

FL WINS

Program Management Plan

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Modifications to the approved baseline version (100) of this artifact must be made in accordance with the *Attachment B – FL WINS Artifact Management Standards*.

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SECTION 1: EXECUTIVE SUMMARY

The FL WINS Program Management Plan (PgMP) describes the scope, structure, and management method for the FL WINS Program (Program) and its projects and activities. This PgMP is a living document; as such, it is updated as conditions change or as directed by the FloridaCommerce and on behalf of the Workforce Partners. Workforce Partners include FloridaCommerce, Florida Department of Children and Families (DCF), Florida Department of Education (DOE), the Reimagining Education and Career Help Office (REACH), Florida Digital Service (FL[DS]), and CareerSource Florida (CSF). The workforce partners that house systems and programs that service individuals Statewide are referenced as “core” workforce partners and include FloridaCommerce, DCF, and DOE.

This PgMP is reviewed quarterly for updates, if no event occurs to drive a change before then.

Changes to the plan are made in accordance with *Attachment M – Project Change Management Plan* and *Attachment B – Artifact Management Standards*.

FL WINS Program teams use this document to:

- Establish the Program’s governance framework
- Update the FL WINS Program’s roadmap
- Establish program standards to promote consistency in the management of the Program and its projects
- Provide the templates and standard operating procedures (SOPs) to bring consistency in how standards are applied
- Provide the planning and management necessary for successful outcomes and realization of benefits
- Monitor and control the work of the Program
- Report on the Program
- Promote the consistent management of artifacts
- Establish a framework for data governance
- Promote the security of data associated with the planning, analysis, testing, and implementation of FL WINS



SECTION 2: OVERVIEW

The purpose of the FL WINS PgMP is to establish standardization in project management processes executed by FL WINS project teams and to facilitate the integrated processes essential to the successful execution of the Program.

The PgMP provides the approach, standards, and processes for component plans (such as Project Change Management) required to manage current and future FL WINS projects, meet customer expectations, and keep appropriate stakeholders informed and involved with Program progress.

The PgMP and its key integrated processes support:

- Effective communication of Program and project information among the various FL WINS stakeholders, including the Workforce Partners, FL WINS governance participants, FL WINS contractors, the Independent Verification and Validation (IV&V) contractor, and other State oversight organizations
- Effective management of the complex risks and issues that arise because of the requirements and priorities of the various stakeholders
- Effective engagement of the individual stakeholders and FL WINS project teams to gain the necessary decisions on expected outcomes, project plans, and key deliverables
- Coordination of the numerous FL WINS projects and stakeholders by creating the framework to gain support, resolve conflicts, and direct the various teams
- Assessment of whether the outputs or outcomes of the component projects and activities contribute to the outcomes and benefits identified for the Program
- Promotion of continuous alignment of the Workforce Partners and FL WINS project teams

2.1 PROGRAM DESCRIPTION

Key elements of the FL WINS Program are summarized in this section. The approved FL WINS *Program Charter* is incorporated by reference in *Attachment A*.

The Program is responsible for the development and implementation of a consumer-first workforce system, ie FL WINS. To achieve the Reimagining Education and Career Help (REACH) Act's goal of developing a "one-workforce strategy" consumer-first workforce system, the Program seeks to improve coordination among Workforce Partners and the delivery of workforce-related services to Floridians. Key features include:

- Preservation of existing Core Workforce Partner's case management systems with integration through a data integration solution, accessible by each Workforce Partner that enables referrals from entity to entity while allowing for the most minimal impact to existing case management systems.
- Creation of a public-facing customer portal that includes a common intake form to minimize duplicate data entry and maximize the services provided by Workforce Partners.
- Enhance analytics and outcomes-based performance measurements to ensure that increased accountability, streamlining of services, universal access to Programs and services is provided to empower individuals to make informed decisions on options to meet their needs through the no-wrong-door approach.



To move from the Core Workforce Partner systems current state to the anticipated future integrated state, the Program impacts business processes and technology capabilities at all Workforce Partner agencies. Separate from the FL WINS Program, each Workforce Partner must modernize their respective applications and systems to the minimum standards allowable to integrate with FL WINS. To meet this requirement, each Workforce Partner agency must:

- Evaluate requirements for system changes to meet minimum standards required by the Program
- Secure resources to achieve these updates according to the Program’s timeline

2.2 PROGRAM MANAGEMENT APPROACH

The program management approach described in the PgMP is based on industry standards and lessons learned from other programs. It is consistent with the State of Florida IT Project Management and Oversight Rule as it employs mostly traditional project management standards and practices, especially for the Initiation, Planning, and Closeout stages of a project. Agile ways of working are incorporated as necessary to allow for the most flexible approach to implement this Program and projects. The expectations of this hybrid approach are described in the appropriate component plans (e.g., *Attachment R – Schedule Management Plan*).

2.3 PROGRAM SUCCESS CRITERIA

The Schedule IV-B for Workforce Partner Systems Modernization, Fiscal Year 2023-24 identifies multiple criteria that must be realized for the Program to be considered a success. This table is in Appendix A, and Program Management Team members review and update it at least annually and as appropriate.

2.4 PROGRAM ASSUMPTIONS AND CONSTRAINTS

Assumptions are factors in the planning process considered to be true. Plans are inaccurate when assumptions are untrue, so it is important to confirm or correct assumptions. *Attachment A – Program Charter* identifies several assumptions and constraints in the categories of procurement, governance, partnership, and technology. They are included below along with additional assumptions and constraints that influence planning decisions. Program Management Team members review and update the assumptions and constraints at least annually and as appropriate.

Procurement Assumptions and Constraints

- Program success depends on procurement of the following contractors being completed or initiated no later than December 31, 2024.
 - › Customer Portal Project (CP) – in progress
 - › Independent Verification and Validation (IV&V) - complete
 - › Workforce Integration Management project (WIM) – in progress
 - › Business Process Re-engineering (BPR) and Transformational Change Management (TCM) - complete



Governance Assumptions and Constraints

- Governance establishment, execution, and support from Workforce Partners' executive leadership on the overall program is critical to program success. The Workforce Integration Management (WIM) project will assist in executing and monitoring the governance model defined and approved for the Program.
- The WIM and Business Planning and Communications are primarily composed of non-technical projects that help the organization create a framework for coordinating and implementing the changes in strategy, policy, organization, business operations, and technology needed to transition to the desired target state. These projects will have a cross-department and program-wide approach. They should be undertaken as soon as possible and continue in conjunction with the Business & Technology Projects.
- The Program Management Team was established in the initial Program Management Plan and further elaborated in subsequent versions. Roles and responsibilities are established for Program Sponsors from each Workforce Partner Agency, who lead the Program Management Team. Each Workforce Partner Agency is supported with a Program Manager. Escalations within the Program Management Team, and up/down to other tiers, are led by two Program Directors – one from the REACH office and one from FloridaCommerce.
- This project category is focused on establishing the governance model and structural processes which will guide Workforce Partner systems integration projects to support this inter-agency initiative. This will include standards for setting priorities, project management, decision-making, issue escalation and resolution, cross departmental information technology and legal and policy collaboration and alignment, and tracking progress against expectations.

Key assumptions used to develop the detail for the WIM, Business and Technology projects include:

- Vendor shall adhere to state protocols, processes, and other key requirements in development of requirements, scope of work, and mobilization (and will make optimization recommendations as necessary)
- Procured vendors on the FL WINS Program are not expected to participate in any other procurement negotiations.
- Standardization of some business and technology procedures across agencies will be established to streamline processes and align priorities.
- Vendor shall adhere to state requirements (including the use of the Project Management Institute's Project Management Body of Knowledge (PMBOK)) in the development of the program charter and standards.
- State will provide dedicated resources in the business and technology areas to support overall program objectives for management in connection with vendor(s) and/or contractors.
- Each Workforce Partner is represented in multiple areas of the Program's governance structure to provide the most collaborative and aligned vision for the future state. —
- Vendor shall provide integrated programmatic reporting (overall program and individual project statuses, risks, issues, etc.) to provide leadership (and other key stakeholders) with information required to make business decisions.



- › This is currently being handled by monthly status reporting and through the Transformational Change Management Office. When the Program Management Office (PMO) re-release of procurement closes in fall 2023, the expectation is to have the PMO manage the programmatic reporting on a more frequent basis than monthly.

Partnership Assumptions and Constraints

- A known constraint is establishing and maintaining a shared vision among the Workforce Partners. This is a critical dependency for the long-term success of the Program, as different visions could arise among Workforce Partners that could hinder the success of the Program. Crucially, Workforce Partners must agree on a shared vision from the start and sustain it throughout the life of the Program and its related projects.
- The FL WINS PMO must establish and maintain the risk management and resources of the Program. The FL WINS PMO assists in establishing overall change management requirements.
- Program Management Team members must work with each Workforce Partner agency through the Transformational Change Management vendor to establish a *Change Management and Communication Plan that will be a living document and updated as the Program matures*. The plan helps ensure the Program's goals and objectives are clearly defined and communicated throughout the life of the Program. Program success is critically dependent on the level of engagement and effort from all Workforce Partner agencies, stakeholders, and other supporting contractors.
- Workforce Partner agencies will appoint adequate subject matter experts to participate and/or serve roles (as necessary) in the establishment and ongoing responsibilities of the data governance and enterprise architecture functions.
- Legal and policy experts representing the Workforce Partners and programs are integral to the success of FL WINS. Establishing and maintaining the Legal Policy Workgroup is critical for the Program's initiation and success in ensuring accurate, timely, and consistent interpretation of all new and existing laws, regulations, and policies relevant to system design and development throughout the Program. The Legal Policy Workgroup must assist in other relevant activities as needed.
- Information Technology subject matter experts representing the Workforce Partners and specific focal areas are integral to the success of FL WINS. Establishing and maintaining a shared technological vision is required for relevant system design and implementation of the future state solution.
- Fluctuating position vacancies could result in uneven levels of engagement among Workforce Partners and stakeholders.

Technology Assumptions and Constraints

- Based on the current state technology assessment of each Workforce Partner system, some systems operate on modern technology platforms while others operate on aging technology platforms. To avoid potential constraints to the Program's success, some business and technical systems in the Workforce Partner agencies must be maintained/consolidated, retired/replaced, or improved.
- Establishing and developing IT Operations and Management functionality includes aspects for data governance, system architecture governance, and IT shared services. The technology portions of the Program include several groups and teams responsible for many project tasks needed to achieve interoperability of shared data and services.



- The business value and technical quality (BV/TQ) of these current state systems has been assessed. However, in the past year the Business Process Reengineering project validated in-scope programs and applications and found the original assessment to be incomplete. To ensure that the BV/TQ of each in scope program and system is accurate, there are ongoing efforts to conduct gap analyses and to ensure that the FL WINS Program accounts for other Workforce Partner modernization efforts. This is a continuous and ongoing initiative throughout the life of the Program.
- Technology future state solution should be determined and agreed upon by all Workforce Partner Information Technology Core Team members.

Overarching Assumptions and Constraints

It is assumed:

- The FL WINS Program continues to receive the required appropriations.
- Program team members, including Workforce Partners, subject matter experts, current and future solution providers, and FL WINS contractors, are available when needed.
- All work is completed according to the approved schedule(s) and dependencies are proactively communicated and managed.
- Workspace, meeting rooms, system permissions, and necessary equipment (e.g., Wi-Fi, audio/visual devices, office space, access to FL WINS Repository) are available when needed.

The Program is constrained by:

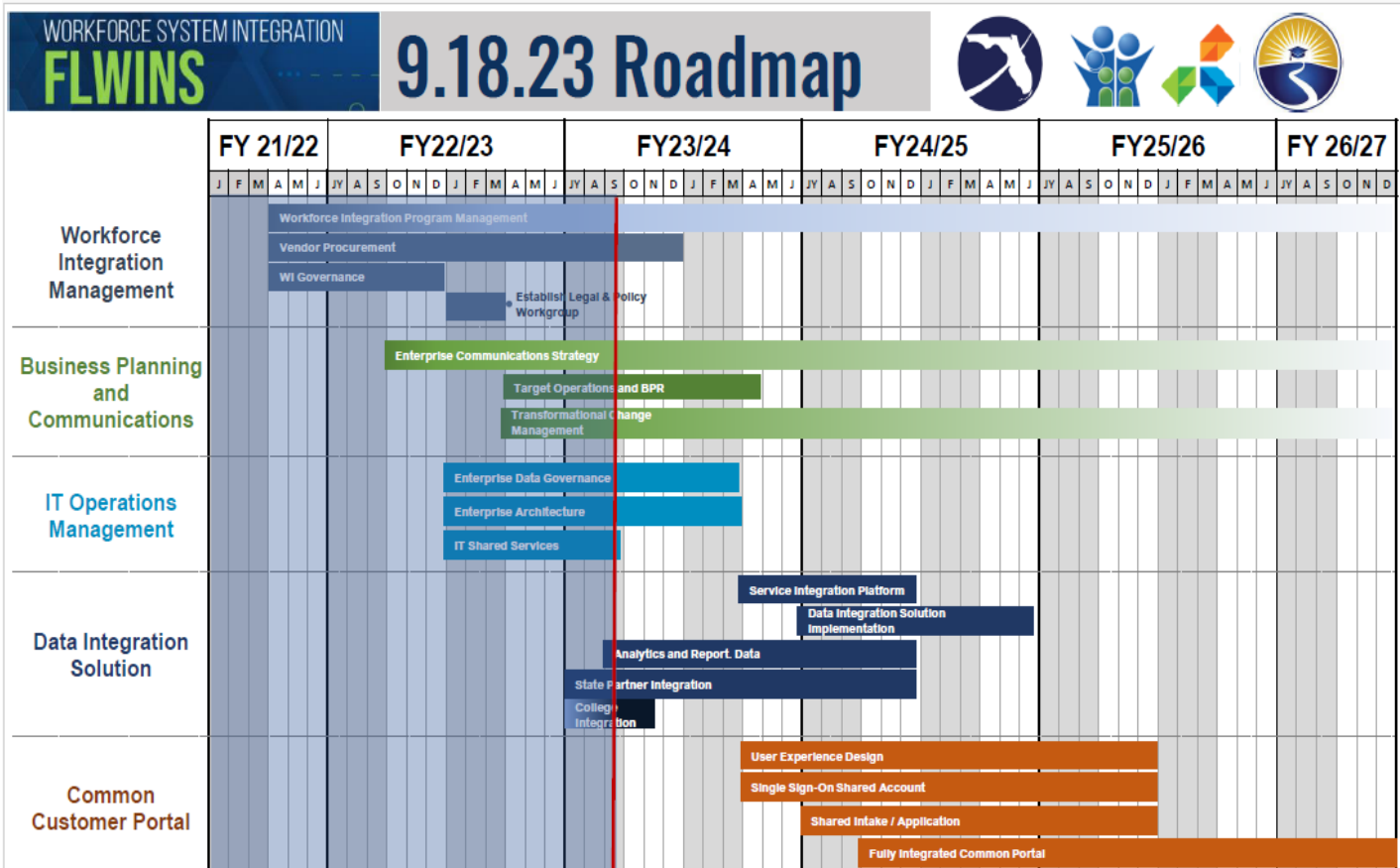
- The availability of funding. While the program is appropriated \$250 million in total, the program must request, and be granted, spending authority beyond the \$25 million authorized for FY 2022-23.
- Funding deadlines. FloridaCommerce has been appropriated \$250 million in General Revenue funds that utilize the U.S. Treasury, State Fiscal Recovery Fund (SFRF), as authorized by the American Rescue Plan Act of 2021. SFRF funds may be used to cover eligible costs incurred during the period that began on March 3, 2021, and ends on December 31, 2024. All funds must be obligated by December 31, 2024, and must be expended by December 31, 2026.
 - › There is a \$10 million setback in the \$250 million appropriated, the Program must maintain that there is \$240 million to be obligated by 12/31/2024.
- The availability and diverse locations of resources. The FL WINS Program is comprised of state employees from five different workforce partners and consultants from multiple firms all mostly working from different locations. This impacts the ability for impromptu discussion and collaboration.



