



**OREGON EMPLOYMENT  
DEPARTMENT  
MODERNIZATION PROGRAM**

**INDEPENDENT QUALITY  
MANAGEMENT SERVICES**

**3.3.16 MONTHLY QUALITY STATUS REPORT –  
MAY 2021**

**VERSION: 1.0  
STATUS: FINAL**

**DATE: JULY 21, 2021**



### Document Information

<b>Document Title</b>	<b>3.1.6 Monthly Quality Status Report – May 2021</b>
Version	1.0
Author	Jayne Martin, CSG Project Manager
Owner (if different from Author)	N/A

### Amendment History

<b>Document Version</b>	<b>Date</b>	<b>Author/Reviewer</b>	<b>Modification</b>
0.1	5/25/2021	Jayne Martin	Initial draft
0.2	6/3/2021	Jayne Martin	Update draft
0.3	6/8/2021	Drew Suter	Internal review
0.4	6/9/2021	Jayne Martin	Update based on review
0.5	6/10/2021	Jayne Martin	Submit draft
0.6	6/22/2021	Jayne Martin	Update based on comment log input
0.7	6/23/2021	Drew Sutter	Internal review
0.8	6/23/2021	Jayne Martin	Update based on review
0.9	6/23/2021	Jayne Martin	Submitted updated draft
1.0	7/21/2021	Jayne Martin	Finalized draft



## TABLE OF CONTENTS

1. Purpose .....	1
2. Project Quality Status .....	2
2.1 Overall Project Health .....	2
2.2 Project Status Indicators .....	4
2.3 Modernization Issues Monitored by CSG .....	7
2.4 Milestones and Deliverables Status .....	7
3. Project Risks and Recommendations Details.....	10
3.1 New CSG iQMS Risks .....	10
3.2 Previously Reported CSG iQMS Risks.....	10
3.3 Resolved Risks .....	21
4. Catalog of Reviews.....	22
4.1 Documents and Materials Reviewed .....	22
4.2 Interviews Conducted .....	23
4.3 Meetings Attended .....	23
5. Quality Control Plan for Next Month.....	25
5.1 Milestones and Deliverables Due .....	25
5.2 Planned iQMS Interviews.....	25
5.3 Planned Meeting Attendance .....	26

## LIST OF TABLES

Table 1: Project General Information .....	2
Table 2: Overall Project Health Rating.....	3
Table 3: UI Modernization Project Health Indicators .....	4
Table 4: Milestones and Deliverables Status .....	7
Table 5: Previously Reported CSG iQMS Risks .....	11
Table 6: Documents and Materials Reviewed .....	22
Table 7: Interviews Conducted .....	23
Table 8: Meetings Attended .....	23



Table 9: Planned iQMS Interviews ..... 25

Table 10: Planned iQMS Interviews ..... 25

Table 11: Planned Meeting Attendance ..... 26



## 1. PURPOSE

The purpose of this Monthly Quality Status Report is to assess the Unemployment Insurance (UI) Modernization Project (which includes PFML functionality) performance for the reporting period of May 1, 2021 through May 31, 2021. The report provides the Oregon Employment Department (OED) executives and sponsors, Enterprise Information Services (EIS), Department of Administrative Services (DAS), Legislative Fiscal Office (LFO), and OED Modernization team an overview of the current project health and status as it relates to quality and risk assessments. The Monthly Quality Status Report includes the tracking of previously reported CSG risks.



## 2. PROJECT QUALITY STATUS

### 2.1 Overall Project Health

The Project Health Rating for the UI Modernization Project is currently yellow (medium risk rank) for the reasons listed in Table 2. The following tables provide a high-level dashboard summary and the current health status of the UI Modernization Project for the period May 1, 2021 through May 31, 2021. Further details are included in the balance of this report. Changes in the current risks, or the identification of new risks, could require an adjustment of the Project Health Rating.

**Table 1: Project General Information**

PROGRAM GENERAL INFORMATION		
<b>Project Status "As Of" Date:</b>		May 31, 2021
<b>Original Program Budget:</b>		\$19,953,564*
<b>Current Program Budget:</b>		\$19,474,944**
<b>Project Start Date:</b>		December 28, 2018***
<b>Project End Date:</b>		TBD****
Project Status Indicators		Trend Indicators
<b>Green</b>	Generally on track with acceptable variances and appropriately managed risks	+ = Improving
<b>Yellow</b>	On track with acceptable variances and risks that need additional attention to prevent unacceptable variances, or “high” rated risks or issues that are being appropriately managed	- = Declining
<b>Red</b>	Unacceptable variances, or issues or “high” rated risks that are not being appropriately managed	N/C = No Change
<b>N/A</b>	Not applicable	Does Not Apply

\* This figure is from the Employment Department Modernization Program Budget Report as of July 31, 2019

\*\* This figure is from the Modernization ESC Report – April 2021.

\*\*\* Date the UI Modernization Project was formally chartered.

\*\*\*\* Project end date will be known once the solution vendor is selected and planning is completed.

Please note the overall Project health rating below draws from area health, in a larger context. A critical mass of risks or issues is necessary before overall health status is impacted—the Project may have one or more “yellow” areas while remaining overall “green”.



**Table 2: Overall Project Health Rating**

Overall Project Health Rating		
Previous	Current	Current Trend
Yellow	Yellow	+

The overall iQMS health status rating for the UI Modernization Project is yellow (medium risk project health) as of May 31, 2021, due to the following reasons:

- There are ten 10 iQMS risks open; two are ranked high risk level, seven are medium, and one is low.
- Risk #4 – staff not ready for or accepting modernization change (high risk level) – The high workload and multiple changes from the last year have created concerns of change fatigue. As the workload continues to remain at high levels, the ability for OED resources to focus on Modernization is impacted. OED Leadership has communicated to staff motivational messages and reminders to take care of self. Past unsuccessful change initiatives may also be of concern, however there is a general sense that Modernization is accepted and acknowledged to be necessary by staff.
- Risk #11 – impact of the pandemic to the project (high risk rank) – The Agency workload remains high, with UI fraud and overpayments workload increasing while the UI claim numbers decrease. This may cause resources to not be available when needed, or not engage when asked for input.

