Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification & Validation

Agency Readiness Criteria Update 3: Continue UAT and Prepare for Training Assessment

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Executive Summary

Readiness Workplan (RW) Task 619 Update Agency Readiness Certification #3 – Continue User Acceptance Testing (UAT) and Prepare for Training provides the third update to Agency Readiness in July 2026, serving as a checkpoint on testing progress and preparations for Agency-specific training at the midpoint of All Agency UAT. This assessment provides an independent view of Agency status for the People, Processes, Technology, and Data critical operational elements, along with recommendations focused on current UAT progress and opportunities to strengthen readiness for Go-Live, and is based on:

- Review of various artifacts within Smartsheet, including RW Task status, Prerequisite Training, User Story Inventory, Business Process Inventory, Interface Testing, and Role Mapping;
- Review of the updated Agency Training Plans;
- Review of UAT login data; and
- Discussions with Agencies during monthly Florida PALM IV&V Touchpoints.

The Florida PALM IV&V Team identified People, Processes, and Technology as the greatest risks to Agency readiness, with each area rated as a Medium Risk, while Data remains a Low Risk due to strong progress in data cleansing, Conversion preparation, and configuration management.

People readiness is primarily impacted by limited end-user training and hands-on experience with Florida PALM. As of 6/30/26, nearly half of end users had not accessed the UAT environment, and training completion rates have continued to decline. Processes readiness is also a concern due to limited testing coverage, with only 11% of Agencies having fully tested all applicable Florida PALM Project Recommended Standard Activities. Together, these factors increase the risk that defects, process gaps, and usability issues will not be identified before Go-Live and that users will not be adequately prepared to operate in the new system.

Technology readiness is affected by Interface testing that remains behind schedule across multiple Agencies, with some Interfaces still in Interface Testing Cycle 2. If Interface testing is not completed on time, Agencies may be required to use manual workarounds for up to six months after Florida PALM Go-Live. Failure to fully train users, complete comprehensive testing, validate end-to-end business processes, and finalize Interface readiness before Go-Live could increase operational disruption, reduce user adoption, delay issue resolution, and create additional workload for Agencies after implementation.

More detailed information for each critical operational element is provided in subsequent sections below.

Leveraging Downtime During the UAT Data Refresh

Agencies can leverage the UAT Data Refresh downtime from 8/8/26-8/23/26 to prepare for a more effective second half of All Agency UAT by finalizing training and organizational change management (OCM) activities, updating documentation, developing recovery plans, and updating end-to-end testing scenarios. These activities can be completed without system access and can help Agencies maximize the remaining testing time available after the UAT Data Refresh. Recommended actions the Agencies could consider implementing during this time include:

- Advance training and change management activities by finalizing Agency-specific learning materials, communicating training expectations, resolving outstanding role mapping and Separation of Duties (SOD) items, and confirming responsibilities for Change Champion Network (CCN) members and people managers.
- Strengthen OCM efforts by updating OCM plans, improving internal communications, leveraging lessons learned from other Agencies, and ensuring end users know how to prepare for training and where to obtain support.
- Prepare for the second half of UAT by reviewing testing progress, identifying testing gaps, developing recovery plans, refining schedules and resource assignments, and planning the completion of remaining end-to-end testing activities.
- Update and finalize process documentation by incorporating UAT results, validating documentation progress, and confirming the remaining scope of updates needed before Go-Live.
- Review Interface readiness by assessing Interface design changes, identifying impacts to Agency systems and business processes, planning retesting activities, and documenting contingency procedures or manual workarounds where needed.
- Continue Go-Live preparations by advancing cutover planning, Hypercare planning, and other readiness activities that do not require access to the UAT environment.

Florida PALM Critical Operational Elements

As part of RW Task 619, Agencies reviewed and confirmed whether they had met specific criteria provided by the Florida PALM Project Team for each critical operational element. For any criterion not met, Agencies were required to provide a mitigation plan and target completion date to address the gap and support Go-Live readiness.

Agencies also rated their confidence in readiness for each of the four critical operational elements, as well as their overall readiness for Go-Live. The Figure below summarizes Agency-reported confidence levels across the critical operational elements and overall readiness.

