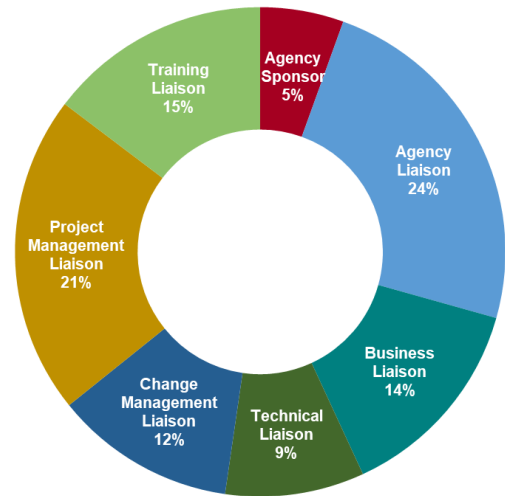


Respondent Overview

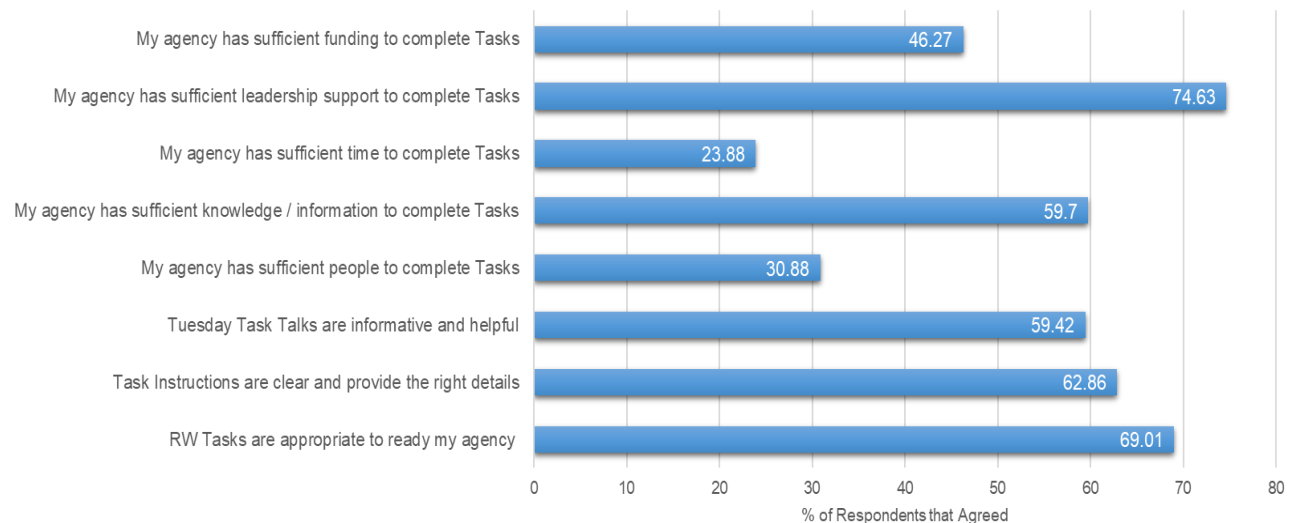
On January 8, 2024, a CCN Pulse Check Survey was sent out to agency Change Champion Network (CCN) members to gain their perspective on Readiness Workplan Tasks and Agency Readiness Engagement. The survey was sent out to all 334 CCN Liaisons, and garnered 76 responses, which is a response rate of 23.65%. They were given two weeks to complete the survey.

The greatest response was from Agency Liaisons and Project Management Liaisons. The least response was received from Agency Sponsors and Agency Technical Liaisons. Interestingly, more than 64% of respondents have been in their prospective roles for two or less years and do not have a frame of reference from the CMS wave.



Readiness Workplan Tasks

The survey included eight statements specific to Readiness Workplan Tasks, and required respondents to select “Agree”, “Strongly Agree”, “Disagree”, “Strongly Disagree”, or “Neutral”.



Agency CCN members expressed uncertainty in three key areas: Time, People and Funding.

