



**OREGON EMPLOYMENT
DEPARTMENT
MODERNIZATION PROGRAM**

**INDEPENDENT QUALITY
MANAGEMENT SERVICES**

**3.3.35 MONTHLY QUALITY STATUS REPORT –
OCTOBER 2023**

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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 October 1, 2023 through October 31, 2023. 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. 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.

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2. PROJECT QUALITY STATUS

2.1 Overall Project Health

The Project Health Rating for the UI Modernization Project is currently 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 October 1, 2023 through October 31 2023. 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:		October 31, 2023
Original Project Budget:		\$106,121,029
Current Project Budget:		\$106,410,963
Project Start Date:		December 28, 2018
Project End Date:		September 30, 2024
Project Status Indicators		Trend Indicators
Low	On-track, only minor issues	+ = Improving
Medium	One or more areas of concern	- = Declining
High	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
Medium	Medium	+
<p>The overall iQMS health status rating for the UI Modernization Project as of October 31, 2023, remains medium.</p> <ul style="list-style-type: none"> ➤ As of October 31, 2023, the CSG iQMS team has six open risks. While Paid Leave activities continue to impact the project due to the production system and workflow changes, the Modernization team continues to mitigate resource issues that are covered in CSG Risk #21. The project is trending in a positive direction. The program is proactively reviewing and prioritizing requirements designated with UI Benefits. Testing and training efforts are on track. ➤ Of the six risks that CSG is monitoring, there are two high, three medium and one low risks. The high risks include: <ul style="list-style-type: none"> ✓ Risk #1, regarding missing requirements. Management is evaluating the Paid Leave operations and adjusting some of the current implementation. These changes include some process workflow and some systems and are following the defined SQR process. Although changes are necessary, the results may cause delays in the existing Paid Leave SQR backlog. The decisions being made by Paid Leave about program changes impact only the Paid Leave claim and do not impact the UI program. Any impacts to the shared customer are discussed and decided in partnership with UI leaders. The remaining Paid Leave "requirements" are few and have been prioritized by the program. ➤ Risk #21, regarding staffing shortages and over allocated resources. The agency’s business areas are hiring permanent and temporary staff, but the workload is high. Some have authorized overtime, but it is a short-term solution for a long-term problem. The risk of burnout remains high. Look for areas to remove duplicative work, streamline processes, and keep morale up. ➤ The medium risks are: <ul style="list-style-type: none"> Risk #4, staff not being ready for or accepting the Modernization change. The agency’s interim and new Contributions and Recovery Division Director (C&R) transition is going well. Together, they analyze workflows, staffing needs, and training needs to improve the overall business’s adoption of the system. As the business evaluates ways to improve quality and streamline processes, the Modernization team continues its support by offering transitional services and identifying reporting data and training opportunities for the C&R team. ➤ Risk #15, IT skills and resources. The need for IT resources has not eased. The teams are getting down to complex scenarios and special programs when the technical skill set is in high demand. There are concerns about burnout and increased stress as the timeline closes in for the UI Benefit Go-Live date. ➤ Risk #22, regarding the schedule missing key elements. The Modernization project team continues to update its project tasks on the tool of the project’s choice. Without a fully integrated project schedule following PMI Practice Standards for Scheduling (3rd Edition), measuring variance and resource allocation is difficult to determine if there are deficiencies. The project tasks remain high-level, and the lack of detail makes it difficult to determine if the scope items and level of effort are accurate. 		



2.2 Project Status Indicators

Table 3 provides the current and previous health status indicators for the UI Modernization Project for the reporting period, October 1, 2023 through October 31, 2023.

