution and providing general knowledge and awareness about the project timeline, known functionality, and department progress.

- **Change Management**: the activities within this stream focus on preparing the workforce to adopt and accept new business processes.

- **Training**: the activities within this stream focus on preparing the workforce to successfully perform job functions within the solution.

1.2   Objectives

The objectives for this Workforce Readiness Plan are as follows:

- Assess the project's impact to the department,
- Assess the readiness of the user organization and individual users to understand and accept change with the implementation of the new solution,

- Outline, describe, and provide a framework of activities to prepare the department's workforce,
- Reduce resistance to change using various communication tools, and
- Prepare users with the knowledge, skills, and abilities to meet the need for skilled financial business process activities.

1.3   Key Tasks

Our key tasks will be iterative in nature, repeated many times over the life of the project, and include:

- Identifying changes that impact users,
- Preparing a needs assessment that will identify department specific needs and the skill gaps of stakeholders or planned end users to the solution,
- Communicating changes to impacted users,
- Completing readiness assessment activities,
- Training, mentoring, and coaching, and
- Providing knowledge transfer support.

All tasks referenced will be incorporated in the Workforce Readiness Approach documents identified in Section 4.0, if applicable.

1.4   Scope

This Plan is focused on documenting the key elements of transition success after analyzing our workforce and determining steps needed to meet current and future staffing needs. This plan will assist DFS to promote seamless knowledge transfer, maintain effective communication avenues, and address workforce attrition concerns.

2.0   WHO WE ARE

The implementation of Florida PALM within DFS is a major undertaking. While the volume of changes within each division will vary, every division within the department and across the state will be affected in some way. To reduce negative effects, increase success, and support the divisions, a dedicated team is leading the change.

2.1   The Change Champion Network (CCN)

The Change Champion Network (CCN) is a dynamic group of professionals from the department that supports agency readiness and is designed to foster collaborative relationships and communications within the agency, between partners, and with the Florida PALM Team. This group is comprised of Subject Matter Experts (SMEs) from various divisions, each having a unique set of responsibilities. Together, the CCN forms the core team responsible for completing Readiness Workplan (RW) tasks, agency-specific tasks and preparing DFS to transition to Florida PALM.

DFS's CCN currently has 14 positions filled (including 3 back-up positions) and is comprised of the members identified in Table 1:

CCN Member	Role	Role Description
Scott Fennell	Agency Sponsor	Serves as the visible agency leader and supporter of the CCN and has the authority to apply project resources, expend funds, make decisions, and give approvals regarding the Florida PALM Readiness Project.
Alexandra Weimorts	Agency Liaison	Serves as the primary point of contact between the Project and the CCN, while tracking the agency's completion of activities and tasks.
Asif Sahaf	Project Management Liaison	Serves as the secondary point of contact between the Project and the CCN. Oversees the overall agency implementation process, ensuring all project milestones, deliverables, and timelines are met.
TBD	Change Management Liaison	Serves as the facilitator of organizational change and smooth system adoption; including addressing resistance, managing expectations, and ensuring user engagement.
Sheila Cole	Business Liaison	Serves as the person responsible for coordinating functional activities within the agency across business functions.
Teri Mann	Business Liaison Back-up	Serves as the back-up person responsible for coordinating functional activities within the agency across business functions.
Stacey Pollock	Technical Liaison	Serves as the point person for technical activities, including security, development and testing of interfaces and conversion data, agency business system remediation, and desktop configuration activities.
David Medina	Technical Application (ABS) Architect	Serves as the secondary point of contact between OIT and the CCN. Determines how existing applications, legacy systems, and

CCN Member	Role	Role Description
		multiple platforms work together to meet new enterprise expectations.
Michael Avello	OIT Project Management Liaison	Serves as the secondary point of contact between OIT and the CCN. Tracks OITs completion of activities and tasks while supporting the Technical Liaison in activities and tasks.
Kim Jacobs	Training Liaison	Serves as the person responsible for coordinating training activities within the Department while identifying activities and messages that help the Department achieve change readiness.
Latasha Tuck	Training Liaison Back-up	Serves as the back-up person responsible for coordinating training activities within the Department while identifying activities and messages that help the Department achieve change readiness.
Renée Hermeling	Accounting and Auditing (A&A) Liaison	Serves as the primary point of contact between the Project and the Division of Accounting and Auditing while tracking the Division's completion of division and enterprise activities and tasks.
Julia Collins-O'Kane	A&A Liaison Back-up	Serves as the back-up point of contact between the Project and the Division of Accounting and Auditing while tracking the Division's completion of division and enterprise activities and tasks.
Sarah Pons	Treasury Liaison	Serves as the primary point of contact between the Project and the Division of Treasury while tracking the Division's completion of division and enterprise activities and tasks.
Jennifer Pelham	Treasury Liaison Back-up	Serves as the back-up point of contact between the Project and the Division of Treasury while tracking the Division's completion of division and enterprise activities and tasks.

Table 1 - Change Champion Network (CCN) Members

2.2   Divisions/Offices

The Department has approximately 20 offices/divisions which are located throughout the state. The level of change required within each division/office varies based on the daily operational responsibilities. For example, Accounting & Auditing and the Office of Finance and Budget staff are responsible for performing many of the functions being implemented with the solution; most of their business processes will change. Whereas, the Division of Funeral, Cemetery, and Consumer Services, will have few business process changes as their primary function is not accounting related. The scope of change is estimated by the number of business processes that the division/office will have to adopt and is classified as low, medium, and high.

The DFS agency workforce has centralized, regional, and remote staff within each division/office that are located throughout the State of Florida. The size of the division is estimated as small, medium, or large based on the number of stakeholders within the division/office. The department identified future end users in a readiness activity survey. From the survey results, DFS focused on end-users and assigned divisions/offices into groups and DFS will retain the grouping method for future stakeholder communications and readiness surveys.

