

# FL WINS

## Program Management Plan

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## Revision History

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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*.

## Quality Review History

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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 Florida Department of Economic Opportunity (DEO) and on behalf of the Workforce Partners. Workforce Partners include DEO, 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). DEO, DCF, and DOE are designated as Core Workforce Partners because these agencies house and maintain the Program's in-scope programs and systems.

This PgMP is reviewed annually 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*.

The Program team uses this document to:

- Establish the Program's governance framework
- Update the FL WINS roadmap
- Establish program standards to promote consistency in the management of the Program and its component 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 project progress.

The PgMP and its key integrated processes support:

- Effective communication of project and program 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. To achieve the Reimagining Education and Career Help (REACH) Act's goal of developing a "no-wrong-door-entry 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 Partners' case management systems with integration through a central data hub, accessible by each Workforce Partner that enables limited referrals from entity to entity
- Creation of a common intake form and customer portal to minimize duplicate data entry and maximize the services provided



- Centralization of data to enhance analytics and outcomes-based performance measurement

To move from the current state of the Core Workforce Partner systems to the anticipated future integrated state, the Program affects both 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 mostly during the Execution stage. 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 2022-23 identified criteria that must be realized for the Program to be considered a success. Program Management Team members review and update the criteria 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. The FL WINS *Program Charter (Attachment A)* 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 October 1, 2022 – Complete.
  - › Independent Verification and Validation
  - › Business Support and Technical Advisory (BSTA)



- › Business Process Re-engineering (BPR) and Transformational Change Management (TCM)

### **Governance Assumptions and Constraints**

- Governance establishment, execution, and support from Workforce Partners' executive leadership on the overall program is critical to program success. The procured Business Support and Technical Advisory contractor brought on to establish and run the FL WINS Program Management Office (FL WINS PMO) assists in executing and monitoring the governance model defined and approved for the Program.
- Initial known constraints that could impact overall program success include:
  - › Establishing a governance structure that is not well defined or implemented
  - › Changes in funding

### **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 to establish a *Change Management and Communication Plan*. 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.
- 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.
- 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.

### **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
- Funding deadlines
- The availability and diverse locations of resources