2.5 PROGRAM SUMMARY TIMELINE

Exhibit 2 1: FL WINS Summary Timeline, below, presents a high-level view of the Program’s primary activities.

Exhibit 2-1: FL WINS Summary Timeline





2.6 PROGRAM OVERSIGHT

The FL WINS Program is subject to several layers of federal, state, and program-level oversight. Below is a list of key oversight bodies and the nature of their oversight:

- Federal – Oversight related to their respective interests in the in-scope business process and system updates
 - › US Department of Labor
 - › Centers for Medicare and Medicaid Services (CMS)
 - › US Department of Agriculture
- State
 - › Executive Office of the Governor
 - REACH Office – Required by Section 14.36(3)(e), F.S., to oversee the Workforce Development Information System (also known as FL WINS)
 - Office of Policy and Budget (OPB) – Performed as part of their Planning and Budgeting authority under Chapter 216, F.S.
 - › Florida Department of Management Services (DMS)
 - Florida Digital Service – Required by Section 282.0051(1)(d), F.S., to perform project oversight of all state agency IT projects with costs of \$10 million or more
 - › Florida Legislature – Performed as part of their Planning and Budgeting authority under Chapter 216, F.S.
- Program
 - › IV&V contractor – Required by administrative rule Chapter 60GG-1, F.A.C. to perform independent verification and validation of program and project activities
 - › FL WINS Program Governance bodies – Executive and senior-level oversight of program and project performance
 - › FL WINS PMO – Routine program and project management oversight
 - › FL WINS Continuing Oversight Team – Required by Section 287.057(26)(a), F.S. to monitor contracts meeting certain thresholds, report on deficient contract performance that substantially affects successful completion, and changes in contract scope or cost

2.7 COMPONENT PLANS

Exhibit 2-2: Summary of the Component Plans, below, lists the component management plans that support the FL WINS Program and are incorporated by reference. The component plans are stored on the FL WINS Central Repository.



Exhibit 2-2: Summary of the Component Plans

PLAN NAME	ATTACHMENT IDENTIFIER	DESCRIPTION
Artifact Management Standards	B	Establishes the deliverable and artifact management standards, processes, and templates required to efficiently manage the Program's artifacts.
Communication Plan	C	Provides a high-level overview of the Transformational Change Management entity's Change Management and Communication (CMC) Plan. The plan serves as a guide for how messages are distributed to audiences, groups, and stakeholders impacted by the FL WINS transformation.
Configuration Management Plan	D	Addresses the management of configuration items (i.e., software, hardware, and documentation) associated with the Program.
Data Governance and Management Development Plan	E	Outlines the approach and plan for the establishment and implementation of FL WINS data governance and data management.
Decision Management Plan	F	Defines how the Program makes the necessary decisions on expected outcomes, project plans, and key deliverables for the duration of FL WINS.
Financial Management Plan	G	Establishes the process and procedures the Program uses to plan, manage, and control project costs.
Issues Management Plan	H	Provides an overview of how an issue is identified, logged, and tracked, including roles and responsibilities for each area.
Knowledge Transfer Plan	I	Outlines the knowledge transfer activities that occur throughout the solution integration and deployment phases of the Program.
Lessons Learned Management Plan	J	Provides an overview of the lessons learned process, including how to log a lesson learned and the roles and responsibilities for each element of the process.
Organizational Change Management Plan	K	Describes how the Transformational Change Management entity's Change Management and Communication Plan sets the overall framework to execute program-level and project-level organizational change activities.
Procurement and Contract Management Plan	L	Involves activities covering the entire life cycle of the procurement process from initial procurement strategy and planning, through the execution of a procurement, leading to the ongoing management of an active contract.
Project Change Management Plan	M	Describes the process for managing changes to scope, schedule, and/or cost at the Program level and project level.
Quality Management Plan	N	Documents the necessary information for planning, managing, and controlling the quality of the Program.
Requirements Management Plan	O	Describes the requirements identification, traceability, and maintenance processes for the Program.



PLAN NAME	ATTACHMENT IDENTIFIER	DESCRIPTION
Resource Management Plan	P	Defines the planning and management of resources for the duration of the Program.
Risk Management Plan	Q	Establishes the approach the Program uses to identify, analyze, and manage risks.
Schedule Management Plan	R	Defines how the schedule is managed throughout the Program's life cycle. The plan provides guidance and sets expectations for schedule policies and procedures for planning, developing, managing, executing, and controlling the schedule.
System Change Management Plan	S	Provides a systematic approach to managing changes made to a product or system. The purpose is to ensure that all changes are documented, that services are not unnecessarily disrupted, and that all affected stakeholders and end users are informed of the changes.
Testing Management Plan	T	Describes the overall technical and management approach, resources, and milestones for all intended test activities associated with development, validation, implementation, and operational testing.
Stakeholder Management Plan	U	Describes the method for identifying stakeholders and the approaches for planning, managing, and controlling stakeholder engagement over the life of the Program.
Program Functions, Roles, and Responsibilities	V	Identifies stakeholders who have specific roles and responsibilities for the known governing bodies, workgroups, and project teams within the Program. Outlines the general roles and responsibilities for individuals relative to FL WINS program functions.



SECTION 3: PROGRAM SCOPE

FL WINS is a multiyear program that employs a range of strategies, including modernization, integration, and coordination of information systems; realignment of program oversight; data-driven and performance based decision-making; programmatic reform; and the adoption of new solutions, aimed at reimagining the state’s workforce development system and driving toward a “no-wrong-door-entry” strategy. FL WINS is an innovative, consumer-first workforce development system that seeks to provide Floridians with improved access to workforce programs and services, enhance transparency and accountability of workforce programs, and promote self-sufficiency through interoperable systems and shared integrated data.

The main components, as described in **Exhibit 3 1: FL WINS Program Components** are:

- Customer Portal
- Common Intake Form
- Integrated Data Solution

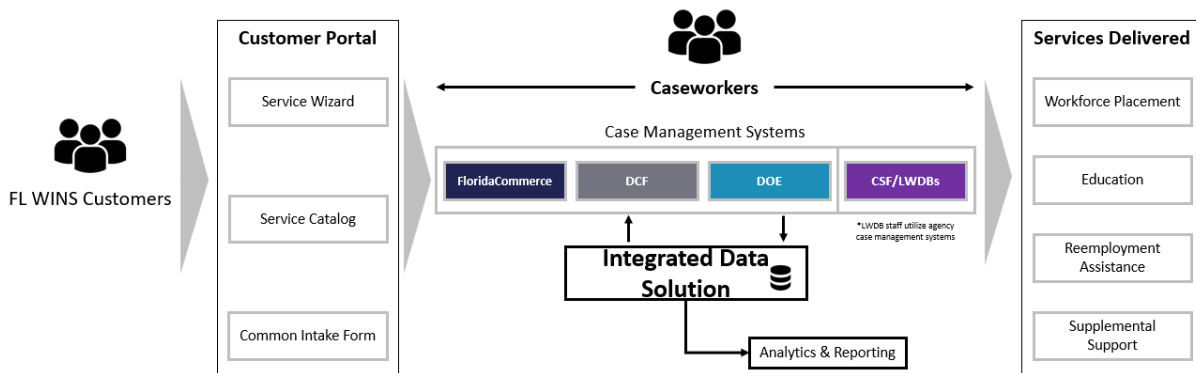


Exhibit 3-1: FL WINS Program Components

The scope of the Program is identified by phase. Each phase is described below in detail. In addition, the five known project areas that are currently in scope for the Program are listed, described, and designated with an anticipated delivery methodology.

3.1 PROGRAM PHASES

Exhibit 3 2: FL WINS Program Scope and Standard Program Phases, below, lists the scope and description of each phase.



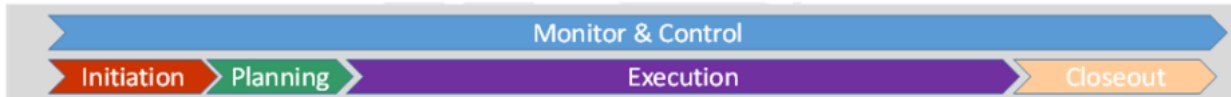
Exhibit 3-2: FL WINS Program Scope and Standard Program Phases

PROGRAM PHASE	DESCRIPTION
<p>Phase 1: Program Definition Start Date: 7/21/2021 End Date: 12/31/2022</p>	<p>The Program Definition Phase of the FL WINS Program is where the team progressively elaborates goals and objectives of the Program and includes Program Formulation and Program Planning.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Feasibility Study ▪ Program Charter ▪ Program Management Plan ▪ Program Roadmap ▪ Initial Risk Identification Workshop ▪ Program Governance Plan <p>Procurements:</p> <ul style="list-style-type: none"> ▪ Workforce Innovation Management, Business Support and Technical Advisory/PMO contractor ▪ IV&V contractor ▪ Business Process Re-engineering contractor ▪ Transformational Change Management contractor
<p>Phase 2: Program Delivery Start Date: 1/1/2023 End Date: 12/31/2026</p>	<p>Stages:</p> <ul style="list-style-type: none"> ▪ Design/develop ▪ Testing and readiness ▪ Cutover and post go-live <p>Each stage may be repeated multiple times, depending on the complexity of the project. This phase includes:</p> <ul style="list-style-type: none"> ▪ Component Authorization Planning ▪ Component Oversight & Integration ▪ Component Transition to Operations and Closure <p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Project Solutions Standards ▪ Requirements ▪ Business Process Re-engineering ▪ Solution Design ▪ Solution Development/Configuration Testing ▪ Training Materials and User Training ▪ Deployment documentation <p>Procurements:</p> <ul style="list-style-type: none"> ▪ Workforce Innovation Management, Business Support and Technical Advisory/PMO contractor ▪ Customer Portal contractor ▪ Others (including staff augmentation resources)
<p>Phase 3: Program Closure Start Date: TBD End Date: 12/31/2026</p>	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ Acknowledgement of the Program's completion, with a final Program Sponsor sign-off/acceptance of deliverables and benefits ▪ Assessment of the Program's success ▪ Identification/documentation of best practices ▪ Sharing of lessons learned with other projects and programs



Exhibit 3 3: FL WINS Project Phases, below, describes the scope and description of each project phase.

