

Meeting:	Modernization Oversight Forum				
Date/time:	July 28, 2021   9-10:30 AM				
Attendees:	P (Present)      A (Absent)				
Forum Members			Guests		
P	Senator Chuck Riley	P	Renee Royston	P	Justin Freeman
A	Senator Tim Knopp	P	David Gerstenfeld	P	Maggie Gleason
P	Representative Paul Holvey	P	Alex Kasner		
P	Representative Nancy Nathanson	P	Drew Sutter		
A	Terrance Woods	P	Jayne Martin		
P	Sean McSpaden	P	Lynn Kneeland		

## AGENDA

	Topic	Time	Presenter
1.	Welcome and introductions	9:00	Sean McSpaden
2.	Review and approval of meeting minutes Minutes from 4/26/21 meeting were adopted. Action items were reviewed. One item pending related to including a private sector IT member on the forum.	9:05	Sean McSpaden
3.	<p>Project update</p> <ul style="list-style-type: none"> <li>The project has officially kicked off. We are continuing to onboard FAST team members. Our project has 32 FAST employees officially assigned.</li> <li>MOD project staff are returning to work in the office in a hybrid model.</li> <li>Over the past month, we've <b>conducted several kickoffs for rollout 1.</b> <ul style="list-style-type: none"> <li>We hosted a kick off with our full project team, the Subject Matter Experts from both UI and PFMLI that will be working with the project team, and last Friday, with all of the agency's managers.</li> <li>The highlight of each kick off was a demo of the system, which isn't built out completely yet, but gave our staff and managers an opportunity to see both the system as they will be using it, and the view the customer will be seeing.</li> <li>And in August we'll hold several Open House sessions for agency staff to observe the new system demonstrations and participate in Q&amp;A activities.</li> </ul> </li> <li><b>Four phases of implementation have started and are happening in parallel.</b></li> </ul> <p><b>Preparation</b>   Current – August 23, 2021</p> <ul style="list-style-type: none"> <li>During this phase, the project team develops the "roadmap" that defines how the implementation is executed.</li> <li>Doing onboarding, training, and other orientation "housekeeping" types of activities for the project team as well as getting to know one another.</li> <li>Working with FAST to integrate our project management methods, and tools in the areas of scheduling, risks and issues, and requirements management.</li> <li>Education and training of the project team is under way. The MOD BAs provided business profile presentations to all of the MOD Project – including OED and FAST covering UI Tax, PFMLI Contributions, and a Technical overview of OED current system environments that support the agency programs. These in-depth presentations were delivered to</li> </ul>	9:10	Renee Royston

educate, inform, and level-set FAST and the OED project team during a series of project orientation sessions.

**Definition** | Current – December 1, 2021

- This month we began conducting definition sessions for UI and PFMLI.
- The Definition phase is where business process changes start being identified (for UI), along with the program business areas defining (through their designated SMEs) the details of what the system needs to be configured to do, and for the MOD developers and BAs to determine how the system will be configured to work in support of the program business objectives and requirements.
- Sessions have started to gather details about customer and account attributes, wage/payroll reporting, and tax ratings. Future scheduled sessions include Payments, Equivalent plans and Small Business Determinations. We expect definition sessions happen more frequently for the various functional areas in August.
- In addition to the new system definition sessions, we're also meeting with PFMLI to further define their phone and data capture/imaging needs for changes that will be needed to those existing systems.

**Conversion** | Current – September 6, 2022

- During this phase we will be extracting data, cleansing data, and practice loading it into the new system under a process called "mock conversion."
- The Conversion process is used to map the data from the various existing systems into the future system.
- We will be running several mock conversions throughout the rollout so we don't have surprises or unexpected results on cutover weekend next September 2022.

**Organizational Change Management (OCM)** | Duration of project

- The MOD OCM team are the agency resources and support dedicated to help lead OED staff through the changes that occur as a result of the new system implementation.
- The team is preparing manager and staff training to occur in late August.
- They are prepared to launch the first of three agency-wide change readiness assessments.
- Members of Modernization will be validating a recently completed stakeholder impact assessments with UI and PFMLI leaders and mapping out opportunities to involve our stakeholders.
- In early August, we'll be announcing **the name of the system**, which is the result of an activity we conducted with our staff back in June. We asked all of OED staff to make suggestions and then vote on their favorite system name that reflected both PFMLI and Unemployment Insurance, as well the agency's overarching mission and vision to serve Oregonians and Oregon businesses.
- The Modernization program team is currently working on the **impact analysis** to inform a proposal to the Modernization Executive Steering Committee regarding whether the **PFMLI Benefits technology** is recommended to be included in scope for the Modernization Program, and the impacts of doing so. Additionally, we're looking at the opportunity and impact of implementing it as part of the current UI Modernization Project. We are planning to have the analysis completed by the end of August so that we can take a recommendation to the Modernization ESC at their September meeting.