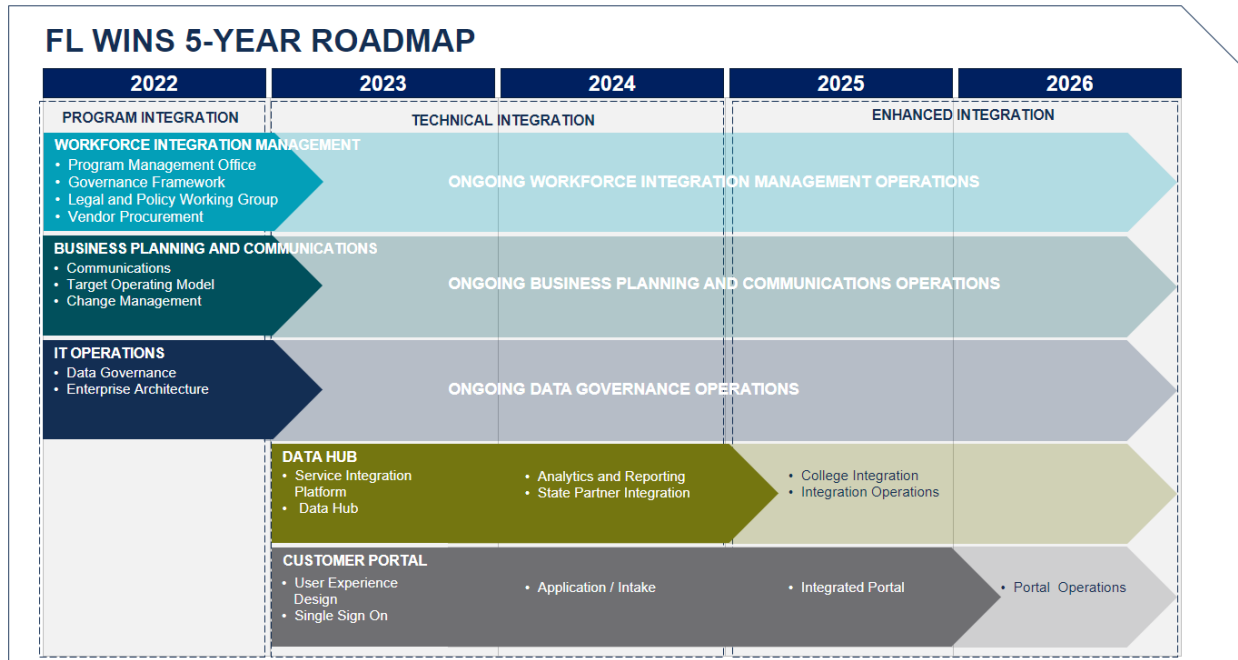


## 2.5 PROGRAM SUMMARY TIMELINE

### 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:

- Federal
  - › US Department of Labor
  - › Centers for Medicare and Medicaid Services (CMS)
  - › US Department of Agriculture
- State
  - › Executive Office of the Governor
    - REACH Office
    - Office of Policy and Budget (OPB)
  - › Florida Department of Management Services (DMS)
    - Florida Digital Service



- › Florida Legislature
- Program
  - › IV&V contractor
  - › FL WINS Program Governance bodies
  - › FL WINS PMO
  - › FL WINS Contract Oversight Team

## 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.



PLAN NAME	ATTACHMENT IDENTIFIER	DESCRIPTION
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.
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.



## SECTION 3: PROGRAM SCOPE



FL WINS is an innovative, consumer-first workforce development system that seeks to provide Floridians improved access to workforce programs and services through interoperable systems and shared integrated data.

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

are:

- Common Customer Portal
- Common Intake Form
- Data Hub for Shared Data

**Exhibit 3-1: FL WINS Program Components**

 <b>CUSTOMER PORTAL</b>	 <b>COMMON INTAKE FORM</b>	 <b>DATA HUB</b>
 <b>GOAL: Empowerment</b> Enable Floridians to more easily obtain the support they need by offering multiple points of entry to apply for services and receive information	<b>GOAL: Efficiency</b> Reduce duplicative information being entered by agency staff and Floridians requesting services and refer them to services targeted to meet their needs	<b>GOAL: Enhancement</b> Help the agencies better serve Floridians by providing a comprehensive overview and a greater availability to link them with the services they may need

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><b>Phase 1: Program Definition</b>            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"> <li>▪ Feasibility Study</li> <li>▪ Program Charter</li> <li>▪ Program Management Plan</li> <li>▪ Program Roadmap</li> <li>▪ Initial Risk Identification Workshop</li> <li>▪ Program Governance Plan</li> </ul> <p>Procurements:</p> <ul style="list-style-type: none"> <li>▪ Business Support and Technical Advisory/PMO contractor</li> <li>▪ IV&amp;V contractor</li> <li>▪ Business Process Re-engineering contractor</li> <li>▪ Transformational Change Management contractor</li> </ul>
<p><b>Phase 2: Program Delivery</b>            Start Date: 1/1/2023            End Date: 3/31/2027</p>	<p>Stages:</p> <ul style="list-style-type: none"> <li>▪ Design/develop</li> <li>▪ Testing and readiness</li> <li>▪ Cutover and post go-live</li> </ul> <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"> <li>▪ Component Authorization Planning</li> <li>▪ Component Oversight &amp; Integration</li> <li>▪ Component Transition to Operations and Closure</li> </ul> <p>Deliverables:</p> <ul style="list-style-type: none"> <li>▪ Project Solutions Standards</li> <li>▪ Requirements</li> <li>▪ Business Process Re-engineering</li> <li>▪ Solution Design</li> <li>▪ Solution Development/Configuration Testing</li> <li>▪ Deployment documentation</li> </ul> <p>Procurements:</p> <ul style="list-style-type: none"> <li>▪ Systems Integrator contractor</li> <li>▪ Data Hub contractor</li> <li>▪ Customer Portal contractor</li> <li>▪ Others (including staff augmentation resources)</li> </ul>
<p><b>Phase 3: Program Closure</b>            Start Date: TBD            End Date: 3/31/2027</p>	<p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ Acknowledgement of the Program's completion, with a final Program Sponsor sign-off/acceptance of deliverables and benefits</li> <li>▪ Assessment of the Program's success</li> <li>▪ Identification/documentation of best practices</li> <li>▪ Sharing of lessons learned with other projects and programs</li> </ul>