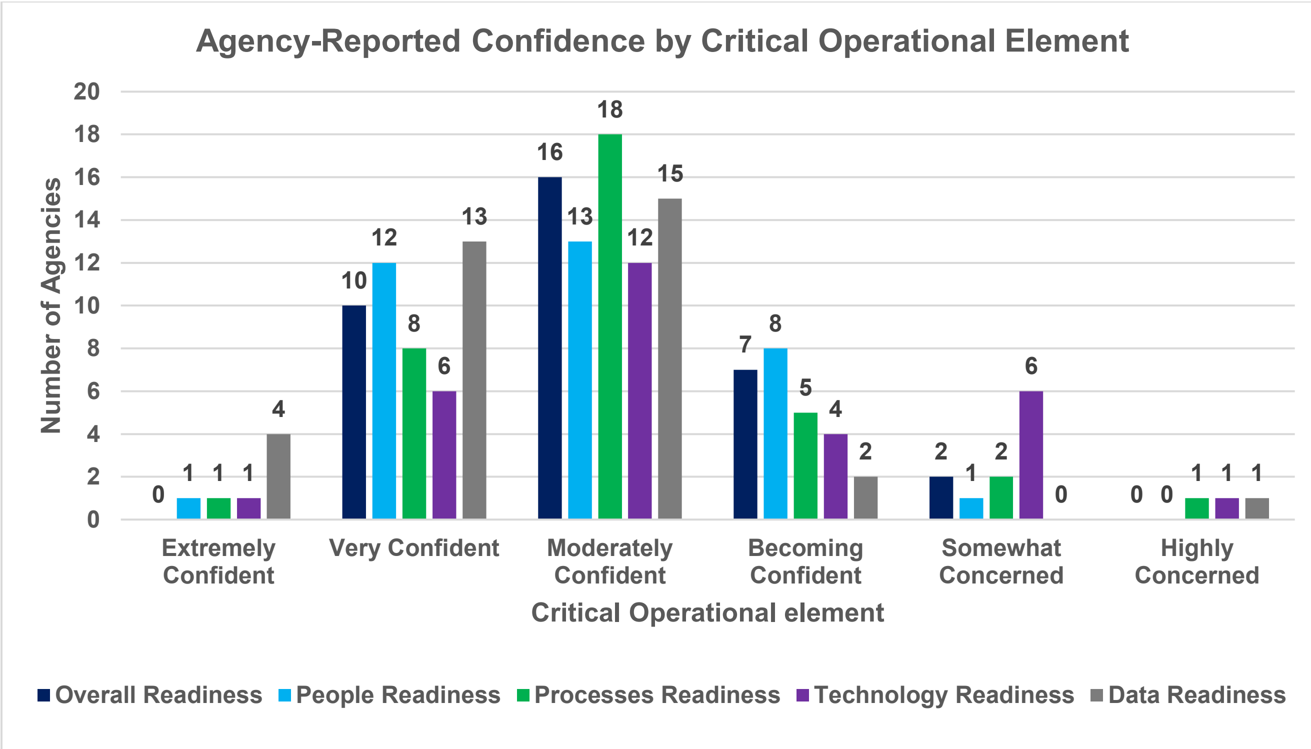

Figure 1: Agency-Reported Confidence by Critical Operational Element

Note: Technology readiness is applicable to 30 Agencies, as 5 Agencies did not select any Interfaces.

The Florida PALM IV&V Team used a similar rating scale for each criterion to assess readiness risk within each critical operational element:

- Met – The Agency achieved the expected completion level by the due date of the applicable RW Task.
- Partially Met – The Agency did not achieve the expected completion level by the due date, but had some progress reported.
- Not Met – The Agency did not achieve the expected completion level by the due date and did not have any progress reported.
- N/A – The criterion does not apply to the Agency.

