



**OREGON EMPLOYMENT
DEPARTMENT
MODERNIZATION PROGRAM**

**INDEPENDENT QUALITY
MANAGEMENT SERVICES**

**3.3.23 MONTHLY QUALITY STATUS REPORT –
APRIL 2022**

**VERSION: 1.0
STATUS: FINAL**

DATE: JUNE 21, 2022



Document Information

Document Title	3.3.23 Monthly Quality Status Report – April 2022
Version	1.0
Author	Jayne Martin, CSG Project Manager
Owner (if different from Author)	N/A

Amendment History

Document Version	Date	Author/Reviewer	Modification
0.1	4/25/2022	Jayne Martin	Initial draft
0.2	5/6/2022	Terri Grenda	Peer review
0.3	5/9/2022	Drew Sutter	Internal review
0.4	5/10/2022	Jayne Martin	Update based on input
0.5	5/11/2022	Jayne Martin	Submit draft
0.6	6/2/2022	Jayne Martin	Update based on comment log
0.7	6/3/2022	Drew Sutter	Internal review
0.8	6/3/2022	Jayne Martin	Update based on input
0.9	6/3/2022	Jayne Martin	Submit updated draft
1.0	6/21/2022	Jayne Martin	Finalized draft



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1. PURPOSE

The purpose of this Monthly Quality Status Report is to assess the Unemployment Insurance (UI) Modernization Project (which includes paid family medical leave insurance functionality) performance for the reporting period of April 1, 2022, through April 30, 2022. 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 UI Modernization Project is one of two planned projects for the OED Modernization Program. The other project is the Workforce Modernization Project, which is not yet scheduled. The focus for the independent quality management services (iQMS) activities and this report is the UI Modernization Project. The OED Modernization Program supports the UI Modernization Project and as such may be referenced only to the extent of the support activities that impact the project.



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 April 1, 2022, through April 30, 2022. 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

PROJECT GENERAL INFORMATION		
Project Status “As Of” Date:		April 30, 2022
Original Project Budget:		\$106,121,029
Current Project Budget:		\$106,121,029
Project Start Date:		December 28, 2018
Project End Date:		September 30, 2024
Project Status Indicators		Trend Indicators
Green	On-track, only minor issues	+ = Improving
Yellow	One or more areas of concern	- = Declining
Red	Significant issues that limit the success of the Project	N/C = No Change
N/A	Not applicable	Does Not Apply



Table 2: Overall Project Health Rating

Overall Project Health Rating		
Previous	Current	Current Trend
Yellow	Yellow	NC

The overall iQMS health status rating for the UI Modernization Project as of April 30, 2022, remains yellow (medium) due to the following:

- The health areas for Schedule and Resources remain high risk. Quality, Organizational Readiness, and Leadership and Governance remain ranked medium. The Budget, Scope, Communications, and Project Management health areas remain low risk.
- As of April 30, 2022, the CSG iQMS team is monitoring 11 risks. There is one high, seven medium, and three low ranked risks. During this reporting period one risk was closed and two risks were changed from high risk to medium risk: They are:
 - ✓ Risk #13 regarding impact of Executive Sponsor turnover was closed
 - ✓ Risk #9 regarding major organizational changes impacting the project was changed from high to medium risk
 - ✓ Risk #15 regarding OED IT skills and resources was changed from high to medium risk
- The one risk ranked high is:
 - ✓ Risk #6 – regarding the Modernization master schedule. There have been delays in the procurement area but no significant delays that would impact rollout 1. Some issues identified last month have been corrected in the schedule, such as some of the CSG deliverables being added to the schedule, but there still are some deliverables with known start dates that are not in the schedule.
The R1 Existing Systems Decommission Schedule has many of the IT Program Change tasks ending 9/2/2022. However, most of these tasks need to be completed weeks if not months prior to that date, as testing needs to be done.



2.2 Project Status Indicators

Table 3 provides the current and previous health status indicators for the UI Modernization Project for the current reporting period, April 1, 2022, through April 30, 2022. The health areas for Schedule and Resources remain high risk. Quality and Leadership, Organizational Readiness, and Governance remain ranked medium. The Budget, Scope, Communication, and Project Management health areas remain low risk.

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	High	NC	Low	Low	NC
<p>The Budget Health Indicator remains a low risk for this reporting period.</p> <p>There are no open risks regarding the budget. The Modernization team and Agency are monitoring the budget to ensure adequate funds are available for the project.</p>			<p>The Schedule Health Indicator remains a high risk for the reporting period.</p> <p>Some dates for deliverables are still missing from the schedule. The missing bridging activities are being added to the schedule, with minimal work remaining to complete the analysis and identification of required activities. There are some questionable dates, such as the IT requests (tickets) having finish dates of September 2, 2022. These changes would require testing prior to that date.</p> <p>There is no major slippage of project dates, though there have been delays in procurement activities due to state procurement resource constraints.</p>			<p>The Scope Health Indicator remains low for this reporting period.</p> <p>There continues to be minor scope changes based on requirements being removed or changed. The process for these changes is documented and the Modernization team is following the documented processes. Generally, scope is stable.</p>		



