

Agencies must actively identify, manage, and report Florida PALM-related readiness risks (or opportunities) and issues using the approach or process described in their Agency-Specific Risks and Issues Management Plan. Your agency’s Risks and Issues worksheets are located within your <Agency> Monthly Progress Report Folder.

<Agency> Risks Worksheet

Log and update your Florida PALM related risks in your <Agency> Risks worksheet.

Risk ID	Status	Date Opened	Date Closed	Primary Risk Category	Secondary Risk Category	Risk Title	Trend	Impact Rating	Probability Rating	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Confirmed for Sep.-Oct. 2025	Reporting Period Comments for Sep.-Oct. 2025

Figure 1: DEMO Risks Sheet in Smartsheet

Agency Risks Smartsheet Columns

- **Risk ID** – Unique identifier systematically added when a new risk is logged, and the worksheet is saved (no action required by the agency)
- **Status** – Indicate whether the risk is ‘Open and Mitigating’, ‘Open and Monitoring’, or was ‘Closed’ during the period
- **Date Opened** – Indicate the date that the risk was opened *
- **Date Closed** – Indicate the date that the risk was closed
- **Primary Risk Category** – Select one from the following list of available risk categories:
 - Agency Business System
 - Business Process Change
 - Interface
 - Conversion / Configuration
 - Deployment / Cutover
 - Identity Provider (IdP)
 - Post Implementation
 - Role Mapping
 - Staffing / Resource Availability
 - Training
 - User Acceptance Testing
- **Secondary Risk Category** – Select one or more from the following list of available related risk categories, where appropriate:
 - Agency Business System
 - Business Process Change
 - Interface
 - Conversion / Configuration
 - Deployment / Cutover
 - Identity Provider (IdP)
 - Post Implementation
 - Role Mapping
 - Staffing / Resource Availability
 - Training
 - User Acceptance Testing
- **Risk Title** – Provide a brief description of the identified risk (or opportunity)
- **Trend** – Select from one of the following trends:
 - **Stable** – The threat that the risk may become an issue is unchanged

- **Increasing** – The threat that the risk may become an issue is rising
- **Decreasing** – The threat that the risk may become an issue is declining
- **Impact Rating** – Select the impact (severity) of the risk from one of the following:
 - **Low (1)** – No or minimal impact
 - **Medium (2)** – Moderate impact
 - **High (3)** – Extensive impact
- **Probability Rating** – Select the probability (likelihood) of the risk from one of the following:
 - **Low (1)** – Unlikely but possible to occur
 - **Medium (2)** – Likely to occur at some time
 - **High (3)** – Likely to occur often or soon
- **Risk Rating** – The sheet will assign a risk rating based on the Impact Rating and Probability Rating
- **Background** – Describe the contributing factors and events which lead to the identification of the risk or that have influenced the risk after identification
- **Monitor/Mitigation Plan/Resolution** – Describe the actions, dates, and resources needed to monitor or mitigate the potential events which could turn the risk into an issue
- **Impact if Risk Becomes an Issue** – Describe the implications if the risk becomes an issue
- **Confirmed for <Reporting Period>** – Confirm that the status and related information for each risk is accurately reflected for the reporting period by adding a checkmark **
- **Reporting Period Comments for <Reporting Period>** – Describe any changes to the risk during this period or provide an assessment of the risk during this period, including any reasons for updates to the risk **

NOTE: *N/A is not an acceptable response in the Reporting Period Comments for <Reporting Period> column. The comment should contain appropriate and meaningful data to describe the period's status.*

** Field cannot be changed in subsequent reporting periods. Attempts to change the open date in subsequent reporting periods will be reverted back to the original date.*

*** Field is reset in subsequent reporting periods.*

The 'Confirmed for <Reporting Period>' and 'Reporting Period Comments of <Reporting Period>' are required to be updated each reporting period for any risks that are created, remaining open or closed during the reporting period. The 'Date Closed' column is only required for closed risks, and the 'Secondary Risk Category' column is optional. All other fields are required for each risk that is logged.

<Agency> Issues Worksheet

In the <Agency> Issues worksheet, include any Florida PALM related “realized” risks or known issues that impact your agency’s readiness.