**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
<b>Initiation</b>	The first step in establishing a project. Includes: <ul style="list-style-type: none"> <li>▪ Team building</li> <li>▪ Contractor procurements</li> <li>▪ Project kickoffs</li> <li>▪ Establishing interim tools and processes</li> <li>▪ Preliminary discussions on approved approaches, templates, and standards</li> </ul>
<b>Planning</b>	Establishes the framework for the standards, methodologies, and templates used throughout the project. Includes: <ul style="list-style-type: none"> <li>▪ Educating the project team on how these elements are applied to each specific project</li> <li>▪ Establishing a baseline project schedule that runs through the Transition Phase</li> <li>▪ Creating the various component plans that govern the program management aspects of each project</li> <li>▪ Defining specific benefits to be achieved by the project</li> </ul>
<b>Execution</b>	Delivery of each project. Includes: <ul style="list-style-type: none"> <li>▪ Finalization and documentation of requirements</li> <li>▪ Completion of the System Development Life Cycle (SDLC)</li> <li>▪ Provision of leadership and support throughout the development process</li> <li>▪ Governance and management for all projects within the Program</li> </ul>
<b>Monitor and Control</b>	Includes processes for managing quality, scope/schedule/budget, status reporting, risks, and issues. These activities are performed for the Program and the individual projects.
<b>Transition</b>	Moves the project from contractor managed to Workforce Partner management under the newly negotiated and signed contracts. Includes: <ul style="list-style-type: none"> <li>▪ Review and approval of transition plans from the incoming and outgoing contractors</li> <li>▪ Identification of risks and mitigation planning</li> <li>▪ Monitoring of operations</li> <li>▪ Providing support and guidance in preparation for the ongoing updates that fall under the Program scope</li> </ul>
<b>Closeout</b>	Final phase of each project. Includes: <ul style="list-style-type: none"> <li>▪ Assisting with the transition of the operations and contract monitoring to the Workforce Partners</li> <li>▪ Gathering lessons learned to ensure future programs are successful</li> <li>▪ Archiving project data, artifacts, reports, and deliverables in the central FL WINS Repository</li> <li>▪ Ensuring the Program Management Center of Excellence (PMCoE) is current</li> <li>▪ Transferring knowledge between the FL WINS team and Workforce Partner staff</li> </ul>

## 3.2 ANTICIPATED PROJECTS

**Exhibit 2-1: FL WINS Summary Timeline**, 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 Hub**
  - › Service Integration Platform
  - › Data Hub Implementation
  - › Analytics and Reporting Data
  - › State Partner Integration
  - › College Integration
- **Common Customer Portal**
  - › User Experience Design
  - › Single Sign-On – Shared Account
  - › Shared Intake/Application





- › Fully Integrated Common 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

The following software systems are in-scope for the Program.

- DEO Employ Florida System
- DEO CONNECT/Reemployment Assistance System
- DEO Workforce Information Database (WIDb)
- DCF ACCESS Management System (AMS)
- DCF Ancillary Systems
- DCF Self Service Portal (SSP)
- DOE Aware Care Management System (AWARE)
- DOE Rehabilitation Information Management System (RIMS)
- DOE Employment Meets Opportunity Portal (EMOP)
- DOE Florida College Systems and School Districts (partial integration)

### 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 programs not directly related to the Program
- *Definition of Business Rules or other Details* - Defining the business rules or other functional or technical details for projects or programs not directly related to the Program
- *Execution* - Executing programs or projects not directly related to the Program



- 
- *Desktop Services and DEO 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

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## **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.

