

<b>Agency Name:</b>	Department of Music	<b>Agency Sponsor:</b>	Paul McCartney, Deputy Secretary	<b>Submission Date:</b>	09/10/2023
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## 1 – Agency Readiness Risks, Issues, and Assumptions

<b>A. Agency Readiness Risks</b> List all existing risks including risks opened or closed within the reporting period.					
Risk Description	Status (Open or Closed)	Risk Rating (Impact / Probability)	Mitigation / Response Strategy	Date of Status Change	Owner
Grant Tracking System remediation will not be completed in time to perform testing with Florida PALM	Open	9 (High/Low)	A contract amendment is being developed to update requirements (scope) to the current agreement with the vendor	07/14/23	John Smith, Chief of Finance and Budget
Poor vendor response to RFQ	Open	1 (Low/Low)	An extended response time will be included A pre-response conference will be held prior to the response due date	08/10/23	John Smith, Chief of Finance and Budget

<b>B. Agency Readiness Issues</b> List all existing issues and issues opened or closed within the reporting period.					
Issue Description	Status (Open or Closed)	Priority (Critical, High, or Low)	Resolution Plan	Planned or Actual Resolution Date	Owner
Key Agency F&A Resource Resigned	Open	High	The agency is actively recruiting for a replacement. In the meantime, the agency is hiring the employee back with in a temporary OPS position.	09/15/23	John Smith, Chief of Finance and Budget

<b>C. Agency Readiness Assumptions</b> List key assumptions related to your agency readiness activities.					
Assumption	Date Logged or Removed	Impacted System(s) and/or Stakeholder(s)	Status (Logged or Removed)	Comment	

<b>C. Agency Readiness Assumptions</b> List key assumptions related to your agency readiness activities.				
Assumption	Date Logged or Removed	Impacted System(s) and/or Stakeholder(s)	Status (Logged or Removed)	Comment
The agency will be able to access the available Administered Funds to support readiness activities.	07/01/23	All agency business systems	Logged	During August, the agency submitted a budget amendment requesting funds for staff augmentation to perform project management functions for the agency's readiness activities.

## 2 – Summary of Agency-Specific Readiness Activities

Describe the agency-specific activities conducted during the period for readying your agency's people, processes, technologies, and data that are in addition to Readiness Workplan (RW) tasks. Status of RW tasks are reported through the agency Readiness Dashboard.

### A. People

List all agency-specific people-related activities conducted during the bimonthly period (Examples – internal Town Hall, COA lunch and learn, implementation timeline review)

Activity Description	Date(s)	Impacted Stakeholder(s)	Objective	Comment
Florida PALM Sandbox Lunch and Learn	07/12/23 & 07/25/23	Accounts Payable Team General Services Team	To provide future Florida PALM end users a view of what Florida PALM looks like and how to navigate	A current Florida PALM end user provided a demonstration of a transaction in the current Florida PALM Sandbox

### B. Processes

List all agency-specific business process-related activities conducted during the bimonthly period (Examples – process improvements, developing a library of all desk procedures, documentation of inputs and outputs)

Activity Description	Date(s)	Impacted Stakeholder(s)	Objective	Comment
Started a current-state desktop procedures library	Started 07/14/23	Business process owners throughout the Division of Administration	Create a single location of all procedure documents that will require updating for Florida PALM	Ongoing process, will continue to add to the library as documentation is identified
Posted procurement to obtain consulting services	08/21/23	Bureau of Finance & Accounting as Contract Manager	Update business processes for Florida PALM	Vendor responses to RFQ to be received by 09/15/23. Evaluation and selection to conclude by 10/13/23.

<b>C. Technology</b>				
List all agency-specific technology-related activities conducted during the bimonthly period (Examples – reviewed upcoming ABS vendor contracts, implementation of new ABS that might interact with Florida PALM)				
Activity Description	Date(s)	Impacted System(s)	Objective	Comment
Conducted a monthly meeting with agency business system owners to discuss current-state and remediation needs	07/11/23 08/10/23	All agency business systems	Ensure regular updates and information is shared between the core support team and the technical system owners	A new risk related to the Grant Tracking System was identified during this month's meeting ( <i>See Agency Readiness Risks section</i> ).
Posted procurement to obtain consulting services	08/21/23	Office of Information Technology	Update technical business system documentation in anticipation for Florida PALM	Vendor responses to RFQ to be received by 09/15/23. Evaluation and selection to conclude by 10/13/23.