People

Table 1: People Domain Readiness Criteria Assessment

Criteria	Met	Partially Met	Not Met	N/A	IV&V Comments
Agency Training Plan has been updated.	32	0	3	0	Ninety-one percent of Agencies submitted updated Training Plans as of 7/10/26. Of the three Agencies that did not meet the criterion, two are small Agencies without Agency Business Systems (ABS), for which Florida PALM training is sufficient to meet their needs. The third Agency has developed a Training Plan, but must update its training schedule to align with the revised Go-Live date. Because all three Agencies have fewer than 15 end users and their users have already demonstrated hands-on experience in the Florida PALM environment, the Florida PALM IV&V Team does not expect this to impact their ability to continue testing after the UAT Data Refresh.
Agency has identified all Agency-specific learning materials to be developed to support end-user training.	28	0	7	0	Eighty percent of Agencies have identified all Agency-specific learning materials needed to support end-user training as of 7/10/26. For Agencies that have not yet met this criterion, most are aligning material development with UAT progress and remain on track to complete their materials by the 10/30/26 deadline, or have chosen to use Florida PALM-provided training materials. Additionally, many of the smaller Agencies have already had most or all end users actively participating in the UAT environment, providing valuable hands-on experience prior to training.
All Agency end users have been role-mapped in preparation for the UAT refresh.	30	4	1	0	Eighty-six percent of Agencies submitted updated role-mapping worksheets for the UAT Data Refresh as part of RW Task 702, which was due on 6/26/26. Agencies that did not submit updates by the deadline had already provided revised role mappings in April or May. As a result, end-user role assignments are generally considered accurate and complete, and end users should be able to test once the UAT Data Refresh is complete.
All SOD conflicts have been resolved or approved for the UAT refresh.	32	3	0	0	Ninety-one percent of Agencies either had no SOD conflicts or had their conflicts approved. The remaining three Agencies with SOD conflicts were undergoing approval at the time of reporting, and the Florida PALM IV&V Team does not expect this to impact Agency participation in testing activities following the UAT Data Refresh.

Criteria	Met	Partially Met	Not Met	N/A	IV&V Comments
Agency is prepared to execute plan to ensure all end users practice job functions after UAT refresh.	35	0	0	0	Although 100% of Agencies met this criterion, only 81% of SMEs have completed prerequisite training, and training completion across all users may not occur until the end of September. In addition, only 59% of end users had accessed the UAT environment as of 6/30/26. Insufficient training and limited UAT participation may reduce the effectiveness of testing, delay defect identification and resolution, and increase the risk that users are not adequately prepared to support a successful Go-Live.

Status

While at least 80% of Agencies demonstrated that they met the criteria for the People critical operational element, additional observations by the Florida PALM IV&V Team indicate that this area is a Medium Risk to Agency readiness.

The Florida PALM IV&V Team had previously provided recommendations for how Agencies could engage end users earlier during All Agency UAT, and both the Florida PALM Project and IV&V Teams have consistently emphasized the importance of completing prerequisite training before testing begins to build foundational system knowledge. Despite this, the average weekly user training completion rate has continued to decline since March. In addition, login data as of 6/30/26 indicated that nearly half of all end users have not yet been exposed to Florida PALM, leaving just over 2 months of All Agency UAT remaining after the UAT Data Refresh. This increases the risk that users will not receive sufficient training or gain enough hands-on experience to become familiar with Florida PALM business processes, limiting their ability to support testing activities and Go-Live.

Recommendations

To strengthen OCM efforts and support the successful adoption of Florida PALM, Agencies could consider implementing the following Florida PALM IV&V recommendations:

- Use the UAT Data Refresh downtime productively by completing Agency-specific learning materials, distributing training communications, and finalizing the assignment of CCN member and people manager responsibilities in preparation for post-Data Refresh testing.
- Reassess and strengthen OCM strategies by reviewing and updating OCM plans using available resources, such as materials in the Agency Exchange Library, the Thursday Task Talk OCM Minute series, and insights from other Agencies and OCM Subject Matter Experts (SMEs). Leveraging these resources can help Agencies incorporate proven practices and lessons learned into their own change management approach.
- Designate a single accountable OCM lead, develop a documented internal communication plan with defined messages and communication cadence, establish regular coordination between the CCN Lead and Agency Sponsor, and ensure all end

users know where to go for training-related questions and post-training support. These actions can help improve communication, readiness, and user adoption ahead of Go-Live, especially for Agencies that reported lower confidence in the People critical operational element.