DEO 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 the Florida Digital Service and an IV&V contractor.

### **4.1 PROGRAM ROLES AND RESPONSIBILITIES**

This section is intended to identify stakeholders who have specific roles and responsibilities for the known workgroups and teams within the Program. Exhibit 4-1: Program Functions Roles and Responsibilities below, lists the general roles and the responsibilities for individuals relative to FL WINS Program functions. In addition to these roles and responsibilities, the Program includes the following distinctions:

- The majority of the design/build work is to be 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



### Exhibit 4-1: Program Functions Roles and Responsibilities

PROGRAM ROLE	WORKGROUP, TEAM, COMMITTEE	RESPONSIBILITIES
REACH Director DEO Secretary (or designee) DCF Secretary (or designee) DOE Commissioner of Education (or designee) FL[DS] Chief Information Officer (or designee) CareerSource Florida's President and CEO (or designee)	Executive Steering Committee	<ul style="list-style-type: none"> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> <li>▪ Ensures that Agency initiatives are in continual alignment with FL WINS Program initiatives</li> </ul>
<b>Executive Program Sponsors</b> DEO Deputy Secretary DEO Chief Technology Officer REACH Deputy Director	Executive Program Sponsors	<ul style="list-style-type: none"> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> <li>▪ Attends monthly contractor status updates</li> <li>▪ Reviews information from and provides guidance to the Program Management Team</li> </ul>
<b>Workforce Partner Sponsors</b> (This group will be convened together by the Executive Sponsor group on an 'as needed' basis) DCF Assistant Secretary for Economic Self-Sufficiency DOE Career and Adult Education Chancellor DOE Director of Division of Blind Services DOE Director of Vocational Rehabilitation	<ul style="list-style-type: none"> <li>▪ Program Sponsors</li> <li>▪ Program Management Team (as needed)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> <li>▪ Reviews information from and provides guidance to the Program Management Team</li> </ul>



PROGRAM ROLE	WORKGROUP, TEAM, COMMITTEE	RESPONSIBILITIES
<p>Workforce Partner Technology Department Leadership</p> <p>DEO CIO</p> <p>DCF CIO</p> <p>DOE CIO</p> <p>FL[DS]</p>	<ul style="list-style-type: none"> <li>▪ Architecture Review Board</li> <li>▪ Program Management Team</li> <li>▪ Program Workgroups</li> <li>▪ Project Teams (as needed)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provides technical expertise and leads collaborative efforts for established technical solutions to achieve Program vision (DEO CIO)</li> <li>▪ Serves as executive-level IT representative to the FL WINS Program (DCF, DOE and FL[DS])</li> <li>▪ IT leads provide support and collaboration on vision and implementation support for the FL WINS Program</li> <li>▪ Contributes to the development of the Data Governance Framework</li> <li>▪ Contributes to the Architecture Review Board</li> <li>▪ Liaises with the State Chief Information Officer's</li> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> </ul>
<p>REACH FL WINS Program Director</p>	<ul style="list-style-type: none"> <li>▪ Executive Steering Committee, liaison</li> <li>▪ FL WINS Program Directors</li> <li>▪ Program Management Team</li> <li>▪ Program Management Office (as needed)</li> <li>▪ Program Workgroups</li> <li>▪ Project Teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborates on strategic initiatives with the DEO FL WINS Program Director</li> <li>▪ Provides support to Workforce Partner Program Managers for strategic collaboration initiatives</li> <li>▪ Provides strategic alignment and coordination of entities responsible for the State's workforce development system</li> <li>▪ Provides support to the contractor(s) on strategic collaboration between Workforce Partners</li> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> <li>▪ Serves as a communication channel between the Program Managers to/from the Program Management Team, Executive Program Sponsors, and Executive Steering Committee on status, decisions, or anything relative to FL WINS</li> </ul>



