State of Oregon
Employment Department

◆ **Modernization**
Program

Unemployment Insurance Modernization Project Engagement Plan

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TABLES AND FIGURES

Document Maintenance

This document is maintained by the Modernization team and will be reviewed and updated annually or when major revisions are necessary. Periodic process reviews assess the effectiveness of program plans and processes. Any identified changes or improvements are incorporated in program processes and reflected within revisions to these program plans. All program plans are stored within the program's file share here: \\WPOEDFILL04\Modernization\00 Program Management\Program Plans\

Exhibits are provided as samples only. Updated versions of any exhibit can be obtained from the Modernization Program Manager.

Version	Date	Author	Change Description
V1.0	08/2020	Lynn Kneeland, Communications Specialist	Initial version of the plan.
V2.0	9/2021	Jenny King, Implementation PM Lynn Kneeland, Communications Specialist	Updated to address QC findings and align with related plans (communications and Organizational Change Management). Revised to include QC findings and include collaboration with interested parties.
V3.0	12/2022 04/2023	Lynn Kneeland, Communications Officer	Refreshed for Rollout 2 phase of project. Revised to incorporate iQMS QC recommendations. Revised to transition from "Stakeholder Engagement Plan" title and references.

Program Overview

The Employment Department's Modernization Program is a multi-year initiative focused on transforming the agency's business processes and core technology systems. Computer systems supporting receipt of unemployment insurance (UI) taxes, Paid Leave Oregon contributions, payment of UI and Paid Leave Oregon benefits, and delivery of employment services will be replaced or established. Further, business processes will be transformed to take advantage of opportunities and benefits available through new system capabilities.

Project Overview

The UI Modernization Project is an initiative chartered through the Modernization Program. Its purpose is to replace or create the computer systems supporting receipt of UI taxes and Paid Leave Oregon contributions and payment of UI and Paid Leave Oregon benefits. Additionally, we will transform business processes to take advantage of opportunities and benefits available through new system capabilities.

Document Purpose

The purpose of this plan is to create a consistent and coordinated approach to engaging partners, customers, and other interested parties in the UI Modernization Project. The plan describes the objectives and goals that will guide and be used in the planning, tracking, and execution of engagement activities.

The plan includes the processes required to:

- identify the people, groups, and organizations that could be impacted by the project,
- analyze their expectations, concerns, and influence on the project,
- develop strategies and tactics for effectively engaging them in a manner appropriate to their interest and involvement in the project, and
- cultivate a supportive mindset through increased understanding and transparency about the project.

Document Relationship

This plan is an extension of the UI Modernization Project's Project Management Plan. This plan also relies upon or references other plans. For a complete list of document relationships see the Document Matrix in the Modernization Document Registry, located here: Q:\00 Program Management\Program Plans\Document Registry.

Document Audience

This document is intended for these primary audiences:

- **Sponsors and steering committee members** – to understand the processes that will be followed, as well as their role in identifying and responding to risks and issues. They also have a responsibility to ensure processes are appropriate and are enforced.

- **Internal and external oversight entities** – to monitor whether appropriate processes are in place and continue to be followed.

- **Program and project team members and vendor staff** – to understand the purpose and desired outcomes expected, clear direction for what must be delivered, and how it will be measured.

- **Agency employees and interested parties** – to reference for general awareness.

Risks, Assumptions, and Constraints

RISKS

Risks related to communications and engagement are described and managed through the program's risk and issue process. See the program's risk management plan for further details on the risk and issue process. The program Risk and Issue Management Plan is located here: Q:\00 Program Management\Program Plans\Risk and Issue Management Plan See the Modernization Risk Registry for a current listing of communication and engagement risks: Q:\00 Program Management\Risk-Issue\Risk and Issue Registries

ASSUMPTIONS

- Designated representatives for each internal and external group are identified and held responsible for sharing engagement opportunities within their group.

- Modernization team collaborates with business areas to develop strategies for engaging with their external and internal partners and customers.