The procurement process is completed, and the project has received conditional endorsement for State Gate 3 from EIS.

The project kick-off with FAST is schedule for early July 2021. This will be a positive milestone, with the vendor on board staff will be seeing signs of progress.



## 2.2 Project Status Indicators

**Error! Reference source not found.** provides the current and previous health status indicators for the UI Modernization Project for the current reporting period, May 1, 2021 through May 31, 2021. There is one project health indicator at high risk level –Organizational Readiness, seven at medium – Schedule, Scope, Communication, Quality, Leadership and Governance, Project Management and Resources, and one at low - Budget.

**Table 3: UI Modernization Project Health Indicators**

UI Modernization Project Health Indicators by Area								
Budget			Schedule			Scope		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Low	Low	NC	High	Medium	+	Medium	Medium	NC
<p>The Budget Health Indicator remains low risk for this reporting period.</p> <p>There are no open CSG iQMS risks regarding budget. The Modernization Project budget appears adequate. Starting in the third quarter, the budget variance will be reported to DAS and an analysis of the variance report will be conducted by CSG in the quarterly reports.</p>			<p>The Schedule Health Indicator improved from high to medium risk for the reporting period, due to no major slippages for the last couple of months.</p> <p>The procurement process is completed, and the implementation phase officially begins in July 2021. The schedule will be baselined and variance will also be reported to DAS with an analysis by CSG.</p> <p>The Modernization team continues to work on the schedule structure, ensuring the master schedule includes the appropriate activities.</p>			<p>The Scope Health indicator remains medium risk for this reporting period.</p> <p>There was an increase in risk for the UI Modernization Project when adding the scope and complexity of the new PFMLI contributions functionality to the existing project.</p> <p>The additional scope related to PFMLI contributions functionality is being incorporated into the Modernization team processes and plans. The Modernization team is focusing on communications with the PFMLI stakeholders. The additional scope for the technology solution has minimal impact for the solution vendor FAST.</p>		





UI Modernization Project Health Indicators by Area								
Communication			Quality			Organizational Readiness		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Medium	Medium	+	Medium	Medium	NC	High	High	NC
<p>The Communication Health Indicator remains medium risk.</p> <p>Communications may be more challenging with additional PFMLI stakeholder groups being added to the project. Coordination will be key for successful communications and engagement. The Modernization team is focusing on communications with PFMLI stakeholders. They have schedule to attend the PFMLI Advisory Council next month and make a presentation regarding the Modernization project. They also have plans for demos and updates for all PFMLI staff. There are plans to involve the customers in demos later in 2021.</p>			<p>The Quality Health Indicator remains medium risk.</p> <p>The Modernization team plans to validate the requirements for UI tax and PFMLI contributions during the definition phase of the implementation work with FAST.</p> <p>The Modernization business team has assigned the PFMLI contribution requirements to the business analysts.</p>			<p>The Organizational Readiness Health Indicator remains high risk during this period.</p> <p>Due to the last year with the extremely high workload and implementing multiple new UI programs, there remains concerns of change fatigue and the ability for the OED resources to focus on Modernization. The Data Purification Workgroup has been dealing with minimal input and engagement from some areas of the Agency.</p>		



UI Modernization Project Health Indicators by Area								
Leadership and Governance			Project Management			Resources		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Medium	Medium	NC	Medium	Medium	NC	Medium	Medium	NC
<p>The Leadership and Governance Health Indicator remains medium risk.</p> <p>The Modernization team is working closely with PFMLI Program staff. They are focusing on communications with the PFMLI stakeholders to ensure a smooth transition of the responsibility for the contribution's functionality to the UI Modernization Project.</p>			<p>The Project Management Health Indicator remains medium risk.</p> <p>The Modernization team continues to work on clarifying the decision process in the project plans and to ensure the plans are followed. The Governance Plan update is completed. The decision registry will be reviewed by the Modernization Leadership Team quarterly.</p> <p>The Modernization team is developing mitigation strategies for CSG Risk #16 regarding unclear context for payment milestones and milestone deliverables related to PFMLI in the solution vendor contract.</p>			<p>The Resource Health Indicator remains medium risk.</p> <p>The Modernization technical team and OED IT continue to recruit and fill vacancies, using the open house for recruiting and increasing interest in the positions. There continues to be difficulty in filling technology positions. Partner agencies report the same issues.</p> <p>The Modernization team does have plans to develop a WBS to properly identify the bodies of work, skills, and resources required for OED IT for implementation and management of the new system.</p>		



## 2.3 Modernization Issues Monitored by CSG

The CSG iQMS team is currently monitoring the following OED Modernization (including PFMLI contributions functionality) issues:

Issue #6 – UI solution procurement process continuing to slip in schedule (related to CSG iQMS Risk #6) – The UI/PFMLI contributions solution procurement process is complete. This issue is resolved.

Issue #13 – Pandemic (COVID-19/Coronavirus) impacting agency priorities and resources available to continue modernization (related to CSG iQMS Risk # 11) – The original mediation actions are completed. Other mitigations have been added and some are ongoing. Workload due to COVID-19 continues to be heavy and impacting IT and UI resources availability for data purification and other project preparation activities. The Modernization team is well staffed and leading most if not all of the preparation activities. The team continues to monitor this issue, which continues to decrease in severity due to decreasing UI claims and fewer program updates or changes.

## 2.4 Milestones and Deliverables Status

The table below identifies the status for the iQMS milestones and deliverables as of May 31, 2021.