Respondents indicated they do not agree that their agency has sufficient **time** to complete assigned Readiness Workplan (RW) tasks. Many commented they struggle to find adequate time to work on RW Tasks while also completing their day-to-day responsibilities. Others stated that due to competing priorities, they are forced to decide whether to complete tasks within the timeframes set (without meeting quality expectations), or complete tasks in a satisfactory manner (without meeting deadlines).

Responses also illustrate that CCN members doubt that their agency has adequate **people** to complete tasks. Some respondents commented that their agency does not have any/very limited staff to dedicate to RW task requests and other Florida PALM activities. This is especially true for smaller agencies, whose CCN's are not fully staffed. Statewide position vacancies and recruiting struggles compound this issue.

Lastly, CCN members expressed that they are uncertain if their agency has sufficient **funding** to complete tasks. Lack of funding to secure positions dedicated to Florida PALM readiness activities is a noted concern, as it contributes to the deficiency of other resources (e.g., time, manpower). There does seem to be hope that staffing and resource shortfalls can be overcome with Administered Funds appropriation dollars.

The effectiveness of the Tuesday Task Talks was another question posed to the respondents. Comments expressed that Tuesday Task Talks could be more informative, specifically, they could provide additional information beyond instruction.

Note: The Project team has already begun addressing this concern. Task Talks will now be held each week on Thursdays. This will allow liaisons more time to review the task materials after being released, giving them more time to develop questions in preparation. Furthermore, with Task Talks being held each week, there will be more opportunity for liaisons to engage with the Project and other agencies throughout the duration of the tasks.

Feedback requested on Task Instructions garnered mixed results. Overall, respondents agreed that Task Instructions were detailed, and the information conveyed is sufficient for agencies to complete assigned tasks. However, some comments indicated the task volume can be overwhelming, and aggressive task deadlines hard to meet. Furthermore, some CCN members shared that task role responsibilities and completion expectations (minimum required outputs) could be more clearly defined.

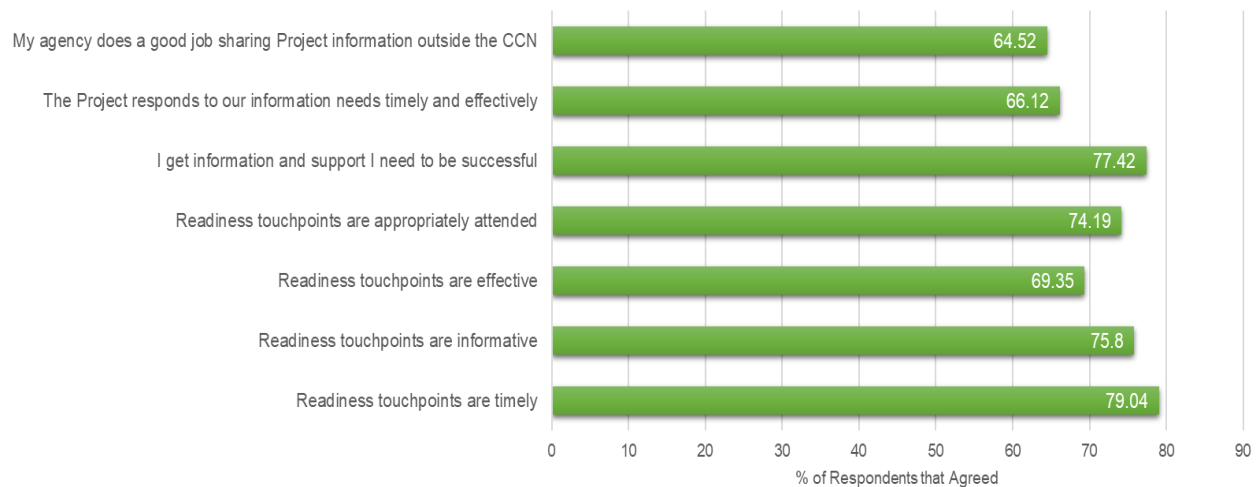
Mixed messages were received pertaining to the supportiveness of Agency leadership as well. While nearly 75% of respondents agreed their agency has sufficient leadership support to complete Tasks, others commented that their agency leadership struggles to see the value in completing RW Tasks.