UI Modernization Project Health Indicators by Area								
Communication			Quality			Organizational Readiness		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Low	Low	+	Medium	Medium	-	Medium	Medium	NC
<p>The Communication Health Indicator remains a low risk during this reporting period.</p> <p>Focus groups with employers continued during this month. The Modernization team is also communicating with users of the existing electronic reporting system (OPRS) regarding plans to convert user access information to Frances. Information from employers has mentioned having to re-register for access as a pain point in other projects.</p> <p>Internal communications continue, with more demonstration “go back” sessions to gather input from the users on the system and possible needed modifications.</p> <p>The UI Benefits section, which at first did not think they were part of rollout 1, is now aware that there is a need for them to utilize Frances for some of their activities, blocked claims for example. They will need to use Frances to view wages, employer addresses, and other elements required when working a benefit claim.</p>			<p>The Quality Health Indicator remains a medium risk. The concurrent implementation of the Paid Leave Program and the UI Modernization Project is still being monitored. To date there has been no impact on the UI Modernization Project schedule. Business resources, however, are strained. There are data purification efforts that, if not completed, could impact the quality of the conversion.</p> <p>During tester training some business users expressed concern regarding the ease of use and navigating Frances. The Modernization team will be gathering their comments and working with them to determine possible resolution.</p> <p>A third party vendor is conducting an Independent Accessibility and Usability Review of the Frances system. The accessibility portion of the review is completed and the FAST team is reviewing and categorizing the results. The usability and design critique is in process.</p>			<p>The Organizational Readiness Health Indicator remains a medium risk.</p> <p>The work on the existing systems continues. There are a few areas where analysis continues, but the team believes they are close to identifying most of the required activities.</p> <p>The training phase began the first part of this month. The Modernization team plans to evaluate the training to determine if any modifications to the planned training need to be made.</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	+	Low	Low	-	High	High	NC
<p>The Leadership and Governance Health Indicator remains a medium risk.</p> <p>The Paid Leave Program continues to develop business rules and communicates with external stakeholders to aid in the development of the program. The Contributions Division will be hiring and training staff to add resources to manage the additional work from the new Paid Leave functions.</p> <p>The Executive leadership of the Agency continues to be engaged with the project and provide leadership and guidance. The leadership collaborates to provide cohesive messages, direction, and communications.</p>			<p>The Project Management Health Indicator remains low risk.</p> <p>The Modernization team continues to review and update the program plans and processes periodically. The team can back each other up when needed and are able to perform other position duties when there are vacancies.</p> <p>The Modernization team is addressing the risk identified during the CSG quality control review of the UI Modernization Stakeholder Engagement Plan plan by updating the plan and filling in any gaps identified during the review. However there is a concern with the timing of the mitigation activities, as they are currently schedule to beginning the work on them after the go-live date for rollout 1. Though the timing for this update is understandable, the CSG team would recommend the process for monitoring and measuring stakeholder involvement and the effectiveness of the engagement strategies and conducting stakeholder gap analysis be developed and implemented prior to rollout 1. Waiting for the planned update would mean these activities would not be completed for the Contributions rollout.</p>			<p>The Resource Health Indicator remains high to medium risk, due to the progress of the existing systems task assignments. To date the OED IT managers have not identified any resource constraint issues.</p> <p>There are concerns regarding business resources availability, as business staff are still working backlogs from the pandemic. Some work that is backlog could impact the quality of conversion if they are not worked before conversion.</p> <p>The Modernization team has an open risk concerning state procurement resources and its current impact on delaying procurement activities. To date, the delays have had no major impact on the implementation schedule.</p>		



2.3 Modernization Issues Monitored by CSG

The are no OED Modernization issues as of April 30, 2022.

2.4 Milestones and Deliverables Status

Table below details the status for the iQMS milestones and deliverables as of April 30, 2022.

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	September 24, 2021	Accepted
D1.1.3 Program and Project Risk Assessment Report – Refresh #2	October 3, 2022	Not Started
D1.1.4 Program and Project Risk Assessment Report – Refresh #3	October 3, 2023	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	November 8, 2021	Accepted
D2.4.1 Baseline QMS Work Plan	November 18, 2019	Accepted
D2.4.2 Baseline QMS Work Plan – Refresh	February 24, 2022	Accepted
D2.5 Internal/External Presentations and Special Requests	TBD-as requested by Agency	Not Started
D2.5.1 UI Modernization Procurement Finalist Maturity Assessment Plan and Schedule	March 25, 2020	Accepted
D2.5.2 UI Modernization Procurement Finalist Maturity Assessment Checklists	March 25, 2020	Accepted
D2.5.3 UI Modernization Procurement Finalist Maturity Assessment Report Format	March 25, 2020	Accepted
D2.5.4 UI Modernization Procurement Finalist Maturity Assessment Report Finalist 1	May 8, 2020	Accepted
D2.5.5 UI Modernization Procurement Finalist Maturity Assessment Report Finalist 2	May 8, 2020	Accepted



Milestone or Deliverable	Due Date	Status
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
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	October 26, 2021	Accepted
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.a.2 Program Management Plan QC Review refresh: Stakeholder Engagement Plan and Governance Plan	November 17, 2021	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	May 24, 2022	In Progress
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 Solution Contractor Test Plan QC Review (Rollout 1)	April 26, 2022	Submitted
D3.1.8.a Solution Contractor Conversion Plan QC Review (Rollout 1)	May 18, 2022	In Progress
D3.1.8.b Solution Contractor Training Plan QC Review (Rollout 1)	March 29, 2022	Accepted
D3.1.9 Stakeholder Engagement Plan	October 26, 2020	Accepted
D3.1.10 UI Modernization Business Case	February 17, 2022	Accepted
D3.3.1 – D3.3.13 Monthly Quality Status Report #1-#19	Various	Accepted
D3.3.20 Monthly Quality Status Report #20 – November 2021	December 10, 2021	Accepted
D3.3.21 Monthly Quality Status Report #21 – January 2022	February 10, 2022	Accepted
D3.3.22 Monthly Quality Status Report #22 – February 2022	March 10, 2022	Accepted



Milestone or Deliverable	Due Date	Status
D3.3.23 Monthly Quality Status Report #23 – April 2022	May 11, 2022	In Progress
D3.3.24 Monthly Quality Status Report #24 – May 2022	June 12, 2022	Not Started
D3.3.25 Monthly Quality Status Report #25 – July 2022	September 13, 2022	Not Started
D3.3.26 – D3.3.52 Monthly Quality Status Report #26 - #39	8 business days from end of month	Not Started
D4.1.1 – D4.1.7 Quarterly QA Status and Improvement Report #1-#7	Various	Accepted
D4.1.8 Quarterly QA Status and Improvement Report – 3 rd Qtr. 2021 (#8)	October 18, 2021	Accepted
D4.1.9 Quarterly QA Status and Improvement Report – 4 th Qtr. 2021 (#9)	January 14, 2022	Accepted
D4.1.10 Quarterly QA Status and Improvement Report – 1 st Qtr. 2022 (#10)	April 14, 2022	Under Review
D4.1.11 Quarterly QA Status and Improvement Report – 2 nd Qtr. 2022 (#12)	July 15, 2022	Not Started
D4.1.12 – 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 (Contributions Phase)	December 15, 2022	Not Started
D2.6.2 Lessons Learned Reports – Periodic Project Evaluations (PFMLI Benefits Phase)	December 15, 2023	Not Started
D2.6.3 Lessons Learned Reports – Periodic Project Evaluations (UI Benefits Phase)	July 19, 2024	Not Started
D2.6.4 Lessons Learned Reports – Periodic Project Evaluations (Program Closeout)	January 9, 2025	Not Started
D2.6.5 Lessons Learned Reports – Periodic Project Evaluations (Upon Request)	TBD	Not Started
D5.3.1 Security Assessment Plan (Contributions)	May 27, 2022	In Progress
D5.3.2 Security Assessment Project Schedule (Contributions)	May 18, 2022	In Progress
D5.3.3 Security Risk Assessment Report (Contributions)	June 30, 2022	Not Started
D5.3.4 Security Assessment Executive Presentation (Contributions)	July 12, 2022	Not Started
D5.3.5 Security Assessment Plan (PFMLI Benefits)	May 26, 2023	Not Started
D5.3.6 Security Assessment Project Schedule (PFMLI Benefits)	May 17, 2023	Not Started