- Modernization team collaborates with the agency's Equity and Inclusion Office when planning and developing engagement activities.

- To effectively communicate and conduct the necessary business of the UI Modernization Project, the Modernization team is permitted to use existing agency communications channels such as:

  o Email subscription management system (GovDelivery);

  o Employment Department intranet site (EDweb);

  o Employment Department external website;

  o Manager's Sharepoint site; and

  o Employment Department YouTube channels and social media platforms.

CONSTRAINTS

- Availability of subject matter expertise for business areas and the Modernization team may constrain planning, development, review, and delivery of engagement activities.

- Agency standards supporting engagement activities are under development.

Roles and Responsibilities

Significant roles and responsibilities involved in engagement activities are described below.

Table 1 – Roles and Responsibilities

Role	Responsibilities
Modernization Executive Sponsor (Agency Director)	Communicates program and project progress to external oversight (e.g. presents testimony at legislative hearings, reports to Legislative Fiscal Office (LFO), Chief Financial Office (CFO), and Enterprise Information Services (EIS)).
	Supports project success by demonstrating understanding of and participating in clear and consistent communication and engagement activities.
	Provides input on project communications and engagement strategies.
	Assists in identifying and making connections with federal or executive-level partners, customers, and other parties.
	Communicates and sets expectations and priority for engagement activities with agency executive leadership.
	Holds executive leadership accountable to their roles in engagement and in maintaining relationships with partners to validate project scope, impacts, and timelines.
	Assists in removing barriers for conducting engagement activities at the federal and agency level.
Modernization Program Sponsor (Modernization Director)	Communicates program and project status to external oversight (e.g. presents testimony at legislative hearings, reports to LFO, CFO, and EIS).
	Supports project success by demonstrating understanding of and participating in clear and consistent communication and engagement activities.
	Provides guidance on project communications and engagement strategies.
	Maintains relationships with partners to validate project scope, impacts, and timelines.
	Provides and reviews content for project engagement with partners, customers, and other interested parties.
	Communicates progress updates, impacts, and concerns to partners, external customers, and other interested parties.
	Reviews message content for consistency and accuracy, as necessary.
	Assists in removing barriers for conducting engagement activities at the executive level.
	Serves as a primary point of contact for internal and external partners, customers, and other interested parties.

Role	Responsibilities
Modernization Business Sponsors (Unemployment Insurance Division Director | Paid Leave Oregon Director | Chief Information Officer)	Supports project success by demonstrating understanding of and participating in clear and consistent communication and engagement activities. Communicates program and project status to external oversight (e.g. presents testimony at legislative hearings, reports to LFO, CFO, and EIS). Provides input on engagement strategies and communications. Maintains relationships with partners to validate project scope, impacts, and timelines. Assists in the identification, validation, and connection with partners, customers, and other interested parties. Assists in removing barriers for conducting engagement activities with external groups.
Deputy Modernization Director	Participates on Modernization Communications team to develop and contribute to overall engagement strategy and activities. Provides and reviews content for project engagement with partners, customers, and other interested parties. Reviews message content for consistency and accuracy when appropriate. Serves as a primary point of contact for internal and external partners, customers, and other interested parties.
Modernization Project Managers (Project Managers (PMs))	Develops and presents project status reports, project plans, and schedule updates to appropriate audiences. Provides content for project communications. Reviews message content for consistency and accuracy, or facilitates review by other project members as necessary. Serves as a primary point of contact for internal and external partners, customers, and other interested parties.
Modernization Communications Officer	Provides guidance to leadership and communications team on strategy and implementation of public affairs outreach for Modernization projects as they relate to customer outreach and the media. Facilitates monthly communication planning sessions with Modernization Communications team to review progress of planned communications and engagement activities, and plan for upcoming messages and activities. Partners with designated agency staff to create and implement outreach plans, materials, and policies as they relate to communication and engagement activities for specific groups. Acts as a designated liaison to external customers and interested parties.