This portion of the survey was concluded by requesting feedback on how the Readiness Workplan (e.g., tasks, instructions) can be enhanced. Suggestions included:

- Make agency Smartsheet workbooks more user friendly;
- Provide simpler/easier to understand instructions;
- Clearly communicate which roles will need to participate in which tasks;
- Provide more examples with the instructions (e.g., examples of completed work products);
- Separate task instructions (no longer group two or more together); and
- Evaluate whether sufficient time was given to complete the task.

Agency Readiness Engagement

Seven statements were made related to Agency Readiness Engagement, and required respondents to select “Agree”, “Strongly Agree”, “Disagree”, “Strongly Disagree”, or “Neutral”. Unlike the previous statements related to RW Tasks, CCN members had more than 50% confidence in every statement made for Agency Readiness Engagement.



The data shows that almost 80% of respondents agree that Readiness Touchpoints are timely, commenting that meeting monthly is sufficient to allow the agency to get their specific needs addressed. Additionally, most CCN member responses indicated that Readiness Touchpoints are informative and effective, commenting that their Readiness Coordinators are supportive, knowledgeable, and work diligently to find answers to their questions.

In response to whether Touchpoints were appropriately attended, most agreed, but it was again mentioned that due to CCN vacancies, attendance is not as high as it should be. A few CCN members admitted to not clearly understanding their role, and never having attended a Touchpoint meeting. Comments also expressed an interest in having more Project team members attend Touchpoints, beyond RC's, to answer more technical questions.

There is a consensus that agencies could do a better job furthering internal awareness of Florida PALM information, resources and activities outside of the Change Champion Network. Some ways CCN members have tried to expand awareness and share information is through frequent outreach to their division Points of Contacts and SMEs, holding weekly or recurring project update meetings, breaking down information for easier consumption via infographics, and through various media (i.e., emails, signs, newsletters).

To conclude the survey, respondents were asked how they felt agency engagement could be enhanced. A few suggestions included:

- Hold more face-to-face meetings;
- Distribute ChartField values, design decisions and configurations as soon as available;
- Expand Subject Matter Experts (SMEs); and
- Share information across agencies.

How Agencies Can Use This Information

Agency Sponsors should be informed and in communication with their CCN, SMEs, and agency end users. One comment asserted that “engagement will increase as the implementation date approaches, and people believe it will actually happen.” Agency CCNs have a difficult time meeting their objectives without an appreciation agencywide, from end user to agency leadership, that FLAIR is being replaced and that the next Major Implementation of Florida PALM (i.e., the Financials and Payroll Waves) *is* going live in January 2026.

Agency Sponsors should ask themselves:

- *How much ownership do I or my team have regarding our agency’s transition to Florida PALM and our changes?*
- *How can I reduce struggles and help resolve issues?*
- *Does every member of my CCN know their role and understand the expectations the Project and agency have of them?*

It is critical that agencies understand the urgency with which they need to ready their people, processes, technology, and data for this upcoming business transformation.

Agency Sponsors should, to the fullest extent possible, use available funds and internal resources to provide support of their agency’s completion of RW Tasks, including business system and business process remediation. The funds can bring in needed external project management, business analysis, or technical support for agency activities. With User Acceptance Testing (UAT) starting in April 2025 (fourth quarter of fiscal year 2024/2025), there is little time to delay in effectively and efficiently creating a strong network within your agency and addressing readiness activities timely.

CCN members should utilize the many resources already available to them, from access to information to access to others. Members can make the best use of their time by preparing for and attending meetings and workshops (e.g., Touchpoints, Design Workshops, Business Process Model Review meetings) having read the published materials beforehand and utilizing readily available tools on the Florida PALM website (such as the Knowledge Center). CCN members can also leverage the knowledge of other agencies and actively share ideas and strategies. Finally, CCN members can leverage their Readiness Coordinator (RC) and the access to Project support the RC can provide.

How the Project Can Use This Information

The Project team has reviewed the results of this survey and are working to determine how best to help or improve based on this feedback. At a minimum, the Project will continue to provide access to new resources (e.g., documents, PALMcasts), expand awareness of already existing resources, and supply greater opportunities to gain clarity by engaging with the Project (e.g., Thursday Task Talks).