PROGRAM ROLE	WORKGROUP, TEAM, COMMITTEE	RESPONSIBILITIES
DEO FL WINS Program Director	<ul style="list-style-type: none"> <li>▪ FL WINS Program Directors</li> <li>▪ Program Management Team</li> <li>▪ Program Management Office</li> <li>▪ Program Workgroups</li> <li>▪ Project Teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborates on strategic initiatives with the REACH FL WINS Program Director</li> <li>▪ Clarifies the intent of third-party contracts and supports contract monitoring, in conjunction with FL WINS Contract Manager</li> <li>▪ Facilitates day-to-day alignment and coordination of entities responsible for the State's workforce development system</li> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> <li>▪ Serves as a communication channel between the Program Managers to/from the Program Management Team and Executive Program Sponsors on status, decisions, or anything relative to FL WINS</li> </ul>
<p>Workforce Partner FL WINS Program Managers</p> <p>DEO FL WINS Program Manager(s)</p> <p>DCF FL WINS Program Manager</p> <p>DOE FL WINS Program Manager</p> <p>FL[DS] FL WINS Program Manager</p> <p>CSF Program Manager (as needed)</p>	<ul style="list-style-type: none"> <li>▪ Program Management Team</li> <li>▪ Program Workgroups</li> <li>▪ Project Teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Is responsible for sharing/giving relevant FL WINS Program information for decision-making with respective Agency Program Business Units, Technology Offices, and Assistant Deputy Secretary and presenting to the implementation team for feedback</li> <li>▪ Represents their respective agency in decision-making</li> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> </ul>
Workforce Partner FL WINS Agency Business/Program Area Staff	<ul style="list-style-type: none"> <li>▪ Subject Matter Experts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Responsible for providing relevant information to individual Project Teams, Program Workgroups, and the Program Management Team (as needed)</li> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> </ul>
Workforce Partner Office of Information Technology Department staff	<ul style="list-style-type: none"> <li>▪ Subject Matter Experts</li> <li>▪ Project Teams</li> <li>▪ Program Workgroups</li> <li>▪ IT Shared Services</li> <li>▪ Data Steward Workgroups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Responsible for providing relevant information to individual Project Teams, Program Workgroups, and the Program Management Team (as needed)</li> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> </ul>



PROGRAM ROLE	WORKGROUP, TEAM, COMMITTEE	RESPONSIBILITIES
Program Contractor(s)	<ul style="list-style-type: none"> <li>▪ Program Management Office (BSTA)</li> <li>▪ Oversight (IV&amp;V)</li> <li>▪ Other contractors</li> <li>▪ Program Workgroups</li> <li>▪ Project Teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leads specific Project Teams to facilitate the solution for the FL WINS Program</li> <li>▪ Leads Program Workgroups to ensure continuous work and improvement in the Program is completed</li> <li>▪ Champions the FL WINS Program as a priority within respective entities</li> </ul>

## 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
- Florida Department of Economic Opportunity
- Florida Department of Children and Families
- Florida Department of Education
- CareerSource Florida
- The Florida Digital Service (FLDS)
- Agency Program Areas
- FL WINS Governance Member
- FL WINS PMO
- FL WINS Workgroups
- 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
- Florida Digital Services
- External End-users of Existing Workforce Information Systems.
- Independent Verification and Validation Contractor