Exhibit 3-3: FL WINS Project Phases



PROJECT PHASE	DESCRIPTION
Initiation	<p>The first step in establishing a project. Includes:</p> <ul style="list-style-type: none"> ▪ Acquiring team members (including contractor procurements, if needed) ▪ Project kickoffs ▪ Establishing interim tools and processes ▪ Preliminary discussions on approved approaches, templates, and standards <p>FL WINS projects will start upon written authorization from FloridaCommerce (e.g., via an approved task order or other written authorization). Reporting (e.g., status reporting, CRAIDL) will start at project start.</p>
Planning	<p>Establishes the framework for the standards, methodologies, and templates used throughout the project. Includes:</p> <ul style="list-style-type: none"> ▪ Educating the project team on how these elements are applied to each specific project ▪ Establishing a baseline project schedule that runs through the Transition Phase ▪ Creating the various component plans that govern the program management aspects of each project ▪ Defining specific benefits to be achieved by the project
Execution	<p>Delivery of each project. Includes:</p> <ul style="list-style-type: none"> ▪ Finalization and documentation of requirements ▪ Completion of the System Development Life Cycle (SDLC) ▪ Provision of leadership and support throughout the development process ▪ Governance and management for all projects within the Program
Monitor and Control	<p>Includes processes for managing quality, scope/schedule/budget, status reporting, risks, and issues. These activities are performed for the Program and the individual projects.</p>
Transition	<p>Moves the project from contractor-managed to Workforce Partner management under the newly negotiated and signed contracts. Includes:</p> <ul style="list-style-type: none"> ▪ Review and approval of transition plans from the incoming and outgoing contractors ▪ Identification of risks and mitigation planning ▪ Monitoring of operations ▪
Closeout	<p>Final phase of each project. Includes:</p> <ul style="list-style-type: none"> ▪ Assisting with the transition of the operations and contract monitoring to the Workforce Partners ▪ Gathering lessons learned to ensure future programs are successful ▪ Archiving project data, artifacts, reports, and deliverables in the central FL WINS Repository ▪ Ensuring the Program Management Center of Excellence (PMCoE) is current ▪ Transferring knowledge between the FL WINS team and Workforce Partner staff, including FloridaCommerce approval of the contractor's Knowledge Transfer Plan deliverable



3.2 ANTICIPATED PROJECTS

Exhibit 3-3: FL WINS Project Phases, above, serves as a roadmap of the in-scope initiatives necessary to establish the modernized FL WINS business framework. Due to the complexity of changes inherent in realizing the Program's vision and the level of effort they require; this Program needs committed engagement and ongoing support from all Workforce Partners and a variety of contractors with a wide spectrum of specialties. Additionally, Workforce Partner stakeholders, both internal and external, are needed for the transformation of business processes and technologies necessary for successful project completion.

3.2.1 PROJECT ROADMAP

This scope listed in the roadmap is high-level, and additional details are included in the schedule for the FL WINS Program. Individual project scopes must be developed as the Program progresses. Separate individual project charters, schedules, and other requirements must also be established.

The five project areas and their primary components include:

- **Workforce Integration Management**
 - › Workforce Integration Project Management
 - › Vendor Procurement
 - › Workforce Integration Governance
 - › Legal and Policy Workgroup
- **Business Planning and Communications**
 - › Enterprise Communications Strategy
 - › Target Operations and Business Process Re-engineering
 - › Transformational Change Management
- **IT Operations and Management**
 - › Establishment of Enterprise Data Governance
 - › Enterprise Architecture
 - › IT Shared Services Organization
- **Data Interoperability Solution**
 - › Data Integration Solution
 - › Analytics and Reporting Data
 - › State Partner Integration
 - › College Integration
- **Customer Portal**
 - › User Experience Design



- › Single Sign-On – Shared Account
- › Shared Intake/Application
- › Fully Integrated Customer Portal

3.3 WORK PRODUCTS PRODUCED THROUGH ALL PROJECT PHASES

Various work products are produced throughout many of the project phases. This section lists examples of these work products.

- Weekly Status Reports
- Monthly Status Reports
- CRAIDL (Changes, Risks, Actions, Issues, Decisions, Lessons Learned) Report
- Meeting Agendas and Meeting Minutes
- Change Control Request Artifacts including Impact Analysis and Sign-off
- Project Closeout Report (Closeout Phase Only)

3.4 IN-SCOPE SYSTEMS

As of the approval date of this PgMP, the following business areas and/or software systems are in-scope for the Program.

- FloridaCommerce Employ Florida System
- FloridaCommerce RECONNECT/Reemployment Assistance System
- FloridaCommerce Workforce Information Database (WIDb)
- FloridaCommerce OSST System
- DCF Self Service Portal (SSP)
- DCF HopeFlorida
- DOE Division of Vocational Rehabilitation Case Management System (AWARE)
- DOE Division of Blind Services Case Management System (AWARE)
- DOE Employment Meets Opportunity Portal (EMOP)
- DOE Division of Early Learning – Enhanced Field System (EFS)
- DOE Florida College Systems and School Districts (partial integration)
- DOE Career and Adult Education
- CareerSource Florida – representing multiple Local Workforce Development Boards and systems.



3.5 OUT-OF-SCOPE ITEMS

Effective project management requires a project to stay within scope so that its original goals can be achieved. The same is true for the FL WINS Program. Below are items considered out of scope for the Program.

- *Decision Making* - Making decisions related to projects and systems not identified as in-scope for the Program
- *Definition of Business Rules or other Details* - Defining the business rules or other functional or technical details for projects or systems not identified as in-scope for the Program
- *Execution* - Executing programs or projects not directly related to the Program
- *Desktop Services and FloridaCommerce Network Infrastructure* - Providing technical support services that are not specifically part of an identified project under the Program
- *Training* – Providing training not directly related to the Program and its projects



SECTION 4: PROGRAM STRUCTURE FOR STAKEHOLDERS ON TEAMS AND WORKGROUPS

In accordance with Section 14.36, F.S., the REACH Office is responsible for oversight, facilitation, and coordination of all Workforce Partner agencies essential to implementing a consumer-first workforce system.

FloridaCommerce is the budget authority for the FL WINS Program with the fiduciary responsibility to procure contractors and monitor the contractual requirements of the executed contracts ensuring deliverables and measures comply with Procurement of Personal Property and Services, per Chapter 287, F.S.

The FL WINS Program and its component projects meet the requirements for oversight per the Florida Information Technology Project Management and Oversight Standards in Chapter 60GG-1, F.A.C. Thus, the FL WINS Program is subject to oversight from FL[DS] and an IV&V contractor.

4.1 PROGRAM ROLES AND RESPONSIBILITIES

This section is intended to identify stakeholders who have specific roles and responsibilities within the Program. *Attachment V – Functional Program Roles and Responsibilities, Program Functions, Roles, and Responsibilities*, lists the general roles and the responsibilities for individuals relative to FL WINS Program functions. These roles and responsibilities are influenced by the following expectations:

- Most of the design/build work is conducted by contractors and staff augmentation resources.
- Workforce Partners' subject matter experts (SMEs) are engaged as needed.
- Workforce Partner Program Managers are dedicated full time to the FL WINS Program and have responsibilities between the governance tiers.

Specific governance roles and responsibilities for workgroups, teams, and individuals within these groups are discussed in Section 5, Program Governance.



4.2 STAKEHOLDERS

This section lists initial Program stakeholders. A comprehensive Stakeholder Register will be built as part of *Attachment U – Stakeholder Management Plan* and maintained in the FL WINS Central Repository.

4.2.1 INTERNAL STAKEHOLDERS

- The REACH Office in the Executive Office of the Governor
- FloridaCommerce
- Florida Department of Children and Families
- Florida Department of Education
- CareerSource Florida
- The Florida Digital Service
- Agency Program Areas
- FL WINS Governance Member
- FL WINS PMO
- FL WINS Workgroups/Project Teams
- FL WINS Contractors
- End-users of Existing Workforce Information Systems

4.2.2 EXTERNAL STAKEHOLDERS

- Executive Office of the Governor's Office of Policy and Budget
- The Florida Legislature
- The Department of Management Services
- The Florida Digital Service
- External End-users of Existing Workforce Information Systems
- Independent Verification and Validation Contractor
- End-users of Existing Workforce Information Systems



SECTION 5: PROGRAM GOVERNANCE

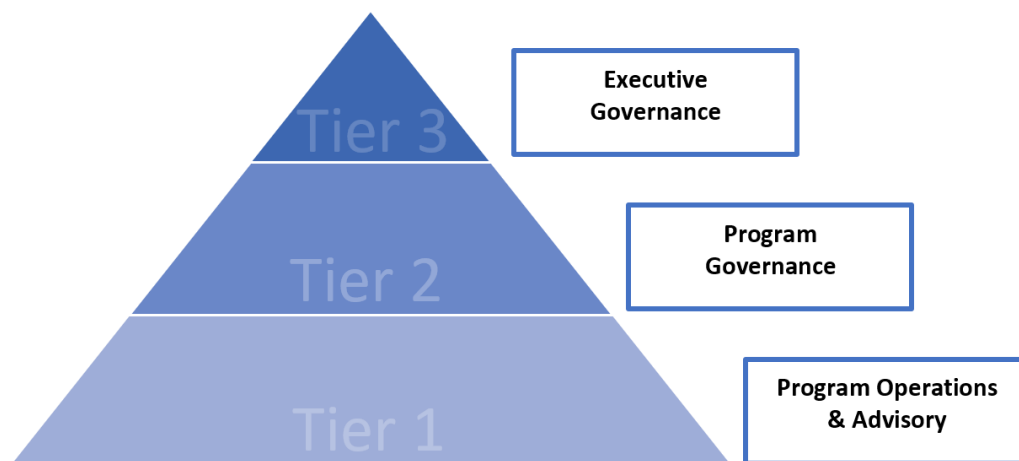
Governance refers to the structure, processes, tools, and templates that enable effective decision-making through a hierarchy of groups that provide analysis and recommendations. Effective governance enables management control of complex transformations by creating accountability at the right levels throughout the organization. Governance, executed effectively, controls the variables inherent in any large-scale transformation.

The goal of the FL WINS Program is to integrate existing departmental systems to allow for interoperability between multiple stakeholders and the Workforce Partners. To reach this goal, there must be a clear, robust, and repeatable decision-making framework to allow for the successful governing of the Program.

5.1 PROGRAM GOVERNANCE SCOPE

Exhibit 5-1: A three-tiered governance structure was approved on December 19, 2022, by the FL WINS Program’s Executive Steering Committee, that has representation from the six Workforce Partner Agencies involved in this initiative. The **Three-Tier Governance Model**, below, shows the system to facilitate the decision-making processes involved with the Program. The committee, sponsors, teams and/or Program Workgroups at each tier fulfill a critical role in providing information, advice, recommendations, and decisions to effectively guide and oversee the Program. These Governance bodies are decision-making and solution-oriented entities with representation from Workforce Partners, other impacted agency stakeholders, and contractors (as appropriate). The FL WINS Program’s three-tiered governance structure includes an escalation path based on impacts to scope, schedule, budget, and quality. Defined thresholds place responsibility of change control within appropriate tiers.

Exhibit 5-1: Three-Tier Governance Model





5.2 GOVERNANCE ORGANIZATION

This section outlines three vital aspects of the FL WINS governance framework: (1) structure and membership, (2) roles and responsibilities, and (3) interactions and communications.

Exhibit 5-2: FL WINS Governance Framework, below, illustrates the framework.

5.2.1 STRUCTURE AND MEMBERSHIP

- *Tier 3* – FL WINS Executive Steering Committee (ESC)
 - › This tier represents executive-level governance that uses recommendations and information from Tier 2 to make decisions.
 - › It is chaired by the REACH Director.
 - › The REACH FL WINS Program Director serves as a non-voting member (liaison) of the ESC that collaborates within Tier 2 to bring Agenda items to the ESC for decision making.
- *Tier 2* – The FL WINS Executive Program Sponsors and Program Management Team
 - › The Executive Program Sponsors have discussion and analysis responsibility related to operational project decisions and are the final decision maker for Tier 2 related decisions.
 - › For those items that need escalation, the REACH FL WINS Program Director will work with the Executive Program Sponsors to escalate items to the ESC for a decision to be made at the ESC's next publicly noticed meeting.
 - › The Program Management Team has discussion and analysis responsibility related to operational project decisions and is the final decision maker for Tier 1.
 - › The Program Management Team may refer items to the Program Workgroups in Tier 1 for advice and input to provide a comprehensive recommendation.
- *Tier 1* – Project Teams, Program Workgroups (PWG), and FL WINS Program Management Office (PMO)
 - › The governance structure begins at the project level with the FL WINS PMO, including the Program Managers and Project Team Owners.
 - › Before escalating items to the Program Management Team, the FL WINS PMO works with Project Managers and Program Workgroups to get advice and input.
 - › The FL WINS PMO also assesses items and escalates them to Tier 2 of governance based on prescribed decision scoring criteria.
 - › The FL WINS PMO works with the workgroups to formulate the recommendations before escalating to additional tiers of governance; however, any level/governance tier may refer these topics to an ad hoc workgroup.
 - › The FL WINS PMO facilitates the material development and management of the governance processes. This includes facilitating the circulation of items and artifacts between the governance levels and PWGs to achieve a resolution.