Issue ID	Status	Date Opened	Date Closed	Priority	Primary Issue Category	Secondary Issue Category	Issue Title	Risk Number	Background	Action Plan	Planned or Actual Resolution Date	Confirmed for Sep - Oct, 2025	Reporting Period Comments for Sep - Oct, 2025

Figure 2: DEMO Issues Sheet in Smartsheet

Agency Issues Smartsheet Columns

- **Issue ID** – Unique identifier systematically added when a new issue is logged, and the worksheet is saved (no action required by the agency)
- **Status** – Indicate whether the issue is Open or was Closed during the period
- **Date Opened** – Indicate the date that the issue was opened *
- **Date Closed** – Indicate the date that the issue was closed *
- **Priority** – Include the priority for the issue from one of the following:
 - **Low** – All impacts not listed as Critical or High
 - **High** – Impacts the ability of the agency to meet deadlines or milestones
 - **Critical** – Impacts the ability of the agency to move forward with work without resolution
- **Primary Issue Category** – Select one from the following list of available issue categories:
 - Agency Business System
 - Business Process Change
 - Interface
 - Conversion / Configuration
 - Deployment / Cutover
 - Identity Provider (IdP)
 - Post Implementation
 - Role Mapping
 - Staffing / Resource Availability
 - Training
 - User Acceptance Testing
- **Secondary Issue Category** – Select one or more from the following list of available related issue categories, where appropriate:
 - Agency Business System
 - Business Process Change
 - Interface
 - Conversion / Configuration
 - Deployment / Cutover
 - Identity Provider (IdP)
 - Post Implementation
 - Role Mapping
 - Staffing / Resource Availability
 - Training
 - User Acceptance Testing
- **Issue Title** – Provide a brief description of the identified issue
- **Risk Number** – Indicate the Risk ID number(s) that led to the issue, if applicable

- **Background** – Describe the contributing factors and events which lead to the identification of the issue or that have influenced the issue after identification
- **Action Plan** – Describe the actions, dates, and resources needed to resolve the issue
- **Planned or Actual Resolution Date** – Indicate the date the issue is expected to be addressed or has been addressed
- **Confirmed for <Reporting Period>** – Confirm that the status and related information for each issue is accurately reflected for the reporting period by adding a checkmark **
- **Reporting Period Comments for <Reporting Period>** – Describe any changes to the issue during this period or provide an assessment of the issue during this period, including any reasons for updates to the issue, such as issue closure **

NOTE: *N/A is not an acceptable response in the Reporting Period Comments for <Reporting Period> column. The comment should contain appropriate and meaningful data to describe the period's status.*

** Field cannot be changed in subsequent reporting periods. Attempts to change the open date in subsequent reporting periods will be reverted back to the original date.*

*** Field is reset in subsequent reporting periods.*

The 'Confirmed for <Reporting Period>' and 'Reporting Period Comments of <Reporting Period>' are required to be updated each reporting period for any issues that are created, remaining open or closed during the reporting period. The 'Date Closed' column is only required for closed issues and the 'Secondary Issue Category' column is optional. All other fields are required for each issue that is logged.

Risks and Issues Scoring

Risks

Agencies should use qualitative risk analysis to score risks. Qualitative risk analysis is the process of rating or scoring a risk based on the agency's perception of the severity of consequences and likelihood of occurrence. Risks are identified as a high, medium, or low on two dimensions: impact (severity) and probability (likelihood). If an agency does not have an established risk and issue scoring system, the tables below provides a set of guidelines to assess and score the risk impact.

Table 11: Risk Impact Values

Impact Rating	Value	Impact Rating Criteria
Low	1	No or minimal impact
Medium	2	Moderate impact
High	3	Extensive impact

Since risks are a forecast of a potential issue, a probability value must be derived. The table below provides the values for scoring the risk probability.

Table 2: Risk Probability Values

Probability	Value	Probability Rating Criteria
Low	1	Unlikely but possible to occur
Medium	2	Likely to occur at some time
High	3	Likely to occur often or soon

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

Table 3: Impact and Probability Calculations

Risk Rating Matrix		Risk Probability		
		Low = 1	Medium = 2	High = 3
Risk Impact Rating	Low = 1	1	2	3
	Medium = 2	2	4	6
	High = 3	3	6	9

Issues

Issues that impact an agency’s readiness and transformation efforts should be identified and evaluated. Identified issues should include a resolution plan focusing on the most effective and efficient closure of issues to mitigate impacts. Issues are evaluated and categorized by priority according to impact:

- Critical – Impacts the ability of the agency to move forward with work without resolution
- High – Impacts the ability of the agency to meet deadlines or milestones
- Low – All impacts not listed as Critical or High