State of Oregon Employment Department

Modernization Program

Meeting:	Modernization Oversight Forum				
Date/time:	October 26, 2021 | 10:00 - 11:30 a.m.				
Attendees:	P (Present)　　　A (Absent)				
Forum Members		**Guests**			
P	Senator Chuck Riley	P	Renee Royston	P	Maggie Gleason
P	Senator Tim Knopp	P	David Gerstenfeld	P	Bill Truex
A	Representative Paul Holvey	P	Alex Kasner		
A	Representative Nancy Nathanson	A	Drew Sutter		
P	Terrance Woods	P	Jayne Martin		
P	Sean McSpaden	P	Lynn Kneeland		

AGENDA

	Topic	Time	Presenter
1.	Welcome and introductions	5 min	Sean McSpaden
2.	Review and approval of meeting minutes Minutes from 7/28/21 meeting were adopted.	5 min	Sean McSpaden
3.	Project highlights The name chosen for our new system is "Frances." We invited our staff to help us name the system. The preferred name was shared with our stakeholders earlier this month and announced agency wide by video. • The name Frances was chosen in honor of Frances Perkins whose life and career embodied the mission and vision of the work we do every day at OED, and captures the intention of both Unemployment Insurance (UI) and our new Paid Family and Medical Leave Insurance (PFMLI) Program. • Frances Perkins was born in 1880 and was a life-time advocate for working Americans. • She was the first female presidential Cabinet member, and the longest serving Secretary of Labor in the nation's history, • Frances was instrumental in the formation of the Social Security Act and establishing unemployment insurance in the US. • She summed up her work's purpose by saying: "The people are what matter to government, and a government should aim to give all the people under its jurisdiction the best possible life." Decisions: Sponsors made key decisions to set the business architecture in Frances by deciding to have a combined account for both PFMLI and UI contributions, which allows for combined billing notices, combined collections, and combined audit capability. Agency leadership recently decided the best way to serve Oregon employers and businesses is to combine the technology supporting PFMLI benefits into a single solution along with UI tax, UI benefits, and PFMLI contributions. • Adding PFMLI benefits to the scope of UI Modernization Project enables OED to deliver a single solution that enhances our customer's experience and eases their ability to comply. • Combined quarterly payroll reports filed in Frances, processed by the system, would be readily available in the integrated solution to PFMLI	10 min	Renee Royston

	benefits administration processes. This avoids the need to build and maintain interfaces between the tax, contributions and benefits systems. • A combined system will simplify access to agency resources by using a common customer portal and sign-on for employees when accessing either PFMLI benefits or UI benefits, and for employers when submitting reports and providing other information.		
4.	**Implementation update** Maggie brought an implementation update covering the Defintion, Base Configuration, Testing and Training, Partner Engagement, and Data Conversion phases of the project. Content available on related presentation.	10 min	Maggie Gleason
5.	**iQMS report – CSG** The CSG iQMS team recently completed a risk assessment refresh. The CSG contract calls for periodic risk assessments during the life of the UI Modernization Project. The initial risk assessment was completed in July 2019, during the planning phase and prior to the release of the RFP for the solution vendor. This is the first refresh. During the refresh two new risks were raised: • New CSG Risk #17, ranked high – IT Support Tasks, Level of Effort, or Dependencies not Identified. There is a body of work with undefined scope that must be performed by OED IT staff to coordinate with the Frances development effort. At the time of the assessment, no plan or schedule exists for the work required for existing mainframe, web, and data warehouse IT staff to ensure that the necessary timeframes for integrations with Frances can be met. • There are very few knowledgeable support resources for most of the key existing mainframe systems. In addition, there was a concerted effort to provide "integration" of functionality in the existing systems, which given the technology at the time, resulted in "hooks" embedded in program code that potentially impact both UI contributions and benefits, adding complexity to the decoupling effort. • Since the risk assessment, the Modernization team has been in discussions with OED IT regarding interfaces and planning OED IT work. • New CSG Risk #18, ranked medium – Concurrent PFMLI Implementation. The decision to incorporate the PMFLI program's contribution component into Rollout 1 of Frances, combining it with the existing UI tax functions introduces potential challenges for the project, including: • The staff will be learning both a new system (Frances) and in the case of UI tax staff, a new program (PFMLI) creating the potential need for additional organizational change and training support. • The PFMLI program has not been fully implemented and is in the process of developing the supporting policy, Administrative Rules, business processes concurrent with the definition process for Frances, introducing the potential for rework. Overall Project Health: The CSG iQMS team has the overall project health of the project at medium rank level. In addition to the two new risks from the risk assessment refresh, we ware monitoring 10 risks, one ranked high, two low risk and seven medium risks. The OED master schedule remains a high risk (Risk #6). The schedule has been rebuilt to correct accumulated deficiencies in the physical file and schedule	5 min	Jayne Martin

	structure. There are still some dependencies not documented and missing work streams.
	