<b>D. Data</b>				
List all agency-specific data-related activities conducted during the bimonthly period (Examples – analyzed data clean-up)				
Activity Description	Date(s)	Impacted System(s) and/or Stakeholder(s)	Objective	Comment
Continued analysis for data clean-up of Org Codes and Project IDs	Ongoing	Grant Tracking System All agency users	To review the extent of the use of Org Codes and Project IDs	Current action item on track to be complete by 12/31/23. Next step will be to prioritize the clean-up activities.
Participated in Master File Balance working group conducted by A&A	08/14/23	Jane Doe, Bureau of F&A	Provide subject matter expertise to the working group and to expand agency understanding of Master File Balance clean up options	This was the second meeting of the working group, led by A&A. The work group is set to release its results and to present to the Advisory Council on 9/13/23.  To support the working group, the agency representative analyzed the agency's current master file balances to determine characteristics and identify potential areas of concern for discussion with the group.

### 3 – Agency Sponsor Confirmation

**Confirmation of the Agency Sponsor's Responsibility and Accuracy of Data**

**Confirmation of the Agency Sponsor's Responsibility and Accuracy of Data**

As Agency Sponsor, I understand my role and responsibility for monitoring and reporting on my agency's readiness status. I have reviewed and confirm the accuracy of my agency's readiness status as reflected in this report and in my agency's Florida PALM Agency Readiness Workplan Dashboard.

Signature

Date

EXAMPLE

## Task Instructions

Task ID: 331

Task Name: *Submit Bimonthly Agency Readiness Status Report*

Task Start Date: *September 1, 2023*

Task Due Date: *September 10, 2023*

### Task Description

Agency Sponsor to confirm and submit bimonthly status report, in the format provided by the Project, on the activities and ongoing work within the agency to prepare their people, processes, technology, and data for the deployment of Florida PALM.

### Task Overview

In accordance with 2023-2024 Implementing Bill, Agency Project Sponsors must provide a bimonthly status report to the Florida PALM Executive Steering Committee (ESC) providing information *“on the activities and ongoing work within the agency to prepare their systems and impacted employees for the deployment of the Florida PALM System.”*

The status report is to be submitted on a bimonthly cadence using the report template as approved by the ESC to include *“meaningful information on each agency’s progress in planning for the Florida PALM Major Implementation, covering the agency’s people, processes, technology, and data transformation activities.”*

Each agency should submit one report per reporting period and include any enterprise partner system(s) information, if applicable. Agencies are asked to only submit the completed Bimonthly Agency Readiness Status Report form. Supporting documentation should be maintained by the agency and is not requested to be submitted.

### Guidance for Agency Monthly Status Report Completion

#### Agency Readiness Workplan Dashboard

To support status monitoring and reporting, an Agency Readiness Workplan Dashboard has been created in Smartsheet for each agency to provide a snapshot of agency status across the 4 critical operational elements: People, Process, Technology and Data. As part of the bimonthly status reporting, Agency Sponsors should review the Agency Readiness Workplan Dashboard to confirm the agency’s data is accurately displayed.

To facilitate agency status reporting, the Agency Readiness Workplan Dashboard is developed using data already reported by your agency to the Project, such as agency-specific information (e.g., number of agency business systems needing to be remediated), agency progress along RW tasks (e.g., in progress, on track, past due), and agency engagement (e.g., Change Champion Network make up). The Project also tracks additional data about an agency that can inform the Agency Readiness Workplan Dashboard, such as meetings and workshops participation.