- 
- End-users of Existing Workforce Information Systems

APPROVED by ESC 12/19/22





## SECTION 5: PROGRAM GOVERNANCE

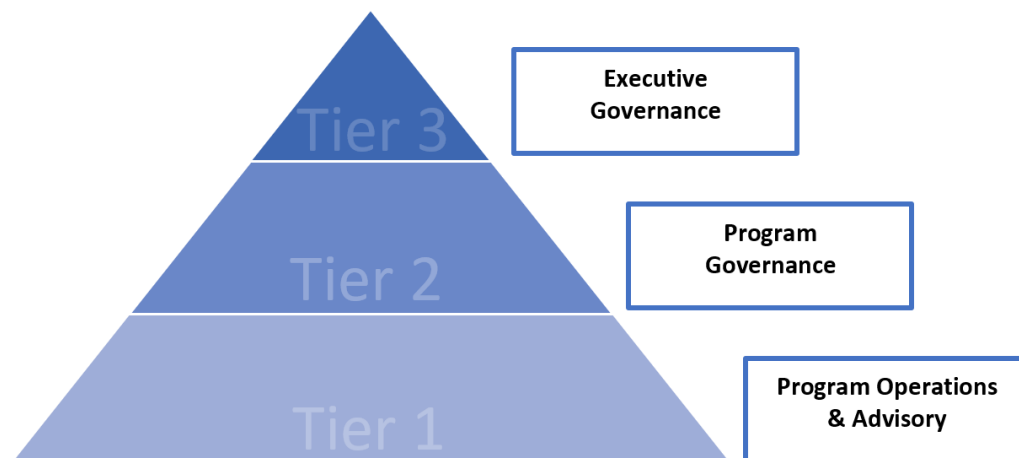
Governance refers to the structure, processes, tools, and templates that enable effective decision-making through a hierarchy of groups that provide analysis and recommendations. Effective governance enables management control of complex transformations by creating accountability at the right levels 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: Three-Tier Governance Model**, below, shows the three-tiered 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).

**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**

**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 Program Sponsors and Program Management Team
  - › The 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 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
  - › 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 and Responsibilities**, below, designates the following roles and responsibilities that fall within each tier.

**Exhibit 5-3: Governance Roles and Responsibilities**

TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
Tier 3	Executive Steering Committee (ESC)	<ul style="list-style-type: none"> <li>▪ REACH Director, Chair, EOG</li> <li>▪ Core Workforce Partner Agency Secretary, DEO</li> <li>▪ Core Workforce Partner Agency Secretary, DCF</li> <li>▪ Core Workforce Partner Agency Commissioner, DOE</li> </ul>	<ul style="list-style-type: none"> <li>▪ Serves as ultimate decision-making authority for FL WINS Program</li> <li>▪ Engages in matters that cannot be resolved by the Executive Program Sponsors or the Program Management Team</li> <li>▪ Is responsible for decisions impacting program activities aligned to the strategy including scope,</li> </ul>



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
		<ul style="list-style-type: none"> <li>▪ Workforce Partner Agency State Chief Information Officer, FL[DS]</li> <li>▪ Workforce Partner Agency President and CEO, CSF</li> </ul>	<ul style="list-style-type: none"> <li>▪ budget, timelines, or quality changes (decision scoring metric used)</li> <li>▪ Brings forth opportunities to enhance the Program</li> <li>▪ Utilizes agendas and other reference materials as needed for informed decision-making</li> </ul>
Tier 3	Executive Steering Committee	REACH FL WINS Program Director, liaison	<ul style="list-style-type: none"> <li>▪ Serves as a non-voting member of the Executive Steering Committee</li> <li>▪ Serves as liaison and facilitates the Executive Steering Committee meeting</li> </ul>
Tier 2	Executive Program Sponsors	<ul style="list-style-type: none"> <li>▪ DEO Deputy Secretary</li> <li>▪ DEO Chief Technology Officer</li> <li>▪ REACH Deputy Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ Serves as final decision maker responsible for issues elevated by the Program Management Team</li> <li>▪ Collaborates with FL WINS Program Directors on agenda items for escalation to Tier 3</li> <li>▪ Are responsible for contractor management issues that impact scope, budget, schedule, or quality</li> <li>▪ Engage Partner Program Sponsors on any relevant topics when input is needed</li> <li>▪ 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</li> <li>▪ Bring forth opportunities to enhance the Program</li> </ul>
Tier 2	Workforce Partner Program Sponsors (This group will be convened together by the Executive Sponsor group on an 'as needed' basis)	<ul style="list-style-type: none"> <li>▪ DCF Assistant Secretary for Economic Self-Sufficiency</li> <li>▪ DOE Career and Adult Education Chancellor</li> <li>▪ DOE Director of Division of Blind Services</li> <li>▪ DOE Director of Vocational Rehabilitation</li> <li>▪ FL[DS] Representation</li> <li>▪ CSF Representation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Serves as decision maker on Tier 2 responsibilities elevated by the Program Management Team, when called on by Executive Program Sponsors</li> <li>▪ 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</li> </ul>



