State of Oregon
Employment Department

◆ Modernization
Program

Unemployment Insurance Modernization Project Project Management Plan

TABLE OF CONTENTS

TABLE OF 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 these plans and processes. Any identified changes or improvements are incorporated within revisions to these plans. All modernization documentation is stored within the Modernization Program's file share here: [\\Wpoedfill04\Modernization\00 Program Management\Program Plans\](\\Wpoedfill04\Modernization\00 Program Management\Program Plans\)

Version	Date	Author	Change Description
V1.0	12/2018	Jennifer Hannan, Modernization Program Manager	Initial version of the document.
V1.1	1/2019	Jennifer Hannan, Modernization Program Manager	Revisions to address OSCIO feedback for Stage Gate 2 endorsement.
V2.0	03/2021	Jenny King, Implementation Project Manager	Revisions in preparation for Stage Gate 3 submission.

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 family and medical leave insurance (PFMLI) contributions, payment of UI 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 PFMLI contributions, and payment of UI benefits. Additionally, we will transform business processes to take advantage of opportunities and benefits available through new system capabilities.

Document Purpose

This project management plan is the foundational document governing operations of the UI Modernization Project. Its purpose is to describe how the project will be executed, monitored, and controlled.

Supporting Documentation

These supplemental documents provide the foundational justification, authority, and processes for the project:

- **UI Modernization Project Charter** – The project charter authorizes initiation of the project. It defines the high-level scope, objectives, and participants in the project. It outlines the project-level goals and objectives, and defines the supporting metrics that will be tracked and reported.

- **Modernization Program and UI Modernization Project Business Cases** – The program and project business cases describe the business need, provide an analysis of risks, benefits and opportunities, and support the justification for initiating the Modernization Program and UI Modernization Project. The initial version of the Modernization Business Case was developed in December 2017 and was included as part of the Stage Gate 1 documentation. The second version of the Modernization Business Case and the first version of the UI Modernization Business case were updated and created, respectively, in 2018 to support initiation of the UI Modernization Project. The UI Modernization Business Case was updated again in 2021 to support the addition of PFMLI contributions.

- **Modernization Program and Project Plans** – This project management plan relies almost entirely on the Modernization Program's management plans which define and describe the processes that will be performed for all modernization projects. Where processes must be defined in further detail or be made to reflect unique project needs that deviate from a program level plan, they will be described within this project plan under the appropriate process area or be included in relevant UI Modernization Project plans or artifacts.

Document Audience

This document is intended for these primary audiences:

- **Program sponsors and steering committee members** – to understand execution strategies and management plans.

- **Internal and external oversight entities** – to monitor whether appropriate processes are in place and continue to be followed. It is expected that these plans describe the practices that will be followed in the execution of the project. Oversight will monitor adherence to the practices described within these plans.

- **Program and project team members and vendor staff** – to understand, at a high level, how the project will be managed, and the processes that will be followed.

- **Agency employees and external stakeholders** – to reference for general awareness.

Project Management Approach

Multiple related projects will be initiated to deliver the intended outcomes for the Modernization Program. The goals and objectives for the program, along with guiding principles and preferences, are described within the Modernization Program's charter and program management plan.

Appropriate disciplines that address project management standards, quality control processes, status reporting, budget and schedule variance reporting, and risk and issue monitoring, have been addressed within the various sub plans described herein. Further, Project Management Institute (PMI) standards as described in the Project Management Body of Knowledge (PMBOK) [1] have been incorporated and will be utilized to manage the project. The project will adopt the solution vendor's proven implementation methodology and ensure that industry best practices for program and project management are utilized. When necessary, the agency will augment processes and responsibilities to achieve these standards.

The following illustrates the high-level timeline for implementing the UI Modernization Project.