**Table 4: Milestones and Deliverables Status**

Milestone or Deliverable	Due Date	Status
D1.1.1 Program and Project Risk Assessment Report – Initial	August 19, 2019	Accepted
D1.1.2 Program and Project Risk Assessment Report – Refresh #1	TBD	Not Started
D1.1.3 Program and Project Risk Assessment Report – Refresh #2	TBD	Not Started
D1.1.4 Program and Project Risk Assessment Report – Refresh #3	TBD	Not Started
D2.1 Quality Standards – Operational Definitions Report	September 20, 2019	Accepted
D2.2 - Preliminary Quality Checklists for Quality Control Reports	May 25, 2019	Accepted
D2.2 - Final Quality Checklists for Quality Control Reports	TBD – when all quality control report DEDs have been submitted	In Progress
D2.3.1 Quality Management Plan	November 18, 2019	Accepted
D2.3.2 Quality Management Plan - Refresh	TBD	Not Started
D2.4.1 Baseline QMS Work Plan	November 18, 2019	Accepted
D2.4.2 Baseline QMS Work Plan - Refresh	TBD	Not Started
D2.5 Internal/External Presentations and Special Requests	TBD-as requested by Agency	Not Started
D3.1.1 Request for Proposal - QC Review: Solution requirements related information and data components of the sample final solution contracts	July 22, 2019	Accepted



Milestone or Deliverable	Due Date	Status
D3.1.2 Solution Requirements related information and data components of the proposed final solution contract with the successful Proposer QC Review	April 22, 2021	Accepted
D3.1.3 Solution Requirements (Requirements Traceability Matrix) QC Review	June 20, 2019	Accepted
D3.1.4 Solution Contractor’s Implementation Plan QC Review	TBD	Not Started
D3.1.5.a Program Management Plan QC Review, as follows: Stakeholder Engagement Plan, Risk and Issue Management Plan, Change Control Plan, Scope Management Plan, Change Management Plan, and Communication and Outreach Plan	July 1, 2019	Accepted
D3.1.5.b Program Management Plan QC Review, as follows: Staff Management Plan, Procurement Management Plan, Governance Plan, and Contract Management Plan	November 1, 2019	Accepted
D3.1.5.c Program Management Plan QC Review, as follows: Budget, Budget Management Plan, Quality Management Plan, Schedule, Schedule Management Plan, Interface Plan, and System Security Plan	TBD	Not Started
D3.1.6 Documentation necessary to demonstrate compliance with the OSCIO Cloud Policy (Statewide DAS Policy 107-004-150) QC Review	TBD	Not Started
D3.1.7.1 System Test Plan (Tax) QC Review	TBD	Not Started
D3.1.7.2 User Acceptance Test Plan (Tax) QC Review	TBD	Not Started
D3.1.7.3 System Test Plan (Benefits) QC Review	TBD	Not Started
D3.1.7.4 User Acceptance Test Plan (Benefits) QC Review	TBD	Not Started
D3.3.1 – D3.3.13 Monthly Quality Status Report #1-#13	Various	Accepted
D3.3.14 Monthly Quality Status Report #14 – February 2021	March 10, 2021	Accepted
D3.3.15 Monthly Quality Status Report #15 – April 2021	May 10, 2021	Under Review
D3.3.16 Monthly Quality Status Report #16	June 10, 2021	In Progress
D3.3.17 – D3.3.52 Monthly Quality Status Report #17 - #52	8 business days from end of month	Not Started
D4.1.1 Quarterly QA Status and Improvement Report – 4 <sup>th</sup> Qtr. 2019 (#1)	January 15, 2020	Accepted
D4.1.2 Quarterly QA Status and Improvement Report – 1 <sup>st</sup> Qtr. 2020 (#2)	April 14, 2020	Accepted



Milestone or Deliverable	Due Date	Status
D4.1.3 Quarterly QA Status and Improvement Report – 2 <sup>nd</sup> Qtr. 2020 (#3)	July 15, 2020	Accepted
D4.1.4 Quarterly QA Status and Improvement Report – 3 <sup>rd</sup> Qtr. 2020 (#4)	October 14, 2020	Accepted
D4.1.5 Quarterly QA Status and Improvement Report – 4 <sup>th</sup> Qtr. 2020 (#5)	January 15, 2021	Accepted
D4.1.6 Quarterly QA Status and Improvement Report – 1 <sup>st</sup> Qtr. 2021 (#6)	April 15, 2021	Accepted
D4.1.7 Quarterly QA Status and Improvement Report – 2 <sup>nd</sup> Qtr. 2021 (#7)	July 15, 2021	Not Started
D4.1.8 – D4.1.17 Quarterly QA Status and Improvement Reports / Presentations	10 business days from end of quarter	Not Started
D2.6.1 Lessons Learned Reports – Periodic Project Evaluations (UI Tax Phase)	TBD	Not Started
D2.6.2 Lessons Learned Reports – Periodic Project Evaluations (UI Benefits Phase)	TBD	Not Started
D2.6.3 Lessons Learned Reports – Periodic Project Evaluations (Any Other Phase)	TBD	Not Started
D2.6.4 Lessons Learned Reports – Periodic Project Evaluations (Any Other Phase)	TBD	Not Started
D2.6.5 Lessons Learned Reports – Periodic Project Evaluations (Close Out)	TBD	Not Started

NOTE: Status designations for deliverables are: Not Started, In Progress (not delivered), Submitted (delivered but no response yet), Under Review (after initial review and before approval), and Accepted



## 3. PROJECT RISKS AND RECOMMENDATIONS DETAILS

### 3.1 New CSG iQMS Risks

There were no new risks to report for the UI Modernization Project for this reporting period.

### 3.2 Previously Reported CSG iQMS Risks

As of May 31, 2021, the CSG iQMS team is monitoring 10 risks. There are 2 high, 7 medium, and 1 low risk ranks. Details of the risks and the current analysis are included in the table below.

[This space left intentionally.]