DFS organized the division/offices within DFS where stakeholders would either have direct input, or directly load transaction to Florida PALM and those stakeholders who shared similar processes, and those stakeholders, who will be accessing Florida PALM for Data, Reports, Statuses. DFS grouped stakeholders into ten (10) groupings, six (6) divisions were identified as having direct input into Florida PALM who will be entering transactional data elements directly or will have an Agency Business System interface:

- Division of Accounting and Auditing,
- Office of Finance and Budget,
- Division of Risk Management,
- Division of Unclaimed Property,
- Division of Workers Compensation, and
- Division of Treasury.

The remaining division/offices were identified as accessing Florida PALM for Data, Reports, Transaction Statuses, or use Chart of Accounts for other enterprise systems.

Table 2 provides insight into the potential level of change effort for the department divisions/offices based on change scope, location, and division size. Size of Division Stakeholder totals have been updated to only focus on the end-users that will be a direct end-user and are not the size of the actual division/office and are identified below:

Division	Scope of Change	Primary Location	Additional Location(s)	Size of Division Stakeholders
Accounting and Auditing	High	Tallahassee	N/A	Large - 142
Administration	Low	Tallahassee	N/A	Small - 7
Bureau of Human Resources	Medium	Tallahassee	N/A	Small - 9
Consumer Services	Low	Tallahassee	Jacksonville, Largo, Miami, Orlando	Small - 3
Financial Regulation	Low	Tallahassee	Miami, Orlando, Tampa, West Palm Beach	Small - 10
Funeral, Cemetery, and Consumer Services	Low	Tallahassee	Ft. Lauderdale, Orlando, Tampa	Medium - 22
Insurance Consumer Advocate	Low	Tallahassee	N/A	Small - 2
Insurance Regulation	Low	Tallahassee	Remote	Small - 7
Insurance Agent and Agency Services	Low	Tallahassee	Daytona Beach, Fort Myers, Jacksonville, Largo, Miami, Orlando, Pensacola, Tampa, West Palm Beach	Small - 3
Investigative and Forensic Services	Low	Tallahassee	Daytona, Fort Lauderdale, Jacksonville, Lake Wales, Lakeland, Miami, Ocala, Orlando, Panama City, Pensacola, Plantation, St. Petersburg, Tampa, West Palm Beach	Small - 5
Office of Finance and Budget	High	Tallahassee	N/A	Medium - 36
Office of the General Council	Low	Tallahassee	N/A	Small - 8
Office of Information Technology	Medium	Tallahassee	N/A	Small - 5

Division	Scope of Change	Primary Location	Additional Location(s)	Size of Division Stakeholders
Public Assistance Fraud	Low	Tallahassee	Doral, Fort Myers, Jacksonville, Miami, Orlando, Pensacola, Plantation, Tampa, West Palm Beach	Small - 3
Rehab and Liquidation	Low	Tallahassee	N/A	Small - 5
Risk Management	High	Tallahassee	N/A	Medium - 32
State Fire Marshal	Medium	Tallahassee	State Fire College: Ocala	Small - 18
Treasury	Medium	Tallahassee	N/A	Medium - 23
Unclaimed Property	Medium	Tallahassee	N/A	Small - 13
Workers' Compensation	Medium	Tallahassee	Jacksonville, Pensacola	Small - 17

Table 2 - Department of Financial Services (DFS) Divisions/Offices

Key 1 - Small = < 20 stakeholders, Medium = 20-75 stakeholders, Large = > 75 stakeholders

2.3 Implementation Support Team

A partnership between various groups exists within the department to support the implementation of Florida PALM. Each group has its own responsibilities and expectations, but overall success is dependent on the efforts of all partners depicted in Figure 1.
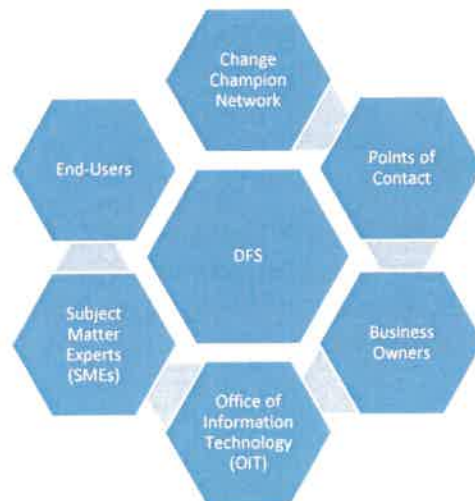

Figure 1 – Stakeholders for Florida PALM Implementation

The DFS workforce that will work together as the transition is made to Florida PALM and a summary of their expertise is described below:

- **Points of Contact (POCs)** – Receives and shares information with their division's/office's users, collaborates with the CCN in completing specific tasks and activities, and supports their division/office in leading activities. POC responsibilities are described in the *POC and SME Strategy*.

- **Business Owners** – Uses information provided by their designated POC(s) and supported by the CCN, to direct activities to adopt standardized business processes, connect with Florida PALM, and remediate or update existing processes and tools. The divisions/offices work with the Office of Information Technology (OIT) to prepare a *Remediation Plan*[1] for their business system(s), as described in the *Business Process and Remediation Strategy*.

- **Office of Information Technology (OIT)** – Supports all divisions/offices through management of business systems, websites, or other technology for connection to Florida PALM. OIT works with the divisions/offices to plan and design a *Remediation Plan* for each relevant agency business system. OIT supports activities for connecting with Florida PALM including testing activities for interfaces between agency business systems or websites and Florida PALM. OIT also supports all access, security, and managed file transfers for DFS, for both agency and enterprise needs.

- **Subject Matter Experts (SMEs)** – Shares knowledge and feedback to support divisions/offices in preparing for Florida PALM. SMEs may also be referred to as Super Users. This group is often utilized to support their divisions/offices and the CCN in sharing specific details and knowledge about business processes. Their responsibilities are described in the *POC and SME Strategy*.

- **End Users** – Supports divisions/offices in adopting processes and updating tools for use with Florida PALM. Users will be engaged to participate in training activities, and may be asked to support User Acceptance Testing, or to support Division/office change activities. Users will also participate in Florida PALM and agency-specific trainings as described in the *Training Strategy*.