Exhibit 5-2: FL WINS Governance Framework



5.2.1.1 GOVERNANCE ROLES AND RESPONSIBILITIES

Defining the roles and responsibilities establishes a chain of command and helps ensure the process for accountability and decision-making is accurately followed. **Exhibit 5-3: Governance Roles and Responsibilities**

Exhibit 5-3: Governance Roles and Responsibilities

TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
Tier 3	Executive Steering Committee (ESC)	REACH Director, Chair, EOG Core Workforce Partner Agency Secretary, FloridaCommerce Core Workforce Partner Agency Secretary, DCF	<ul style="list-style-type: none"> Serves as ultimate decision-making authority for FL WINS Program Engages in matters that cannot be resolved by the Executive Program Sponsors or the Program Management Team Responsible for decisions impacting program



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
		Core Workforce Partner Agency Commissioner, DOE Workforce Partner Agency State Chief Information Officer, FL[DS] Workforce Partner Agency President and CEO, CSF	activities aligned to the strategy including scope, budget, timelines, or quality changes (decision scoring metric used) <ul style="list-style-type: none"> ▪ Engages groups across all Governance tiers, including Program Workgroups and Program SMEs, to inform the decision-making process
Tier 3	Executive Steering Committee	REACH FL WINS Program Director, liaison	<ul style="list-style-type: none"> ▪ Serves as a non-voting member of the Executive Steering Committee ▪ Serves as liaison and facilitates the Executive Steering Committee meeting
Tier 2	Executive Program Sponsors	<ul style="list-style-type: none"> ▪ FloridaCommerce Deputy Secretary for Division of Workforce Services ▪ FloridaCommerce Chief Technology Officer ▪ REACH Deputy Director 	<ul style="list-style-type: none"> ▪ Serves as final decision maker in Tier 2, responsible for issues elevated by the Program Management Team ▪ Collaborates with FL WINS Program Directors on agenda items for escalation to Tier 3 ▪ Responsible for contractor management issues that impact scope, budget, schedule, or quality ▪ Engage Workforce Partner Program Sponsors on any relevant topics when input is needed ▪ Maintain decision-making authority for program or project operational decisions that will interrupt or impact day-to-day program or project activities that cannot be resolved by the Program Management Team
Tier 2	Workforce Partner Program Sponsors (This group will be convened by the Executive Program Sponsors monthly.)	<ul style="list-style-type: none"> ▪ DCF Assistant Secretary for Economic Self-Sufficiency ▪ FloridaCommerce Deputy Secretary, Division of Workforce Services ▪ DOE Career and Adult Education Chancellor ▪ DOE Director of Division of Blind Services 	<ul style="list-style-type: none"> ▪ Maintains decision-making authority for program or project operational decisions that will interrupt or impact their agency's day-to-day program or project activities that cannot be resolved by the Program Management Team



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
		<ul style="list-style-type: none"> ▪ DOE Director of Vocational Rehabilitation ▪ FL[DS] Representation ▪ CSF Representation 	
Tier 2	FL WINS Program Directors	<ul style="list-style-type: none"> ▪ REACH FL WINS Program Director 	<ul style="list-style-type: none"> ▪ Serves as decision maker for Tier 1 ▪ Collaborates with Executive Program Sponsors for agenda items going to Tier 3 (REACH FL WINS Program Director) ▪ Collaborates daily with FloridaCommerce FL WINS Program Director, for agenda items moving to decision makers on Tier 2 for resolutions ▪ Serves as issue escalation point for Workforce Partners ▪ Interacts with all three Governance tiers to ensure transparency and effective communication
Tier 2	FL WINS Program Directors	FloridaCommerce FL WINS Program Director	<ul style="list-style-type: none"> ▪ Serves as decision maker for Tier 1 ▪ Collaborates daily with REACH FL WINS Program Director, for agenda items moving to decision makers on Tier 2 for resolutions ▪ Serves as issue escalation point for contractors ▪ Interacts with all three Governance tiers to ensure transparency and effective communication
Tier 2	FL WINS Program Management Team		<ul style="list-style-type: none"> ▪ Serves as escalation point for Tier 1 ▪ Responsible for discussion, analysis, and decision-making in matters that cannot be resolved by the FL WINS PMO or PWGs ▪ Responsible for discussion, analysis, and informing decision-making related to strategic and operational project decisions ▪ Responsible for ensuring that discussion, analysis, and informing decision-making activities related to scope, budget, schedule, or quality are continuously



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
			<p>aligned to the Program's strategy</p> <ul style="list-style-type: none"> ▪ Engages with specific program or project workgroups to gather information to support decision-making by the Executive Program Sponsors or ESC
Tier 1	FL WINS Program Management Office (PMO)	<ul style="list-style-type: none"> ▪ FL WINS Program Directors ▪ FL WINS Program Manager (FloridaCommerce) ▪ FL WINS Program Manager (BSTA Contractor) ▪ FL WINS Program Managers from DCF, FloridaCommerce, and DOE ▪ Project Managers for active FL WINS projects 	<ul style="list-style-type: none"> ▪ Responsible for facilitating governance functions ▪ Establishes and maintains program and project management standards ▪ Facilitates the sharing of resources, tools, and techniques ▪ Fosters consistency in the application of standards, processes, and templates ▪ Performs tactical program and project oversight ▪ Conducts daily oversight of their assigned component projects to confirm they are progressing as planned and promptly reports risk to Program Management Team as problems arise ▪ Facilitates cross-team collaboration and dependency management, working with the impacted project teams, the Program's schedule, and CRAIDL managers as needed ▪ Mentors project managers on how to apply the FL WINS standards and operating procedures
Tier 1	<p>Program Workgroups/Teams</p> <ul style="list-style-type: none"> ▪ Legal and Policy Workgroup ▪ IT Shared Services Workgroup ▪ Data Governance Workgroup ▪ Enterprise Communication Workgroup ▪ Continuing Oversight Team (only Workforce 	<ul style="list-style-type: none"> ▪ FL WINS PMO ▪ FL WINS Program Directors (as needed and on specific groups) ▪ FL WINS Workforce Partner Program Managers (as needed and on specific groups) ▪ Workforce Partner Agency Business Area Staff (when Subject Matter Experts are 	<ul style="list-style-type: none"> ▪ Recommends and contributes to change strategy, risk management, and navigating program issues ▪ Provides legal support (more specifically related to procurement and contract management) ▪ Represents and communicates program changes to parties within each respective workgroup



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
	Partners: DCF, DOE, FloridaCommerce, and REACH) <ul style="list-style-type: none"> ▪ 	needed and on specific groups) <ul style="list-style-type: none"> ▪ Workforce Partner Agency Technology Department Staff (in specific groups) ▪ FloridaCommerce FL WINS Program Manager(s) (as needed and on specific groups) ▪ FL WINS Project Managers, Contractor (Project Teams, Workgroups) 	<ul style="list-style-type: none"> ▪ Works closely with individuals at all tier levels to bring specific knowledge and expertise ▪ Engages and provides information to the Program Workgroups and Teams that represent their respective Agencies. ▪ Represents experts and advisors that are outside of the main governing bodies
Tier 1	Advisory and Information – Ad Hoc for FL WINS Program Management Team	Project Team/Workgroup Members as needed Workforce Partner Agency Subject Matter Experts	<ul style="list-style-type: none"> ▪ Represents experts and advisors that are outside of the main governing bodies

5.2.2 INTERACTION AND COMMUNICATION

The FL WINS Transformational Change Management Project (TCM) is responsible for developing, managing, and disseminating all communications related to the FL WINS Program to internal and external stakeholders. TCM works closely with the Program Management Team including the Executive Program Sponsors (as needed), and the FL WINS PMO to ensure communication related to governance reaches the appropriate stakeholders and audiences. For more information regarding communication, please see the *Attachment C - Communication Plan*.

FL WINS Program governance communications use several channels based on audience as shown below in **Exhibit 5 4: Governance Communication Tools**

Exhibit 5-4: Governance Communication Tools

COMMUNICATION TOOLS	AUDIENCE
Issue Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Risk Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Change Order Summary Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Program Weekly Status Reports	Executive Program Sponsors, Program Management Team, FL WINS PMO



COMMUNICATION TOOLS	AUDIENCE
Monthly Status Reports	Executive Program Sponsors, Program Management Team, FL WINS PMO, Executive Steering Committee
CRAIDL	Executive Program Sponsors, Program Management Team, FL WINS PMO, Executive Steering Committee
Program Dashboard	Executive Program Sponsors, Program Management Team, FL WINS PMO
Executive Steering Deck	Executive Steering Committee

5.3 GOVERNANCE PROCESS

This section outlines the general ways of working, including committee and workgroup operations and workflow, standardization of meetings, issue management and escalation, and continuous improvement.

5.3.1 COMMITTEE AND WORKGROUP OPERATIONS AND WORKFLOW

Exhibit 5 5: Committee and Workgroup Operations, below, outlines each committee or workgroup, meeting frequency, and necessary artifacts leveraged. For a complete listing, please reference the *FL WINS Governance Cadence* spreadsheet found in the FL WINS Central Repository.

Exhibit 5-5: Committee and Workgroup Operations

COMMITTEE/ WORKGROUP	FREQUENCY	ARTIFACTS
FL WINS Executive Steering Committee	Quarterly and as needed	Program Dashboard, CRAIDL, Executive Steering Deck, and status reports
FL WINS Executive Program Sponsors	Monthly (as directed by Program Leadership)	Program Dashboard, program roadmap, and status reports
FL WINS Program Management Team	Monthly as needed and determined by Program Leadership	Program Dashboard, CRAIDL, project status updates, program status updates, program schedule, and program roadmap
Program Workgroup	As directed by Program Leadership	Program Dashboard, CRAIDL, project status updates, program status updates, and program roadmap
FL WINS PMO	Bi-Weekly or weekly	Program Dashboard, CRAIDL, project status updates, program status updates, program schedule, and program roadmap
Project Teams	As directed by Program Leadership	Program Dashboard, CRAIDL, project status updates, program status updates, and project schedule



5.3.2 STANDARD MEETINGS

The following standard meeting procedures are an outline of best practices and are expected to change to fit the evolving needs of the committees.

Program Management Team Meetings

- The FL WINS PMO is responsible for meeting logistics including but not limited to the items listed below
- Set the date, time, and room location (Note: If a virtual meeting is required, coordinate the meeting logistics and related virtual meeting links)
- Coordinate room set up, as applicable
- Develop the meeting agenda, with approval by Program Leadership on Tier 1
- Send the meeting invitation and agenda to Program Management Team members and other invited guests
- Source meeting materials from the project teams or other relevant subject matter experts and distribute the meeting materials electronically before the meeting
- Document and upload meeting materials into the FL WINS Repository
- Print and distribute meeting discussion materials for review in the meeting
- Confirm the meeting objectives and agenda
- Facilitate the meeting

Executive Steering Committee Meetings

- The FL WINS Program Directors, with the Executive Program Sponsors, prepare the agenda.
- The REACH Director chairs the ESC; however, the REACH FL WINS Program Director shares responsibility for conducting the meeting as the ESC liaison.
- The REACH Director provides the ESC updates on matters related to the FL WINS Program scope, schedule, budget, and resources and any other relevant program information.
- The FloridaCommerce FL WINS Program Director provides administrative functions through Agency for the ESC, including publicly noticing meetings.
- The FL WINS Program Directors, with the Executive Program Sponsors, prepare and distribute to the ESC members the agenda, status reports, and other applicable documents for review prior to the meeting.
- The ESC meetings are scheduled at least two weeks in advance with ESC members, and publicly noticed at least one week prior to the meeting date.
- The REACH Director allows for public comment before any ESC actions are taken by vote.



5.3.2.1 SUNSHINE LAW

All FL WINS meetings must adhere to the Sunshine Law, which stipulates:

- Meetings of public boards or commissions must be open to the public;
- Reasonable notice of such meetings must be given; and
- Minutes of the meetings must be taken and promptly recorded.

For the FL WINS Program, public meeting notices will be published in the Florida Administrative Register (FAR) in accordance with Rule 1-1.011, Florida Administrative Code. The process for noticing ESC meetings will include:

- Providing notice of the ESC meeting date, time, and location and a general description of the meeting's purpose
- Posting an agenda on the FL WINS external website and publishing in the FAR at least one week prior to the ESC meeting
- Confirming that notice and meeting materials have been published through the FL WINS external website and in the FAR at least one week prior to the ESC meeting

5.3.3 ISSUE MANAGEMENT AND ESCALATION

Program management staff attempt to consult the right expertise and advisors to resolve any issues internally before raising the concern to the next tier level for resolution. This activity is known as initiating the escalation process. The process is only used when an issue cannot be resolved in a designated period and warrants escalation.

Management team members consider the following questions when contemplating escalation:

- Does the governing body have the authority to weigh in on the decision at hand? What is the lowest level in which decisions can be made, and who is authorized?
- Once a decision is made, do we need to communicate the resolution?
- If so, who needs to receive this information?

Please see *Attachment H – Issues Management Plan* for additional information on this process.

5.3.4 CONTINUOUS IMPROVEMENT

The continuous evolution of governance standards is an essential part of FL WINS. Governance content undergoes regularly scheduled reviews, updates, and iterations. Conducting continuous improvement reviews ensures that activities across Workforce Partners are aligned with the FL WINS governance. The governance practices and associated templates are updated by program management staff annually, at a minimum.



5.4 GOVERNANCE PLANNING

Governance planning includes identifying a specific project for the application of FL WINS governance practices. This project serves as a pilot once all program charters and governance groups are established. Activation of the governance plan begins with the approval of FL WINS Program Management Plan.

- The FL WINS Executive Program Sponsors are responsible for the implementation of the governance model, relying on the Program Management Team and Program Directors.
- The FL WINS PMO prepares and provides communication and training to support implementation of the identified governance committees and PWGs.
- The stakeholder groups represented on the governance committees select representatives for participation, or affirm representatives to existing groups, as appropriate.
- Once governance committee members are identified, training and communication regarding the governance committee's purpose and operation commence.
- The FL WINS PMO facilitates the review, revisions, or creation of committee and group charters, as necessary.

In addition, decision-scoring criteria provide additional guidance for implementing governance.

5.4.1 DECISION SCORING CRITERIA

The Decision Scoring Criteria (DSC) matrix is a quantitative tool that allows decision makers to leverage a value system for implementing the escalation process. The DSC plots four categories (cost, schedule, scope, and quality) against four different impact scenarios (none, low, medium, and high). Routing rules for total impact scores specify:

- Less than or equal to a score of two falls within Tier 1
- Greater than two but less than a score of four falls within Tier 2
- Greater than or equal to a score of four falls within Tier 3

Exhibit 5-6: Decision Scoring Criteria Matrix, below, outlines the dimensions of consideration for scoring impact and the routing of items through the governance tiers.