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
			<p>Team, when called on by Executive Program Sponsors</p> <ul style="list-style-type: none"> <li>▪ Bring forth opportunities to enhance the Program</li> </ul>
Tier 2	FL WINS Program Directors	REACH FL WINS Program Director	<ul style="list-style-type: none"> <li>▪ Serves as final decision maker for Tier 1</li> <li>▪ Collaborates with Executive Program Sponsors for agenda items going to Tier 3</li> <li>▪ Collaborates daily with DEO FL WINS Program Director, for agenda items moving to decision makers on Tier 2 for resolutions</li> <li>▪ Serves as issue escalation point for Workforce Partners</li> </ul>
Tier 2	FL WINS Program Directors	DEO FL WINS Program Director	<ul style="list-style-type: none"> <li>▪ Serves as decision maker for Tier 1</li> <li>▪ Collaborates daily with REACH FL WINS Program Director, for agenda items moving to decision makers on Tier 2 for resolutions</li> <li>▪ Serves as issue escalation point for contractors</li> </ul>
Tier 2	FL WINS Program Management Team	<ul style="list-style-type: none"> <li>▪ REACH FL WINS Program Director</li> <li>▪ DEO FL WINS Program Director</li> <li>▪ DCF FL WINS Program Manager</li> <li>▪ DOE FL WINS Program Manager</li> <li>▪ External FL WINS Program Managers (PMO, TCMO)</li> <li>▪ FL[DS] Deputy Chief of Service Experience</li> <li>▪ CSF Representative</li> </ul>	<ul style="list-style-type: none"> <li>▪ Serves as escalation point for Tier 1</li> <li>▪ Is responsible for discussion, analysis, and decision-making in matters that cannot be resolved by the PMO or PWGs</li> <li>▪ Is responsible for discussion, analysis, and decision-making related to strategic and operational project decisions</li> <li>▪ Is responsible for ensuring that discussion, analysis, and decision-making activities related to scope, budget, schedule, or quality are continuously aligned to the Program's determined strategy</li> <li>▪ Engages with specific program or project workgroups to gather information to support decision-making for Executive Program Sponsors or ESC</li> <li>▪ Brings forth opportunities to enhance the Program</li> </ul>



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
Tier 1	FL WINS Program Management Office (PMO)	<ul style="list-style-type: none"> <li>▪ FL WINS Program Directors</li> <li>▪ FL WINS (Assigned Contractor) Program Manager</li> <li>▪ Project Managers for Active Projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Uses agendas and other reference materials as needed</li> <li>▪ Is responsible for governance functions for all projects</li> <li>▪ Establishes and maintains project management standards</li> <li>▪ Facilitates the sharing of resources, tools, and techniques</li> <li>▪ Fosters consistency in the application of standards, processes, and templates</li> <li>▪ Performs tactical program and project oversight</li> <li>▪ 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</li> <li>▪ Facilitates cross-team collaboration and dependency management, working with the impacted project teams, the Program's schedule, and CRAIDL managers as needed</li> <li>▪ Mentors project managers on how to apply the FL WINS standards and operating procedures</li> </ul>
Tier 1	Program Workgroups/Teams <ul style="list-style-type: none"> <li>▪ Architecture Review Board (ARB)</li> <li>▪ Legal and Policy Workgroup</li> <li>▪ IT Shared Services Workgroups</li> <li>▪ Data Steward Workgroups</li> <li>▪ Enterprise Communication Workgroup</li> <li>▪ Contract Oversight Team (only Workforce Partners: DCF, DOE, DEO, and REACH)</li> <li>▪ To be determined Workgroup and Teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ FL WINS PMO</li> <li>▪ FL WINS Program Directors (as needed and on specific groups)</li> <li>▪ FL WINS Workforce Partner Program Managers (as needed and on specific groups)</li> <li>▪ Workforce Partner Agency Business Area Staff (when Subject Matter Experts are needed and on specific groups)</li> <li>▪ Workforce Partner Agency Technology Department Staff (in specific groups)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Makes recommendations and contributes to change strategy, risk management, and navigating program issues</li> <li>▪ Provides legal support (more specifically related to procurement and contract management)</li> <li>▪ Represents and communicates program changes to parties within each respective workgroup</li> <li>▪ Works closely with individuals at all tier levels to bring specific knowledge and expertise</li> <li>▪ Engages and provides information to the Program Workgroups and Teams</li> </ul>