	Discussion:
	
	Sean asked whether CSG was working with the agency for their next report.
	
	    Jayne responded that they will be analyzying the risks they are monitoring and will work with the Modernization team for updates.
	
	Sean asked whether, related to several recent articles regarding PFMLI, CSG intends to add PFMLI staff to analysis.
	
	    Jayne responded that they are including PFMLI representatives in interviews and will be continuing to monitor those items.		

6.	**Legacy and existing systems and scope** We are working to ensure our existing systems are adequately evaluated and planned for as we learn more about the business functionality and data needs that will be implemented in Frances. In September, we had an initial meeting to introduce key members of IT and MOD, discussed our understanding of current state system architecture compared to the future state after each rollout of the Modernization project, and talked about how to move forward with next steps together. Renee reviewed diagrams in presentation representing the current state systems compared with future state systems.	5 min	Renee Royston

7.	**Employee update**
	
	We recently completed our first of three readiness assessment surveys for the tax and contributions rollout of the UI Modernization Project.
	    • This first survey will be used to set our baseline for comparison of future readiness surveys over the next year.
	    • Additional assessments will be completed at later points in the rollout.
	    • Each assessment measures the opinions of the respondents in each survey.
	    • Each identifies successes as well as areas for improvement across our efforts.
	
	Survey response rate was close to 53% for this first baseline survey.
	    • 1076 employees respond to the survey, a better than expected response rate. We credit Modernization sponsors and leaders who encouraged employees to participate.
	    • In addition to the survey, Modernization also facilitated 6 informational sessions – 3 for Tax, 1 each for PFLMI, Research and IT – a total of 54 people attended these sessions.
	    • Overall results were positive with over 60% choosing a rating of "agree/strongly agree" for each category of the ADKAR model (ADKAR = Awareness, Desire, Knowledge, Ability, Reinforcement).
	
	We had 103 managers respond across the agency.
	    • The manager results showed 80% agree/strongly agree in each category of the ADKAR model.
	
	UI had a 62% response rate (740 of 1196 – which included limited duration and UI benefits staff which are less impacted in this rollout).
	
	IT had about a 65% response rate (55 of 84 total positions), however if we remove vacancies the response rate increases to just over 78% (55 of 70 filled positions).
	
	Response themes:
		5 min	Renee Royston

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- Staff want more training specific to their job.
- The agency wants more communication about what will be in our new system.
- Units want targeted information about how they will be impacted.
- Our employees want to be heard and included in the process of this change.

Continuing OCM efforts

- We analyzed the data and shared a summary with our Sponsors in September. We also debriefed Division Directors/Deputies, and continued down to some impacted frontline leaders.
- Based on conversations with the leaders the OCM team the OCM team also conducted follow up sessions with some impacted managers to ensure actionable items from the debrief sessions are being conducted and that managers feel supported through this process.
- We will compare this information to future surveys, next of which is scheduled for February 2022, to help us inform how our OCM activities may need to shift to meet the needs of impacted business areas.

8.	Next Steps Representative Holvey asked whether the PUA system is ever going to come back and if there is adequate system support? David answered that we are still maintaining the remaining work and if there is a decision to maintain this assistance at the federal level the new system is easier to modify. The new system is much more adaptable than the systems that we've been using. Sean commented that it has became apparent that although the mainframe is important, there is a diminished number or applications that run their work on the mainframe. He further asked whether that could have an impact on cost allocation. Bill answered that we are partnering with the state data center to be ensure they are aware of our upcoming needs.	10 min	Sean McSpaden

SUPPORTING MATERIALS

3.3.18 Monthly Quality Status Report - August 2021

ACTION ITEMS

Action	Assigned	Date Due	Completed
None noted.			

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