Table 5: Previously Reported CSG iQMS Risks

CSG iQMS Previously Reported Risks						
#1: Oregon Specific Requirements Missing Risk Model ID: 175 - Functional Requirements Definition RFP ID: OR-50* Category: Quality / Requirements Mgmt.	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<b>Risk Trigger:</b> Oregon-specific requirements are not included in the requirements. The solution does not meet the needs of the Agency.						
<p><b>Risk Description:</b> There are requirements missing from the Business Requirement document that are part of the Request for Proposal (RFP) for the UI Modernization Project solution vendor. There is concern that not all Oregon specific requirements are adequately defined in the requirement document. An example of an Oregon specific requirement missing is the One Percent Penalty that is not only specific to Oregon, it is unique in how it is calculated and the trigger for assessment compared to other penalties.</p>	<p><b>Recommendation:</b> The CSG iQMS team recommends the Agency ensure comprehensive requirements have been defined in the requirement documents, with an emphasis on ensuring all Oregon specific functionality is included.</p>	<p><b>Current Analysis – May 2021:</b> The Modernization team will be validating the requirements (UI tax and PFMLI contributions) with FAST during the definition phase, starting in July 2021. The Modernization team is incorporating the PFMLI requirements into the UI tax requirements, cross walking them and defining the PFMLI contributions only requirements, in preparation for the definition meetings.</p> <p><b>Previous Analysis – April 2021:</b> The CSG iQMS team is raising this risk from low to medium risk rank, due to the lack of PFMLI contributions detailed requirements in the draft contract. The validation of the requirements during the FAST “definition” phase will be critical to the success of project for both UI and PMFLI. The CSG iQMS team recommends the mitigation strategy be updated to discuss the definitions process where the detailed requirements will be validated, including strategies regarding PFMLI, which was recommended last month.</p>				



CSG iQMS Previously Reported Risks						
#2: Lack of Stakeholder Involvement Risk Model ID: 134 - Requirements Analysis – Stakeholder Involvement RFP ID: N/A Category: Communication/Leadership & Governance	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<p><b>Risk Trigger:</b> A significant number of customers express dissatisfaction with not being represented to shape the vision and requirements for the UI Modernization Project prior to development beginning.</p>						
<p><b>Risk Description:</b> There has been no broad communication announcing the initiation of the UI Modernization Project to the customers. Employers and claimants were not included early in the UI Modernization Project planning process. The Agency expressed concern with communicating to customers too early or overwhelming them after the implementation of the OPRS 2.0 system. However, not communicating and including customers early in the project may lead to customers not supporting the system as desired, and as a result, the new system may not meet their needs. Early opportunities to improve the modernization effort may be missed.</p>	<p><b>Recommendation:</b> The CSG iQMS team recommends communicating now with customers the need for the UI Modernization Project, informing them of plans for more customer involvement in the future.</p> <p>Consider asking their view of a modernized UI system and provide input to the UI Modernization Project requirements. Consider asking the customers what frequency and timing of future communications and meetings they would like to see.</p>		<p><b>Current Analysis – May 2021:</b> The Modernization team has been working with PFMLI staff. They plan on presenting to the PFMLI Advisory Council the progress of the project, its status, the future planned activities. Plans to demo the FAST solution for the PFMLI staff are also in the works. The Modernization team is working to ensure communications regarding the Modernization project are coordinated with other partners and state agencies, so stakeholders receive clear and appropriate messaging.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p><b>Previous Analysis – April 2021:</b> Early in the process the PFMLI project team conducted town hall meetings with external stakeholders to inform and to assist in the development of policy and requirements. They also recently published the first ever PFMLI newsletter that went to internal stakeholders and plan to publish one for external stakeholders in May 2021. The administrative rules process for PFMLI also affords the external stakeholder and employer community the opportunity to provide input on the draft rules. The Modernization team is working with PFMLI in planning and coordinating communication efforts. The Modernization team also continues working on updating the stakeholder registry and performing stakeholder analysis.</p>			





CSG iQMS Previously Reported Risks							
#4: Staff Not Ready for or Accepting Modernization Change		High Risk Rank		High Risk Rank			
Risk Model ID: 110 - Agency Org. Roles and Responsibilities RFP ID: OR-38 Category: Organizational Readiness / OCM		Current	High Probability	High Impact	Previous	High Probability	High Impact
<p><b>Risk Trigger:</b> Staff are unable or unwilling to engage with the UI Modernization Project when needed. Staff do not adopt the change.</p>							
<p><b>Risk Description:</b> There are concerns about staff adjusting to the change and transition with the new system. In the past there were unsuccessful change endeavors. The Agency has been dealing with an extremely high workload for over a year, with multiple different programs being introduced. Due to this, change fatigue is also a concern.</p> <p>PFMLI introduces a new program, requiring development of administrative rules, policies, and procedures. This is a high level of change for one Agency, and following a pandemic, it introduces additional risk and concern. The Agency, at all levels and in every area, has been working at an extremely high level for over a year. There is a high number of new staff and staff in new roles. The need for OCM is high. OCM activities with the impacted staff and groups has not yet begun but the Modernization team is developing plans.</p>		<p><b>Recommendation:</b> The CSG iQMS team recommends beginning change management activities with all impacted IT staff involvement. Involve managers in developing change management plans, which includes training where appropriate.</p> <p>The CSG iQMS Team also recommends the Agency provide change management training for all UI and PFMLI managers, hold staff and managers accountable to adopting and implementing the process changes, and ensure Modernization works closely with business and IT SMEs during the development of the system. Whenever possible, including staff who have been resistant in the past.</p>		<p><b>Current Analysis – May 2021:</b> The Modernization team plans to first focus on working with leadership, sponsors, and management, to lay the foundation for OCM. The leaders will be key facilitators to sharing the key messages with staff. To address issues with management who may not have the skill set or desire to adequately perform these duties, they plan to conduct periodic assessments and guide sponsors to holding management accountable. The last year does create challenges to having resources focused and prepared to engage with Modernization. The Modernization OCM team plans to develop trust and demonstrate the value to the OCM activities and direction to mitigate this risk.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p><b>Previous Analysis – April 2021:</b> OCM activities continued with the OED executive leadership to develop the sponsorship roadmap. The plan has this activity as the first step in building a change champion network. Work continues with Modernization and IT leadership, in building the framework, tools and activities to use in managing the change and impacts of the UI Modernization project. Other change management plans have not been refined.</p>			