The data represented on the Agency Readiness Workplan Dashboard will change based on priority activities and Project timeline. The agency readiness tasks are focused on Current State Analysis; therefore, the information and statistics reflect that priority. As we move through design

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and into build activities, the dashboard will reflect agency-reported progress around those priorities. The data and metrics displayed on the Agency Readiness Workplan Dashboard are detailed in the supplement dashboard overview document.

## Bimonthly Agency Readiness Status Report

A Word template has been prepared for the bimonthly period that you will use to provide details regarding your agency readiness status, that will be in addition to the RW task activities included in the Agency Readiness Workplan Dashboard. Attached is an example report for a fictitious agency.

### *Section 1: Agency Readiness Risks, Issues, and Assumptions*

#### Risks and Issues

Agencies should be actively identifying, managing and reporting Florida PALM-related readiness risks and issues. A robust risk management process actively identifies and manages potential events that can adversely affect an agency's ability to achieve its stated goals or objectives. Risk management employs mitigation strategies to avoid risks becoming issues. Identification, tracking and remediation of risks is crucial to the agency's success.

In the Agency Readiness Risks table of Section 1 of the template, include your agency's open readiness risks and risks that are closed during the period and the following information:

- **Risk Description** – Provide a brief description of the identified risk
- **Status** – Indicate whether the risk is open or was closed during the period
- **Risk Rating** – Include the impact and probability and/or assigned risk rating (see the supplemental risk and issues scoring document for additional guidance)
- **Mitigation / Response Strategy** – Describe your agency's approach to addressing the risk to keep the risk from becoming an issue
- **Date of Status Change** – Include the date the risk was opened or closed
- **Owner** – Identify the primary risk owner within your agency

An agency's issue management process establishes the approach and tools used to identify and resolve issues that arise due to unplanned or unexpected events, or a materialized risk. An issue is the realization of a risk or problem creating a negative impact and therefore will have a resolution plan to minimize or prevent negative effects.

In the Agency Readiness Issues table of Section 1 of the template, include any "realized" risks or known issues that impact your agency's readiness journey and the following information:

- **Issue Description** – Provide a brief description of the identified issue
- **Status** – Indicate whether the issue is open or was closed during the period
- **Priority** – Include the priority for the issue (see the supplemental risk and issues scoring document for additional guidance)
- **Resolution Plan** – Describe your agency's approach to addressing the issue
- **Planned or Actual Resolution Date** – Indicate the date the issue is expected to be addressed or was addressed
- **Owner** – Identify the primary issue owner within your agency

## Assumptions

Assumptions describe what your agency believes to be true and play an essential role in developing your risk management approach. They are expected events or circumstances during your transformation journey, are based on your experience or the information available at hand and may not end up being true. Assumptions should be realistically analyzed as they can sometimes be false and may negatively affect your efforts, adding risk to it. Therefore, identifying and communicating assumptions throughout your readiness journey allows your agency and stakeholders to better understand the basis for your approach and can help avoid or reduce your agency's readiness risks associated with the assumption turning out differently.

In the Agency Readiness Assumptions table of Section 1 of the template, include a list of assumptions that impact your agency's readiness journey and the following information:

- **Assumption** – Include a description of the expected event or circumstance
- **Date Logged or Removed** – Include the date the assumption was opened or closed
- **Impacted System(s) and/or Stakeholder(s)** – List each system that is affected by the assumption and each stakeholder or stakeholder group that may be impacted by the assumption
- **Status** – Indicate whether the assumption is open or was closed during the period
- **Comment** – Include additional pertinent information regarding the assumption

## Section 2: Summary of Agency-Specific Readiness Activities

In this section of the template, you will provide key activities your agency conducted during the reporting period to ready your people, processes, technology and data. This report is an opportunity to highlight any agency-specific activities, beyond the RW-assigned task itself, that your agency has conducted, including those that may be in benefit of the effort to complete the RW task. There is no need to duplicate information that is generated on the Agency Readiness Workplan Dashboard.

## Section 3: Agency Sponsor Confirmation

Agency Sponsors must provide confirmation that the data represented in the Agency Readiness Workplan Dashboard and the Bimonthly Agency Readiness Status Report are accurate. If updates are needed to the dashboard, the supporting agency Smartsheet should be updated, as appropriate, prior to submission of the bimonthly report. In addition, if there are questions about the dashboard, please contact your agency's Readiness Coordinator.