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	N/C	Medium	Medium	N/C	Low	Low	N/C
<p>The Budget Health Indicator remains a low risk for this reporting period.</p> <p>The project is under budget due to resource availability and hiring delays, and the level of SME involvement is above expectations of the project team subject matter expert involvement. The Project team continues to monitor and manage the budget and time charging according to plan.</p>			<p>The Schedule Health Indicator remains a medium risk for the reporting period.</p> <p>The Modernization project team continues to update its project tasks on the tool of their choice. Without a fully integrated project schedule and following PMI Practice Standards for Scheduling (3rd Edition), it is difficult to measure variance and resource allocation. The project tasks remain high-level, and the lack of detail makes it difficult to determine if the scope items and level of effort are accurate.</p>			<p>The Scope Health Indicator remains a low risk for this reporting period.</p> <p>The project scope remains stable. The definition phase of the last rollout for the UI benefits functionality is complete with a small number needing additional work or definition. There is no expectation of any major changes to the scope of the UI Modernization project as it finishes the conversion, testing, training, and rollout phases.</p> <p>The Modernization team has started the review process with the IT Teams to identify systems and programs for cutover. For instance, items such as IVR and weekly claims will need a plan to manage data while UI Benefits freezes transactions. Until this work is completed, it is unknown if there are additional dependencies.</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	+	High	High	+	Medium	Medium	N/C
<p>The Communication Health Indicator remains low for this reporting period.</p> <p>The Modernization project team is reviewing their Communication Plan to ensure customers impacted by Rollout 2b, UI benefits, are adequately and appropriately engaged and informed.</p>			<p>The Quality Health Indicator remains high for this reporting period.</p> <p>Risk #1, regarding missing requirements, remains ranked as a high risk. Management is evaluating the Paid Leave operations and adjusting some of the current implementation. These changes include some process workflow and some systems and are following the defined SQR process. Although changes are necessary, the results may cause delays in the existing Paid Leave SQR backlog. The decisions being made by Paid Leave about program changes impact only the Paid Leave claim and do not impact the UI program. Any impacts to the shared customer are discussed and decided in partnership with UI leaders. The remaining Paid Leave "requirements" are few and have been prioritized by the program.</p> <p>The UI Benefit program is being proactive. They are reviewing the pull list for the UI Benefit requirements and preparing for their implementation.</p>			<p>The Organizational Readiness Health Indicator remains medium for this reporting period.</p> <p>The Modernization team continues to work with managers to assist with the transitions. The team attends meetings with the business areas to facilitate communication and coordination of improvement and change efforts. There are areas where staff are not adapting to or using the system as efficiently as possible.</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
Low	Low	N/C	Low	Low	N/C	High	High	NC
<p>The Leadership and Governance Health Indicator remains low risk this reporting period.</p> <p>The Agency leadership continues to make the Modernization project a priority. They are engaged with resolving resource concerns and help guide the direction of the project.</p> <p>There are no concerns in this area.</p>			<p>The Project Management Health Indicator remains low risk.</p> <p>Project management plans and processes have been in place for a couple years. During that time the team has refined and adjusted those plans and processes as needed. The experience of the project team aids the project weathering challenges of burnout and over extended staff.</p>			<p>The Resource Health Indicator remains high risk.</p> <p>The agency’s business areas are hiring permanent and temporary staff, but the workload is high. Some have authorized overtime, but it is a short-term solution for a long-term problem. The risk of burnout remains high. Look for areas to remove duplicative work, streamline processes, and keep morale up.</p>		



2.3 Modernization Issues Monitored by CSG

The are no OED Modernization issues as of October 31, 2023.

2.4 Milestones and Deliverables Status

The table below details the status for the iQMS milestones and deliverables as of October 31, 2023.

Table 4: Milestones and Deliverables Status

#	Milestone or Deliverable	Due Date	Status
1.	D1.1.1 Program and Project Risk Assessment Report – Initial	August 19, 2019	Accepted
2.	D1.1.2 Program and Project Risk Assessment Report – Refresh #1	September 24, 2021	Accepted
3.	D1.1.3 Program and Project Risk Assessment Report – Refresh #2	October 3, 2022	Accepted
4.	D1.1.4 Program and Project Risk Assessment Report – Refresh #3	October 3, 2023	Accepted
5.	D2.1 Quality Standards – Operational Definitions Report	September 20, 2019	Accepted
6.	D2.2 - Preliminary Quality Checklists for Quality Control Reports	May 25, 2019	Accepted
7.	D2.2 - Final Quality Checklists for Quality Control Reports	Various	Completed
8.	D2.3.1 Quality Management Plan	November 18, 2019	Accepted
9.	D2.3.2 Quality Management Plan – Refresh	November 8, 2021	Accepted
10.	D2.4.1 Baseline QMS Work Plan	November 18, 2019	Accepted
11.	D2.4.2 Baseline QMS Work Plan – Refresh	February 24, 2022	Accepted
12.	D2.5 Internal/External Presentations and Special Requests	TBD-as requested by Agency	Not Started
13.	D2.5.1 UI Modernization Procurement Finalist Maturity Assessment Plan and Schedule	March 25, 2020	Accepted
14.	D2.5.2 UI Modernization Procurement Finalist Maturity Assessment Checklists	March 25, 2020	Accepted
15.	D2.5.3 UI Modernization Procurement Finalist Maturity Assessment Report Format	March 25, 2020	Accepted
16.	D2.5.4 UI Modernization Procurement Finalist Maturity Assessment Report Finalist 1	May 8, 2020	Accepted
17.	D2.5.5 UI Modernization Procurement Finalist Maturity Assessment Report Finalist 2	May 8, 2020	Accepted
18.	D2.6.1 Lessons Learned Reports – Periodic Project Evaluations (Contributions Phase)	November 23, 2022	Accepted