Exhibit 5-6: Decision Scoring Criteria Matrix

Impact	Dimensions of Consideration			Quality	Qualitative Score Assigned
	Cost	Schedule	Scope		
None	Cost neutral or lower cost	No impact to project schedule or reduced timeframe	No scope impact	No quality impact	0
Low	Cost Impact below 4%	Little impact to project schedule	Minor clarification to existing scope	Limited quality impact	1
Medium	Cost Impact above 4% and below 10%	Moderate schedule impact	Scope change is noticeable, but not deemed significant	Moderate quality impact	3
High	Cost Impact 10% or higher	Schedule and deliverable submission dates will shift	Scope change is deemed significant	Impact to quality noticeable	5
Total Impact Score Weight	40%	20%	20%	20%	= Final score

Final Impact Score	<2	>2 to <4	>4
Decision Routes To:	Tier 1: FL WINS Program Operations and Advisory	Tier 2: FL WINS Program Governance	Tier 3: FL WINS Executive Governance

5.4.2 AVAILABLE TOOLS AND TEMPLATES

- Meeting Minutes
- Meeting Agenda
- Recommendation Memo
- Briefing Memo
- Workgroup Initiation
- Decision Memo



SECTION 6: PROGRAM STANDARDS, TOOLS, TEMPLATES, AND PROCEDURES

Consistency and predictability are important when managing a complex program that brings together multiple departments, systems, contractors, and teams. The adoption of, and adherence to, program-wide standards, procedures, tools, and templates fosters consistency and predictability across interdependent project teams.

6.1 GOVERNING STANDARDS

The FL WINS PgMP and its component plans comply with the following federal, state, and industry standards. Additional standards may be added during the life of the Program, and project teams are expected to comply.

Federal

- National Institute of Standards and Technology (NIST)
- Federal Risk and Authorization Management Program (FedRAMP)
- Section 504 and 508 of the Rehabilitation Act of 1973
- Family Educational Rights and Privacy Act (FERPA)

State

- Florida IT Project Management and Oversight Standards, Chapter 60GG-1, F.A.C.
- Florida Cybersecurity Standards, Chapter 60GG-2, F.A.C.
- Cloud Computing, Chapter 60GG-4, F.A.C.
- State of Florida Enterprise Architecture, Chapter 60GG-5, F.A.C.
- Procurement of Personal Property and Services, Chapter 287, F.S.
- Continuing Oversight Team Section 287.057 (26)(a), F.S.

Industry Standards

- Project Management Institute (PMI) A Guide to the Project Management Body of Knowledge (PMBOK) – Seventh Edition
- Practice Standard for Project Risk Management (2009)
- PMI Practice Standard for Scheduling – Second Edition (2011)

6.2 PRIMARY TOOLS

Several tools are used in the execution of the FL WINS Program. They are summarized below and described in more detail in the respective component plans, where applicable.



6.2.1 STANDARD PRODUCTIVITY TOOLS

The Program uses industry-standard collaboration and productivity tools for spreadsheets, presentations, project schedules, collaboration, process flows, and documents.

- Adobe: Acrobat PDF
- Microsoft (MS) 365 suite: Word, Excel, PowerPoint, Project, SharePoint, Teams, and Visio
- ServiceNow: Used by the FL WINS Program for Project Portfolio Management (PPM) and reporting
- Smartsheet: Used by the FL WINS Program as a work management platform.

6.2.2 FL WINS REPOSITORY

The Program uses the FL WINS Central Repository for storing artifacts. It contains these folders:

- Administrative
- Meetings
- Program Management Office
- Projects

The FL WINS Repository is described in more detail in *Attachment B - Artifact Management Standards*.

6.2.3 FL WINS PROJECT PORTFOLIO MANAGEMENT

The Program uses FloridaCommerce's Project Management Information System (PMIS) for reporting and managing changes, risks, action items, issues, decisions, and lessons learned. It is also used for schedule and resource management and reporting.

The use of FloridaCommerce's PMIS for CRAIDL items, scheduling, and resource management is described in more detail in the respective component plans that support this PgMP.

6.3 TEMPLATES

The use of standard templates fosters consistency throughout the FL WINS Program. Templates are stored in the FL WINS Repository under *Center of Excellence > Templates* and are categorized for logical searching and location. Below is a sample of the available templates; templates are revised and approved by program management staff as needed.

Administrative

- Artifact Quality Control Checklist



-
- Task Order
 - Deliverable
 - Deliverable Expectation Document (DED)
 - Deliverable/Work Product Submission Email
 - Meeting Agenda
 - Meeting Notes/Minutes

Reporting

- Weekly Status Report
- Monthly Status Report
- Operational Work Plan

Schedule Management

- Schedule Assumptions and Constraints
- Project Schedule (by project type: Planning & Analysis, Procurement, or Implementation)
- Schedule Quality Checklist

6.4 PROCEDURES

This PgMP is augmented by standard operating procedures that explain how certain standards are applied in the execution of a project. SOPs are available in the FL WINS Repository under *Center of Excellence > Standard Operating Procedures*. SOPs are created for processes for which consistency is important for integration. Example:

- Establishing a project schedule
- Maintaining a project schedule
- Executing project change requests
- Conducting risk management
- Delivering weekly and monthly status reporting



SECTION 7: MASTER PROGRAM SCHEDULE

The FL WINS Master Program Schedule (MPS) is a compilation of all project schedule milestones, deliverables, and major tasks. The MPS is updated at least monthly after all project schedules are updated and posted. Below is a list of project schedules included in the MPS:

- Workforce Integration Management, Project, Procurement, and Implementation
- Business Process and Re-engineering, Project, Procurement, and Implementation
- Transformational Change Management, Project, Procurement, and Implementation
- Customer Portal Project, Procurement, and Implementation
- The MPS is the Program's source of truth for the estimated duration of the Program since project schedules are updated weekly. The FL WINS MPS and roadmap must be aligned when there is an event that impacts the Program, or at least annually.

All dependencies between projects are tracked in a dependency log on the FL WINS Repository for quick reference. Dependencies between projects are identified as a milestone in both schedules. FL WINS Project Managers must communicate schedule changes weekly and complete a Project Change Request (PCR) when necessary. Refer to *Attachment M - Project Change Management Plan* for additional details on the processes for managing and reporting changes. The FL WINS PMO monitors project dependencies throughout the life of the FL WINS Program and updates the MPS as necessary.

The FL WINS PMO builds placeholder schedules for future projects based on the information known at the time of schedule development. As new information is discovered, the placeholder schedules are updated. Placeholder schedules are built at the phase level and have estimated durations and a resource group or name (if known) assigned. Note: Placeholder schedules do not have work effort, nor are they baselined.

Refer to *Attachment R - Schedule Management Plan* for details on how project schedules are built and maintained over the life of the Program.



SECTION 8: COMPONENT PLANS

A series of component plans accompanies the primary PgMP and provides critical information to support the effective management of the FL WINS Program. Below are descriptions of each component plan. These plans are available in the FL WINS Repository.

8.1 ARTIFACT MANAGEMENT STANDARDS

The *Attachment B – Artifact Management Standards (AMS)* establishes standardization in quality and document (i.e., artifact) management processes executed by FL WINS project teams, FL WINS contractors, and FloridaCommerce. The AMS provides the approach, standards, and processes encompassing all aspects of deliverable and artifact management required to support current and future FL WINS projects and meet FloridaCommerce expectations.

8.2 COMMUNICATION PLAN

The *Attachment C – Communication Plan* provides a high-level overview of the communication components for the Transformational Change Management contractor's Change Management and Communication (CMC) Plan. The CMC Plan must inform all FL WINS stakeholders and other appropriate audiences with consistent, accurate, and timely information on the status and outcomes of FL WINS. In addition to outlining the goals and objectives of the CMC Plan, the Communication Plan provides an overview of the current state of FL WINS communications – key stakeholders, channels, workgroups, and committees – to lay the foundation for future communications.

8.3 CONFIGURATION MANAGEMENT PLAN

The *Attachment D – Configuration Management (CM) Plan* establishes the technical and administrative direction and monitoring for the management of configuration items (i.e., software, hardware, and documentation) associated with the Program that are to be placed under configuration control.

8.4 DATA GOVERNANCE AND MANAGEMENT DEVELOPMENT PLAN

The *Attachment E – Data Governance and Management Development Plan* outlines the approach and plan for the establishment and implementation of FL WINS data governance and management. It describes the key steps and considerations for organizing and building out the cross-agency data governance function that involves developing, implementing, and enforcing program standards, practices, and policies. The plan ensures that the data challenges associated with the Program are addressed. It also ensures processes are created to promote the effective collection, storage, and utilization of data over time, with the goal of improving the quality of and the trust in the data.



8.5 DECISION MANAGEMENT PLAN

The *Attachment F – Decision Management Plan* defines how the Program gains the necessary decisions on expected outcomes, project plans, and key deliverables for the duration of the Program. Decisions are used to clarify parameters within the bounds of contracted work or to outline parameters for a potential change request. Project Managers are responsible for logging decisions, while the FL WINS PMO is responsible for ensuring decisions are communicated.

8.6 FINANCIAL MANAGEMENT PLAN

The *Attachment G – Financial Management Plan* is intended to help ensure the Program and its contractors complete the FL WINS Program (and related projects) within budget. The Financial Management Plan identifies best practices and procedures to manage costs throughout the Program's life cycle. The plan covers the financial management approach, expenditure tracking, variance analysis, oversight of costs, and reconciliation between the State's budget, accounting, and project management cost processes.

8.7 ISSUES MANAGEMENT PLAN

The *Attachment H – Issues Management Plan* provides an overview of how an issue is to be identified, logged, and tracked. It also describes the roles and responsibilities each person plays during each issue stage. The document outlines an issue as being a problem affecting a project's scope, schedule, cost, and/or quality. Issues often arise from risks. Sometimes issues are unanticipated. An issue needs to be addressed and resolved as soon as possible to avoid negative project impacts.

8.8 KNOWLEDGE TRANSFER PLAN

The *Attachment I – Knowledge Transfer Plan* outlines the knowledge transfer activities that occur throughout the integration and deployment phases of the Program. Each contractor must make every reasonable effort to include key stakeholders in the knowledge transfer process and make available to them the relevant information resources. Contractors must ensure personnel are provided with the necessary technical support and user training to maximize the potential of the transferred solution.

8.9 LESSONS LEARNED MANAGEMENT PLAN

The *Attachment J – Lessons Learned Management Plan* describes the process of identifying, recording, and formulating an action plan around lessons learned. It provides an overview of how the FL WINS project teams document lessons learned throughout the life of a project. Lessons learned are collected throughout the project life cycle and at the end of each project phase.

8.10 ORGANIZATIONAL CHANGE MANAGEMENT PLAN

The *Attachment K – Organizational Change Management Plan* describes how the Transformational Change Management (TCM) develops the Change Management and



Communication Plan. The TCM's plan encompasses both Change Management Plan and Communication Plan elements in one deliverable as opposed to having separate deliverables. The primary objective of the TCM's Change Management and Communication Plan is to describe the overall framework to execute program-level and project-level change activities for the FL WINS Program. These activities help to prepare stakeholders for the change, manage change resistance, and reinforce the change through a series of messages, training, and organizational culture programs.

8.11 PROCUREMENT AND CONTRACT MANAGEMENT PLAN

The *Attachment L – Procurement and Contract Management Plan* outlines how resources are to be procured in accordance with Chapter 287.056, F.S. (State Term Contracts and Procurements). The plan reflects procurement best practices, summarizes procurement methodology, and describes the process for managing procurements. The plan identifies and defines the goods and services to be procured, the types of contracts to be used in support of the project, the contract approval process, and key decision criteria.

8.12 PROJECT CHANGE MANAGEMENT PLAN

The *Attachment M – Change Management Plan* identifies the groups and individuals involved in change management, as well as their roles and responsibilities. When properly implemented, change management allows informed decisions to be made at the right levels and with consistent documentation. This plan provides a guide for how the Program and projects identify, document, analyze, escalate, approve, and communicate changes to scope, schedule, and cost. The change management process is used in any situation where a change occurs to scope, schedule, cost, area of responsibility, or a contractor's scope of services.

8.13 QUALITY MANAGEMENT PLAN

The *Attachment N – Quality Management Plan* documents the necessary information for planning, managing, and controlling the quality of the FL WINS Program. It defines the Program's quality policies, procedures, areas of application and associated criteria, and roles and responsibilities.

8.14 REQUIREMENTS MANAGEMENT PLAN

The *Attachment O – Requirements Management Plan* describes the overall approach to managing the requirements life cycle. It includes the roles and responsibilities for team members who participate in requirements management and describes the primary requirements development activities of analysis, elicitation, specification, and validation. The Requirements Management Plan also describes the process for managing changes to requirements and provides best practices for documenting high-quality requirements.

8.15 RESOURCE MANAGEMENT PLAN

The *Attachment P – Resource Management Plan* defines the planning and management of resources for the duration of the FL WINS Program. It describes processes for planning



resources' assignments and tracking their work allocations to help promote efficient and effective service delivery.

8.16 RISK MANAGEMENT PLAN

The *Attachment Q – Risk Management Plan* defines the process employed by the FL WINS Program and each project team involved in managing risks. It includes:

- Identifying and categorizing project risks (Identify)
- Validating and logging the risks (Validate/Log)
- Assessing and prioritizing the risks so they are manageable (Analyze)
- Developing response strategies and assigning responsibility (Plan)
- Monitoring open risks on a regular basis (Monitor/Track)
- Communicating the risks and strategies on an ongoing basis throughout the life of the project (Communicate)

8.17 SCHEDULE MANAGEMENT PLAN

The *Attachment R – Schedule Management Plan* defines the development and management of the schedule for the duration of the Program. It identifies schedule templates and describes processes for developing the schedule, submitting the schedule for review and baselining, progressively elaborating the schedule, and submitting and approving schedule.

8.18 SYSTEM CHANGE MANAGEMENT PLAN

The *Attachment S – System Change Management Plan* documents a systematic approach to managing changes made to a product or system. The purpose is to ensure no unnecessary changes are made, all changes are documented, services are not unnecessarily disrupted, all affected stakeholders and end users are informed of the changes, and resources are used efficiently.

8.19 TESTING MANAGEMENT PLAN

The *Attachment T – Testing Management Plan* describes the overall technical and management approach, resources, and milestones for all intended test activities associated with development, validation, implementation, User Acceptance Testing, and operational testing.