Role	Responsibilities
	Develops and maintains communications and outreach plan, contacts registry, and communications registry to ensure planned communications are tracked and meeting communications goals
	Develops and reviews messages, updates, and talking points for the Modernization team, steering committee, division managers, and partners.
	Manages content for Modernization Program and project websites. Drafts, prepares, compiles, or reviews information for posting to web.
	Coordinates with change management analysts and other team members to maintain consistency of project messages and engagement activities.
	Ensures Modernization Program communications are consistent with agency-wide standards, branding, and style guide.
Modernization Communications team	Participates in monthly communication planning sessions to review progress of planned communications and engagement activities, and plan for upcoming messages and activities.
	Reviews message content for consistency and accuracy as necessary.
	Note: This team is comprised of the Modernization Communications Officer, Modernization Director, FAST Project Director, FAST Organizational Change Management (OCM) Manager, Deputy Modernization Director, Modernization Program Manager, UI Project Business and Technical Teams Managers, User Experience Analyst.
Modernization Legacy and Existing Systems Project Manager	Acts as liaison and point of contact between the Modernization team project leads and managers to OED IT leadership and staff to support collaboration and engagement and transition of legacy and existing systems.
User Experience Analyst (UX Analyst)	Acts as the liaison and point of contact between the Modernization project and OED customers impacted by the project.
	Facilitates engagement and opportunities to gather and apply customer experience and feedback.
	Keeps current on UI Modernization Project and project content so that customers can be updated on project progress.
Organizational Change Management Analysts (OCM Analysts)	Act as the liaison and points of contact between the Modernization team and the business areas impacted by the modernization work.
	Responsible for gathering, analyzing, developing communications, and facilitating communication of changes to the business processes resulting from modernization.
	Support execution of change management activities and strategy outlined in UI Modernization Change Management plan in collaboration

Role	Responsibilities
	with Modernization team.
Interface Business Analyst	Acts as the liaison and point of contact between the Modernization team and the external interface partners impacted by the Modernization work.
	Responsible for gathering, analyzing, and facilitating communication of changes to existing or creation of new interfaces resulting from Modernization.
	Responsible for facilitating interface testing, identifying external access needs, and sharing training resources with interface and agency partners.

Engagement Goals and Objectives

Effective engagement with partners, customers, and other interested parties seeks a broad, inclusive, and continuous process that spans the entire project lifecycle with an emphasis on governance, transparency, and reporting. The project will meaningfully integrate engagement activities into core business activities and measure engagement effectiveness at building trusting and productive working relationships with invested groups. This plan and the engagement activities will evolve with the project. Below are the project goals, supporting objectives, and key results to measure impact.

Goal 1: ENSURE PARTNERS, CUSTOMERS, AND OTHER INTERESTED PARTIES UNDERSTAND THE PROJECT PURPOSE AND INTENTION AND HAVE CONFIDENCE IN THE PROJECT AND ITS APPROACH.

Supporting objectives:

- Determine what information about the project can be shared and examine ways to make information more accessible to partners, customers, and other parties.
- Build intelligence of customer needs to make balanced and fair decisions that anticipate and meet their needs.
- Establish the infrastructure, processes, and governance necessary to engage with partners, customers, and other parties.
- Provide purposeful information about the project to invested groups.

Key results:

- A liaison has been identified for each invested group and accepted the responsibility of sharing information about the project with their group.
- Channels for communication and feedback are established.
- Partners, customers, and other parties report that they know who to contact to get their questions answered and to give feedback related to the project.
- Partners, customers, and other parties report that they are gaining knowledge about the project from engagement activities and communications.
- Partners, customers, and other parties report that they have an understanding of the project vision and roadmap.

- Online activity demonstrates invested groups are accessing available information and tools.

Goal 2: GATHER AND SYNTHESIZE INPUT FROM PARTNERS, CUSTOMERS, AND OTHER INTERESTED PARTIES AND LISTEN TO AND ACKNOWLEDGE CONCERNS, NEEDS, AND INTERESTS.