CSG iQMS Previously Reported Risks						
#6: Schedule Slippage is Occurring with the Modernization Schedule Risk Model ID: 8 - Convenient Date RFP ID: OR-7 Category: Schedule / Business Mission & Goals	Current	Medium Risk Rank		Previous	High Risk Rank	
		Medium Probability	Medium Impact		High Probability	High Impact
<p><b>Risk Trigger:</b> The Modernization team continues to include important milestone dates in the published master schedule that are unrealistic and not achievable.</p>						
<p><b>Risk Description:</b> The CSG iQMS team observed schedule slippage of approximately four months (from April 2019 to a planned August release) for the solution vendor RFP release, and a two-week delay in the date the RFP draft was due to be submitted to the CSG iQMS team for its QC review. This indicates that the estimating methodology for determining realistic due dates may be lacking. Without a methodology to determine realistic and achievable due dates for important milestones such as the date the RFP will be released, it triggers doubt and lack of confidence in the published schedule. Without a realistic and achievable schedule, the timely completion of dependent activities is compromised or put at risk and places a higher probability that the UI Modernization Project will not achieve its objectives on time.</p>	<p><b>Recommendation:</b> Consider putting in place a methodology that produces a master schedule with a realistic view of resources and constraints with documented planning assumptions so that key milestones are realistic and achievable. Consider taking a baseline of the master schedule at strategic points in the project (e.g., after the schedule has been reviewed and approved by OED), and utilize disciplined project management practices to keep the master schedule on track, and report to the Modernization team when changes in the schedule occur, with appropriate justification.</p>	<p><b>Current Analysis – May 2021:</b> This risk is being lowered from high risk rank to medium risk rank due to no major schedule slippages during the last two months. The UI Modernization project did receive conditional endorsement for Stage Gate 3. The conditional status was due to a few required project plans that had not been updated yet. The Modernization team continues to work on the schedule contents and usage, such as ensuring that milestones identified in the master schedule, are in fact milestones.</p> <p>The CSG iQMS team will continue to monitor.</p> <p><b>Previous Analysis – April 2021:</b> The Modernization team continues to update the master schedule structure and define milestones, key activities, and deliverables. They anticipate this work to be completed May 31, 2021. Items that were not key deliverables were removed from the schedule and will be managed outside the master schedule.</p>				



CSG iQMS Previously Reported Risks						
#9: Major Organizational Changes Impacting the Project Risk Model ID: 108 – Organization Stability RFP ID: 37 Category: Org Readiness / Leadership and Governance	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<p><b>Risk Trigger:</b> Delays are realized due to shifting of resources, resources without capacity to support the UI Modernization work, or scope changes due to PFMLI, impacting the timelines for the Project.</p>						
<p><b>Risk Description:</b> The Agency is going through a major change due to the Paid Family Medical Leave Insurance (PFMLI) Division being created. There is the potential for PFMLI to impact the UI Modernization Project by:</p> <ul style="list-style-type: none"> <li>➤ UI Modernization Project team members leaving the project to join new division               <ul style="list-style-type: none"> <li>✓ The UI Director and Modernization Sponsor has left UI and is the new director for PFMLI</li> <li>✓ There is the potential for other team members to interview and move to PFMLI as well</li> </ul> </li> <li>➤ Shared resources within the agency needing to support two major projects at the same time</li> <li>➤ Agency focus being divided by two major projects in-flight at the same time</li> <li>➤ The PFMLI tax needs have many overlaps with the UI Tax requirements which makes it advantageous to look at combining some of the functionality</li> </ul> <p>Changes in priority or focus for the UI Modernization Project could mean delays in the completion of the project. Team members leaving could cause loss of UI and project knowledge and delays in completion of tasks and decision making. These events may impact the schedule and scope for the project.</p>	<p><b>Recommendation:</b> The CSG iQMS team recommends considering preparing for potential vacancies by:</p> <ul style="list-style-type: none"> <li>➤ Developing transition plans for when key project sponsors, leaders, and team members are onboarding as well as off boarding</li> <li>➤ Developing project orientation materials and using these for onboarding new leadership, sponsors, and team members</li> <li>➤ Developing back-up plans for the key positions on the Modernization team, in case of vacancies</li> </ul> <p>Additionally, consider:</p> <ul style="list-style-type: none"> <li>➤ Continue communications with the State leaders and the State Legislature on the importance and necessity of the UI Modernization Project</li> <li>➤ Thoughtful management of scope changes through a Change Control Board</li> <li>➤ Proactive management of shared resources to anticipate capacity issues</li> <li>➤ Continued communication and cooperation between the PFMLI and UI Modernization Projects</li> </ul>	<p><b>Current Analysis – May 2021:</b> The Modernization team has been working to bring PFMLI stakeholders up to speed on the UI Modernization status and plans. The PFMLI Program team members are included in major Modernization meetings and activities. The Modernization Business team is integrating the PFMLI functionality in its activities and is working to ensure good communications with the PFMLI Program team. A key concern is to ensure the PFMLI Program team remains engaged and connected to the Modernization project. The Modernization team is working to keep them involved as they have the UI Modernization service delivery areas. This was one of the reasons the UI Managers Modernization Monthly meeting was changed to the Managers Modernization Monthly meeting, to include not only PFMLI managers, but also other areas in OED that are major stakeholders of Modernization. The Agency is working to have the statutory date for PFMLI changed to better align with agency capabilities and current plans for the new technology processes.</p> <p><b>Previous Analysis – April 2021:</b> The Modernization Oversight Forum had their first meeting this month. The committee members include Oregon legislators, which keeps them involved and invested in the Modernization project. The Agency continues to support and keep the project as a priority. Adding the PFMLI functionality for contributions helps solidify the priority internally as well.</p>				