8.20 STAKEHOLDER MANAGEMENT PLAN

The *Attachment U – Stakeholder Management Plan* describes the method for identifying stakeholders and the approaches for planning, managing, and controlling stakeholder engagement over the life of the Program.



SECTION 9: REPORTING AND METRICS

9.1 REPORTING OVERVIEW

This section describes the approach the FL WINS Program uses to provide FloridaCommerce, and any subsequent parties or agencies deemed necessary, progress reports relative to the overall health of the Program. This reporting is ongoing for the life the Program.

Exhibit 9 1: Project Reporting Requirements and Frequency, below, identifies and describes the project reporting types and frequency for the Program and related projects provided to FloridaCommerce by the FL WINS Project Manager.

Exhibit 9-1: Project Reporting Requirements and Frequency

REPORT	DESCRIPTION	FREQUENCY
FL WINS Status Report (for each named project)	<p>This is the regularly produced detailed status that is specific to each active project. The report includes:</p> <ul style="list-style-type: none"> ▪ Current CRAIDL items specific to the project ▪ Progress made over the past week ▪ Upcoming activities ▪ Items that need attention ▪ Green/Yellow/Red reporting against schedule, budget, risks, and issues ▪ Potential changes to scope ▪ Schedule metrics 	Weekly
FL WINS Program Status Report/Dashboard	<p>This is the regularly produced summary-level report that outlines program-level status. The information reported at a program level has been filtered to highlight the key:</p> <ul style="list-style-type: none"> ▪ Milestones ▪ Risks ▪ Issues ▪ Change Requests ▪ Decisions ▪ Schedule ▪ Cost 	Weekly
FL WINS Monthly Status Report to FloridaCommerce	<p>This report is a summary of the month's project activities and program status as well as costs referenced within the Spending Plan (as outlined in <i>Attachment G - Financial Management Plan</i>):</p> <ul style="list-style-type: none"> ▪ Program Status Overview ▪ Program Progress ▪ Program Issues/Risks ▪ Program Spend Plan <p>Per 60GG-1, F.A.C., the form DMS-F-0505B is used for monthly status reporting.</p>	Monthly
FL WINS Performance Reporting	<p>FloridaCommerce monitors the FL WINS contractors' performance using a Performance Reporting System to oversee the quality of the contractors' performance, document performance levels in critical areas of the system, facilitate the management of the FL WINS contracts, and enhance the investment made by FloridaCommerce and Workforce Partners in the administration of the FL WINS Program.</p>	Monthly



REPORT	DESCRIPTION	FREQUENCY
Ad hoc reports	Ad hoc analyses and reports at the written request of Program Leadership.	As requested by Program Leadership

9.1.1 ADMINISTRATIVE PROGRAM AND PROJECT COMMUNICATIONS

Agendas and summaries for discussions involving key issues, decisions made, and follow up items (e.g., meeting minutes) are stored in the FL WINS Central Repository.

For project email communications, the FL WINS Project Team communicates directly with the corresponding FloridaCommerce and FL WINS contractor counterparts with the appropriate additional recipients copied for inclusion. Additional guidelines and details of the communication process can be found in the *Attachment C – Communication Plan*.

Guidance for strategic program communications focused on stakeholder engagement and transformational change management can be found in the Transformational Change Management’s Change Management and Communication Plan.

9.2 METRICS OVERVIEW

As part of the FL WINS Project Team’s continuous assessment of project quality, risks, and overall project and program statuses, the FL WINS Project Manager uses performance measures to monitor progress and performance toward the completion of milestones and for assessing trends in overall health.

The standard frequency for monitoring and reporting of project and program schedule metrics, along with performance management metrics, reporting mechanisms, and acceptable values, is detailed below in **Exhibit 9-2: Performance Metrics**.

Exhibit 9-2: Performance Metrics

METRIC / MODEL NAME	GOAL	QUESTION	FORMULA	ANALYSIS LEVEL, FREQUENCY	TARGET VALUES	ANALYSIS REPORTING
% Complete (Percent Duration Complete)	Determine project status based on percentage of its completed duration	How much time is needed to complete the project?	$(\text{Actual Duration} / \text{Total Planned Duration}) \times 100$	Summary Task and Project Levels; Weekly and Monthly	Actual Duration Complete % is aligned with Planned Duration Complete %.	Project Status Report and/or Meeting

Percent Duration Complete expresses the current status of schedule activities as a percentage of the total scheduled duration that has been completed.



METRIC / MODEL NAME	GOAL	QUESTION	FORMULA	ANALYSIS LEVEL, FREQUENCY	TARGET VALUES	ANALYSIS REPORTING
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Schedule Performance Index (SPI)	On Target According to Scheduled Timeframe	Are we meeting our schedule?	Earned Value / Planned Value	Summary Task and Project Levels; Weekly and Monthly	Between 0.90 and 1.10 with 1.00 as the primary target. Above 1.00 is better than below 1.00.	Project Status Report and/or Meeting
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SPI is an earned value metric that measures whether the project is earning value at the scheduled rate. This metric is used to assist project managers in determining if a project will be completed on time, assuming current trends continue.

Cost Performance Index (CPI)	On Target According to Resource-Allocation	Are we utilizing our scheduled resources efficiently?	Earned Value / Actual Cost	Project Level; Weekly and Monthly	Between 0.90 and 1.10 with 1.00 as the primary target. Above 1.00 is better than below 1.00.	Project Status Report and/or Meeting
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CPI is an earned value metric that measures the cost-efficiency of work completed by scheduled resources. This metric is used to assist project managers in determining if a project will be completed with its current level of resource allocation, assuming current trends continue.

Finish Variance	On Target According to Scheduled Finish Dates	Are scheduled tasks being completed as planned?	Current Scheduled Finish Date – Baseline Finish Date	Project Level; Weekly and Monthly	< 10% of overall project duration	Project Status Report and/or Meeting
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The Finish Variance field contains the amount of time that represents the difference between the Baseline Finish Date of a task or project and its current Finish Date.



METRIC / MODEL NAME	GOAL	QUESTION	FORMULA	ANALYSIS LEVEL, FREQUENCY	TARGET VALUES	ANALYSIS REPORTING
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Number of Open Risks	Ongoing Monitoring and Control of Project Risks	Are risks being identified and mitigated?	Count of Open Project Risks	Project Level; Weekly	Trend of total number on regular periodic basis.	Project Status Report and/or Meeting
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Open risks are continuously monitored and addressed such that risks with high or increasing exposure values are stabilized, and the overall quantity of risks is decreasing.

Overall Risk Exposure	Mitigate and reduce overall project risk	Are risks being addressed and mitigated?	Sum of all Exposures (Probability x Impact) score for all open risks	Project Level; Weekly	Trend of total exposure score on regular periodic basis.	Project Status Report and/or Meeting
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Overall risk exposure looks at the project's risk posture according to its average Probability x Impact score for all open risks.

9.2.1 PROGRAM AND PROJECT STATUS

On a weekly basis, program and project management staff prepare status reports for each active project and the overall Program. Often this evaluation process can be subjective rather than rooted in actionable criteria. The below grid outlines the guidelines used when assigning a Green – Yellow – Red rating to each parameter. Any time a parameter is either Yellow or Red, a documented Risk/Issue/Change Request must be logged and actively worked on to return the parameter to Green. As part of this effort, program management staff evaluate each project and the overall Program against the following four parameters in **Exhibit 9-3: Status Rating Criteria**

Exhibit 9-3: Status Rating Criteria

	G (Green)	Y (Yellow)	R (Red)
Scope	FL WINS Program, or project, defined and approved scope will be achieved.	Unplanned, recommended scope changes (i.e., not currently on the roadmap directly) are pending Change Request. Additionally, current issues that have potential for defined scope to not be achieved.	Currently defined scope is no longer achievable. Scope refinements will need to be defined and approved.
Schedule	Currently defined milestones will be achieved. SPI is 0.93 to 1.0 or SPI > 1.00	One or more key milestones are in danger of not being met. Risks/issues have been documented outlining potential issues with achieving dates.	Key milestone dates have been missed or will definitively be missed. Risks/Issues have been documented. Change Requests will be needed to



	G (Green)	Y (Yellow)	R (Red)
	with no negative impacts.	FV** \geq 5% < 10% of baseline duration of execution phase or not baselined within five weeks from charter approval.	reset expectations on a revised baseline that can be achieved. FV** \geq 10% of baseline duration of execution phase or not baselined within seven weeks from charter approval.
Resourcing	Program or project teams are fully staffed and aligned with the correct skillsets.	Resources are aligned but there are concerns with skillset or time allocation. Issue has been logged to track but no work-stoppages exist at this time.	Significant resource gaps exist. Missing resources and/or existing resource do not have the necessary skillsets or the time allocation. Resource gaps are now impacting the ability to proceed.
Budget	Program or project spending is within the appropriation. Budgets have been defined and the Program/project remains aligned to the budget parameters.	Currently at risk of exceeding budgetary parameters for the Program or project. Risks/Issues surrounding funding are logged and tracked but work may go on. Appropriation is less than amount requested in legislative budget request (LBR) (without an equivalent reduction in scope and/or schedule), or quarterly funding release is not granted by the end of the first month of the quarter.	Budget parameters for program or project will be/have been exceeded. Risks/Issues have been logged outlining the root causes.

9.2.2 ANALYSIS AND CORRECTIVE ACTIONS

Quality control is the process of reviewing the results of quality assurance activities and audits and performing root cause analysis where appropriate. This includes applying corrective actions and process improvements to products, services, and processes as they relate to each project. As referenced in Section 9.2.1 Program and Project Status:

1. *Risk* – Corrective actions include acceptance, avoidance, mitigation, and transference. These actions reduce the likelihood of a risk becoming a reality or lessen the likelihood of impact.
2. *Issue* – The primary course of action is to resolve the issue. The course of action must be specific to the characteristics of the underlying issue; not all steps to resolve the issue need to have been taken, rather they should be identified and documented for management purposes.
3. *Change Request* – The objective is to document and approve the necessary changes to establish a new baseline.

The FL WINS Project Manager uses the following rule to control the project when performance metrics deviate outside of standard thresholds. The rule applies to all metrics.

- **Beyond Limits** – The current metric result is outside the expected range (from baselines, specifications, or thresholds), going by whichever set of limits is most strict.



The FL WINS Project Team, during the project Planning Phase risk identification activity, must consider potential threats based on performance metrics, log the threats, assess, and plan response to minimize probability, and if possible, any impact. If any metric results trigger the risk event, the contingency is to determine the root cause, and where appropriate, document it in the Project Status Report (weekly and/or monthly), with updated status depending on impact to the project and overall Program.

The FL WINS Project Team must analyze and determine root causes for metrics with results beyond limits or those with results trending in one direction. The FL WINS Project Team must prepare a Corrective Action Plan to address root causes and report that plan to the Project Sponsor and the FL WINS Program Management Office, and during the Project Status Meeting. Any identified corrective actions are logged in the Action Item Log (under the CRAIDL) and tracked to completion.

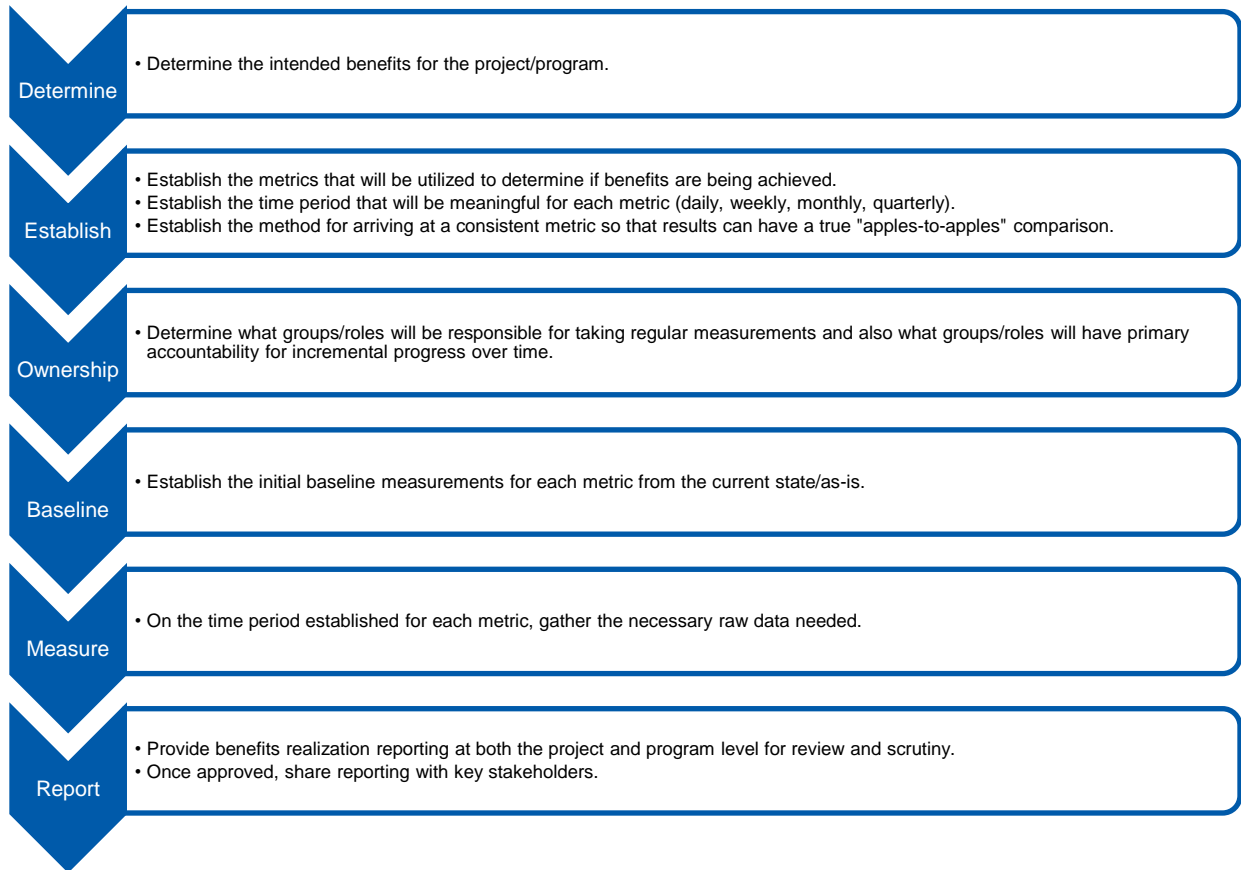
The FL WINS Project Manager must complete a Project Change Request for corrective actions affecting project scope, budget, or schedule as outlined in *Attachment M – Change Management Plan*.