Supporting objectives:

- Enable and encourage input from partners, customers, and other parties by providing easy access to project team members and appropriate information as well as ensuring our communications are inclusive.
- Build segmented engagement plans accounting for viewpoints and needs based on the project phase.

Key results:

- Communication flows to invested groups and then back to the project.
- OCM analysts, UX analysts, communication, and engagement teams are able to gain insight and value from partners, customers, and other parties to inform decision-making.
- Engagement and communications activities are tailored to suit specific needs.
- Partners, customers, and other parties report they support the timing of, scope, and approach to the project's work.
- Online activity demonstrates customers are accessing available information and tools.
- Key partners, customers, and other interested parties are consistently being engaged.

Goal 3: RELAY PARTNERS', CUSTOMERS', AND OTHER INTERESTED PARTIES' INPUT TO THE APPROPRIATE GROUPS WITHIN THE PROJECT, AND DEMONSTRATE HOW THEIR FEEDBACK IS REFLECTED IN THE PROJECT DECISIONS.

Supporting objectives:

- Increase engagement and feedback loop activities between project sponsors and project team.
- Ensure all partners, customers, and other parties are given the right information to make informed discussions and participate in developing mutually acceptable outcomes.
- Adapt engagement plans, to be responsive to diverse needs, as activities are implemented and feedback is received.
- Build partnerships between the project and invested parties early, and while there is still an opportunity for feedback to be considered.

Key results:

- Partners, customers, and other parties are actively involved in project activities and initiatives.
- Invested customer groups report that they believe the project is responsive to their questions and concerns.
- Invested customer groups report they feel involved in decisions that impact their work and have the ability to provide input that will be used by the project.
- The project reports the right quantity and quality of information is being collected from invested customer groups to inform decision-making.
- Online activity demonstrates customers are accessing available information and tools.
- The number, scale, and quality of input received from partners, customers, and other parties.

Goal 4: SUPPORT OPPORTUNITIES FOR THE PROJECT TO WORK DIRECTLY AND EFFECTIVELY WITH PARTNERS, CUSTOMERS, AND OTHER INTERESTED PARTIES ON PROJECT DECISION-MAKING, FUNCTIONS, ACTIONS, AND ACTIVITIES.

Supporting objectives:

- Share knowledge and develop joint expertise between partners and customers, and the project team.
- Ensure everyone has access to subject-matter experts.
- Develop consistent and transparent processes to capture, act on, discuss, and provide feedback on customer input.
- Develop a reputation for meeting expectations.

Key results:

- Visible partnerships are built and reports indicate trust is established with the project.
- The number, scale, and quality of input received from customer groups.
- The project team and invested parties report outcomes are mutually acceptable.
- Online activity demonstrates customer groups are accessing available information and tools.
- The number of events, activities, and communications where information is presented.

Contacts Registry

The contacts registry documents internal and external groups including employees, customers, partner agencies, legislators, and program oversight entities that are identified as having influence or interest in the project or are impacted by it. This registry is frequently updated and maintained as a separate document in the program's file share: Q:\00 Program Management\Engagement\Contacts Registry

For each identified contact, the registry includes information that identifies the contact, gives their relationship to OED, and communications needs. The registry also identifies the level of impact, engagement and support as well as anticipated engagement and person responsible.

An example of the registry can be found in Appendix A.

Analysis

The intent of this analysis is to guide the approach for engaging and communicating with the many groups who have a vested interest in the UI Modernization Project. Partners, customers, and other interested parties were divided into like internal and external groupings as recorded in the registry. The analysis document is maintained separately in the program's file share: Q:\00 Program Management\Engagement\Contacts Registry

The analysis document assesses and records the following for each customer grouping:

- Level of influence within the agency and on the project.
- Level of impact to the customer by the project.
- Desired level of engagement or contribution throughout the project life cycle.
- Level of interest and desired communication frequency throughout the project life cycle.
- Identify specific issues or key concerns, if any.
- Preferred communication tools and methods.