2.4   Types of User Impact

When considering the affected workforce, the CCN must consider the type of work performed by each user. Communication and training requirements for casual (indirect) Florida PALM users are different than communication and training needs of frequent (direct) Florida PALM users.

Direct Impact

All aspects of the identified user's daily work will be impacted by the implementation of Florida PALM:

- **Subject Matter Experts** – These individuals have been identified as the expert in their area of expertise and will be expected to lead the change in that area.

- **Managers of End Users** – These individuals will be expected to lead their teams to successful implementation with the assistance of division SMEs.

- **End Users** – These individuals will be expected to embrace the changes that come with implementation and follow the guidance provided by their leadership and the CCN.

- **Data Users** – These individuals will be expected to use the tools they have been given by Florida PALM, the CCN, and their leadership to develop all data needed to continue their daily tasks as always performed.

Indirect Impact

These end users will not be working in the software directly to perform their daily job responsibilities, but instead rely upon their staff/coworkers to take part in the day-to-day activities within Florida PALM:

- **Executive/Division/office Leadership** – Responsible for the overall success of the division/office. It is critical that they understand the implications of the changes, support the initiative.

- **OIT Production Support Staff** – Responsible for troubleshooting and providing support to the end users. Changes in the system can significantly impact on the workload and responsibilities of the IT production support staff.

- **Agency Business System (ABS) Business Owners** – Responsible for sending or consuming information to Florida PALM, understanding the designed business process in Florida PALM where their systems will integrate, and use the processes outlined by Florida PALM to develop how to address their files.

- **Trainers and Training Teams** – Responsible for designing and delivering training programs that are impacted to the end-user. They will need to adapt training materials and approaches to align with the changes and ensure effective knowledge transfer to end users.

- **External parties** – Changes in processes or data can affect the way products or services are delivered or provided to the external parties.

2.5 CCN Organizational Chart

The CCN has been organized to effectively support its divisions/offices by implementing a 'leveled' point of contact approach as shown in Figure 2:
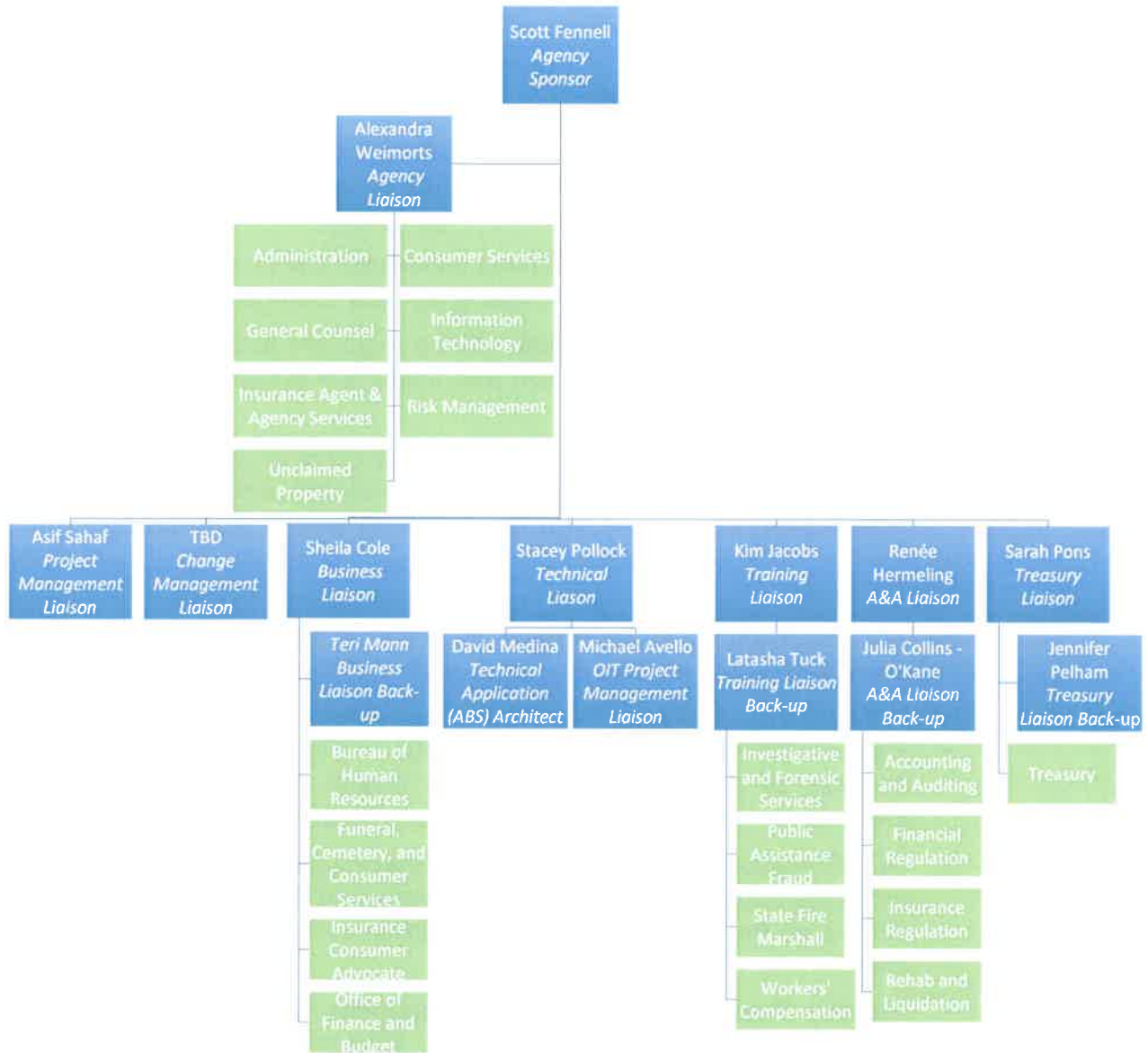
Figure 2 - CCN Organizational Chart

Key 2 - Blue = Change Champion Network (CCN) Member and role, Green = CCN Coordinator to the Point of Contact (POC) Division(s)/Office(s)

2.6 Resource Contingency Planning

DFS has many tasks and responsibilities to complete for the implementation of Florida PALM which requires specific knowledge among stakeholders to maintain continuity of operations, maintain productivity and prevent disruptions. Potential attrition impacts include resignation, termination, and retirement. The CCN accepts that resources will change during the Florida PALM implementation. Addressing vacancies, both planned and unplanned, is a critical aspect of workforce planning. To prepare for such vacancies, the activities described in Table 3 will be completed.