Milestone or Deliverable	Due Date	Status
D5.3.7 Security Risk Assessment Report (PFMLI Benefits)	June 29, 2023	Not Started
D5.3.8 Security Assessment Executive Presentation (PFMLI Benefits)	July 11, 2023	Not Started
D5.3.9 Security Assessment Plan (UI Benefits)	October 27, 2023	Not Started
D5.3.10 Security Assessment Project Schedule (UI Benefits)	October 18, 2023	Not Started
D5.3.11 Security Risk Assessment Report (UI Benefits)	November 19, 2023	Not Started
D5.3.12 Security Assessment Executive Presentation (UI Benefits)	December 11, 2023	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 are no new risks identified by the CSG iQMS team for this reporting period.

3.2 Previously Reported CSG iQMS Risks

As of April 30, 2022, the CSG iQMS team is monitoring 11 risks. There is one high, seven medium, and three low ranked risks previously reported. 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

Previously Reported CSG iQMS Risks						
CSG Risk #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
Risk Trigger: Oregon-specific requirements are not included in the requirements. The solution does not meet the needs of the Agency.						
<p>Risk Description: 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, but also unique in how it is calculated and the trigger for assessment compared to other penalties.</p>	<p>Recommendation: 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>Current Analysis – April 2022: Testing has begun for rollout 1, Contributions, and this will be a prime opportunity to discover any missing requirements, especially for the Paid Leave specific areas.</p> <p>Definition meetings for Paid Leave and UI benefits will begin in September 2022. The Modernization team is reviewing the current requirements to ensure they are updated, if necessary, understandable, and complete.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – March 2022: The Modernization team is meeting with representatives from the business units to conduct “go-back” meetings. In these meetings the team demonstrates certain functionality of the system, and the business users can provide feedback and input as to whether the functionality will meet the business needs. To date these meetings have been well attended and appreciated by business.</p>			



Previously Reported CSG iQMS Risks							
CSG Risk #2: Lack of Stakeholder Involvement Risk Model ID: 134 - Requirements Analysis – Stakeholder Involvement RFP ID: N/A Category: Communication/Leadership & Governance		Current		Low Risk Rank		Previous	
				Low Probability	Low Impact	Low Probability	Low Impact
Risk Trigger: 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.							
Risk Description: 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.		Recommendation: 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. 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.		Current Analysis – April 2022: Focus groups continued to demonstrate Frances to different employer groups and to receive their input. Testing is beginning and there are plans to include employers and their representatives in the training. Partner agencies will also be involved in testing interfaces. This risk is being mitigated sufficiently and the CSG iQMS team will be reviewing for one more month and then contemplate closing.			
				Previous Analysis – March 2022: The Modernization team continued to hold focus groups with employers. They plan to respond to employers with any follow up information needed from these meetings. The Modernization team has sent schemas for bulk reporting to impacted employers and their representatives so they can make system changes in time for the first quarterly reports due once Frances is implemented.			



Previously Reported CSG iQMS Risks							
CSG Risk #4: Staff Not Ready for or Accepting Modernization Change		Medium Risk Rank		Medium Risk Rank			
Risk Model ID: 110 - Agency Org. Roles and Responsibilities RFP ID: OR-38 Category: Organizational Readiness / OCM		Current	Medium Probability	Medium Impact	Previous	Medium Probability	Medium Impact
Risk Trigger: Staff are unable or unwilling to engage with the UI Modernization Project when needed. Staff does not adopt the change.							
<p>Risk Description: 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>Paid Leave 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 organizational change management (OCM) is high. OCM activities with the impacted staff and groups has not yet begun but the Modernization team is developing plans.</p>		<p>Recommendation: 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 Paid Leave managers, hold staff and managers accountable to adopting and implementing the process changes, and ensure Modernization works closely with business and IT subject matter experts during the development of the system. Whenever possible, including staff who have been resistant in the past.</p>		<p>Current Analysis – April 2022: The Contributions and Recovery staff have been involved in training, testing, and data purification activities. The workload is concerning, as there is specific work that has been backlogged that needs to be completed (or it is best if it is completed) before cutover and rollout 1. The Contributions leadership is working with the Modernization to resolve these resource constraints. During tester training there was some discussion by participants about difficulty learning the new system. While it is admittedly more robust and has much needed functionality, the ease of navigation is frustrating to some testers. Support of the testers during testing will be critical for success. During the tester training the Modernization team provided support that moved the individuals along quickly. The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – March 2022: Staff accepting the change is not a high concern, as the readiness assessment refresh showed a 5% increase in positive responses. The remaining concern is the preparedness of the staff for rollout 1. The Contributions and Recovery team is still busy with backlogs of work that was lower priority during the pandemic claim surge. Resources are spread thin in the business unit, though leaders and staff are committed to supporting the project.</p>			