Figure 1 – UI Modernization Project Timeline
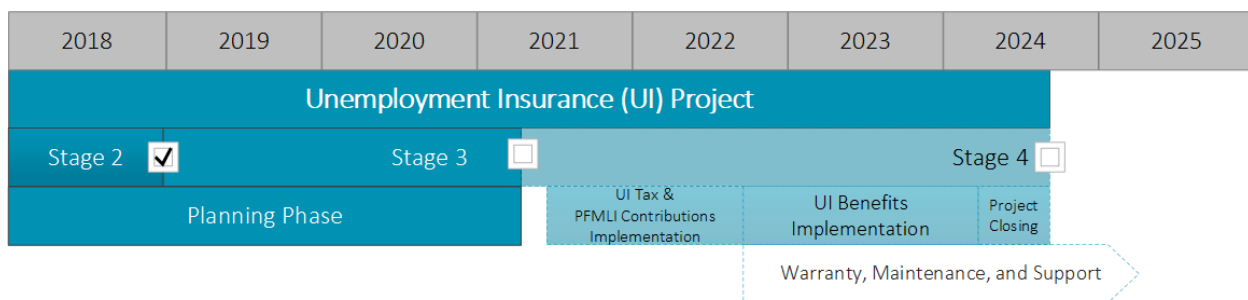
Revised: 4/2021

---

[1] PMBOK Guide – Sixth Edition (2017)

\\WPOEDFILL04\Modernization\00 Program Management\Program Plans\Program and Project Management Plans\UI Modernization Project Management Plan V2.0.docx

The UI Modernization Project will be managed under the Modernization Program. Unless indicated otherwise, the project will follow the processes outlined within the Modernization Program's plans located within the program's file share here: \\Wpoedfill04\Modernization\00 Program Management\Program Plans\

BUDGET MANAGEMENT PLAN

The project will follow the budget management processes outlined within the Modernization Budget Management Plan. The specific activity codes that will be use to track the project budget and expenses are reflected in the Modernization Budget Management Plan. The project's budget is maintained separately from the plan documents, and is reported monthly and quarterly as part of the project's status reporting processes.

CHANGE CONTROL PLAN

The project will follow the change control processes outlined within the Modernization Change Control Plan. Change reports are included as part of the project's monthly reporting process.

COMMUNICATIONS AND OUTREACH PLAN

The project will follow the communication management processes outlined within the Modernization Communication and Outreach Plan. Specific project-level messaging and activities will be tracked within the UI Project Stakeholder Engagement Plan.

CONTRACT MANAGEMENT PLAN

The project will follow the contract management processes, including contract administration and vendor management escalation processes, outlined within the Modernization Contract Management Plan. Each vendor will be managed according to their specific contract. Vendor metrics will be established and included in each respective contract, and outside of performance issues, will be primarily measured against the deliverables and work products submitted and their respective acceptance criteria including quality.

GOVERNANCE PLAN

Decision-making and authority for the project will follow the Modernization Governance Plan which outlines the overall governance structure for the program and its projects. The governance plan describes how decisions will be made, the escalation paths, and methods for documentation and communication.

ORGANIZATIONAL CHANGE MANAGEMENT (OCM) PLAN

The project will utilize the Modernization OCM Plan as the framework guiding the change management activities. The program plan describes the objectives, principles, and goals guiding change management activities throughout the life of the Modernization Program. It provides a roadmap of key change management methodologies and approaches that may be used by the Modernization OCM team to help prepare employees for changes resulting from the Modernization projects. The Modernization OCM Plan calls for separate change management plans for each project to be developed outlining tactical activities to prepare managers and their employees to adapt successfully to those changes.

A project-specific UI Modernization OCM plan will be developed outlining the specific tactical activities to be conducted in preparing managers and their employees to adopt the intended changes and adapt successfully.

PROCUREMENT MANAGEMENT PLAN

The project will follow the procurement management processes outlined within the Modernization Procurement Management Plan. The Modernization Procurement Management Plan also includes a list of anticipated procurements for this project. Individual procurement plans will be maintained for each procurement conducted for the project and saved in each respective procurement folder in the program's file share.