**Discussion:**

	<p>Representative Nathanson asked how the project is considering what rules should be changed so things aren't just done the "same" way.</p> <p>Renee responded that modernization worked with UI to identify constraints in existing administrative rules and laws that may be desirable to change. We will continue to work with UI through the implementation activities and watch for places it makes sense to amend rules or propose legislative concepts.</p> <p>Sean asked when we will know what level of customization will be required?</p> <p>Maggie and Renee explained the core COTS covers 80% - so far there isn't anything that needs to be customized. They estimated that the team will know by May 2022 what customizations, if any, will be necessary.</p> <p>Sean commented that the determination process for independent contractors is one of those things that is peculiar for state law – how does modernization work with the UI program?</p> <p>David responded that we don't think that will require customization – there's workflow around it, and it can't be automated, but the task assignments and workflow could be automated to make it more efficient.</p>		
4.	<p>iQMS report – CSG</p> <p>The CSG Quarterly Quality Assurance Status and Improvement Report for the 2<sup>nd</sup> quarter of 2021 was submitted July 15, 2021 and is currently under review. In the report, CSG has the overall iQMS health status rating for the UI Modernization Project as yellow.</p> <p>There are ten iQMS risks – two ranked high, six ranked medium, and two ranked low.</p> <ul style="list-style-type: none"> <li>• High iQMS Risk #4 – Staff Not ready for or Accepting Modernization change – There has been some progress made on the mitigations for this risk. The UI Modernization team has been working with the FAST OCM manager to develop a plan for the initial OCM activities. The team is focusing on OCM training for staff, sponsorship training for leaders, and a change readiness assessment. The concern for change fatigue throughout the Agency remains but the Modernization team and Agency are working on mitigating this risk.</li> <li>• High iQMS Risk # 11 – Impact of Pandemic Outbreak to Project – The Agency continues to deal with heavy workloads due to the pandemic. This workload increases the risk of burnout and change fatigue and also increases the risk of resources not being available when needed. The Agency is committed to supporting the project when resources are needed, though at times it may not be done easily. Legacy readiness activities have also been delayed due to the workload. FAST's experience and processes will help mitigate the impact of this risk.</li> </ul> <p><b>Discussion:</b></p> <p>Sean asked whether there's belief by staff that this time will be different – that the agency will be able to complete the project?</p> <p>Jayne responded that after the pandemic, people are more determined and resilient than ever before. There's a general anticipation by the staff for the project to be completed.</p>	9:25	Jayne Martin
5.	<p>FAST overview and demo</p> <p>Maggie Gleason gave an overview of FAST and and a demonstration of OED's new system.</p> <p>Sean asked whether the environment is in place in the state data center?</p>	9:35	Maggie Gleason

	<p>Maggie confirmed that what she was demoing was OED’s instance of the software that is housed in the state’s data center.</p> <p>Representative Holvey asked where the data come from and how do you ensure that the data entered is correct?</p> <p>Maggie described the mock conversion and reconciliation processes that are build into the methodology to ensure data is clean and the data expected.</p> <p>Representative Holvey asked how we will ensure data is correct moving forward?</p> <p>Renee responded that when we go live in the new system, the current tax systems will no longer be used for tax processes and we will have some temporary interfaces to make sure the data we are getting for tax are appropriately shared with the current benefits systems, and vice versa, until we complete the UI benefits implementation portion of the new system project.</p>		
6.	<p><b>Next Steps</b></p> <p>Next meeting: We will be scheduling another meeting between Septemer 20-24.</p> <p>Future topic suggestions included:</p> <ul style="list-style-type: none"> <li>• Agency’s legacy system: the # of systems, body of work, and description of the timing necessary to continue to operate the legacy systems</li> <li>• Data conversion activities: how are initial efforts proving out?</li> <li>• Employee update: OCM activities, including overall philosophy and change readiness, as well as anticipated numbers of attrition or retirements?</li> <li>• Scope: legacy systems in and out of scope</li> </ul>	10:10	Sean McSpaden

**SUPPORTING MATERIALS**

- UI Project Monthly Quality Assurance Status Report May\_2021\_v1.0

**ACTION ITEMS**

Action	Assigned	Date Due	Completed