Activity	Purpose	Owner	Target Completion
Resource Documentation Collection	To provide artifacts for new resources to explain how and why the job functions will be performed (i.e., desk procedures)	SMEs	12/1/2023-12/31/2025
Optimization of recruiting	To leverage recruiting tools (e.g., Indeed, job fairs) outside of the standard People First recruiting process to obtain a strong, dedicated, and complete workforce. To engage in continuous networking and outreach to identify individuals with the skills and qualifications needed for key positions.	Agency Sponsor Agency Liaison Human Resource Manager	February 2025
Appointing of appropriate DFS CCN and SME leadership roles	To identify and use the individuals with the skills and dedication necessary to complete tasks which lead to project completion	Agency Sponsor Division Directors	February 2025
Internal Mobility	To encourage and facilitate internal mobility by promoting jobs and cross functional training.	Agency Sponsor Agency Liaison Human Resource Manager	February 2025
Validating employee relationships	To foster employee relationships to understand an employee's current position status (i.e., whether they are pursuing alternative employment, retiring).	Division Directors Agency Managers	February 2025
Recruitment and Onboarding Efficiency	To streamline recruitment and reduce the time it takes to fill vacancies.	Agency Sponsor Agency Liaison Human Resource Manager	February 2025

Table 3 - Department of Financial Services (DFS) Divisions/Offices

By adopting a proactive and comprehensive approach to known and anticipated vacancies, DFS will be able to minimize disruptions, maintain productivity, and build a resilient workforce capable of adapting to changing circumstances.

3.0   WORKFORCE KNOWLEDGE AND UNDERSTANDING

Change is inevitable and the CCN is fully engaged in attending and understanding the future impacts that are being identified in the impacted workforce. The CCN is responsible for ensuring each division/office understands the impacts of transitioning from the legacy financial management system to the Florida PALM solution. Each division/office will need to evaluate how its people, processes, data, and technology will be impacted. This evaluation will be documented on the Change Impact Analysis tool.

The Change Impact Analysis tool is a comparison between the current process to the planned to-be process. Division POCs and SMEs supported by the CCN will identify processes by end user role (process differences). This tool provides the divisions an opportunity to see in every affected business process the specific function that is changing. With this information, POCs and SMEs can begin to prepare for change impacts. Stakeholders have been actively engaged on identifying business processes missed in an earlier readiness work task and are taking steps to tie the future steps, reports, data needs in their systems, processes, and reporting needs. As each segment assignment has been released stakeholders are gaining more knowledge of how their current state will be impacted.

3.1   Workforce Dynamics

Workforce dynamics represents how department personnel work together to achieve a common goal. Some areas of potential change impacts and mitigation approaches to workforce dynamics include:

- **Skill Enhancement** – Functionality of the solution will be different than FLAIR; and department personnel may require upskilling to be adequately prepared to perform in Florida PALM. Impacted users will undergo or be provided with training programs and/or job aids that will enhance their skills in utilizing the new accounting, payroll, and data warehouse.

- **Job Role Evolution** – Certain job roles will evolve with the implementation of the Florida PALM, requiring employees to adapt to new responsibilities and where cross-functional collaboration and information sharing will become integral to streamline processes.

- **Increased Efficiency** – Florida PALM will be implemented to optimize workflow processes, leading to increased efficiency, accuracy, and stronger internal controls in daily operations.

- **Work location** – Users will be impacted throughout the department – including in areas outside of Tallahassee. Intentional communication and attention to personnel in other locations will be required. Stakeholders outside of Tallahassee have been confirmed that will only be impacted with the HCM portal that relates to the payroll remittance, EFT set up and IRS W-4 and W-2 management.

3.2 Initial Assessments

DFS identified ten (10) questions that were clear, concise, and designed to achieve the intended outcomes of both the Florida PALM, and DFS change management improvements using the Awareness, Desire, Knowledge, Ability, and Reinforcement (ADKAR) method. The initial survey was for level-setting, focusing on Awareness and Desire (A & D). Each question was scored using a 1 – 5 scale: one (1) being lowest understanding and a five (5) being the highest understanding. Each survey was anonymous, helping stakeholders to be more open and honest with their scores and comments. The survey was also provided electronically with separate and electronic URLs for the ten (10) unique groupings. If requested, participants could take the electronic survey with results being sent directly to the Prosci portal, but 95% of the stakeholders chose to fill out their answers on paper. The CCN team collected the paper face down, so stakeholders knew their answers were completely secret.

Two hundred and sixty-eight (268) assessments were collected but only two hundred and fifty (250) assessments were used for the analysis total of 1,250 responses. The CCN did not use responses that were not complete. The survey results received were neither bad nor excellent. The Road Show was a new concept for both the stakeholders, CCN, as well as for the management teams. The survey being completed on-sight and immediately at the conclusion of the Road Show was also an original approach that DFS incorporated in this endeavor.

Overall, the finding was that there are breakdowns in the up and down communications between the end users and the Point of Contact (POC) management teams (SMEs) who oversees each division/office, which can easily be understood in both A & D assessments scoring and results.