Previously Reported CSG iQMS Risks						
CSG Risk #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	High Risk Rank		Previous	High Risk Rank	
		High Probability	High Impact		High Probability	High Impact
<p>Risk Trigger: The Modernization team continues to include important milestone dates in the published master schedule that are unrealistic and not achievable.</p>						
<p>Risk Description: 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>Recommendation: 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 (e.g., after the schedule has project 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>Current Analysis – April 2022: There have been delays in the procurement area but no significant delays that would impact rollout 1. Some issues identified last month have been corrected in the schedule, such as some of the CSG deliverables being added to the schedule, but not all with known start dates.</p> <p>The R1 Existing Systems Decommission Schedule has many of the IT Program Change tasks ending 9/2/2022. However, most of these tasks need to be completed months prior to that date, as testing needs to be done.</p> <p>Previous Analysis – March 2022: The master schedule has not yet been updated with dates for known deliverables, such as iQMS deliverables from amendment 3. The finish date for Frances OCM is 9/6/2022 in the master schedule. However, there are OCM activities planned after that date. In the delivery workbench, Manage Change is scheduled to finish November 18, 2022. Having the two schedules out of sync increases the probability of this risk.</p> <p>Delays in procurement processes continue. The Modernization team has opened a new risk regarding a lack of capacity for internal and external procurement resources.</p>			



Previously Reported CSG iQMS Risks						
CSG Risk #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	High Risk Rank	
		Medium Probability	Medium Impact		High Probability	High Impact
<p>Risk Trigger: Delays are realized due to shifting of resources, resources without the capacity to support the UI Modernization work, or scope changes due to Paid Leave, impacting the timelines for the project.</p>						
<p>Risk Description: The Agency is going through a major change due to the Paid Leave Division being created. There is the potential for Paid Leave to impact the UI Modernization Project by:</p> <ul style="list-style-type: none"> ➤ UI Modernization Project team members leaving the project to join new division <ul style="list-style-type: none"> ✓ The UI Director and Modernization Sponsor has left UI and is the new director for Paid Leave ✓ There is the potential for other team members to interview and move to Paid Leave as well ➤ Shared resources within the agency needing to support two major projects at the same time ➤ Agency focus being divided by two major projects in-flight at the same time ➤ The Paid Leave contribution needs have many overlaps with the UI Tax requirements which makes it advantageous to look at combining some of the functionality <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</p>		<p>Recommendation: The CSG team recommends preparing for potential vacancies by:</p> <ul style="list-style-type: none"> ➤ Developing transition plans for when key project sponsors, leaders, and team members are onboarding as well as off boarding ➤ Developing project orientation materials and using these for onboarding new leadership, sponsors, and team members ➤ Developing back-up plans for the key positions on the Modernization team, in case of vacancies <p>Additionally, consider:</p> <ul style="list-style-type: none"> ➤ Continue communications with the State leaders and the State Legislature on the importance and necessity of the UI Modernization Project ➤ Thoughtful management of scope changes through a Change Control Board ➤ Proactive management of shared resources to anticipate capacity issues ➤ Continued communication and cooperation between the Paid Leave and the UI Modernization Projects 		<p>Current Analysis – April 2022: The risk rank was lowered from high to medium this month due to the progress mitigating this risk. The Paid Leave Program and the Contributions and Recovery Divisions have matured in their development. The Agency, though still with a high-level of activities in flight, is managing the multiple changes. Resource constraints remain a concern.</p> <p>The CSG iQMS team will continue to monitor.</p> <p>Previous Analysis – March 2022: The Contributions and Recovery Division is progressing in its development. There are several new managers that are still learning about UI Tax. Resources and time are a concern, as there is still a great deal of work to be done. There are some backlogs that could impact conversion if they are not cleared before cutover. The Modernization team is working with Contributions to attempt to get these backlogs prioritized.</p>		



Previously Reported CSG iQMS Risks							
of tasks and decision making. These events may impact the schedule and scope for the project.							
CSG Risk #11: Impact of Pandemic Outbreak to Project		Current	Low Risk Rank		Previous	Low Risk Rank	
Risk Model ID: 76 –Resource Management – Back-up Strategies	RFP ID: N/A Category: Schedule / Scope / Project Management		Low Probability	Low Impact		Low Probability	Low Impact
Risk Trigger: Project is delayed due to resources unable to travel, being quarantined, or resources unable to focus on Modernization.							
<p>Risk Description: 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.</p> <p>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.</p>		<p>Recommendation: The CSG iQMS team recommends considering the following:</p> <ul style="list-style-type: none"> ➤ Request vendors provide action plans if COVID-19 impacts travel or team member availability and ensure staff have the tools needed to work remotely ➤ 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 ➤ Continue communicating and promoting healthy habits to prevent the spread of COVID-19 			<p>Current Analysis – April 2022: The project is experiencing some issues with business resource constraint’s due to the backlog of work caused by the pandemic workload. The business leadership and Modernization team are working together to resolve the issues.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – March 2022: The Modernization team continues to work a hybrid schedule of a few days remote and the remaining days onsite. Meetings are offered virtually, and many attendees are virtual. The remoted work and the pandemic are not negatively impacting the progress of the project.</p>		



Previously Reported CSG iQMS 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	High Risk Rank	
		Medium Probability	Medium Impact		High Probability	High Impact
<p>Risk Trigger: 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>Risk Description: 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>Recommendation: The CSG iQMS team recommends:</p> <ul style="list-style-type: none"> ➤ OED identify and document internal and external interfaces and dependencies and prepare for data migration. ➤ Consider other resources to assist with some of the IT support activities, such as the solution vendor, or other vendor. ➤ A comprehensive resource plan for IT that includes the skills and resources required as identified by the WBS. ➤ Identify Mainframe test region for research questions and verify existing system business rules for Definition purpose. 		<p>Current Analysis – April 2022: The Modernization team continues to create IT work requests, also known as tickets, and IT management has been assigning the work to IT resources, with no issues raised so far. The team started discussing the testing process for the bridging processes, to ensure resources are informed and available when the testing starts.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – March 2022: The Agency approved a code freeze, which will help ensure IT resources are available for the project as needed.</p> <p>The meetings to define bridging activities are progressing well. The IT leadership sees no red flags for resources at this time. The team has been diligently working to ensure the approach selected is generally the option that reduces work effort and research time.</p> <p>The external and internal interface work is also progressing as expected with no major concerns.</p>			