#	Milestone or Deliverable	Due Date	Status
19.	D2.6.2 Lessons Learned Reports – Periodic Project Evaluations (PFMLI Benefits Phase)	December 15, 2023	In Progress
20.	D2.6.3 Lessons Learned Reports – Periodic Project Evaluations (UI Benefits Phase)	July 19, 2024	Not Started
21.	D2.6.4 Lessons Learned Reports – Periodic Project Evaluations (Program Closeout)	January 9, 2025	Not Started
22.	D2.6.5 Lessons Learned Reports – Periodic Project Evaluations (Upon Request)	TBD	Not Started
23.	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
24.	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
25.	D3.1.3 Solution Requirements (Requirements Traceability Matrix) QC Review	June 20, 2019	Accepted
26.	D3.1.4 Solution Contractor’s Implementation Plan QC Review	October 26, 2021	Accepted
27.	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
28.	D3.1.5.a.2 Program Management Plan QC Review refresh: Stakeholder Engagement Plan and Governance Plan	November 17, 2021	Accepted
29.	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
30.	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	Accepted
31.	D3.1.5.c.2 Program Management Pan QC Review, as follows: Interface Plan and System Security Plan	July 26, 2022	Accepted
32.	D3.1.6 Documentation necessary to demonstrate compliance with the OSCIO Cloud Policy (Statewide DAS Policy 107-004-150) QC Review	TBD	Not Started
33.	D3.1.7 Solution Contractor Test Plan QC Review (Rollout 1)	April 26, 2022	Accepted
34.	D3.1.8.a Solution Contractor Conversion Plan QC Review (Rollout 1)	May 18, 2022	Accepted



#	Milestone or Deliverable	Due Date	Status
35.	D3.1.8.b Solution Contractor Training Plan QC Review (Rollout 1)	March 29, 2022	Accepted
36.	D3.1.9 Stakeholder Engagement Plan	October 26, 2020	Accepted
37.	D3.1.10 UI Modernization Business Case	February 17, 2022	Accepted
38.	D3.3.1 – D3.3.32 Monthly Quality Status Report #1-#32	Various	Accepted
39.	D3.3.32 Monthly Quality Status Report #32 – May 2023	June 12, 2023	Accepted
40.	D3.3.33 Monthly Quality Status Report #33 – July 2023	August 10, 2023	Accepted
41.	D3.3.34 Monthly Quality Status Report #34 – August 2023	September 13, 2023	Accepted
42.	D3.3.35 Monthly Quality Status Report #35 – October 2023	November 13, 2023	In Progress
43.	D3.3.36 Monthly Quality Status Report #36 – November 2023	December 12, 2023	Not Started
44.	D3.3.37 Monthly Quality Status Report #37 – January 2024	February 12, 2024	Not Started
45.	D3.3.38 Monthly Quality Status Report #38 – February 2024	March 12, 2024	Not Started
46.	D3.3.39 Monthly Quality Status Report #39 – April 2024	May 10, 2024	Not Started
47.	D4.1.1 – D4.1.14 Quarterly QA Status and Improvement Report #1-#14	Various	Accepted
48.	D4.1.15 Quarterly QA Status and Improvement Report – 2 nd Qtr. 2023 (#15)	July 17, 2023	Accepted
49.	D4.1.16 Quarterly QA Status and Improvement Report – 3 rd Qtr. 2023 #16	October 16, 2024	Submitted
50.	D4.1.17 Quarterly QA Status and Improvement Report – 4 th Qtr. 2023 #17	January 16, 2024	Not Started
51.	D5.3.1 Security Assessment Plan (Contributions)	June 6, 2022	Accepted
52.	D5.3.2 Security Assessment Project Schedule (Contributions)	May 18, 2022	Accepted
53.	D5.3.3.1 Security Risk Assessment Report (Contributions)	June 30, 2022	Accepted
54.	D5.3.3.2 Security Risk Assessment Report – Blackbox Pen Testing	December 16, 2022	Accepted
55.	D5.3.4 Security Assessment Executive Presentation (Contributions)	July 12, 2022	Accepted
56.	D5.3.5 Security Assessment Plan (Paid Leave Benefits)	May 26, 2023	Accepted
57.	D5.3.6 Security Assessment Project Schedule (Paid leave Benefits)	May 17, 2023	Accepted
58.	D5.3.7.1 Security Risk Assessment Report (Paid Leave Benefits)	June 29, 2023	Accepted
59.	D5.3.7.2 Security Risk Assessment Report – Blackbox Pen Testing	October 31, 2023	Submitted



#	Milestone or Deliverable	Due Date	Status
60.	D5.3.8 Security Assessment Executive Presentation (Paid Leave Benefits)	July 11, 2023	Accepted
61.	D5.3.9 Security Assessment Plan (UI Benefits)	November 27, 2023	In Progress
62.	D5.3.10 Security Assessment Project Schedule (UI Benefits)	November 17, 2023	In Progress
63.	D5.3.11.1 Security Risk Assessment Report (UI Benefits)	December 27, 2023	Not Started
64.	D5.3.11.2 Security Risk Assessment Report – Blackbox Pen Testing	April 15, 2024	Not Started
65.	D5.3.12 Security Assessment Executive Presentation (UI Benefits)	January 17, 2024	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 October 31, 2023, the CSG iQMS team is monitoring six risks. There are two high, three medium, and one low risks.