## How can agencies use this information?

Agencies will use the information in the Agency Readiness Workplan Dashboard and Bimonthly Agency Status Report to monitor their readiness status in preparation for Florida PALM implementation.

## How can Florida PALM use this information?

The Florida PALM team will publish your Bimonthly Agency Readiness Status Report and Readiness Workplan Dashboard to the Florida PALM website and share with the Executive Steering Committee and other key stakeholders for review to satisfy the requirements of the Implementing Bill for FY 23/24. Information provided by agencies will also be summarized and discussed in ESC meetings. Information shared may result in outreach from the ESC and/or the Project team to gather more information or provide additional support.

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## Task Instructions

This task requires multiple steps for completion. Agency Sponsors should work with the Change Champion Network to:

- Review and confirm accuracy of the data provided in the Agency Readiness Workplan Dashboard.
- Complete and submit the Bimonthly Agency Readiness Status Report.

Instructions
<p><b>1)</b> Agency Sponsors review and confirm Agency Readiness Workplan Dashboard located in the Agency's Florida PALM Workbook, Agency Readiness folder in Smartsheet</p>
<p><b>2)</b> Complete the Bimonthly Agency Readiness Status Report template by entering your agency data in the yellow highlighted portion of the template:</p> <ul style="list-style-type: none"> <li>a. Agency Name</li> <li>b. Agency Sponsor</li> <li>c. Submission Date</li> <li>d. Section 1 – Agency Readiness Risks, Issues, and Assumptions</li> <li>e. Section 2 – Summary of Agency-Specific Readiness Activities</li> <li>f. Section 3 – Agency Sponsor Confirmation</li> </ul>
<p><b>3)</b> Provide one response per agency by emailing the completed report template to your agency's Readiness Coordinator (RC), Back-up RC, and the Florida PALM inbox: <a href="mailto:FloridaPALM@myfloridacfo.com">FloridaPALM@myfloridacfo.com</a> by the 10<sup>th</sup> of each month following the end of the bimonthly reporting period.</p>

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## 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

## Understanding your Dashboard

A Readiness Workplan Dashboard (example shown below in *Figure 1*) has been created within your agency’s Florida PALM Workbook in Smartsheet. The information contained on that dashboard will provide Agency Sponsors and Agency Liaisons with critical information to assist in the completion of the Bimonthly Agency Readiness Status Report.