Processes

Table 2: Processes Domain Readiness Criteria Assessment

Criteria	Met	Partially Met	Not Met	N/A	IV&V Comments
Agency testers have successfully tested at least one user story for each applicable Project Recommended Standard Activity.	4	28	3	0	Approximately 11% of Agencies have met this criterion as of the end of the reporting period on 6/30/26. Progress has been slower than expected due to resource constraints and a tendency among some Agencies to focus heavily on testing multiple variations of common business processes while giving less attention to less frequent activities. Every Florida PALM Project Recommended Standard Activity has been tested by at least nine Agencies. Testing coverage varies considerably, with the number of executed test cases ranging from approximately 38 to nearly 2,500. This disparity suggests that certain business processes have received significant testing attention, while other recommended activities remain under-tested. The Florida PALM IV&V Team recognizes the importance of thoroughly testing critical, high-volume processes, but Agencies should prioritize achieving baseline coverage across all applicable activities before expanding the depth of testing for selected processes.
Agency is prepared to execute plan to complete testing of all processes from start to finish, including workflows and Agency business systems, after UAT refresh.	33	0	2	0	Ninety-four percent of Agencies have established plans to complete end-to-end testing following the UAT Data Refresh. The remaining two Agencies are refining their plans due to ongoing business system and readiness activities, as well as adjustments based on lessons learned during the initial phase of UAT. Efforts include: • Developing Florida PALM-specific screens and output files, validating system changes, and completing interface and end-to-end testing. • Adjusting the testing approach based on insights gained during the initial phase of UAT.

Criteria	Met	Partially Met	Not Met	N/A	IV&V Comments
					Both Agencies have established mitigation dates for these activities, and they should continue to monitor progress closely to ensure the work stays on schedule, is completed in parallel where possible, and does not adversely affect UAT completion or overall readiness.
Agency has identified all process documentation to be created or updated based on testing results.	24	0	11	0	Agencies are identifying and updating business process documentation based on UAT execution results for RW Task #602, which is due 10/30/26. This task represents a large effort, as Agencies must assess UAT outcomes and incorporate necessary updates into their business process documentation. As of 7/10/26, approximately 38% of the timeline for this RW Task had elapsed. Assuming the eight Agencies that did not report a status are at 0% completion, the average reported completion rate is approximately 31%, with 20 of 35 Agencies falling below the expected pace. While documentation activities may not progress evenly throughout the RW Task period, this RW Task could be at risk if Agencies do not validate their current progress, confirm the remaining scope of work, assign appropriate resources, and establish interim milestones.

Status

Based on an assessment of the criteria above, the Processes critical operational element represents a Medium Risk for Agency readiness. While most Agencies have established plans to complete end-to-end testing and are making progress on updating business process documentation, the primary readiness risk is insufficient testing coverage. Although Agencies generally have plans to complete testing, only 11% have fully tested all applicable Florida PALM Project Recommended Standard Activities. Continued focus is needed by Agencies to ramp up testing, validate end-to-end business processes, and incorporate UAT results into finalized operational procedures and documentation.

Recommendations

To strengthen testing efforts, Agencies could consider implementing the following Florida PALM IV&V recommendations:

- Use available reporting tools and dashboards to track progress against Florida PALM Project Recommended Standard Activities, identify outstanding testing and readiness tasks, and develop detailed plans for completing remaining work before All Agency UAT concludes. Particular focus should be placed on validating end-to-end business

processes, closing testing coverage gaps, and aligning schedules, resources, and staffing to support completion of high-priority activities.
- Evaluate opportunities to expand testing participation. Agencies should reassess whether additional departments, SMEs, or operational staff who have not yet participated in testing can be engaged to increase testing coverage and reduce execution risk.
- Establish recovery plans for testing activities that fall behind schedule. Recovery strategies may include reprioritizing testing based on business criticality and implementation risk, reallocating resources, adjusting testing schedules, using UAT Data Refresh downtime for planning and documentation activities, increasing management oversight through interim milestones, and conducting regular progress reviews to identify and address risks.
- Agencies with significant testing planned after the UAT Data Refresh, or those that have focused primarily on business-critical processes during earlier testing cycles, should also consider available funding options for temporary testing resources. Additional resources may help accelerate testing, increase participation, and support broader validation of business processes before deployment.