All of the above helps to identify for each grouping:

- What types of engagement activities and communications to plan and execute.
- Specific or unique engagement and communication needs.
- Timing and frequency of engagement and communication activities.
- Methods and tools used in communications.

The results of the analyses is used to plan and execute appropriate communication and engagement with each group in partnership with business areas.

Communications and engagement activities will be coordinated with agency, UI, and Paid Leave Oregon program staff as appropriate to determine the appropriate approach and timing of activities, including responsible parties. The Modernization Communications team engagement liaisons will support and facilitate activities determined to be most appropriately communicated and/or led by business areas.

Engagement Action Plan and Methods

Internal employee engagement activities are facilitated by the Modernization OCM team. OCM methodology and approach is outlined in the UI Modernization Project OCM Plan and is available in the program's file share here: Q:\00 Program Management\Program Plans\Organizational Change Management Plan

External engagement activities and communications are planned and aligned with the project by rollout in the Engagement Action Plan. Initial activities are identified and grouped by month planned with additional items added as needed to support the project rollout. The plan is a living document and identifies the status of the activity and who is responsible. This document is maintained as a separate document in the program's file share here: Q:\00 Program Management\Engagement\Engagement Action Plan

Table 2 below provides examples of the types of engagement activities and communications that will be used to engage our external partners, customers, and other parties based on the grouping in which they belong.

Table 2 – Engagement examples

External Customer/Partner	Engagement
Employers	Surveys, communication campaigns, focus groups, participation on Engagement Board to mitigate risk and identify engagement activities and invite involvement in design, development, and testing of interfacing impacts.
Legislature and Elected Officials	Participation on Modernization Oversight Forum, provide budget updates, Ways and Means testimony, Joint Legislative Committee on Information Management and Technology (JLCIMT) testimony, meetings with legislators and Governor's Office, interim committee engagement.
Claimants	Surveys, communications campaigns, focus groups, invite involvement in design, development, and testing of interfacing impacts.

Third Party Administrators (Payroll Providers)	Surveys, communication campaigns, focus groups, participation on Engagement Board to mitigate risk and identify engagement activities, and to invite involvement in design, development, and testing of interfacing impacts.
Service Delivery Partners	Provide ongoing communication updates for project awareness, participation on Engagement Board to mitigate risk and identify engagement activities, member of the Engagement Board participates as voting member of Modernization Steering Committee, invite involvement in design, development, and testing of interfacing impacts.
Oversight Entities	Continue to provide ongoing communication updates for project awareness and oversight responsibilities, representation on Modernization Steering Committee and Engagement Board, monthly and quarterly reporting, and routine monthly touch points.

Communication Channels and Tools

The channels (methods) and tools used for delivering engagement messages will be determined based on the target audience preferences, the type of information, and the importance of the messages. Information will be presented in several ways using multiple communication techniques, including standard communication methods as well as new and innovative approaches. See the Modernization Program Communications and Outreach Plan for the types of communication channels and tools that are available for use in engagement activities as well as the communications development and approval process. This document is maintained in the program's file share: Q:\00 Program Management\Program Plans\Communications Plan

Communication Strategy

Internal challenges

Project partners and customers within the agency feature a diversity of background and perspective on the project as well as a range of awareness and understanding levels. For example, different sections and units have received varying levels of information about Modernization and their relationship to it. Work roles, regardless of their organizational position, will also influence the need for and appreciation of certain information. Similarly, long-term employees can be expected to perceive and respond to the project differently than more recent employees who have not experienced or been involved with major information technology projects in the past. Additionally, Paid Leave Oregon has recently been added as an OED program and is currently developing the policy and business processes that will support the program, as well as hiring their team from within and outside of the agency.