QUALITY MANAGEMENT PLAN

The project will follow the quality management processes outlined within the Modernization Quality Management Plan. A project-level testing plan will be developed along with the implementation plans once the prime solution vendor is onboard.

REQUIREMENTS MANAGEMENT PLAN

The project will follow the requirements management processes outlined within the UI Modernization Project Requirements Management Plan.

RISK AND ISSUE MANAGEMENT PLAN

The project will follow the risk and issue management processes outlined within the Modernization Risk and Issue Management Plan. Program and project risks and issues are tracked within the program's risk and issue registries. The risks and issues that relate specifically to this project are indicated as such within the registry. Project risks and issues are reported monthly and quarterly as part of the project's reporting process.

SCHEDULE MANAGEMENT PLAN

The project will follow the schedule management processes outlined within the Modernization Schedule Management Plan.

The project schedule will integrate with the program schedule and the implementation schedule through shared milestones, events, and dependencies. The Schedule Project Manager will work with the solution vendor and other project managers to identify, utilize, and maintain the appropriate technologies, processes and relationships needed to accomplish these goals.

The Modernization Program timeline, along with the UI Modernization Project timeline, will be used to reflect the high-level milestones and implementation timeframes.

The project schedule will be baselined after the solution vendor statement of work has been negotiated. The schedule will be re-baselined if or when implementation timelines, business cycles, or other planning activities cause the schedule to deviate more than 10% from baseline.

The project's progress against the schedule will be reported monthly and quarterly as part of the project's reporting processes.

SCOPE MANAGEMENT PLAN

The project will follow the scope management processes outlined within the Modernization Scope Management Plan to monitor scope of the project. The project scope is detailed and maintained separately within the UI Modernization Project Scope document.

STAFF MANAGEMENT PLAN

The project will follow the staff management processes outlined within the Modernization Staff Management Plan. The project maintains organizational charts showing the project positions and reporting hierarchy. A roles and responsibilities document outlines the key purpose of these positions, along with the primary responsibilities.

A variety of project resources will be necessary to deliver the project. These resources will primarily be comprised of both agency employees and contracted vendor staff.

Agency staff dedicated to the project include:

- Modernization Program Staff – Comprised of agency employees with project management, organizational change management, training, budget, contracts, schedule, and leadership expertise. These employees will serve for the life of the Modernization Program and be involved in, or assist with, all modernization projects.

- UI Modernization Project Staff – Comprised of dedicated project managers, business analysts, technical staff, and business expertise focused on the delivery and execution of the project. In addition, expanded team resources will be involved when necessary to provide subject matter expertise, testing, and training to augment the dedicated project team resources.

Staffing needs anticipated for the project were approved in the 2019-21 Modernization Policy Package and additional resources were approved in the September e-Board requested in 2020. Further, position adjustments and staffing funding needs are depicted in the request for the 2021-23 Modernization Policy Package.

STAKEHOLDER ENGAGEMENT PLAN

The project will follow the stakeholder engagement management processes outlined within the UI Modernization Project Stakeholder Engagement Plan. The UI Modernization Stakeholder Board has been convened as a targeted engagement of the stakeholders, and the Modernization Oversight Forum brings together trusted expertise on Oregon Information Technology (IT) projects, legislative processes, and private sector IT technical experiences. Specific project-level engagement activities will be tracked within the program's communication and stakeholder registries.

IMPLEMENTATION AND TECHNICAL PLANS

Along with the program and project management plans listed above, project-specific implementation and technical plans will be developed to detail the processes for managing implementation activities. Some of these plans will be developed and maintained by UI Modernization with assistance provided by the agency's information technology (IT) division. Additionally, some of the plans will be provided by the solution vendor and will be supplemented by the project team as necessary. Plans that will be provided by the solution vendor are indicated with an asterisk. Some solution vendor plans will be provided for each rollout. Implementation and technical plans include:

- Implementation project plan*
- Data conversion plan*
- Testing plan*
- Training plan*
- Cutover plan*
- Desk-side support plan*
- Operations and support plan*
- Application security plan*
- System maintenance and support plan*
- System security plan
- Disaster recovery plan

Performance Metrics

Project-level metrics to measure progress in achieving goals and objectives are listed within the UI Modernization Project Charter. Each metric is detailed out to describe the underlying data, and the initial baseline for each metric. These metrics will be tracked and reported at regular intervals and used to adjust project management processes or expectations. Final metrics will be reported after each implementation milestone, and included within project closeout reports.