Technology

Table 3: Technology Domain Readiness Criteria Assessment

Criteria	Met	Partially Met	Not Met	N/A	IV&V Comments
All Cycle 3 interfaces have been successfully tested in UAT multiple times.	4	24	2	5	Twenty-seven percent of Agencies have completed testing for all of their applicable Interfaces for Interface Testing Cycle 3, and 43% have tested at least 75% of their Interfaces as of the end of the reporting period on 6/30/36. Interface testing has been impacted by various challenges, with many test results initially rated Inadequate by the Agencies. Performance improved in June, with a significant number of interfaces previously rated Inadequate being retested and achieving results rated either Satisfactory or Above Expectations. Interface Testing Cycle 3 remains behind schedule, but there is sufficient time for Agencies to complete the required testing activities before All Agency UAT concludes.
Agency has produced and tested all selected inbound files in the UAT environment or has a	26	0	4	5	While 33% of Agencies have completed testing for all Inbound Interfaces, six Agencies

Criteria	Met	Partially Met	Not Met	N/A	IV&V Comments
plan to complete testing of inbound files prior to the UAT refresh.					have not yet tested any as of the end of the reporting period on 6/30/26. Although some progress has been made, Interface Testing Cycle 3 remains behind schedule, with 79% of Agency Inbound Interfaces tested overall. Agencies will need to focus on both completing testing for Interfaces that have not yet been tested and retesting Interfaces affected by design changes to ensure adequate validation before the end of All Agency UAT.
Agency is prepared to execute plan to complete interface testing after UAT refresh.	29	0	1	5	Ninety-seven percent of Agencies have indicated they have a plan to execute the remaining Interface testing. There is sufficient time for Agencies to complete the remaining Interface testing, but this will require focused, continued attention from the Agencies and the Florida PALM Project Team.
Agency business systems are being remediated and documentation updated as needed, based on testing findings.	28	0	2	5	While 93% of Agencies have completed remediation of their ABS, Interface designs may be updated as new ServiceNow (SNow) tickets are identified and resolved. Agencies are responsible for reviewing these updates and determining whether changes are needed to their ABS or business processes to ensure continued alignment with Florida PALM requirements.

Note: Technology readiness is applicable to 30 Agencies, as 5 Agencies did not select any Interfaces

Status

Based on an assessment of the criteria above, the Technology critical operational element represents a Medium Risk to readiness due to incomplete testing for Interface Testing Cycle 3 across multiple Agencies.

In addition, nine Interfaces across six Agencies remain for Interface Testing Cycle 2 as of 7/15/26. If Cycle 2 testing is not completed before the UAT Data Refresh begins, these Interfaces will not advance to Cycle 3 testing and will not be available until at least six months after Florida PALM Go-Live.

Recommendations

To mitigate risks to Interface testing, Agencies could consider implementing the following Florida PALM IV&V recommendations:

- Continue reviewing and assessing Interface design changes. Agencies should evaluate all Interface updates for potential impacts to Agency systems, business processes, and downstream dependencies. Interfaces that have already been tested should be retested, as needed, to confirm that recent design changes have not introduced new issues.
- Increase coordination for Interfaces still in Cycle 2 testing. Agencies with Interfaces that remain in Cycle 2 testing should meet with the Florida PALM Project at least twice per week to review Interface status, resolve issues, and coordinate upcoming test cycles. If these Interfaces cannot complete testing by 8/7/26, Agencies should identify and document alternative business processes or manual workarounds to support operations during the period when the Interfaces are unavailable, potentially for up to six months after Florida PALM Go-Live.
- Integrate Interface testing into end-to-end business process testing. During the first half of All Agency UAT, many Agencies conducted UAT and Interface testing as separate activities. Following the UAT Data Refresh, Agencies should focus on executing integrated end-to-end test scenarios that include data transmission into Florida PALM, processing within Florida PALM, and transmission of resulting data back to their ABS. These scenarios should also incorporate Enterprise Partner interactions where applicable to validate complete business processes and system integrations.