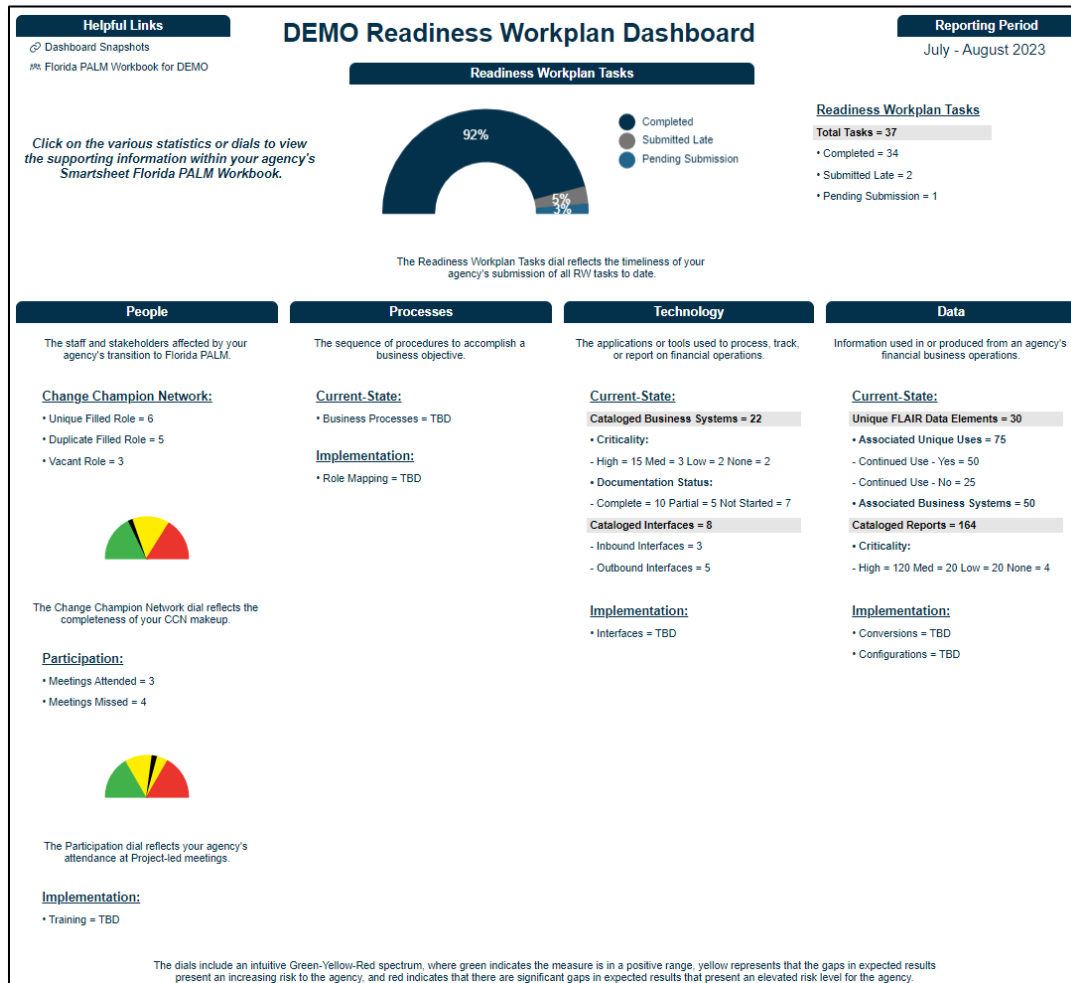


Figure 1: <Agency Acronym> Readiness Workplan Dashboard

The information contained within your agency’s dashboard is real-time and fed through the following resources:

- Project maintained:
  - Florida PALM Meeting Attendance Tracker
  - Readiness Workplan Task Tracker
- Agency maintained (through agency specific Florida PALM Workbook in Smartsheet):
  - Change Champion Network
  - Training (future task)
  - Role Mapping (future task)
  - Inventories:

- FLAIR Data Elements
- Current-State Business Systems
- Current-State Interfaces
- Current-State Reports
- Configurations (future task)
- Conversions (future task)
- Interfaces (future task)

Clicking on the various statistics or dials within your dashboard will navigate you to one of the resources listed above so that you are able to view or make updates to the supporting information as needed.

## Navigation

The dashboard is located within the Agency Readiness folder (*Figure 2*) of your agency specific Florida PALM Workbook in Smartsheet. The Florida PALM Smartsheet [webpage](#) offers information about how Smartsheet is being used by agencies and the Project and includes a [Smartsheet User Guide](#) to assist agency users.