Previously Reported CSG iQMS Risks						
CSG Risk #17: IT Support Tasks, Level of Effort, or Dependencies not Identified Risk Model ID: 47 Implementation Planning RFP ID: OR-43 Category: Operational Readiness and Support	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<p>Risk Trigger: 1. OED is unable to provide the solution vendor with necessary system support for dependencies such as 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>Risk Description: There is undefined scope that must be performed by OED IT staff to coordinate with the Frances development effort. 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. The lack of defined dependencies and scope of effort for IT staff tasks has the potential of negatively impacting the scope, quality, and schedule of the Frances implementation.</p> <p>There are very few knowledgeable support resources for most of the key existing mainframe systems such as OATS, IBIS, OAWS and others. Many of the systems are decades old and have seen numerous modifications as additional functionality and interfaces have been incorporated. In addition, there was a concerted effort to provide “integration” of functionality, 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.</p>		<p>Recommendations: Continue to define the Existing Systems Strategy to analyze, estimate, and develop an integrated plan that identifies resources and dependencies for the OED IT work on systems impacted by Frances and reporting being affected by Frances. The plan should identify the resources needed for data conversion, interface development, and regression testing of the current production environment as changes are made for the implementation of Frances.</p> <p>Consider careful prioritization of other legacy work to maximize resource availability for Modernization efforts.</p> <p>Evaluate alternatives and methods in the work plan that would leverage the institutional knowledge of more experienced OED IT staff. Closely monitor the progress and develop alternatives if resource contention is evident.</p>		<p>Current Analysis – April 2022: Progress continues with the work to identify the bridging needs to the existing systems. There are a few areas remaining that need further analysis. The Modernization team continues to develop the tickets for IT to complete the work.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – March 2022: This risk was lowered from high risk to medium, due to the progress made in defining the existing systems activities. OED IT is receiving and beginning work on the tickets being submitted. OED IT continues to evaluate the level of effort and resources needed, and so far, do not have concerns regarding adequate resourcing to meet the project schedule.</p>		



Previously Reported CSG iQMS Risks							
CSG Risk # 18: Concurrent Paid Leave Implementation		Current	Medium Risk Rank		Previous	Medium Risk Rank	
Risk Model ID: 455 Design Clarity	RFP ID: OR-52		Medium Probability	Medium Impact		Medium Probability	Medium Impact
Category: Quality / Design Specification							
Risk Trigger: The incorporation of the paid family medical leave functionality into Frances has a negative impact on OCM, training, or the master schedule.							
Risk Description: The business decision to incorporate the paid family medical leave insurance functionality into the UI Modernization Project has introduced some potential challenges for the project, including:		Recommendations: The Modernization team should consider a focused effort to identify the potential impacts to the current project plan and schedule and develop necessary mitigations.		Current Analysis – April 2022: There has been no impact on the schedule due to the concurrent implementation of the UI Modernization Project and the deployment of the Paid Leave Program. However, the business resources are strained. Preparing for the upcoming changes is becoming more challenging as more effort and involvement is requested from these resources. An area of concern currently is the data purification efforts prior to cutover. The Modernization team and business leaders are working together to resolve the concerns.			
<ul style="list-style-type: none"> ➤ The support staff will be learning both a new system (Frances) and in the case of UI tax staff, a new program (Paid Leave) creating the potential need for additional organizational change and training support. There are likely similar impacts to other support functions such as audits and collections. ➤ The potential impact on the training schedule and system development effort to facilitate additional requirements of Paid Leave. ➤ The Paid Leave program has not been fully implemented and is in the process of developing the supporting policy and Administrative Rules concurrent with the definition process for Frances introducing the potential for rework. 		<p>The Modernization team and Contributions team should consider planning additional resources or time for training the Contributions team who will need both system training and program training. Consider initiating Paid Leave program training as soon as Paid Leave contributions are defined.</p> <p>The Paid Leave Program should continue developing the business processes and detailed requirements for Paid Leave benefits, to ensure Paid Leave business analysts and subject matter experts are prepared for the Definition phase of rollout 2.</p>		<p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – March 2022: There has been no impact on the schedule due to the implementation of the technical solution for Paid Leave being combined with the UI Modernization Project. There is concern with the UI tax staff resources, as they continue to experience high workloads, the management team does not have a lot of tenure with UI tax, and some units have a high number of vacant positions.</p>			



Previously Reported CSG iQMS Risks						
Risk # 19: Lack of documented details for the Stakeholder Engagement Plan and related artifacts. Risk Model ID: 66 – Stakeholder Engagement - Planning RFP ID: N/A Category: Project Management Planning	Current	Low Risk Rank		Previous	Low Risk Rank	
		Low Probability	Low Impact		Low Probability	Low Impact
Risk Trigger: Stakeholders do not support the change or resist the new system.						
Risk Description: The Stakeholder Engagement Plan does not include key elements for stakeholder engagement. The plan does not include: <ul style="list-style-type: none"> ➤ Complete analysis of all stakeholders. The Stakeholder Registry includes some parts of analysis, mostly for internal stakeholders, but very few details for external stakeholders. The registry is not completed to the level needed to understand the plan for stakeholder engagement. ➤ A schedule of planned stakeholder engagement activities. The Stakeholder Registry holds some, but there is no one place documenting the planned activities for stakeholder engagement. ➤ The process for monitoring and measuring stakeholder involvement and assessing the effectiveness of the engagement strategies. A stakeholder gap analysis, which would include the current state and the desired future state of stakeholder acceptance.	Recommendation: The CSG iQMS team recommends: <ul style="list-style-type: none"> ➤ Updating the Stakeholder Engagement Plan and related documents to include the details to support all stakeholders’ engagement throughout the project. Include the when and where for the planned activities. ➤ If missing data is documented in other artifacts, clearly reference where the documentation can be found, such as committee charters, stakeholder registry, etc. ➤ Completing the Stakeholder Registry with details regarding each planned engagement. ➤ Updating the plan with the process for monitoring and measuring stakeholder involvement and assessing the effectiveness of the engagement strategies. ➤ Updating the plan to include stakeholder gap analysis. 		Current Analysis – April 2022: The Modernization team has the recommended modifications planned for their next update to the Stakeholder Engagement Plan. According to the schedule they will start that work September 5, 2022. Though the timing for this update is understandable, the CSG team would recommend the process for monitoring and measuring stakeholder involvement and the effectiveness of the engagement strategies and conducting stakeholder gap analysis be developed and implemented for rollout 1. Waiting for the planned update would mean these activities would not be completed for the Contributions rollout. The CSG iQMS team will continue to monitor this risk.			
Prior Analysis – March 2022: The Modernization team will be updating the Stakeholder Engagement Plan to add the missing details to the plan. They continue to implement their planned activities and engage stakeholders.						