Internal audiences will particularly seek an answer to the question, "When and how will my job change?" Messages that speak to the direct job impacts of the project, complemented when possible by messages describing what can be done now to prepare for changes, are the highest priority for internal communication. See the UI Modernization Project OCM Plan for details on activities and messaging related to OCM in the program's file share: Q:\00 Program Management\Program Plans\Organizational Change Management Plan

External Challenges

The program's external partners and customers are numerous and diverse, but more compartmentalized and therefore less likely to share information amongst themselves than internal audiences. Established relationships between external parties and specific OED staff will be considered and leveraged. Typical OED points of contact for identified customer groups are listed in the Contacts Registry to support communication through existing channels and relationships. Additionally, Modernization liaisons act as a point of contact to the groups to facilitate engagement and communication opportunities.

Depending on an external customer's level of engagement with the agency, their awareness of the program and its impacts may be low and any change will feel sudden and unexpected. Communication efforts will be made to mitigate this impression for those who rarely engage us.

Table 3 – External Challenges

Challenge	Potential impact	Possible approach
The project's external partners and customer groups are numerous and diverse, but more compartmentalized and therefore less likely to share information among themselves than internal audiences.	Ineffective communication with the public may damage our relationships with Oregonians, foster dissatisfaction with or avoidance of the new system, and undermine confidence in the project.	Identify typical OED points of contact for those identified as Modernization customers and support communication through existing channels. Use the existing business area relationships with external groups to share appropriate information.
There will be many opportunities for improved services between OED and external partners and customers.	Scope creep is a concern and could be a barrier to success.	Communicate that we are looking for ways to change OED business processes that best meet the needs for OED's vision of the future. We will look for opportunities to improve, and will align to best practices. In support of the agency's commitment to ongoing improvement, opportunities that are identified but are considered out of scope may be addressed in the future by the program areas.

Universal Challenges

Particularly in the early stages of the project, engagement with partners, customers, and other parties will address challenges of understanding the scale and practical impacts of the Modernization. These challenges include:

- Desire for the project and the new system to provide all of the things a particular audience has wanted from OED's services.

- Scope of the project, including the particular systems to be replaced with the new system as well as the "down-stream" impact of the replacement on business operations and systems that are not being replaced.

- Lack of familiarity with the system, its capabilities, and the distinction between configuring the product to administer UI tax and Paid Leave Oregon contributions, as well as UI and Paid Leave benefits, and customizing the product to suit particular wants.

- Conceptions, and misconceptions, of this project based on reflections of previous major technology project experiences.

- The range of impacts from OED's need to simultaneously operate dual systems, one for UI tax and Paid Leave contributions and one for UI benefits, during the second rollout of the project.

Table 4 – Universal Challenges

Challenge	Potential Impacts	Possible Approach
Information not being filtered to the desired audience.	Negative effect on buy-in and resistance to change in how we provide services.	Reinforce role of individuals responsible for disseminating information within each group. Supplement standard communication with unit-specific information. Monitor the communication process at all levels of the organization.
Conceptions, and misconceptions, of this project based heavily on reflections of previous major technology project experiences (both internal and external to OED).	Resistance to system adoption, rumors and speculation, potential impacts to future funding approvals.	Clearly communicate the status and successes of the project. Externally, leverage existing relationships with partners, customers, and other parties. Internally, leverage the OCM readiness assessments to target communications to and engagements with high-risk groups.
Desire for Modernization and the new system to provide all of the things a particular audience has wanted from OED's systems.	Resistance to change, challenges with adoption. Internal perpetuation of workaround solutions.	Clearly communicate expectations of the system and benefits of standardization and agency-wide flexibility versus individual flexibility.

		Clearly communicate the direction of the agency and overall benefits of the new system.
Availability of Modernization resources to participate in road shows and other face-to-face (in-person and virtual) communication and engagement demands.	Right people not delivering communications or engaging with customer groups, which affects perception and buy-in.	Communication and engagement will be a project priority. Rotate Modernization team members to ease the burden on one person. Identify "Super Users" in the change network within the business areas, who can support communications, both internally and externally. Engage trainers, testers, and subject-matter experts.

Communications Registry

All communications will be logged and tracked in the communications registry. The communications registry identifies specific communication deliverables, planned and executed, along with the intended audience(s), person(s) responsible for ensuring development, dissemination, format, and anticipated frequency.