Project Management Process Improvement

The modernization team will conduct periodic assessments so that adjustments can be made to correct inefficiencies, enhance existing or develop new Modernization program or project processes, improve communication, and address areas of concern. These assessments will identify areas that are working well, along with areas where improvements are needed. Modernization program or project process changes resulting from these assessments will be incorporated into these plans.

Approving Authorities

Renee Royston
Renee Royston (Apr 13, 2021 12:19 PDT)

Renee Royston, Modernization Program Sponsor	Date
Modernization Director	

Keith Shribbs

Keith Shribbs, Deputy Modernization Director	Date

David B.Ford
David B.Ford (Apr 13, 2021 11:21 PDT)

David Ford, Modernization Program Manager	Date

Jennifer King (Apr 13, 2021 10:57 PDT)

Jenny King, UI Modernization Project Implementation Manager	Date

UI Modernization Project Management Plan V2.0

Final Audit Report   2021-04-13

Created:	2021-04-13
By:	Lynn Kneeland (lynn.kneeland@oregon.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAZuuIi5iRA0lDEOx1Kk7NCyH4dW2YCaD1

"UI Modernization Project Management Plan V2.0" History

📄 Document created by Lynn Kneeland (lynn.kneeland@oregon.gov)
2021-04-13 - 5:55:54 PM GMT- IP address: 159.121.204.129

✉️ Document emailed to Renee Royston (renee.r.royston@oregon.gov) for signature
2021-04-13 - 5:56:50 PM GMT

✉️ Document emailed to Keith Shribbs (keith.a.shribbs@oregon.gov) for signature
2021-04-13 - 5:56:50 PM GMT

✉️ Document emailed to David B.Ford (david.b.ford@oregon.gov) for signature
2021-04-13 - 5:56:50 PM GMT

✉️ Document emailed to Jennifer King (Jennifer.KING@oregon.gov) for signature
2021-04-13 - 5:56:50 PM GMT

📄 Email viewed by Jennifer King (Jennifer.KING@oregon.gov)
2021-04-13 - 5:57:11 PM GMT- IP address: 159.121.204.129

🖋️ Document e-signed by Jennifer King (Jennifer.KING@oregon.gov)
Signature Date: 2021-04-13 - 5:57:28 PM GMT - Time Source: server- IP address: 159.121.204.129

📄 Email viewed by Keith Shribbs (keith.a.shribbs@oregon.gov)
2021-04-13 - 6:07:30 PM GMT- IP address: 159.121.204.129

🖋️ Document e-signed by Keith Shribbs (keith.a.shribbs@oregon.gov)
Signature Date: 2021-04-13 - 6:07:51 PM GMT - Time Source: server- IP address: 159.121.204.129

📄 Email viewed by David B.Ford (david.b.ford@oregon.gov)
2021-04-13 - 6:10:15 PM GMT- IP address: 159.121.204.129

Document e-signed by David B.Ford (david.b.ford@oregon.gov)

Signature Date: 2021-04-13 - 6:21:57 PM GMT - Time Source: server- IP address: 159.121.204.129

Email viewed by Renee Royston (renee.r.royston@oregon.gov)

2021-04-13 - 7:17:12 PM GMT- IP address: 64.130.201.233

Document e-signed by Renee Royston (renee.r.royston@oregon.gov)

Signature Date: 2021-04-13 - 7:19:38 PM GMT - Time Source: server- IP address: 64.130.201.233

Agreement completed.

2021-04-13 - 7:19:38 PM GMT