Previously Reported CSG iQMS Risks						
Risk #20: Training Plan does not include evaluation of training effectiveness Risk Model ID: 154 – User Training Monitoring and Effectiveness RFP ID: N/A Category: Project Management / Training	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
Risk Trigger: User’s adoption rate of Frances is low; users report issues learning the new system						
Risk Description: The Frances Training Plan does not include evaluating and monitoring the user training for effectiveness. Without evaluation of the training users have difficulty adopting to the new system.	Recommendation: The CSG iQMS team recommends the Modernization team add an evaluation process to the training, such as pilots, formal training evaluations, or focus groups for feedback.		Current Analysis – April 2022: This risk was opened as a result of the quality control review of the UI Modernization Project Training Plan. The plan was updated using the CSG observations and recommendations. The CSG iQMS team will continue to monitor this risk for a month or two to observe the implementation of the updated plan prior to closing this risk. Previous Analysis – March 2022: N/A			



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. One risk was closed this month, Risk #13 regarding the Executive Sponsor turnover. The details are in the table below.

Table 6: Resolved Risks

Resolved Risks		
CSG Risk #13: Impact of Executive Sponsor and UI Sponsor Turnover Risk Model ID: 26 – Leadership – Project Sponsor Involvement RFP ID: OR 012 Category: Project Mgmt./Leadership and Governance	Low Risk Rank	
	Low Probability	Low Impact
Risk Description: 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.	Reason for Closure: The CSG iQMS team closed this risk as the UI Modernization project is strongly supported by the sponsors, including the Interim Executive Sponsor David Gerstenfeld. Though he is filling the position on a temporary basis, he has been in the interim position for close to two years. The sponsors are actively involved and engaged with the project and there are no concerns at this time.	



4. CATALOG OF REVIEWS

During the current reporting period, April 1, 2022, through April 30, 2022, 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 7: Documents and Materials Reviewed

Document or Material Reviewed	File Name
Mod Master Schedule 2022-03 EOM	Mod Master Schedule 2022-03 EOM
RI Existing Systems Decommission Schedule 2202-03 EOM	RI Existing Systems Decommission Schedule 2202-03 EOM
OED Modernization Program and UI Project Risk and Issue Report 2022-03-31	OED Modernization Program and UI Project Risk and Issue Report 2022-03-31
Modernization Schedule Review 2022-04-06	Modernization Schedule Review 2022-04-06 (email)
2022-04-07 Update: MOD Existing Systems Weekly Update and Discussion	2022-04-07 Update: MOD Existing Systems Weekly Update and Discussion (email)
Decommissioning Notes – Week of 4/4/2022	Decommissioning Notes – Week of 4/4
April 11, 2022 Purification Status Report	April 11 th Purification Status
Employer Survey Responses 3-2-2022	Employer Survey Responses 3-2-22
PRP-014 - Prevent Reserved SSN Usage	Change Request 34 – Requirement PRP-014 - Prevent Reserved SSN Usage
APP-033 - Generate Appeal Dismissal Decisions	Change Request 41 – Requirement APP-033 - Generate Appeal Dismissal Decisions
EAC-009 - Account Inactivation After Final Report	Change Request 42 – Requirement EAC-009 - Account Inactivation After Final Report
EAC-059 - Discontinue Processes - SUTA Investigation	Change Request 43 – Requirement EAC-059 - Discontinue Processes - SUTA Investigation
PRP-008 - Post Amended Reports	Change Request 44 – Requirement PRP-008 - Post Amended Reports
PRP-009 - Post Quarterly Reports	Change Request 45 – Requirement PRP-009 - Post Quarterly Reports
PRP-011 - Handle Duplicate Reports	Change Request 46 – Requirement PRP-011 - Handle Duplicate Reports
TEC-HST-01 - System Requirements	Change Request 47 – Requirement TEC-HST-01 - System Requirements



Document or Material Reviewed	File Name
TEC-HST-02 - System Status Reports	Change Request 48 – Requirement TEC-HST-02 - System Status Reports
TEC-HST-04 - Oregon Data Center Hosting	Change Request 49 – Requirement TEC-HST-04 - Oregon Data Center Hosting
REC-094 - File Warrants and Liens	Change Request 50 – Requirement REC-094 - File Warrants and Liens
Decommissioning Notes – Week of 4/11/2022	Decommissioning Notes – Week of 4/11/2022
Change Request 51 – Requirement TXR-009 – Exclude Suspense Charges	Change Request 51 – Requirement TXR-009 – Exclude Suspense Charges
Change Request 52 – Requirement ACC-045 – DCBS Annual Filers	Change Request 52 – Requirement ACC-045 – DCBS Annual Filers
Change Request 53 – Requirement T-40 – Hosting and Infrastructure Options	Change Request 53 – Requirement T-40 – Hosting and Infrastructure Options
Change Request 54 - Core Requirement Re-writes	Change Request 54 - Core Requirement Re-writes
Modernization Project Budget – February 2022	Modernization Project Budget – Feb22
OED Modernization Program and UI Project Risk and Issue Report 2022-03-31	OED Modernization Program and UI Project Risk and Issue Report 2022-03-31
UI Modernization Project Status Report 2022-3	UI Modernization Project Status Report 2022-3
2022-03-21 Modernization ESC Agenda and Minutes	2022-03-21 Modernization ESC Agenda and Minutes
Implementation Monday/Tuesday's (4/19/2022)	Implementation Monday/Tuesday's (4/19/2022)
Frances Online Support – Business process infographic	Frances Online Support
Payment Plans – Business process infographic	Payment Plans
Legacy Cutover Task Summary Report	Legacy Cutover Task Summary Report (Smartsheet)
IT Service Requests by Status Report	IT Service Requests by Status Report (Smartsheet)
Overdue Legacy Cutover List	Overdue Legacy Cutover List (Smartsheet)
2021-10-26 Modernization Oversight Forum Agenda and Minutes DRAFT	2021-10-26 Modernization Oversight Forum Agenda and Minutes DRAFT
MOD Legacy Cutover Dashboard	MOD Legacy Cutover Dashboard (Smartsheet)
Legacy Cutover Checklist	Legacy Cutover Checklist (Smartsheet)
Data Warehouse Action Items	Action Items (Smartsheet)
Data Warehouse Assumptions and Constraints	Assumptions and Constraints (Smartsheet)
OED Data Warehouse & Report R1 Plan Draft	OED Data Warehouse & Report R1 Plan Draft (Smartsheet)
Frances Rollout 1 Report List	Frances r1 report list
Change Control Report 2022-03 OPT version	Change Control Report 2022-03 OPT version
Decommissioning Notes – Week of 4/18/2022	Decommissioning Notes – Week of 4/18/2022 (email)