The scope of communications and engagement activities included in the registry are enterprise-wide level communications about the program and individual projects that provide awareness, instruction, critical messaging, and requests for feedback and information from internal and external partners and customer groups. The registry is not intended to include day-to-day Modernization team communications.

For each communications and engagement activity the registry includes the purpose, goal and objective, intended audience(s), communicator, target dates and/or anticipated frequency, channels and methods, key messages when applicable, draft owner, review, approval steps, and status. This registry is maintained as a separate record in Delivery Workbench, FAST's project management tool. Select communications are also available on the program's external web page here: https://www.oregon.gov/employ/modernization

Approving Authorities

Renee Royston
Renee ROYSTON (Apr 18, 2023 15:54 PDT)
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Renee Royston, Modernization Program Sponsor   Date
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Lindsi Leahy (May 1, 2023 10:03 PDT)
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Lindsi Leahy, Business Sponsor   Date
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Karen Madden Humelbaugh
Karen Madden Humelbaugh (May 1, 2023 09:46 PDT)
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Karen Madden Humelbaugh, Business Sponsor   Date
Paid Leave Oregon Director

Lynn Kneeland
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Lynn Kneeland, Modernization Communications Officer   Date

Appendix A – Contact Registry example

Partner	UI	Paid Leave Oregon	Contact Name	Business Relationship (Specific areas of interest and participation)	Contact Phone	Contact Email	Employment Department Point of Contact (External Only)	Preferred Communication Tool/Method	Level of Impact	Level of Influence	Level of Contribution	Level of Engagement (Inform, Involve, Collaborate, or Empower)	Challenges & Opportunities	Current Level of Support	Regular Meetings	Send Updates	Meet with Informally	When to Start Involvement	Responsible
													Why and what to communicate		**Communication Strategy**			**Timing and Spokesperson**	
Legal Aid - Farm worker Representative		X	<contact name>		XXX-XXX-XXXX	contact@email.com	<contact name>		Primarily an observer to this impact	6	5	Inform	The Communication will use some of the tools they already have and have been using to continue their efforts to provide an effective communication strategy to include this targeted group. Already include in the distribution lists as part of the Modernization Project updates through Gov Delivery. A monthly e-communication including current project status, milestones, breakthroughs and successes of the project written in plain language for any audience.	Informational Emails that include links to information on public facing site	Will be included in meetings only if they volunteer to provide feedback, may be in person or virtual.	Updates will be sent via email that also provide a link to the public facing website.	Will have informal meetings only in the capacity of a volunteer to provide feedback, may be in person or virtual.		Lynn Kneeland
Labor organizations	X		<contact name>	Nondiscrimination Plan	XXX-XXX-XXXX	contact@email.com	<contact name>	Email/Phone	Primarily an observer to this impact	6	5	Inform	The Communication will use some of the tools they already have and have been using to continue their efforts to provide an effective communication strategy to include this targeted group. Already include in the distribution lists as part of the Modernization Project updates through Gov Delivery. A monthly e-communication including current project status, milestones, breakthroughs and successes of the project written in plain language for any audience.	Informational Emails that include links to information on public facing site	Will be included in meetings only if they volunteer to provide feedback, may be in person or virtual.	Updates will be sent via email that also provide a link to the public facing website.	Will have informal meetings only in the capacity of a volunteer to provide feedback, may be in person or virtual.		Lynn Kneeland

Note: The top row of the table header contains spanning group labels — "Contact" spans the Paid Leave Oregon through Preferred Communication Tool/Method columns, "Rating" spans the Level of Impact through Level of Engagement columns, "Why and what to communicate" spans Challenges & Opportunities and Current Level of Support, "Communication Strategy" spans Regular Meetings through Meet with Informally, and "Timing and Spokesperson" spans When to Start Involvement and Responsible.

UI Modernization Project Engagement Plan V3.0

Final Audit Report 2023-05-01

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