The questions DFS utilized came from the Prosci organization and the entire scoring was also part of an Prosci upgrade to the ADKAR methodology dashboard. The questions DFS used are the following:

Awareness:
1. I understand why Florida PALM us being implemented.
2. I could explain why Florida PALM is being implemented to a colleague.
3. I understand how Florida PALM will impact me, my work, and my division/office.
4. All the questions I have about the implementation of Florida PALM have been answered.
5. Prior to today, I have been involved in communications with my department leaders and have been receiving updates about Florida PALM.

Desire:
1. I have been able to voice my questions and opinions regarding Florida PALM and I feel that my voice has been heard.
2. I am supportive and committed to the implementation of Florida PALM.

3. I believe my supervisor is supportive of Florida PALM.
4. I look forward to the new, changed environment after Florida PALM is implemented.
5. I know What's in it for Me (WIIFM), and my division/office.

3.3 Analysis of the Awareness and Desire Results

Initially, looking at the combined scores, the CCN team thought that the numbers were strong, showing a score of 4 (green), however, the scores were low 4's on the scoring spectrum and therefore DFS has an opportunity to improve these scores with targeted communication and training. The CCN has already taken actions to communicate to the future end-users on the categories in which scores can be improved upon.

Row Labels	Average / question	% 1s	% 2s	% 3s	% 4s	% 5s	Barrier Point	1s	2s	3s	4s	5s	Total # answers
Awareness													
I could explain why Florida PALM is being implemented to a colleague.	4.3	0%	2%	14%	38%	46%		0	6	34	95	115	
All the questions I have about the implementation of Florida PALM have	3.9	1%	4%	24%	48%	23%		2	10	61	119	58	
Prior to today, I have been involved in communications with my departr	4.1	2%	5%	13%	40%	40%		6	13	32	99	100	
I understand why Florida PALM is being implemented	4.8	0%	0%	2%	18%	80%		0	0	5	46	199	
I understand how Florida PALM will impact me, my work, and my divisio	3.9	1%	4%	25%	42%	28%		2	9	63	105	71	
Awareness	4.1	1%	3%	16%	37%	43%	23%	10	38	195	464	543	1250
Desire													
I have been able to voice my questions and opinions regarding Florida P	4.3	0%	2%	12%	44%	42%		0	5	31	110	104	
I am supportive and committed to the implementation of Florida PALM.	4.4	0%	1%	13%	29%	56%		0	3	33	73	141	
I believe my supervisor is supportive of Florida PALM.	4.5	1%	1%	12%	23%	63%		2	3	29	58	158	
I know What's in it for Me (WIIFM), and my division/office.	4.0	1%	4%	22%	38%	36%		2	10	54	94	90	
I look forward to the new changed environment, after Florida PALM is in	4.3	0%	3%	14%	36%	47%		0	8	34	91	117	
Desire	4.2	0%	2%	14%	34%	49%	18%	4	29	181	426	610	1250

Figure 3: End Users cumulative average score and Barrier Points for Awareness and Desire

3.4 Operational Impacts

Operational impacts represent the changes to the processes used to perform department responsibilities. Some areas of potential change impacts and mitigation approaches to operational impacts include:

- **Process Standardization** – Florida PALM will enforce standardized processes across divisions and agencies promoting consistency and accuracy in data management. Robust training will be required to support the end user ability to adopt the new processes.

- **Real-Time Reporting** – Florida PALM will enable near real time reporting and analytics.

- **Collaborative Environments** – Florida PALM will facilitate a more collaborative working environment which will break silos.

3.5 Change Impact Analysis between FLAIR and Florida PALM

Stakeholders identified current state business process, data elements, agency business systems (ABS) and reports currently using FLAIR elements.

Division/Office stakeholders identified 441 business processes with an additional 1,172 sub processes in 2023. 21 tier one ABS systems have been identified as remediate and an additional 24 tier two will require testing.

Starting in January 2024, SME's stakeholders began to evaluate current state readiness to business processes and ABS design changes which will lead to creating the business process user scenarios for User Acceptance Testing (UAT) planned in April 2025.

3.6 Organizational Culture

Organizational culture represents the standards, beliefs, and norms shared within an organization. Some areas of potential change impacts and mitigation approaches to organization culture include:

- **Change Mindset** – This WRP includes a change management strategy to instill a positive mindset towards the upcoming implementation, focusing on encouraging employees to embrace the benefits of Florida PALM for personal and organizational growth. If employees understand **why** we must replace FLAIR while answering their questions and addressing their concerns will motivate and build a shift in the culture.

- **User Feedback Loop** – An open feedback loop will be implemented to gather insights from employees about their experiences with Florida PALM and will be used to educate, acknowledge the unknown fear and find ways to conquer and be successful with Implementation readiness. DFS is creating a separate Communications Plan that will be strongly utilized to tailor communications to the end-user.

4.0 WORKFORCE READINESS APPROACH

The CCN recognizes that a well-rounded WRP integrates a variety of plans and strategies to ensure that users are not only prepared for the change, but also motivated and empowered to adapt effectively. The CCN also recognizes that any plan should be flexible and responsive to the evolving needs of the workforce and organization as the department continues its journey towards implementing Florida PALM.

Several plans will be created to support our training strategy as we progress to Florida PALM implementation; these plans can be broken down into three key categories; Communication, Change Management, and Training.