Document or Material Reviewed	File Name
Paid Leave Oregon April Update	Paid Leave Oregon April Update
Modernization Project Budget Report – May 2022	Modernization Project Budget Report – May22
FTE July 2021 to March 2022	FTE July 21 to Mar 22
Modernization Project Budget Report – March 2022	Modernization Project Budget Report – Mar22
March 2022 Document Detail	March-2022 Document Detail
Decommissioning Notes – Week of 4/18/2022 ACTION ITEMS	Decommissioning Notes – Week of 4/18/2022 ACTION ITEMS (email)
Change Request 54 – Core Requirement Re-writes	Change Request 54 – Core Requirement Re-writes
Change Request 55 – Requirement TEC-HST-03 – Hosted System Flaws	Change Request 55 – Requirement TEC-HST-03 – Hosted System Flaws
Change Request 56 – Requirement TEC-SCRC-02 – Media Protection	Change Request 56 – Requirement TEC-SCRC-02 – Media Protection
Change Request 57 – Requirement EPO-012 – Independent Contract Wizard	Change Request 57 – Requirement EPO-012 – Independent Contract Wizard
Change Request 58 – Requirement EAC-007 – Auto Account Deactivation	Change Request 58 – Requirement EAC-007 – Auto Account Deactivation
Change Request 59 – Requirement APP-049 – Schedule and Assign Cases to Hearings	Change Request 59 – Requirement APP-049 – Schedule and Assign Cases to Hearings
Change Request 60 – Requirement APP-051 – Balance UI Hearing Staff Schedules	Change Request 60 – Requirement APP-051 – Balance UI Hearing Staff Schedules
Change Request 61 – Requirement APP-027 – Assign Case Exhibit Identifier	Change Request 61 – Requirement APP-027 – Assign Case Exhibit Identifier
Change Request 62 – Requirement G-8 – Appeal Management	Change Request 62 – Requirement G-8 – Appeal Management
Change Request 63 – Requirement TEC-SCRC-25 – OED Access Policies	Change Request 63 – Requirement TEC-SCRC-25 – OED Access Policies
Change Request 64 – Requirement TEC-SCRC-34 – Electronic Data Encryption	Change Request 64 – Requirement TEC-SCRC-34 – Electronic Data Encryption
Modernization Language Translation Summary Analysis V.2 2021-10-30	Modernization Language Translation Summary Analysis V.2 2021-10-30
Modernization Decision Registry	Modernization Decision Registry
Modernization Program Governance Plan V5.1	Modernization Program Governance Plan V5.1



4.2 Interviews Conducted

The details of the interviews that the CSG iQMS team conducted during April 2022 are in the table below.

Table 8: Interviews Conducted

Interviewees	Interview Date	CSG Participants
Bill Truex	April 11, 2022	Jayne Martin
Natalie O’Neill	April 11, 2022	Jayne Martin
Jill Coleman	April 12, 2022	Jayne Martin
Sara Cromwell	April 13, 2022	Jayne Martin
Cecily Warren	April 13, 2022	Jayne Martin
Stephanie Ficek	April 18, 2022	Jayne Martin
Kelly Menard	April 18, 2022	Jayne Martin
Renee Royston	April 20, 2022	Jayne Martin
Sheri Murphy	April 27, 2022	Jayne Martin
Katharina Atwood	April 29, 2022	Jayne Martin

4.3 Meetings Attended

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

Table 9: Meetings Attended

OED Modernization Meetings	Scheduled Date	CSG Participant
Decommissioning Meeting	April 4, 2022	Jayne Martin
Frances Train-the-Trainer Orientation	April 4, 2022	Jayne Martin
Blocked Claims Go Back Meetings	April 4, 2022	Jayne Martin
MOD Team Monthly Meeting	April 5, 2022	Jayne Martin
Presentation and Driving Skills (Train-the-Trainer Training)	April 5, 2022	Jayne Martin
iQMS Touchbase	April 5, 2022	Jayne Martin
Business Team Weekly Check In	April 6, 2022	Jayne Martin
Audit Go Back Meetings	April 6, 2022	Jayne Martin
Collections General Go Back Meeting	April 7, 2022	Jayne Martin



OED Modernization Meetings	Scheduled Date	CSG Participant
Tax Rate and Business Transfers: Go Back Meetings	April 7, 2022	Jayne Martin
Bankruptcy Go Back Meetings	April 8, 2022	Terri Grenda
MOD RIMT Monthly Meeting	April 11, 2022	Jayne Martin
MOD Project Monthly All Staff Meeting	April 12, 2022	Jayne Martin
iQMS Touchbase	April 12, 2022	Jayne Martin
Decommissioning	April 13, 2022	Jayne Martin
Modernization Schedule Management Review	April 13, 2022	Terri Grenda
OCM (Extended) Team Meeting	April 13, 2022	Jayne Martin
Change Control Board	April 13, 2022	Jayne Martin
Blocked Claims Go Back Meeting	April 14, 2022	Becky Rosier
Collections General Go Back Meeting	April 14, 2022	Terri Grenda
Tax Rating and Business Transfers: Go Back Meeting	April 14, 2022	Jayne Martin
Bankruptcy Go Back Meeting	April 15, 2022	Terri Grenda
Blocked Claims Go Back Meeting	April 18, 2022	Becky Rosier
Modernization Executive Steering Committee	April 18, 2022	Jayne Martin
Change Control Board	April 18, 2022	Jayne Martin
iQMS Touchbase	April 19, 2022	Jayne Martin
Decommissioning	April 19, 2022	Jayne Martin
Cutover – April Edition	April 19, 2022	Jayne Martin
OED Data Warehouse Project Planning	April 19, 2022	Jayne Martin
Modernization Schedule Management Review	April 20, 2022	Jayne Martin
Modernization Oversight Forum	April 21, 2022	Jayne Martin
Collections General Go Back Meetings	April 21, 2022	Becky Rosier
Modernizations Operations and Policy Meeting	April 21, 2022	Terri Grenda
Tax Rating and Business Transfers: Go Back Meetings	April 21, 2022	Jayne Martin
Decommissioning	April 25, 2022	Jayne Martin
OED Mod / DCBS Biweekly Meeting	April 25, 2022	Jayne Martin