CSG iQMS Previously Reported Risks							
CSG Risk #11: Impact of Pandemic Outbreak to Project		Current	High Risk Rank		Previous	High Risk Rank	
Risk Model ID:	76 –Resource Management – Back-up Strategies		High Probability	High Impact		High Probability	High Impact
RFP ID:	N/A	Category: Schedule / Scope / Project Management					
<b>Risk Trigger:</b> Project is delayed due to resources unable to travel, being quarantined, or resources unable to focus on Modernization.							
<b>Risk Description:</b> The COVID-19 outbreak is impacting many organizations and companies, requiring events to be cancelled, travel to be discouraged or prohibited, and individuals exposed to COVID-19 being quarantined for two weeks or more.  If resource availability is limited due to travel restrictions or quarantine, project activities and tasks could be delayed, work could not be completed, or the quality of work could be diminished.		<b>Recommendation:</b> The CSG iQMS team recommends considering the following: <ul style="list-style-type: none"> <li>➤ Request vendors provide action plans if COVID-19 impacts travel or team member availability and ensure staff have the tools needed to work remotely</li> <li>➤ Prepare back-up strategies of how the Modernization Project team will respond if staff are unable to work on-site or get the virus and ensure staff have the tools needed to work remotely</li> <li>➤ Continue communicating and promoting healthy habits to prevent the spread of COVID-19</li> </ul>		<b>Current Analysis – May 2021:</b> The Modernization team continues to monitor their issue # 13 regarding the impact of the pandemic. All remediation activities are completed or are ongoing. The Agency workload remains high, though unemployment numbers are decreasing, and daily life is veering back to normal.  The CSG iQMS team will continue to monitor.  <b>Previous Analysis – April 2021:</b> The pandemic continues to impact the Agency with the high workload demand. All areas of the Agency are impacted, but especially UI and IT. This does not leave much bandwidth to assist in preparation activities for Modernization or planning activities for staff transitioning to the new system and job roles.			



CSG iQMS Previously Reported Risks								
CSG Risk #12: Decisions Not Being Made According to Decision Process			Medium Risk Rank		Medium Risk Rank			
Risk Model ID: 11a –Project Management – Governance Process			Current	Medium Probability	Medium Impact	Previous	Medium Probability	Medium Impact
RFP ID: N/A Category: Project Management								
<p><b>Risk Trigger:</b> It is not possible to determine why a decision was made due to no documentation; decisions are challenged because they were not made by the appropriate entity; staff do not support the project because business owners were not involved in the decision process.</p>								
<p><b>Risk Description:</b> Modernization decisions are not being made according to the Governance Plan. Decisions that impact scope, schedule, and budget, have external stakeholder impacts, or have significant risk impacts are to be made by the Executive Steering Committee (ESC) according to the Governance Plan. Reviewing ESC minutes there are no decisions that are documented. The Modernization Decision registry has a list of key decisions made but not all include key information. An example is the decision to adjust OCM scope of to include agency wide services as needed. The decision log does not list the decision maker or decision body responsible for the decision. There is no background or decision documentation link. This decision was changed to not adjust OCM scope of services, yet that this scope decision is not on the decision registry log.</p> <p>If decisions do not follow the prescribed decision process:</p> <ul style="list-style-type: none"> <li>➤ Project continuity could be lost if there is team turnover</li> </ul> <p>There can be a perception that business owners or key stakeholders are not being included in decisions that may have a significant impact on the success of the project</p>			<p><b>Recommendation:</b> The CSG iQMS team recommends the Modernization team ensure the decision process as outlined in the Modernization Governance plan is being followed, ensuring decisions are being made by the correct entity, are communicated appropriately, and decisions entered in the Modernization Decision Registry include all key information.</p>			<p><b>Current Analysis – May 2021:</b> The Governance Plan has been updated regarding the decision process. The other plan updates are still in progress. The Modernization Leadership team will be reviewing the Decision Registry to ensure the processes are being followed.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p><b>Previous Analysis – April 2021:</b> The Modernization team has been working on mitigation strategies for this risk, that include updating the Governance Plan with detailed decision and escalation processes. The Contract Management Plan is also being updated to include decision roles and responsibilities, including authority to make decisions. They plan to make similar updates to the Budget Management Plan.</p>		



CSG iQMS Previously Reported Risks							
CSG Risk #13: Impact of Executive Sponsor and UI Sponsor Turnover		Current	Low Risk Rank		Previous	Low Risk Rank	
Risk Model ID: 26 – Leadership – Project Sponsor Involvement RFP ID: OR 012 Category: Project Management/Leadership and Governance			Low Probability	Low Impact		Low Probability	Low Impact
<b>Risk Trigger:</b> Modernization priority is reduced by the Agency; the direction of the project is changed							
<p><b>Risk Description:</b> The project has experienced executive sponsor turnover, including the recent resignation of Kay Erickson, OED Director and Modernization Executive Sponsor. The UI Director and Modernization Sponsor position has not been filled with a permanent position for several months. Loss of active Sponsors could put the project behind schedule as the new sponsors work to obtain knowledge, understanding, and make decisions about the project. New sponsors may also choose to take the project in a different direction which could also delay the project. The loss of the continuity could impact the project’s overall success.</p>		<p><b>Recommendation:</b> The CSG iQMS team recommends the Modernization team conduct outreach, training, and knowledge transfer as a formal and scheduled process for all new project sponsors.</p>		<p><b>Current Analysis – May 2021:</b> The OED leadership continues to support and engage with the Modernization project. The CSG iQMS team is monitoring this risk until the decision for a permanent Director / Executive Sponsor is made.</p> <p><b>Previous Analysis – April 2021:</b> David Gerstenfeld is the Acting Director of OED and the Acting Executive Sponsor for Modernization. He is representing the Agency and the project well. Communications with external entities and internal stakeholders has improved with his leadership.</p>			