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
		<ul style="list-style-type: none"> <li>DEO FL WINS Program Manager(s) (as needed and on specific groups)</li> <li>FL WINS Project Managers, Contractor (Project Teams, Workgroups)</li> </ul>	<ul style="list-style-type: none"> <li>that represent their respective Agencies</li> <li>Represents experts and advisors that are outside of the main governing bodies</li> </ul>
Tier 1	Advisory and Information – Ad Hoc for FL WINS Program Management Team	<ul style="list-style-type: none"> <li>Project Team/Workgroup Members as needed</li> <li>Workforce Partner Agency Subject Matter Experts</li> </ul>	<ul style="list-style-type: none"> <li>Represents experts and advisors that are outside of the main governing bodies</li> </ul>

### 5.2.2 INTERACTION AND COMMUNICATION

The FL WINS Transformational Change Management Office (TCMO) is responsible for developing, managing, and disseminating all communications related to the FL WINS Program to internal and external stakeholders. The TCMO works closely with Program Sponsors (as needed), the FL WINS Program Management Team, 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	Program Sponsors, Program Management Team, FL WINS PMO
Risk Report	Program Sponsors, Program Management Team, FL WINS PMO
Change Order Summary Report	Program Sponsors, Program Management Team, FL WINS PMO
Program Weekly Status Reports	Program Sponsors, Program Management Team, FL WINS PMO
Monthly Status Reports	Program Sponsors, Program Management Team, FL WINS PMO, Executive Steering Committee
CRAIDL	Program Sponsors, Program Management Team, FL WINS PMO, Executive Steering Committee





COMMUNICATION TOOLS	AUDIENCE
Program Dashboard	Program Sponsors, Program Management Team, FL WINS PMO

### 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.

**Exhibit 5-5: Committee and Workgroup Operations**

COMMITTEE/ WORKGROUP	FREQUENCY	ARTIFACTS
FL WINS Executive Steering Committee	Quarterly and as needed	Program Dashboard, CRAIDL, and status reports
FL WINS Program Sponsors	Weekly, monthly as needed	Program Dashboard and status reports
FL WINS Program Management Team	Weekly and monthly	Program Dashboard, CRAIDL, project status updates, program status updates
Program Workgroup	In accordance with existing workgroup cadences	Program Dashboard, CRAIDL, project status updates, program status updates
FL WINS PMO	Weekly	Program Dashboard, CRAIDL, project status updates, program status updates
Project Teams	Weekly	Program Dashboard, CRAIDL, project status updates, program status updates

#### 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

- 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





- 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 DEO 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 Sponsor is responsible for the implementation of the governance model, relying on the Program Management Team.
- 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 two falls within Tier 1
- Greater than two but less than four falls within Tier 2
- Greater than or equal to 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				Qualitative Score Assigned
	Cost	Schedule	Scope	Quality	
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
<b>Total Impact Score Weight</b>	<b>40%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>= Final score</b>

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

### 5.4.2 AVAILABLE TOOLS AND TEMPLATES

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