A Project of this magnitude requires not only a focus on the readying end users to the new technology but concurrently preparing end-users for the organizational change or "people-side" of change. Figure 3 illustrates the workforce readiness strategy that DFS will be using with our stakeholders.
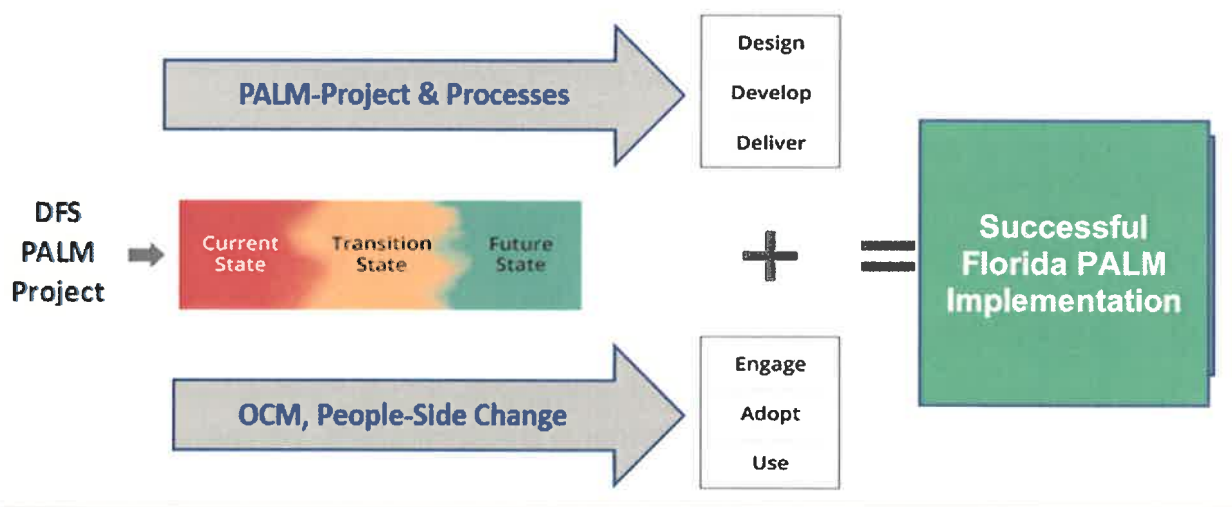
Figure 4: Workforce Readiness Launch Strategy

4.1   Communication

To create an environment of acceptance, integration, and learning for all DFS end users as we venture to Florida PALM integration, Table 4 has been developed to outline the plans/deliverables that will be developed for agency guidance. The items identified below will assist the CCN in creating better relationships with our divisions/offices, help prevent conflicts between current and future processes, increase CCN awareness on the current state of division/office readiness, and build trust with our stakeholders. Effective communication will be beneficial to both directly and indirectly impacted stakeholders. Specific communication avenues for both direct and indirect stakeholders will be outlined in the Communications Plan.

Plan/Deliverable	Description	Owner	Target Completion
Communications Plan	This plan identifies roles involved in the implementation effort and the expectations of each of these roles. Primary communication methods and tools will also be identified by direct and indirect stakeholders.	CCN	5/31/2024
Organizational Change Management Plan	This plan identifies the strategies and tasks that the CCN will complete to help the divisions/offices within DFS accept new processes and ways of performing their job responsibilities within Florida PALM.	Organizational Change Management Liaison	5/31/2024

Plan/Deliverable	Description	Owner	Target Completion
User Feedback Mechanism/Pulse Surveys	A structured process through pulse surveys that the CCN will utilize to collect, analyze, and act upon feedback from end-users regarding processes and systems remediations.	Training Liaison	5/31/2024
Launch Support Strategy	A comprehensive plan designed to ensure a successful and smooth launch of the agency business systems, and new standardized business processes.	CCN	5/2/2025
Post-Implementation Support Strategy	A strategy focused on providing ongoing support, addressing issues, and continuously improving the implemented solution.	CCN	11/14/2025

Table 4 - Communication Plans/Deliverables

Figure 5 below is an excerpt of DFS's planned communication and training activities identified and planned for Florida PALM stakeholders:

Figure 5: CCN Planned Communications and Training Activities

The complete Communications Plan can be accesses using this link: OCM - Communications Plan Blueprint

4.2   Change Management

Change can be daunting. To implement Florida PALM successfully, the CCN has developed a Strategic Change Plan which illustrates how the Change Plan will

utilize the OCM Communications Plan, OCM Training Plan, and OCM Resistance Change Plan to organize and address the approaches that will be used to successfully implement Florida PALM. Figure 6 illustrates the steps of the Strategic Change Plan.
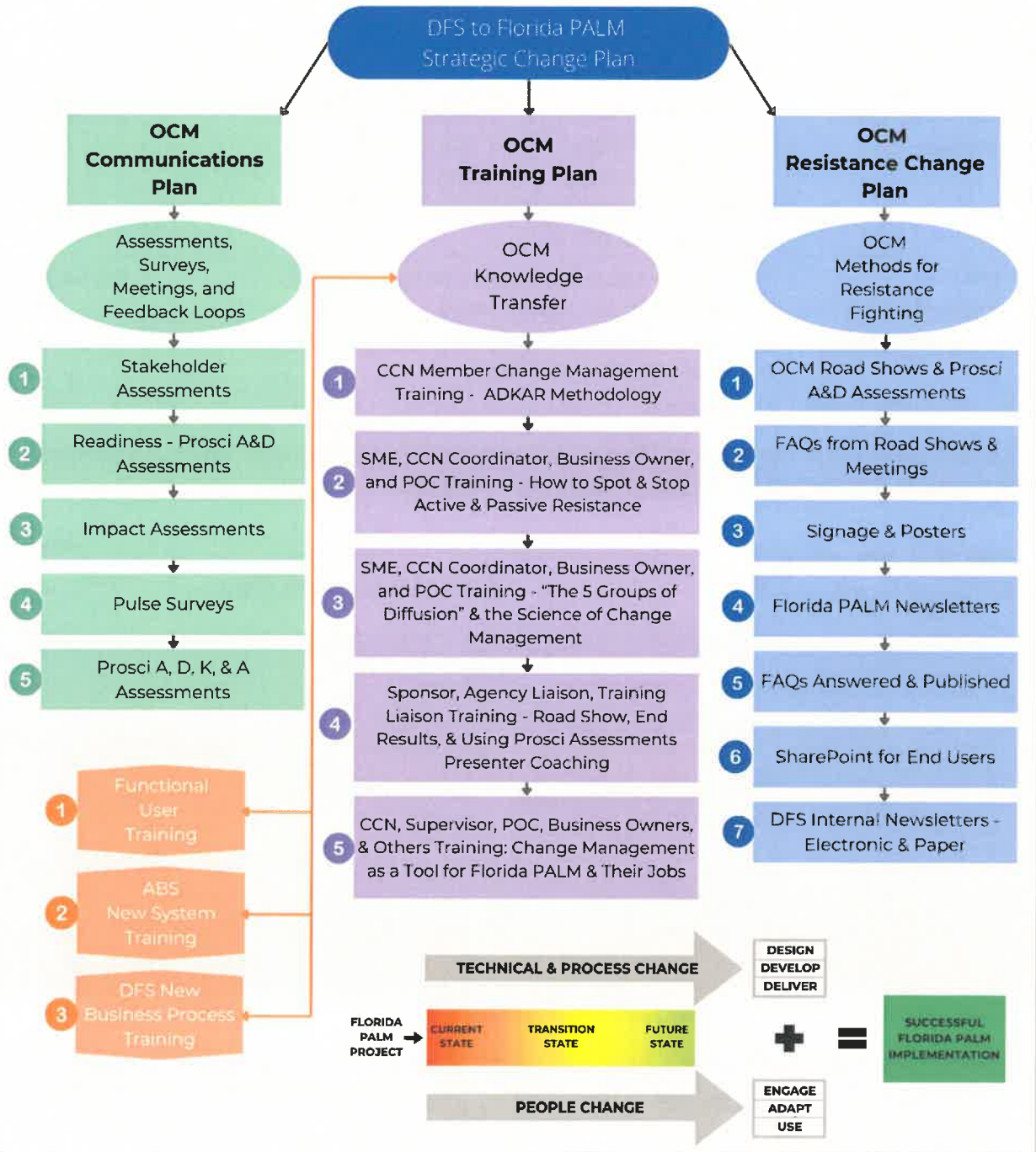