CSG iQMS Previously Reported Risks						
CSG Risk # 15: OED IT Skills and Resources Risk Model ID: 75a Resource Management – Technical Team Support RFP ID: N/A Category: Project Resources	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<p><b>Risk Trigger:</b> 1. OED is unable to provide the solution vendor with system information on dependencies and interfaces, or clean conversion data from existing legacy systems needed in a timely manner. 2. Unknown dependencies cause UI Benefits to be impacted negatively when UI Tax is implemented.</p>						
<p><b>Risk Description:</b> The IT support of existing UI systems is "single-threaded", usually with only one resource available to support a given system. Additionally, it is estimated that approximately 40% of the IT staff are eligible for retirement within the next five years. Many of these staff are extremely knowledgeable and considered experts on the legacy system. The Agency may not have the capacity to support the legacy systems and prepare the legacy system and documentation for transition and conversion to the new system, addressing any future pandemic programs or other Agency needs, and supporting the Modernization Project at the same time.</p> <p>The UI Modernization Project is huge and complex and will require significant contributions from technology resources. The recruitment of IT resources has resulted in several failed recruitments, as people with needed skill sets are not readily available or those with the skill sets are not interested in the positions.</p>	<p><b>Recommendation:</b> The CSG iQMS team recommends:</p> <ul style="list-style-type: none"> <li>➤ OED identify and document internal and external interfaces and dependencies and prepare for data migration.</li> <li>➤ Consider other resources to assist with some of the IT support activities, such as the solution vendor, or other vendor.</li> <li>➤ A comprehensive resource plan for IT that includes the skills and resources required as identified by the WBS</li> </ul>		<p><b>Current Analysis – May 2021:</b> The Modernization team has developed mitigation strategies for this risk that include considering other resources to assist with some of the IT support activities. This strategy is "pending", as is creating WBS to properly identify the bodies of work, skills and resources required. While these are pending, both IT and the Modernization technical teams are in the process of hiring. OED, as and partner agencies as well, have experienced difficulty attracting people to the state IT positions.</p> <p>The CSG team will continue to monitor this risk.</p> <p><b>Previous Analysis – April 2021:</b> The Modernization team and Agency are working on ongoing mitigation strategies. Identifying and documenting interfaces has been underway. The external partners have been involved in this process. The legacy readiness activities continue as well. IT resources are involved, but there is limited time for the Modernization activities, as the focus of their attention remains on the workload caused by the pandemic.</p>			



CSG IQMS Previously Reported Risks						
Risk #16: Unclear context for payment milestones and milestone deliverables related to Paid Family and Medical Leave Insurance (PFMLI).  Risk Model ID: 19 – Project Management Plan - Deliverables and Milestones  RFP ID: N/A      Category: Project Management Planning	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<b>Risk Trigger:</b> Contractor submits an invoice for an amount different than what is shown in the Milestone Payment Schedule						
<p><b>Risk Description:</b> The main contract document is inconsistent with the Statement of Work (SOW) and Milestone Payment Schedule in treatment of milestone deliverables and payment milestones for PFMLI. Inconsistency may lead to disputes if invoices are submitted for amounts different than those shown in the Milestone Payment Schedule. Specifically:</p> <p>The Milestone Deliverable table in the SOW shows two “PFML Checkpoint” milestones where a possible outcome is discontinuance of PFMLI-related work. The contract and SOW do not differentiate payments for PFMLI work from other Rollout 1 work, so the impact on invoicing is unclear and could lead to disputes. In addition, treatment of requirements (where many requirements show both original versions and revisions to address the addition of PFMLI) is not addressed.</p>	<p><b>Recommendation:</b> Revise the Milestone Deliverable section of the SOW and the Milestone Payment Schedule for consistency: Specifically:</p> <ul style="list-style-type: none"> <li>➤ Clarify the impact of changes triggered by a decision to not go forward with PFMLI work at one of the PFML Checkpoints, including:               <ul style="list-style-type: none"> <li>✓ Separating payments for PFMLI work from other work for all Rollout 1 Milestone Deliverables in the Milestone Payment Schedule.</li> <li>✓ Adding language to the Milestone Deliverable Descriptions for the PFML Checkpoints stating that PFMLI-specific requirements will be taken out of scope, as well as references in the Core requirements explaining the treatment of requirements revised for the addition of PFMLI scope (i.e., will the requirement revert to the original version?)</li> </ul> </li> </ul>		<p><b>Current Analysis – May 2021:</b> The Modernization team is in the process of reviewing the risk mitigation strategies in place for OED Risk #57 – Program does not meet scheduled milestones, to determine what additional strategies they need in response to this risk. The CSG team will continue to monitor this risk.</p> <p><b>Previous Analysis – April 2021:</b> N/A</p>			





### 3.3 Resolved Risks

Risks are closed when the CSG iQMS team determines sufficient mitigation actions have taken place to resolve the risk or the risk is no longer applicable to the project for other reasons (e.g., a sub-project has ended). If a risk identified by the CSG iQMS team reoccurs after it has been closed it will be reopened and recommendations provided. During this reporting period no CSG iQMS risks were closed.

CSG Issues Raised



## 4. CATALOG OF REVIEWS

During the current reporting period, May 1, 2021, and May 31, 2021, the CSG iQMS team reviewed Modernization documents and materials, attended Modernization meetings, and interviewed Modernization stakeholders. Over the course of the project life cycle, materials may be re-reviewed over time as they support the iQMS activities.

### 4.1 Documents and Materials Reviewed

During the reporting period, the CSG iQMS team reviewed the materials listed in the table below.