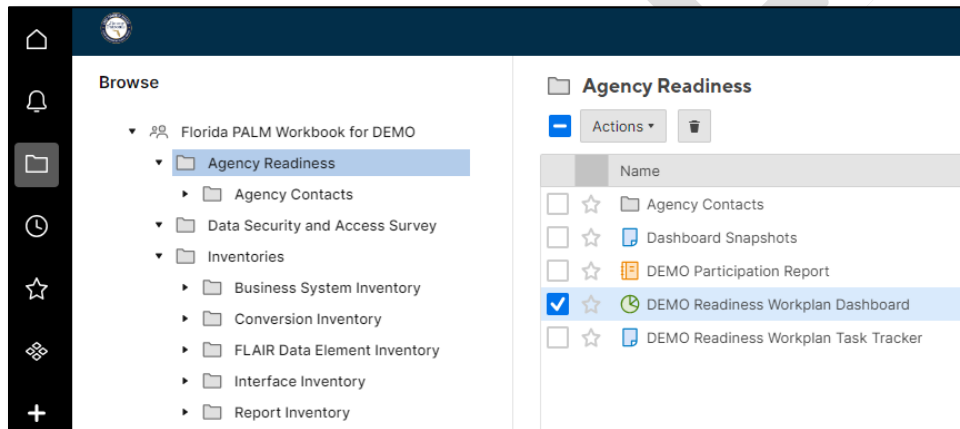


Figure 2: Florida PALM Workbook for <Agency Acronym> folder structure

## Helpful Links Section

The website links listed within the Helpful Links section of your dashboard (*Figure 3*) will navigate to:

- Dashboard Snapshots: Repository of snapshots for all previous reporting periods.
- Florida PALM Workbook for <Agency Acronym>

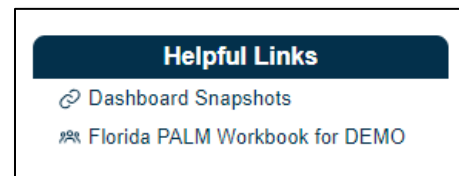


Figure 3: Helpful Links section

## Reporting Period Section

The Reporting Period section (*Figure 4*) displays the two-month period that is being reported in your Bimonthly Agency Readiness Status Report. The Bimonthly Agency Readiness Status Report is due on the 10<sup>th</sup> day following the close of a reporting period. The months and year text displayed in this section of your dashboard will roll to the

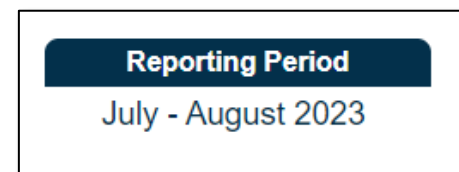


Figure 4: Reporting Period section

next reporting period dates 30 days after the close of that reporting period. For example, if the reporting period is July – August 2023, the text in the Reporting Period section of your dashboard will change to ‘September – October 2023’ on September 30, 2023.

## Readiness Workplan Tasks Section

Readiness Workplan (RW) tasks are assigned by the Project to every agency. Timely and accurate completion of RW tasks is critical for the overall success of Florida PALM implementation. This section of your dashboard provides data and visual representation of

- The number of RW tasks that have started, as of September 2021,
- The number of RW tasks your agency submitted on time,
- The number of RW tasks your agency submitted late (after the due date), and
- The number of RW tasks that are currently in progress.

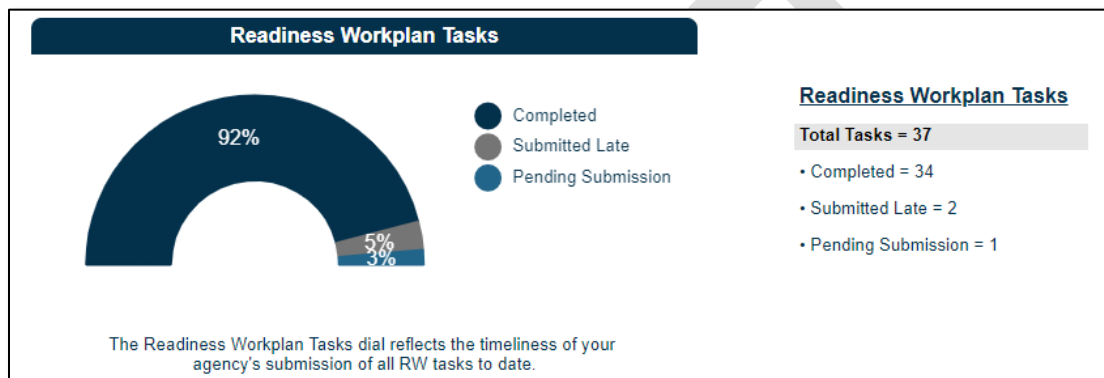


Figure 5: Readiness Workplan Tasks section

## People Section

The “People” critical operational element is defined as the staff and stakeholders affected by your agency’s transition to Florida PALM (e.g., leadership, technical and functional owners, subject matter experts, and end users). It is a focus on staffing, skill gaps, knowledge, and awareness. Sentiment and buy-in is crucial to transformation of agency business operations. This section of your dashboard provides a high-level, summarized visual of your agencies current progress with people related readiness efforts.