Figure 6: Strategic Change Plan Organization

Table 5 has been created to outline the plans/deliverables that will be developed for agency guidance. Change management plans/deliverables will be developed by the CCN to improve agency communication, increase stakeholder productivity through task understanding, reduce stress on those involved in the project transformation, and provide stakeholders with the confidence to prepare for the implementation. Specific change management needs for both direct and indirect stakeholders will be outlined in the plans/deliverables below, if applicable.

Plan/Deliverable	Description	Owner	Target Completion
Readiness Needs Assessment Survey (A & D)	This anonymous survey will be disbursed following each division Road Show to evaluate end user awareness and desire to implement Florida PALM.	Training Liaison Organizational Change Management Liaison	5/1/2024
Readiness Needs Assessment Survey (K, A, & R)	This survey will be disbursed to stakeholders to evaluate end-user knowledge, ability, and reinforcement to implement Florida PALM.	Training Liaison Organizational Change Management Liaison	1/1/25-1/31/25
Operational Change Management Strategy	A strategic plan that will assist the CCN with focusing on the four change activities: People, Process, Technology and Data.	Organizational Change Management Liaison	5/31/2024
User Acceptance Testing (UAT) Scenario Strategy (End to End and Interface)	This plan will clearly define objectives, involve end-users early, prioritize scenarios, cover end-to-end processes, include positive and negative testing, integration testing, User Interface testing, Regression Testing, user training scenarios, User Acceptance criteria, and Test Completion criteria.	CCN	06/1/2024-12/31/2025
Resource Planning Strategy	A tool to evaluate how our people, processes, and technology will be impacted.	Training Liaison Organizational Change Management Liaison	TBD

Plan/Deliverable	Description	Owner	Target Completion
Change Impact Analysis Tool	This tool will document the divisions change impact to our people, processes, technology, and data for implementation using a from/to approach.	CCN	12/2024
Risk and Issues Plan	This plan will be used to communicate project management standards surrounding the Florida PALM Readiness Project risks and issues that may have foreseeable constraints to the Department.	Risk and Issues Management Team	12/15/2023

Table 5 - Change Management Plan/Deliverables

Figure 7 below is an excerpt of DFS's planned OCM Master Workplan activities identified and planned for Florida PALM stakeholders:

Figure 7: OCM Master Workplan

The complete OCM Master Plan can be accesses using this link: Florida PALM-DFS OCM Master OCM Workplan.

4.3   Training

To create an environment that will understand and embrace new business processes, training must take place. Table 6 outlines the plans/deliverables that will be developed by the CCN to guide and finesse stakeholders though the tasks and requirements asked of them, leading to successful project implementation. Specific training needs for both direct and indirect stakeholders will be outlined in the Training Strategy identified below.

Plan/Deliverable	Description	Owner	Target Completion
Readiness Surveys	Surveys will be used throughout the period prior to implementation to gauge agency readiness, develop additional communications, job aids, training resources, and validate all resources that have been developed. DFS will utilize the Prosci Awareness, Desire, Knowledge, Ability, and Reinforcement (ADKAR) change readiness assessment to measure resistance and develop methods to address end-user fear and assist with division/office readiness.	Training Liaison	Ongoing
Training Strategy	A structured plan of activities that will outline the training tools that will be implemented and created for end users.	Training Liaison	August 2024
Stakeholder KSA Assessments	Surveys will be used to assess the end users to identify any KSA gaps which will lead to a targeted plan to address any remaining KSA's that can be provided in targeted agency training, tutorials, job aids will develop and implemented. Such areas that will initially assess are screen understand, navigation, ability to understand and provide the correct Chart of Accounts, excel proficiency, extracting and analyzing data using pivots, filters etc.	Training Liaison	October 2024

Table 6 - Training Plans/Deliverables

Figure 8 below is an example of DFS's planned training job aids template identified and planned for Florida PALM stakeholders:

Personalizing the Create/Update Journal Entry Columns Job Aid

User Role(s): *Agency GL Processor*
Agency GL Approver
Last Updated: 04/25/2024

Overview

This job aid is intended to show how to personalize your journal entry columns to reduce scrolling/tabbing to the ChartFields that are frequently used.

You can personalize the order of the journal columns to best align with your agency's needs by following the steps below.