**Table 6: Documents and Materials Reviewed**

Document or Material Name	File Name
IT Leadership Action Plan Kick-off 2021-03-11	IT LAP Kick-Off Deck 2021-03-11
IT LAP Meeting 1 Activities Overview	IT LAP Meeting 1 Activities Overview
IT LAP Meeting 2 General and Specific Competencies	IT LAP Meeting 2 General and Specific Competencies
IT LAP Meeting 3 Team Reorganization	IT LAP Meeting 3 Team Reorganization
Modernization Master Schedule 2021-05	Modernization Master Schedule 2021-05
Schedule Log 2021-05	Schedule Log
Modernization Risk and Issue Registry – 5-4-2021	Modernization Risk/Issue Registry Current
PFMLI Master Schedule	PFMLI Master Schedule
2021-03 PFMLI Monthly Status Report	2021-03 PFMLI Monthly Status Report
2021-02 PFMLI Monthly Status Report	2021-02 PFMLI Monthly Status Report
UI Modernization Risk and Issue Report DRAFT 2021-04-30	UI Modernization Risk and Issue Report DRAFT 2021-04-30
First PFMLI Newsletter and Updates	First PFMLI Newsletter and Updates (email – 2021-05-10)
2021-03-30 Modernization Leadership Team Minutes Draft	2021-03-30 MLT Agenda with Minutes DRAFT
2021-04-06 Modernization Leadership Team Minutes Draft	2021-04-06 MLT Agenda with Minutes DRAFT
Modernization Decision Registry	Modernization Decision Registry (4-30-2021)
Decision Process 2021-04-09	Decision Process 2021-04-09
Change Request – PFMLI Contributions V2.2	Change Request – PFMLI Contributions V2.2
UI Modernization Risk and Issue Report 2021-04-30	UI Modernization Risk and Issue Report 2021-04-30



Document or Material Name	File Name
Modernization ESC Budget Report Mar – 2021	Modernization ESC Budget Report Mar – 2021
UI Modernization Status Report 2021-04	UI Modernization Status Report 2021-04
Modernization Program Update – May 2021	Modernization Program Update – May 2021 (email)
Modernization Section Budget Report – April 2021	Modernization Apr2021 Section Budget Report
April 2021 Modernization 24-month budget tracker	Apr2021 Modernization 24-month budget tracker
April 2021 Document Detail (Budget Report)	April 2021 Document Detail
FTE July 19 to April 2021	FTE July 19 to April 2021
Modernization ESC Report April – 2021 Final	Modernization ESC Report April – 2021 Final

## 4.2 Interviews Conducted

The CSG iQMS team conducted nine interviews during the May 2021.

**Table 7: Interviews Conducted**

Interviewees	Interview Date	CSG Participants
Mike Moreno	May 4, 2021	Jayne Martin
Martha Fitts	May 17, 2021	Jayne Martin
Jill Coleman	May 25, 2021	Jayne Martin
Brad McKinney	May 26, 2021	Jayne Martin
Julie Boston	May 27, 2021	Jayne Martin
Jim Terrusa	May 27, 2021	Jayne Martin
Alex Kasner	May 27, 2021	Jayne Martin
Renee Royston	May 27, 2021	Jayne Martin
Steve Lund	May 28, 2021	Jayne Martin

## 4.3 Meetings Attended

The CSG iQMS team attend the meetings listed in the table below during the reporting period.

**Table 8: Meetings Attended**

Modernization Meetings	Meeting Date	CSG Participants
iQMS and EIS Oversight Touchbase	May 4, 2021	Jayne Martin



Modernization Meetings	Meeting Date	CSG Participants
iQMS Touchbase Meeting	May 4, 2021	Jayne Martin
MOD RIMT Monthly Meeting	May 7, 2021	Jayne Martin
iQMS Touch Base	May 11, 2021	Jayne Martin
Modernization Executive Steering Committee Meeting	May 17, 2021	Jayne Martin and Drew Sutter
OED iQMS and EIS QA Touchbase	May 17, 2021	Jayne Martin
OED Modernization iQMS Contract Administration	May 25, 2021	Jayne Martin
CSG Contract Amendment Meeting	May 25, 2021	Drew Sutter and Jayne Martin
Managers Modernization Monthly Meeting	May 28, 2021	Jayne Martin



## 5. QUALITY CONTROL PLAN FOR NEXT MONTH

The quality management activities planned by the CSG iQMS team for the next reporting period are detailed in the tables in this section. The due dates are based on the latest draft of the iQMS project schedule.

### 5.1 Milestones and Deliverables Due

**Table 9: Milestones and Deliverables Due**

Milestone/Deliverable	Date Due	Status
3.3.16 Monthly Quality Status Report – May 2021	June 10, 2021	In Progress

NOTE: Status designations for deliverables are: Not Started, Submitted, In Progress, Under Review, and Accepted

### 5.2 Planned iQMS Interviews

**Table 10: Planned iQMS Interviews**

Interviewee Name	Date	CSG Participant
Renee Royston	June 10, 2021	Jayne Martin
Jeannine Beatrice	June 14, 2021	Jayne Martin
Chris Mandeville	TBD	Jayne Martin
Martin Hepp	TBD	Jayne Martin
Jill Coleman	TBD	Jayne Martin
Keith Shribbs	TBD	Jayne Martin
Alex Vasquez	TBD	Jayne Martin
Jeannine Beatrice	TBD	Jayne Martin
Christina Irving	TBD	Jayne Martin
David Ford	TBD	Jayne Martin
Lois Williams	TBD	Jayne Martin
Heather Wyland	TBD	Jayne Martin



## 5.3 Planned Meeting Attendance

Table 11: Planned Meeting Attendance

OED Modernization Meetings	Scheduled Date	CSG Participant
CSG and EIS Oversight Touchbase	June 1, 2021	Jayne Martin
iQMS Touchbase	June 1, 2021	Jayne Martin
Workbench Demo	June 3, 2021	Jayne Martin
UI Modernization Stakeholder Board Meeting	June 7, 2021	Jayne Martin
iQMS Touchbase	June 8, 2021	Jayne Martin
Data Purification Workgroup	June 9, 2021	Jayne Martin
Modernization Risk and Issue Management Team Meeting	June 14, 2021	Jayne Martin
iQMS Touchbase	June 15, 2021	Jayne Martin
CSG iQMS and EIS Touchbase	June 15, 2021	Jayne Martin
Data Purification Workgroup	June 16, 2021	Jayne Martin
Modernization Executive Steering Committee Meeting	June 21, 2021	Jayne Martin and Drew Sutter
OED Modernization iQMS Contract Administration	June 22, 2021	Jayne Martin and Drew Sutter
Managers Modernization Monthly Update	June 25, 2021	Jayne Martin
iQMS Touchbase	June 29, 2021	Jayne Martin