9.2.3 BENEFITS REALIZATION PLAN

All program and project team members must have a clear understanding of the desired benefits associated with the Program and for all parties to make concerted efforts to ensure that these benefits are achieved. As each new project is initiated, applicable team members ensure the goals and objectives for the project align to a distinct set of benefits that tie, either directly or indirectly, to the benefits of the Program. Reference the Benefits Realization Table of the FL WINS Schedule IV-B (Section IV, subsection A) for planned benefits and their realization timeframe.



Exhibit 9-4: Benefits Realization Process



Program and project management staff address the following questions, and or statements, during the project authorization through planning stages:

- Identify the approved benefit(s) and associated assumptions.
- Describe how the project will achieve each benefit.
- Provide metrics, including key performance indicators (KPI), and procedures to measure progress toward achieving benefits; a good time for capturing baseline metrics is during current state (or as-is) analysis.
- Identify the roles and responsibilities of those managing benefits.
- How will the planned benefits and capabilities transition into an operational state and achieve benefits?
 - › Who will be responsible/accountable for this process?
- Prior to formal close out, what will be the ongoing process to assure the project has achieved/will achieve the desired benefits?



When establishing the metrics to be leveraged for realization, the metric must have a direct or indirect correlation to the actions taken by the Program/project. Also, the metric must represent either a tangible measurement (a numeric calculation) or an intangible measurement (a sentiment or perspective, i.e., customer satisfaction). It is preferred to establish tangible metrics that have a direct correlation to the project goals and objectives.

Once a metric is defined, the method for gathering the data and calculating the results must be clearly established so the same process can be applied each time the metric is evaluated to obtain a true “apples-to-apples” comparison. Efforts are to be taken to establish a set of baseline measurements in the current state. If possible, measurements for a look-back period are taken to determine if there is already an established trend in the data.

The program and project teams monitor and control benefits by considering the impact a proposed change has on a project’s ability to deliver planned outcomes and benefits. Changes that have a negative impact are escalated through the FL WINS PMO in alignment with the governance practices. If approved, the corresponding impacts to achievement of project benefits are communicated, and goals/expectations are adjusted to account for the change.

Project managers monitor progress towards planned outcomes and benefits during the execution of the project. Project teams cannot wait until projects go-live to manage benefits as doing so increases the risk that desired benefits are not realized. Specific metrics vary by project. However, project managers may generally monitor and control progress toward benefits realization in terms of:

- Maintaining scope alignment to strategic objectives (functionality or services needed to achieve the planned outcome and benefit)
- Providing initial reporting against established metrics as a component of project status reporting
- Complying with federal regulations (which may impact certification and funding)
- Managing to schedule and cost baselines (both of which impact return on investment)
- Assessing consumer satisfaction/public relations, where applicable (reduction in complaint volume)



SECTION 10: DATA SECURITY PLAN STRATEGY

10.1 INTRODUCTION

The State of Florida mandated that all State agencies must comply with a minimum set of standards for managing and securing information technology (IT) resources. These standards are codified in **Florida Administrative Code (FAC) Rules 60GG-2**, which is referred to as the “**State of Florida Cybersecurity Standards (SFCS)**”. The SFCS covers five major areas of responsibility that State agencies should address for managing IT security risk, namely:

1. **IDENTIFY** (FAC 60GG-2.002)
2. **PROTECT** (FAC 60GG-2.003)
3. **DETECT** (FAC 60GG-2.004)
4. **RESPOND** (FAC 60GG-2.005)
5. **RECOVER** (FAC 60GG-2.006)

10.2 SCOPE

The purpose of this section is to provide an outline of the key elements which comprise the FL WINS Data Security Plan (DSP). Specific details pertaining to how the SFCS data security requirements are satisfied by the FL WINS Program are covered in the standalone DSP document.

10.3 ROLES AND RESPONSIBILITIES

The FL WINS Program is a cross-agency initiative between the REACH Office, FloridaCommerce, DCF, DOE, and CareerSource Florida. Successful integration, management, security, and privacy protections of data extracted from and shared among these agencies requires collaboration and clarity around the roles and responsibilities.

Therefore, the FL WINS DSP must clearly define the cross-agency roles and responsibilities described below.

10.3.1 INFORMATION SECURITY MANAGER (ISM)

As required by Section 282.318(4)(a) of the Florida Statutes, each State agency is required to have an ISM who is responsible for:

1. Development of a strategic information security (i.e., cybersecurity) plan and associated operational information security plan
2. Development and implementation of information security policies, procedures, standards, and guidelines
3. Direction and management of the information security awareness program
4. Coordination of the information security risk management process



5. Coordination of the Computer Security Incident Response Team
6. Coordination of Information Technology Disaster Recovery planning in support of the Continuity of Operations Plan
7. Serving as the internal and external point of contact for all information security and data protection matters
8. Communicating directly to the agency head in all information security duties
9. Compliance with applicable laws and regulations for information security as well as the rules, policies, procedures, and best practices promulgated by the Division of State Technology

Given the FL WINS Program crosses multiple agencies, a lead agency must be assigned which has oversight responsibility, with the other agencies providing support. The lead agency ISM is responsible for working in close coordination with the ISMs from the other agencies.

10.3.2 COMPUTER SECURITY INCIDENT RESPONSE TEAM (CSIRT)

The CSIRT is responsible for:

1. Selecting a team structure and staffing model
2. Developing templates for managing the cybersecurity incident/breach investigation and resolution management reporting
3. Creating and maintaining an incident response plan (IRP)
4. Staffing and training the incident response team
5. Investigating and analyzing incidents
6. Establishing relationships and lines of communication between the incident response team and other groups, both internal (e.g., legal department) and external (e.g., law enforcement agencies)
7. Coordinating with FL[DS] Enterprise Cyber Security Operation Center (ECSOC) for detecting, reporting, and responding to threats, breaches, or cybersecurity incidents
8. Managing internal communications and updates during or immediately after incidents
9. Communicating with employees, stakeholders, contractors, and the communications team about incidents as needed
10. Remediating incidents
11. Recommending technology, policy, governance, and training changes after security incidents

The CSIRT has cross-agency representation from FloridaCommerce, DCF, DOE, FL[DS] and REACH with the designated lead agency serving as the team lead.

10.3.3 CHIEF TECHNOLOGY OFFICER

The Chief Technology Officer role, housed within FloridaCommerce, is responsible for:



1. Advocating and funding information security requirements during budget planning and execution of the FL WINS Program
2. Coordinating with the other agencies' Directors of IT, ISM, and the FL WINS Program contractor teams to ensure proper workflow and touch points for the established FL WINS Program security tools and processes

10.3.4 PRIVACY OFFICER

The designated lead agency's Privacy Officer (PO) has the responsibility for working with the other agencies' POs to:

1. Evaluate and track privacy incident reports that arise from the FL WINS contractor team assigned Security Officer
2. Conduct Privacy Impact Assessments (PIA) to ensure handling of FL WINS information (i) conforms to applicable legal, regulatory, and policy requirements regarding privacy; (ii) to determine the risks and effects of collecting, maintaining, and disseminating information in identifiable form in an electronic information system, and (iii) to examine and evaluate protections and alternative processes for handling information to mitigate potential privacy risks
3. Support the procurement process by performing PIA on contractors, reviewing the privacy policies of contractor-submitted responses to solicitations
4. Provide privacy assessment input and recommendation to the FL WINS Program Director of Information Technology for Authorization to Operate (ATO)

10.4 STANDARDS AND BEST PRACTICES

Security standards play an important role in implementing secure systems that protect data privacy. Security standards are a set of rules to make decisions about security-related technology solutions. Using common technology standards and processes helps FL WINS implement projects that achieve the strategic vision. These security standards guide the implementation of all FL WINS projects. The standalone DSP document describes the framework of applicable federal, state, and agency security-related standards including 60GG and NIST800-53.

10.5 INCIDENT REPORTING PROCESS

The DSP document describes the process and guidance for the reporting of cybersecurity incidents and any resulting breach investigations. It provides a consolidated directive and describes the applicable tooling to manage security incidents. It describes:

- Current processes of enterprise system and data security
- Agency and internal departments, external organizations (including federal and state agencies and FL WINS project owners), and their roles and responsibilities within the context of an enterprise system and data security



- Current and future processes, templates, and tools used for incident reporting of security incidents
- Plans for transition from current to future state incident reporting and management processes
- Frequency of required reporting

10.6 PRIVACY

Data privacy protection standards are key components to effective data management and should be addressed in the development of this plan. This would include defining the accessibility, authentication, and confidentiality protection standards that must be applied holistically representing all participating programs.

The goal is to review the individual FL WINS partners' privacy policies and notices to establish the FL WINS Program policy on how data should be classified, collected, used, disclosed, retained, and destroyed. It addresses maintaining compliance with federal and state regulations for specific types of data such as personally identifiable information and personal health information (PII/PHI), which, if PHI is identified in the shared data, will have HIPAA and HIPAA HITECH implications for the FL WINS Program.

Additional controls are required to ensure that only the appropriate people and systems have access to marked data. This is typically done via a role-based access control (RBAC) mechanism.

Security and privacy controls must also include:

- A plan to integrate data security and privacy into an overall cybersecurity strategy
- Data classification layers
- How consent management is handled – this includes provisions for consent of minors within a family account/hierarchy

10.6.1 ENCRYPTION

The FL WINS Program involves handling personally identifiable information and other sensitive information such as Federal Tax Information (FTI) data which have regulatory requirements for how this data must be safely handled while in transit and stored at rest. Therefore, the DSP identifies the data encryption requirements for the FL WINS Program.

10.7 SECURITY TRAINING

The FL WINS DSP addresses training required for all FL WINS Program and contractor personnel to safely and securely access, use, manage, administer, and monitor the FL WINS system. The standalone DSP document defines the training required to cover overall responsibilities, policies, and procedures as well as specialized training required for specific user roles. In addition, the DSP defines the frequency by which recertification is required.



10.7.1 SECURITY TESTING

Security testing is the process of making applications more resistant to security threats by identifying security weaknesses and vulnerabilities. The central ideology behind system security is to recognize the different types of threats present in the system and identifying its potential vulnerabilities. The main focus of application security testing is to recognize the digital and software system-related weaknesses and every possible loophole that can cause significant damages. The DSP document describes the various types of security testing to be performed, how vulnerabilities discovered are reported, and the frequency of the testing and reporting.

It addresses the following types of vulnerability testing which are systematic reviews of security weaknesses in an information system to identify any known vulnerabilities.

- *Network* – Review and analyze endpoint and device networks for security issues
- *Cloud* (Amazon Web Services - AWS, Azure) – Examine the security of cloud-specific configurations, cloud system passwords, cloud applications and encryption, and APIs, databases, and storage access
- *Application* – Scan web-based applications for security vulnerabilities such as Cross-site scripting, SQL Injection, Command Injection, Path Traversal, and insecure server configuration
- *Code* – Analyze source code or compiled versions of code to find security flaws
- *Compliance* – Locate and assess vulnerabilities in system hardening configurations
- *SSL/TLS* – Execute testing of an SSL server, certificate, and ciphers
- *Database* – Identify database configuration errors, default settings, and coding errors

Security testing also addresses the process and requirements related to penetration testing which simulates cyber-attacks against a computer system to check for exploitable vulnerabilities.

10.8 RISK MANAGEMENT

The DSP defines how to manage privacy and security risks. In accordance with the SFCS, the FL WINS Program's risk management policies and procedures must adhere to the National Institute of Standards and Technology (NIST) Risk Management Framework (RMF), which provides a dynamic and flexible approach to help information system owners effectively manage security and privacy risk throughout the SDLC using a seven-step process.

1. *Prepare* – Create the context and priorities for managing security and privacy risk at both the organization and system-level
2. *Categorize* – Classify the systems and data processed, stored, and transmitted based on impact analysis.
3. *Select* – Identify an initial set of controls for the system, tailoring them as needed to reduce risk to an acceptable level based on the risk assessment



4. *Implement* – Create the controls, describing how these are employed within the system and operating environment
5. *Assess* – Evaluate the controls to verify compliance and adequacy to satisfy security and privacy requirements
6. *Authorize* – Grant the system or controls access based on a determination that the risk to the organizational operations, assets, individuals, and other organizations is acceptable
7. *Monitor* – Monitor the system and controls on an ongoing basis to assess control effectiveness, document changes to the system and operational environment, conduct risk assessments and impact analyses, and report on the current security and privacy posture of the system

10.9 REPORTING

The DSP defines the overall framework to track and report the Program's compliance with the security policies and standards put in place by the data governance team. This framework identifies the requirements for:

- Types and levels of compliance reports
- Frequency of reporting (annual, monthly, ad hoc)
- Scope
- Target audience

10.10 SECURITY CONTROLS AND POLICY

Security controls are the administrative, physical, and technical measures prescribed to protect the confidentiality, integrity, and availability (CIA) of all applications. Establishing standards for controls, technology, and capabilities diminishes risk, reduces the threat surface, and increases the confidentiality, integrity, and availability of the FL WINS Program.