OED Modernization Meetings	Scheduled Date	CSG Participant
Conversion and Purification Meeting	April 26, 2022	Becky Rosier
iQMS Touchbase	April 26, 2022	Jayne Martin
OED Mod / DOR Biweekly Meeting	April 26, 2022	Terri Grenda
Modernization Schedule Management Review	April 27, 2022	Becky Rosier
Wave Tester Training	April 27, 2022	Jayne Martin
Decommissioning	April 28, 2022	Jayne Martin
Collections General Go Back Meetings	April 28, 2022	Becky Rosier
Monthly Communications Planning	April 28, 2022	Terri Grenda
MOD Budget Meeting	April 28, 2022	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. Due dates are based on the latest draft of the iQMS project schedule.

5.1 Milestones and Deliverables Due

Table 10: Milestones and Deliverables Due

Milestone/Deliverable	Date Due	Status
3.3.23 Monthly Quality Status Report – April 2022	May 11, 2022	In Progress
3.1.8.a FAST Conversion Plan Quality Control Review Report	May 18, 2022	In Progress
5.3.2 Security Assessment Schedule	May 18, 2022	Not Started
3.1.5.c PMP Quality Control Review	May 25, 2022	In Progress
5.3.1 Security Assessment Plan	May 27, 2022	Not Started

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

5.2 Planned iQMS Interviews

Table 11: Planned iQMS Interviews

Interviewee Name	Date	CSG Participant
Renee Royston	May 12, 2022	Jayne Martin
Keith Shribbs	May 17, 2022	Jayne Martin
Keith Williams	May 31, 2022	Jayne Martin
Bill Truex	May 20, 2022	Jayne Martin
Maggie Gleason	May 17, 2022	Jayne Martin
Josh Williams	May 18, 2022	Jayne Martin
Lori Graham	May 18, 2022	Jayne Martin
Lindsay Leahy	TBD	Jayne Martin
Becky Dutcher	TBD	Jayne Martin



5.3 Planned Meeting Attendance

Table 12: Planned Meeting Attendance

Modernization Meetings	Meeting Date	CSG Participants
OED Modernization Stakeholder Board	May 2, 2022	Jayne Martin
OCM Extended Team Meeting	May 2, 2022	Jayne Martin
Change Control Board – Monthly Meeting	May 2, 2022	Jayne Martin
Conversion and Purification Weekly	May 3, 2022	Becky Rosier
iQMS Touchbase	May 3, 2022	Jayne Martin
Business Team Weekly Check In	May 4, 2022	Jayne Martin
Modernization Schedule Management Review	May 4, 2022	Becky Rosier
OED MOD Demo with DCBS for Frances External Access Portal	May 4, 2022	Jayne Martin
Audit Go Back Meetings	May 4, 2022	Jayne Martin
Collections General Go Back Meeting	May 5, 2022	Jayne Martin
Tax Rating and Business Transfers: Go-Back Meeting	May 5, 2022	Jayne Martin
Bankruptcy Go Back	May 6, 2022	Becky Rosier
MOD RIMT Monthly Meeting	May 9, 2022	Jayne Martin
MOD Project Monthly ALL STAFF Meeting	May 10, 2022	Jayne Martin
Conversion and Purification Meeting	May 10, 2022	Jayne Martin
iQMS Touchbase	May 10, 2022	Jayne Martin
OED Mod DOR Biweekly Meeting	May 10, 2022	Jayne Martin
Business Team Weekly Check In	May 11, 2022	Jayne Martin
Modernization Schedule Management Review	May 11, 2022	Jayne Martin
OCM (Extended) Team Meeting	May 11, 2022	Jayne Martin
Collections General Go Back Meeting	May 12, 2022	Jayne Martin
Tax Rating and Business Transfer: Go-Back Meetings	May 12, 2022	Jayne Martin
ESC Talking Points Walk Through	May 13, 2022	Jayne Martin
Bankruptcy Go Back Meetings	May 13, 2022	Becky Rosier
Modernization Executive Steering Committee	May 16, 2022	Jayne Martin and Drew Sutter



Modernization Meetings	Meeting Date	CSG Participants
Conversion and Purification Weekly	May 17, 2022	Terri Grenda
iQMS Touchbase	May 17, 2022	Jayne Martin
Frances Cutover Meeting	May 17, 2022	Jayne Martin
Business Team Weekly Check In	May 18, 2022	Jayne Martin
Modernization Schedule Management Review	May 18, 2022	Jayne Martin
Modernization Operations and Policy Team Meeting	May 19, 2022	Jayne Martin
Tax Rating and Business Transfers: Go-Back Meetings	May 19, 2022	Jayne Martin
OED Mod DCBS Biweekly Meeting	May 23, 2022	Jayne Martin
Conversion and Purification Weekly	May 24, 2022	Becky Rosier
iQMS Touchbase	May 24, 2022	Jayne Martin
OED Mode DOR Biweekly Meeting	May 24, 2022	Jayne Martin
Change Control Board – Ad Hoc	May 24, 2022	Jayne Martin
Business Team Weekly Check In	May 25, 2022	Jayne Martin
Modernization Schedule Management Review	May 25, 2022	Jayne Martin
MOD Budget Meeting	May 26, 2022	Jayne Martin
Tax Rating and Business Transfers: Go-Back Meetings	May 26, 2022	Jayne Martin
Managers Modernization Monthly Update	May 27, 2022	Jayne Martin
Conversion and Purification Weekly	May 31, 2022	Jayne Martin
iQMS Touchbase	May 31, 2022	Jayne Martin