1. Navigate to the Create/Update Journal Entries page: **NavBar > Menu > General Ledger > Journals > Journal Entry > Create/Update Journal Entries**
2. Enter **Business Unit** and click **Add**
3. Go to the **Lines** tab on the **Create/Update Journal Entries**.
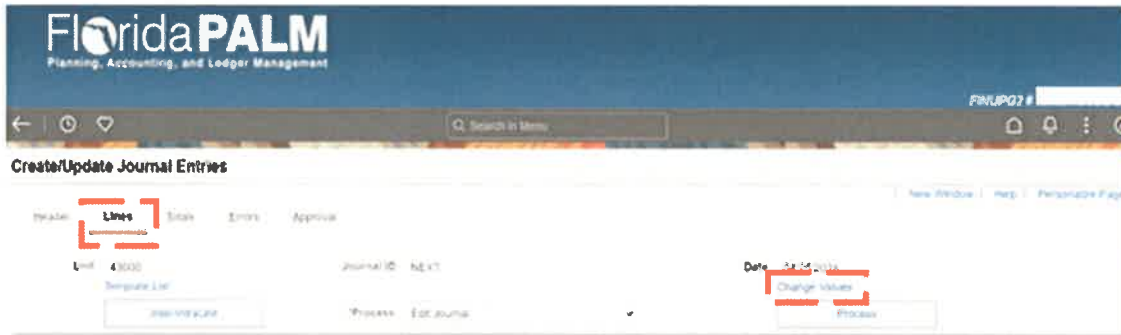4. Click **Change Values**.

Figure 1: Personalize Page Navigation

Figure 8: Sample Job Aid

Workforce readiness progress will be monitored and measured throughout the implementation of the solution. The planned DFS CCN activities will only be successful if the POCs and stakeholders adopt and share the messages, concepts, and excitement with the current and future Florida PALM end users.

Florida PALM Readiness Project   Workforce Readiness Plan   25

	Activity	Purpose	Owner(s)	Frequency
Meetings	Sponsor Meeting	To discuss challenges and successes related to workforce readiness.	Agency Liaison Agency Sponsor	Monthly
	POC/CCN Coordinator Meeting	To collaborate with assigned division on assignment resources, answer questions and build partnership of understanding the division processes.	CCN	On-going
	CCN Meeting	To discuss challenges and successes related to workforce readiness; and to share information gathered from POC meetings.	CCN Team	Weekly
	POC Meeting	To discuss challenges and successes related to workforce readiness.	Assigned CCN member(s)	Monthly
	Readiness Coordinator Meeting	To identify with the project if CCN has any questions on assignments or technical confirmations, discuss upcoming tasks and provide verification touch points on task progress.	Agency Liaison Technical Liaison PMP Liaison Business Liaison	Monthly
Reports	Sponsor Status Report	To share agency process towards workforce readiness.	Agency Liaison Training Liaison	Monthly
Measures	Survey – Awareness Progression	To identify if CCN measures are being heard by department personnel.	Training Liaison	Semi-annual
	Dashboard	To identify division progress towards completing assigned workforce readiness tasks (e.g., Role Mapping, Training).	Project Management Liaison	Monthly
	Sponsor Snapshot	To summarize current process progress, division shout-outs, what's coming, and what is needed from stakeholders.	Agency Sponsor	Monthly

Table 7 - Workforce Readiness

Department of Financial Services

5.0   RISKS

Risk is any unexpected event that can affect the project. It can affect anything: people, processes, technology, and resources.

5.1   Risk Identification:

The CCN plans to leverage best practices to identify risks, these best practices include risk surveys, interviews, assessment meetings, and personal experience. Potential Risks will be discussed within CCN status meetings, CCN will collectively review the potential risks and recommend where that risk should be recorded i.e., Project Risk Tracker on Smartsheet or Agency Risk Tracker on SharePoint. If the risk has a direct impact on go live date of Florida PALM, then the recommendation would be to record it in Project Risk Tracker, if the risk does not have a direct impact on the go live date of Florida PALM, then the recommendation would be to record it in Agency Risk Tracker. The recommendation will then be submitted and presented to agency sponsor for final approval.

5.2   Risk Management

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

5.3   Risks and Issues Management Team

The CCN has established an Agency Risks and Issues Management Team for Florida PALM Readiness. As we progress in our journey to success with Florida PALM, we sought nominees that can become valuable members of our Risks and Issues Management Team from five major divisions/offices in DFS.

This nominated team members will coordinate with DFS stakeholders to identify, mitigate, and monitor agency risks and issues associated with Florida PALM.

As far as cadence of meetings and work expectations are concerned, we are planning for a weekly 30-minute touchpoint for synchronous work and a SharePoint Risk Tracker and folder for asynchronous work. One bi-monthly meeting with the entire risks and issues team to stack hands on agency and project risks and issues.

CCN Risks and Issues Team Composition

Division/Office	Nominated Member	Title
Division of Risk Management	Brittany Pittman	CCN Risk Manager
Office of Finance and Budget	Catherine Sauls	CCN Risk Manager
Accounting & Auditing	Don Hurst	CCN Risk Manager
Treasury	Mireia Vidal	CCN Risk Manager
Office of Information Technology	Nancy B Anderson	CCN Risk Manager

6.0   PROJECT APPROVALS

The Sponsor and Agency Liaison acknowledge they have reviewed the **Florida PALM Workforce Readiness Plan** and agree with the information contained herein. The Sponsor and Agency Liaison hereby give the project manager the authority to apply the approved level of organizational resources to project activities. Changes to this **Workforce Readiness Plan** will be coordinated with and approved by the Sponsor and Agency Liaison or their designated representatives.

Print Name: Scott Fennell

Title: Deputy Chief Financial Officer of Operations

Agency: Florida Department of Financial Services

Role: Project Sponsor

Print Name: Alexandra Weimorts

Title: Chief of Financial Services

Agency: Florida Department of Financial Services

Role: Agency Liaison