The dials include an intuitive Green-Yellow-Red spectrum, where green indicates the measure is in a positive range, yellow represents that the gaps in expected results present an increasing risk to the agency, and red indicates that there are significant gaps in expected results that present an elevated risk level for the agency. Each dial represents a maximum score that equals 100%.

- Green equals a score between 100% and 66.6667%
- Yellow equals a score between 66.6666% and 33.3334%
- Red equals a score between 33.3333% and 0%

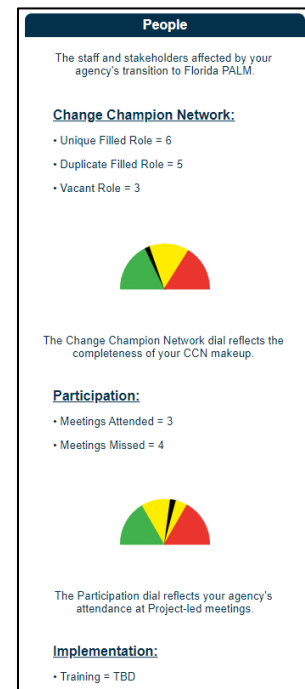


Figure 6: People section

The Change Champion Network (CCN) dial has a set maximum score of 14 (100%), as that is the total number of CCN Primary and Backup roles expected for each agency.

- Uniquely filled role assignments earn 1 point each
- Duplicate role assignments earn 0.5 points each
- Vacant role assignments earn 0 points

In the example (*Figure 6*), the total score is 8.5 or 60.7% which represents a yellow score for agency CCN assignments at that agency.

The Participation dial maximum is equal to the total number of Florida PALM meetings held within the current reporting period (i.e., Touchpoints, Town Halls, Tuesday Task Talks, Liaison Forums). Agencies earn 1 point per meeting if at least one agency representative attends in person, attends remotely, or watches the meeting recording (if applicable) within two weeks of the meeting.

*The Implementation header is a placeholder for metrics, measures, or results from future implementation-related readiness workplan tasks that will be assigned to your agency, for example, related to training.*

## Processes Section

The “Processes” critical operational element is focused on the sequence(s) of procedures to accomplish an agency’s business objectives. Current statewide and agency-specific business processes are changing and require resources (both people and technology) to learn, adopt, and adapt to the future-state sequence. This section of your dashboard is intended to provide information about your agency’s efforts to understand and document current processes and to transform your business processes for the changes brought about by Florida PALM.



Figure 7: Processes section

*The Implementation header is a placeholder for metrics, measures, or results from future implementation-related readiness workplan tasks that will be assigned to your agency, for example, related to role mapping.*

## Technology Section

The “Technology” critical operational element is focused on the applications or tools used to process, track, or report on financial operations. These are your agency business systems that use FLAIR data that may need to interface to Florida PALM or need to be remediated. The section of your dashboard is intended to provide information about your agency’s efforts to understand and document current business systems and technology tools and to remediate those systems for the changes brought about by Florida PALM.

*The Implementation header is a placeholder for metrics, measures, or results from future implementation-related readiness workplan tasks that will be assigned to your agency, for example, related to interfaces.*

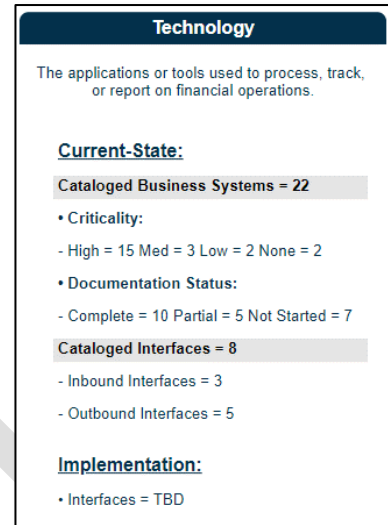


Figure 8: Technology section

## Data Section

The “Data” critical operational element is focused on information used in or produced from an agency’s financial business operations. An agency’s data supports its people, processes, and technology and should be evaluated and monitored against those distinct purposes. This section of your dashboard is intended to provide information about your agency’s efforts to understand and document current data uses and needs and to prepare your data and reporting needs for the changes brought about by Florida PALM.