Data

Table 4: Data Domain Readiness Criteria Assessment

Criteria	Met	Partially Met	Not Met	N/A	IV&V Comments
Changes to agency specific configurations are being tested and maintained in agency configuration workbooks as necessary.	34	0	1	0	Agencies update their configuration workbooks through monthly RW Tasks and as needed to support ongoing UAT activities. The Florida PALM Project Team also regularly encourages Agencies to keep configurations current, and these configurations are being actively validated through UAT execution and testing. The one Agency that did not meet this criterion as of 7/10/26 is still completing modifications to their ABS, which limits their ability to fully test the impact of configuration changes on downstream system functionality and integrations. Overall, Agencies have demonstrated effective management of their configurations and are actively validating those configurations through UAT and related testing activities.

Criteria	Met	Partially Met	Not Met	N/A	IV&V Comments
Agency configuration and conversion workbooks are complete and contain no errors.	29	6	0	0	Agencies routinely update their configuration workbooks as errors or needed changes are identified. This is an ongoing monthly activity, and even Agencies that did not make updates as of the end of the reporting period on 6/30/26 have updated their workbooks within the past two months. Because all configuration workbooks have been recently reviewed and updated, they are expected to be current and complete in preparation for the UAT Data Refresh.
Agency data in FLAIR, FACTs, and MFMP are cleansed and ready for Dry Run 2 conversion.	29	4	2	0	Eighty-three percent of Agencies completed the data cleansing required for Dry Run 2 by the 6/17/26 due date as part of RW Task 698. Although six Agencies did not complete all cleansing activities on time, many of the required corrections had already been made, and the remaining data quality issues were limited in number. Overall, most known data errors were resolved before the start of Dry Run 2, providing a good foundation for testing and validation activities.

Status

Based on an assessment of the criteria above, the Data critical operational element is rated as Low Risk for readiness. Agencies have been actively maintaining their configuration workbooks and validating configurations through ongoing UAT activities. Conversion results produced by the Florida PALM Project Team from Dry Run 1 were generally strong, and 29 Agencies had completed the required data-cleansing activities before the start of Dry Run 2.

Given the high level of data cleansing already completed by the Agencies and the positive results from prior Conversion activities, the Florida PALM IV&V Team does not anticipate a high volume of additional data cleansing will be required for future Dry Runs.

Recommendations

Agencies have demonstrated strong performance in maintaining configuration workbooks and supporting data-cleansing efforts. Agencies are encouraged to continue this level of engagement by regularly updating configuration workbooks as changes are identified and actively participating in future data-cleansing activities to support successful Conversion and testing outcomes. The Florida PALM IV&V Team has no further recommendations.

Appendix A – Risk Matrix

The Florida PALM IV&V Team used the following Table to assign a probability rating to each category.

Table 5: Probability Rating

Risk Probability Rating	Probability of Occurrence	Probability Description
1	Improbable	Risk has between a 1%-19% likelihood of occurring.
2	Unlikely	Risk has between a 20%-39% likelihood of occurring.
3	Possible	Risk has between a 40%-59% likelihood of occurring.
4	Likely	Risk has between a 60%-79% likelihood of occurring.
5	Probable	Risk has between an 80%-99% likelihood of occurring.

Then, an impact rating was assigned to each category based on the descriptions in the Table below.

Table 6: Risk Impact Criteria

Risk Impact Rating	Magnitude of Impact	Impact Description
1	Negligible	Risk will have an impact so small that it can be ignored when studying the larger effect.
2	Minor	Risk will have a small impact on the Project that should not be ignored when studying the larger effect.
3	Moderate	Risk will have a noticeable impact on the Project.
4	Significant	Risk will have a significant impact on the Project
5	Critical	Risk will have a significant impact and may jeopardize the success of the Project.

The Table below outlines the risk rating based on a combination of impact and probability of occurrence.

Table 7: Risk Ratings

Probability of Occurrence	Magnitude of Impact				
	Negligible 1	Minor 2	Moderate 3	Significant 4	Critical 5
Probable 5				High	
Likely 4					
Possible 3			Medium		
Unlikely 2					
Improbable 1			Low		

The Table below defines the levels of the Risk Ratings.

Table 8: Risk Priority Definitions

Rating	Definition
High	The possibility of substantial impact on product quality manageability, cost, or schedule. Major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
Medium	The possibility of moderate impact on product quality, manageability, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
Low	The possibility of a slight impact on product quality, manageability, cost, or schedule. Minimal disruption is likely, and some oversight is needed to ensure that it remains low. Mitigation strategies should be evaluated and considered for implementation when possible.