This section describes the security architecture, life cycle, and processes used to satisfy federal and state regulations, industry standards, and agency policy. It includes the process for determining the security level of the Program that determines which controls are implemented. It contains a System Security Plan template that documents the controls used. It addresses:

- Governing statutes and policies
- Security categorization
- Application and Infrastructure Finding Report results
- Acceptable risk safeguards
- Project availability requirements
- Agency security program governance



10.11 DATA SHARING

The overarching objective of the FL WINS Program is to integrate several standalone and disparate systems to enable a seamless sharing of data between the Workforce Partner agencies to create a common, shared view. Data integration solution will seek to adhere to the federated data model for data integration efforts. The joint agency FL WINS data governance team develops the standards, policies, and procedures needed to define, collect, store, manage, integrate, analyze, protect, and ensure the quality of the data within the system. This includes identifying the FL WINS Program roles and responsibilities for individual and group level access to the data elements. The DSP is responsible for documenting the requirements for implementing an attribute-based access control (ABAC) mechanism.

10.12 PERIMETER PROTECTION

Perimeter security involves safeguarding an enterprise's network limits from hackers, intruders, and other unwanted individuals. It includes surveillance detection, analyzing patterns, recognizing threats, and dealing with them effectively.

This section describes the various components used to provide perimeter security. It includes:

- Firewalls
- Border Gateway routers
- Intrusion Detection Systems (IDS)
- Host Intrusion Detection Systems (HIDS)
- Host Intrusion Prevention Systems (HIPS)
- Intrusion Prevention Systems (IPS)
- Unified Threat Management (UTM) monitoring systems
- De-militarized Zones (DMZs)
- Virtual Private Networks (VPN)
- Anti-Virus, Anti-Spyware, and Anti-Spam software



SECTION 11: APPENDICES

11.1 APPENDIX A – FL WINS SUCCESS CRITERIA (FY 2022-23)

Several factors determine the success of the FL WINS Program. **Exhibit 11-1: FL WINS Success Criteria**, below, describes many of these factors in the form of success criteria, including:

- A brief description of the criteria
- The means for measuring or assessing the criteria
- Those who should benefit from the success criteria
- The fiscal year (FY) when the success criteria will begin to be realized through demonstrable change

These Realization Start Dates represent the earliest time-period when the success criteria begin to be realized. Full realization of the success criteria could take significantly longer based on complexity and the number of individual projects involved.

The success criteria originated in FloridaCommerce’s Schedule IV-B for Workforce Partner Systems Modernization, Fiscal Year 2023-24.

Exhibit 11-1: FL WINS Success Criteria

#	DESCRIPTION OF CRITERIA	HOW WILL THE CRITERIA BE MEASURED/ASSESSED?	WHO BENEFITS?	REALIZATION START DATE (FY)
1	The solution creates an online opportunity portal to provide Floridians access to available state, federal, and local services and evaluative tools to determine short-term employability and long-term self-sufficiency.	<ul style="list-style-type: none"> ▪ Implementation of central portal providing information and guidance related to available services ▪ Implementation of self-service functionality to identify services potentially available to an individual user ▪ Provision of access to evaluative tools to determine short-term employability and long-term self-sufficiency 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users 	FY 2023-24
2	The solution creates an online customer portal that provides broader access to education and training options, real-time labor market information, career planning and career services tools, and other support available for workforce training and education linked to middle-and high-wage in-demand jobs.	<ul style="list-style-type: none"> ▪ Implementation of customer portal providing information and guidance related to available services ▪ Access to information related to available education and training options ▪ Provision of real-time labor market information 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users 	FY 2023-24



#	DESCRIPTION OF CRITERIA	HOW WILL THE CRITERIA BE MEASURED/ASSESSED?	WHO BENEFITS?	REALIZATION START DATE (FY)
3	The solution will positively impact user experience by expanding self-service capabilities.	<ul style="list-style-type: none"> Utilization of self-service options Ability to access self-service options for all associated programs in a customer portal 	<ul style="list-style-type: none"> Citizens System Users 	FY 2023-24
4	The solution will positively impact user experience/employee satisfaction through reducing manual, time-consuming processes.	<ul style="list-style-type: none"> Number of manual processes automated through implementation of new solution Number of manual vs. automated processes compared to baseline 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2023-24
5	The solution will positively impact user experience/employee satisfaction through providing ease of use through application integration, a reduction in duplicative data entry, and increased efficiency in serving clients.	<ul style="list-style-type: none"> Employee survey results Customer survey results Audits and review results Reduction in duplicative data entry 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2023-24
6	The solution will provide common intake form capabilities for applicable programs across the Workforce Partners.	<ul style="list-style-type: none"> Percentage of applicable programs addressed in common intake form functionality Percentage of programs receiving identified data from the data integration solution to begin intake process within associated application 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2024-25
7	The project and solution will introduce a formal cross departmental workgroup to collaboratively identify and address legal and/or policy issues arising from integrating the Workforce Partner programs, which contributes to the FloridaCommerce vision of aligning programs and services to provide the greatest value to citizens.	<ul style="list-style-type: none"> Implementation of Legal and Policy Workgroup 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies State of Florida 	FY 2022-23
8	The project and solution will introduce a formal cross departmental Enterprise Architecture (EA) function to establish standards, requirements, and processes to ensure the solution's technical design aligns with business needs. EA will also establish a framework to guide ongoing	<ul style="list-style-type: none"> Implementation of Enterprise Architecture Establishment of Target Shared Architecture 	<ul style="list-style-type: none"> Workforce Partner Agencies 	FYI 2022-23



#	DESCRIPTION OF CRITERIA	HOW WILL THE CRITERIA BE MEASURED/ASSESSED?	WHO BENEFITS?	REALIZATION START DATE (FY)
	technical decisions and ensure future technical sustainability.			
9	The solution will incorporate modern technology with modular, reusable components, which enable lower costs and increased flexibility to incorporate emerging technologies in the future.	<ul style="list-style-type: none"> ▪ Implementation of service integration platform ▪ Implementation of data integration solution ▪ Time required for future implementation of other technologies ▪ Cost required for future implementation of other technologies 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies ▪ State of Florida 	FY 2023-24
10	The solution will provide improvements in the efficiency and timeliness of data sharing between the Workforce Partners.	<ul style="list-style-type: none"> ▪ Percentage of applications integrated ▪ Timeliness of data updates shared within the data integration solution ▪ Timeliness of data updates accessible to other applications 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies ▪ State of Florida 	FY 2023-24
11	The solution will integrate program data from across the Workforce Partners, creating a consolidated central client record and providing a holistic view of clients served, which should result in improved collaboration/communication between the Workforce Partner programs and more individualized service provision to Floridians to achieve self-sufficiency.	<ul style="list-style-type: none"> ▪ Percentage of applications integrated ▪ Achieve ability to track clients being served by multiple programs ▪ Number of cross-program customers identified and served holistically 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies 	FY 2023-24
12	The solution will utilize cloud-based data hosting which will enable the versatility to make on-demand changes to the solution and contribute to a high degree of scalability to expand and evolve as needed.	<ul style="list-style-type: none"> ▪ Implementation of the data integration solution ▪ Time required to implement future changes 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies ▪ State of Florida 	FY 2023-24
13	The solution will provide enhanced reporting and analytics for quality assurance and strategic planning, which supports the HB 1507 goal of enhancing transparency and accountability of workforce programs.	<ul style="list-style-type: none"> ▪ Measured against baseline of analytics and reports currently available 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies ▪ State of Florida 	FY 2024-25



#	DESCRIPTION OF CRITERIA	HOW WILL THE CRITERIA BE MEASURED/ASSESSED?	WHO BENEFITS?	REALIZATION START DATE (FY)
14	The solution will improve the efficiency and timeliness of referrals between programs through enhanced data sharing and integration.	<ul style="list-style-type: none"> Achieve ability to track referrals between programs Measure number and timeliness against baseline of cross agency referrals as currently being reporting by the programs If new cross agency referral patterns or pathways are made available by the solution, a baseline should be set and then measured against for continual improvement and efficiency. 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2024-25
15	The solution will produce all required data and information necessary for federal and state reporting requirements	<ul style="list-style-type: none"> Comparison to baseline of reporting capabilities currently available 	<ul style="list-style-type: none"> System Users Workforce Partner Agencies State of Florida 	FY 2023-24
16	The solution will enable the Workforce Partners to identify and safeguard sensitive personal information to comply with statutory data sharing requirements.	<ul style="list-style-type: none"> Audits and review results 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2023-24
17	The solution will meet all federal and state requirements for system development and certification.	<ul style="list-style-type: none"> Audits and review results Implementation time for future changes in federal or state requirements Implementation cost for future changes in federal or state requirements 	<ul style="list-style-type: none"> System Users Workforce Partner Agencies State of Florida 	FY 2023-24
18	The project(s) will be completed on-schedule, in accordance with an approved project plan(s).	<ul style="list-style-type: none"> Adherence to established program roadmap Interim project milestones 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2022-23

11.2 APPENDIX B – CAPACITY PLANNING FOR OPERATIONAL WORK PLAN

Capacity planning for the FL WINS Program is developed in consultation with the WIM and BSTA Contractor and FL WINS solution providers. A Capacity Plan may not be appropriate for all implementation projects given the State’s cloud-first policy. Each contractor may provide different infrastructure configurations and approaches to how they meet the capacity demands of their respective solution components. Where necessary, a FL WINS Capacity Plan is prepared to document these requisite details.

11.3 APPENDIX C – GLOSSARY OF TERMS AND ACRONYMS

Exhibit 11-2: Glossary of Terms and Acronyms, below, provides the definitions of distinct terms and acronyms in the PgMP.



Exhibit 11-2: Glossary of Terms and Acronyms

TERM/ACRONYM	DEFINITION
ABAC	Attribute-based Access Control
ACCESS	Automated Community Connection to Economic Self Sufficiency
AMS	Department of Children and Families ACCESS Management System
API	Application Program Interface
ATO	Authorization to Operate
AWS	Amazon Web Services
BPR	Business Process Re-engineering
BRP	Business Realization Process
BSTA	Business Support and Technical Advisory
CIA	Confidentiality, Integrity, and Availability
CM	Configuration Management
CMC	Change Management and Communication
CMS	Centers for Medicare and Medicaid Services
CPI	Cost Performance Index
CRAIDL	Changes, Risks, Actions, Issues, Decisions, Lessons Learned
CSIRT	Computer Security Incident Response Team
DCF	State of Florida Department of Children and Families
DCF (CP)	DCF Champion
DED	Deliverable Expectation Document
DMS	State of Florida Department of Management Services
DMZ	De-militarized Zones
DOA	State of Florida Department of Agriculture
DOE	State of Florida Department of Education
DOL	State of Florida Department of Labor
DOS	Department of State
DSC	Decision Scoring Criteria
DSP	FL WINS Data Security Plan
EA	Enterprise Architecture
ECSOC	FL Digital Service's Enterprise Cyber Security Operation Center
EMOP	DOE Employment Meets Opportunity Portal
EOG	State of Florida Executive Office of the Governor
ESC	Executive Steering Committee
FAC	Florida Administrative Code
FAR	Florida Administrative Register
FedRAMP	Federal Risk and Authorization Management Program
FL WINS AMS	FL WINS Artifact Management Standards
FLDS	Florida Digital Service
FloridaCommerce	Florida Department of Commerce



TERM/ACRONYM	DEFINITION
FloridaCommerce CTO	Florida Department of Commerce Chief Technology Officer
FTI	Federal Tax Information
FV	Finish Variance
FY	Fiscal Year (Realization Start Date)
HB 1507	House Bill 1507
HIDS	Host Intrusion Detection Systems
HIPS	Host Intrusion Prevention Systems
IDS	Intrusion Detection Systems
IPS	Intrusion Prevention Systems
IRP	Incident Response Plan
ISM	Information Security Manager
IT	Information Technology
IV&V	Independent Verification & Validation
KPI	Key Performance Indicator
LBR	Legislative Budget Request
LPWG	Legal and Policy Workgroup
MPS	FL WINS Master Program Schedule
NIST	National Institute of Standards and Technology
NIST800-53	Cybersecurity standard and compliance framework developed by the National Institute of Standards in Technology
OPB	Office of Policy and Budget
OWP	Operational Work Plan
PCR	Project Change Request
PgMP	FL WINS Program Management Plan
PHI	Protected Health Information
PIA	Privacy Impact Assessment
PII	Personally Identifiable Information
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMCoE	Florida Department's Program Management Center of Excellence
PMI	Project Management Institute
PMO	FL WINS Program Management Office
PO	Privacy Officer
PPM	Project Portfolio Management
Prosci	ADKAR Model for [Organizational] Change Management
PWG	Program Workgroups
RBAC	Role-based Access Control
REACBIS	FloridaCommerce Re-employment Assistance Claims and Benefits Information System
REACH	Reimagining Education and Career Help



TERM/ACRONYM	DEFINITION
Repository	FL WINS SharePoint Repository for Artifact Management
RIMS	DOE Rehabilitation Information Management System
RMF	Risk Management Framework
SDLC	System Development Life Cycle
SFCS	State of Florida Cybersecurity Standards
SME	Subject Matter Expert
SOP	Standard Operating Procedure(s)
SPI	Schedule Performance Index
SQL	Structured Query Language
SSL	Secure Sockets Layer
SSP	Self Service Portal
TCM	Transformational Change Management
TCMO	Transformation Change Management Office
TLS	Transport Layer Security
UTM	Unified Threat Management
VPN	Virtual Private Network
WIDb	FloridaCommerce Workforce Information Database
WIS	Workforce Information Systems
Workforce Partner Agencies	Florida Commerce, State of Florida DCF, DOE (see above), CareerSource Florida, FL[DS]