*The Implementation header is a placeholder for metrics, measures, or results from future implementation-related readiness workplan tasks that will be assigned to your agency, for example, related to conversions and configurations.*

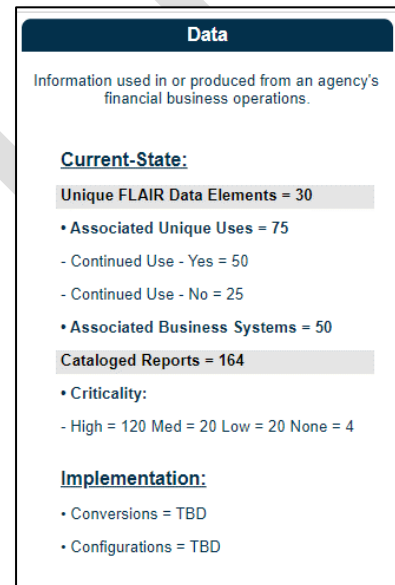


Figure 9: Data section

### Helpful Links

- Dashboard Snapshots
- Florida PALM Workbook for DEMO

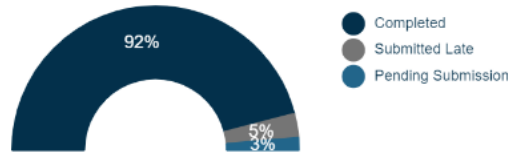
# DEMO Readiness Workplan Dashboard

### Reporting Period

July - August 2023

### Readiness Workplan Tasks

Click on the various statistics or dials to view the supporting information within your agency's Smartsheet Florida PALM Workbook.



### Readiness Workplan Tasks

#### Total Tasks = 37

- Completed = 34
- Submitted Late = 2
- Pending Submission = 1

The Readiness Workplan Tasks dial reflects the timeliness of your agency's submission of all RW tasks to date.

### People

The staff and stakeholders affected by your agency's transition to Florida PALM.

#### Change Champion Network:

- Unique Filled Role = 6
- Duplicate Filled Role = 5
- Vacant Role = 3



The Change Champion Network dial reflects the completeness of your CCN makeup.

#### Participation:

- Meetings Attended = 3
- Meetings Missed = 4



The Participation dial reflects your agency's attendance at Project-led meetings.

#### Implementation:

- Training = TBD

### Processes

The sequence of procedures to accomplish a business objective.

#### Current-State:

- Business Processes = TBD

#### Implementation:

- Role Mapping = TBD

### Technology

The applications or tools used to process, track, or report on financial operations.

#### Current-State:

##### Cataloged Business Systems = 22

- Criticality:
  - High = 15 Med = 3 Low = 2 None = 2

##### Documentation Status:

- Complete = 10 Partial = 5 Not Started = 7

##### Cataloged Interfaces = 8

- Inbound Interfaces = 3
- Outbound Interfaces = 5

#### Implementation:

- Interfaces = TBD

### Data

Information used in or produced from an agency's financial business operations.

#### Current-State:

##### Unique FLAIR Data Elements = 30

- Associated Unique Uses = 75

- Continued Use - Yes = 50

- Continued Use - No = 25

- Associated Business Systems = 50

##### Cataloged Reports = 164

- Criticality:

- High = 120 Med = 20 Low = 20 None = 4

#### Implementation:

- Conversions = TBD

- Configurations = TBD

The dials include an intuitive Green-Yellow-Red spectrum, where green indicates the measure is in a positive range, yellow represents that the gaps in expected results present an increasing risk to the agency, and red indicates that there are significant gaps in expected results that present an elevated risk level for the agency.