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Table 5: Previously Reported Risks

Previously Reported CSG iQMS Risks						
CSG Risk #1: Requirements Missing Risk Model ID: 247 - Functional Requirements Definition RFP ID: OR-50* Category: Quality / Requirements Mgmt.	Current	Red Risk Rank		Previous	Red Risk Rank	
		Medium Probability	Red Impact		Red Probability	Red Impact
Risk Trigger: There are missing requirements, and the application does not cover the required functionality.						
<p>Risk Description: The Paid Leave Benefits requirements were recently updated through the Change Control processes. However, there are still undefined business processes and outstanding business decisions. This increases the risk that the application implemented may not meet all the needs of the new program.</p>	<p>Recommendation: The CSG iQMS team recommends: The Agency ensures comprehensive requirements have been defined in the requirement documents. The Project ensures the right people are in the Definition meetings. Some processes are not understood by a single person. There may need to be multiple subject matter experts in the meetings to ensure the requirements are included in a definition. The Project ensures adequate time is spent on the pain points for UI Benefits and process improvement expectations.</p>		<p>Current Analysis – October 2023: Management is evaluating the Paid Leave operations and adjusting some current implementations. These changes include process workflow and systems that follow the defined SQR process. Although changes are necessary, the results may cause delays in the existing Paid Leave SQR backlog. The decisions being made by Paid Leave about program changes impact only the Paid Leave claim and do not impact the UI program. Any impacts to the shared customer are discussed and decided in partnership with UI leaders. The remaining Paid Leave "requirements" are few and have been prioritized by the program.</p> <p>Previous Analysis – September 2023: Any changes needed by Paid Leave to correct or update the system are now prioritized with the rest of the operational changes. The time to resolve defects cannot be defined other than as soon as possible. The business areas continue to be concerned with any delay in resolution as it impacts the quality of their processes and the efficiency of the business areas. Available resources are one reason for the delay, as some have not yet been prioritized.</p>			



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: 029 – Openness to Business Processes or Work Changes	Current	Medium Probability	Medium Impact	Previous	Medium Probability	Medium Impact
RFP ID: OR-38	Category: Organizational Readiness / OCM					
Risk Trigger: Staff cannot engage with the UI Modernization Project when needed. The staff does not adopt the change.						
<p>Risk Description: There are concerns about staff adjusting to the change and transition with the new system. Staff will need to adapt to a new way of doing business.</p> <p>There is a high number of new staff and staff in new roles. The need for OCM is high.</p>		<p>Recommendation: The CSG iQMS team recommends increasing the change management activities to include “as-is” vs. “to-be” procedures. Involve managers in improving change management plans, which include 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 for adopting and implementing the process changes, and ensure Modernization works closely with business and IT subject matter experts during the development of the system. Staff who have been resistant in the past should be included whenever possible.</p> <p>Start early and lock down the UI and Paid Leave benefits letter templates. Develop a comprehensive process to review all letters before cutover.</p>		<p>Current Analysis – October 2023: The transition of the agency’s interim and new C&R Division Director is going well. Together, they analyze workflows, staffing needs, and training needs to improve the business’s adoption of the system. As the business evaluates ways to improve quality and streamline processes, the Modernization team continues its support by offering transitional services and identifying reporting data and training opportunities for the C&R team.</p> <p>The CSG iQMS team will continue to monitor.</p> <p>Previous Analysis – September 2023: The Modernization team works with managers to assist with the transitions. They have been helping develop key performance indicators and other reporting from Frances. Training is being developed for business and IT staff to use Frances’ reporting tools to generate their data queries.</p> <p>The project team is also working with managers to address areas where staff are not adapting to the system or using the system as efficiently as possible.</p>		



Previously Reported CSG iQMS Risks							
CSG Risk # 15: OED IT Skills and Resources		Current	Medium Risk Rank		Previous	Medium Risk Rank	
Risk Model ID: 241 Resource Availability – Technical Team Support	RFP ID: N/A Category: Project Resources		Medium Probability	Medium Impact		Medium Probability	Medium 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> <p>OED identify and document internal and external interfaces and dependencies and prepare for data migration.</p> <p>Consider other resources to assist with some of the IT support activities, such as the solution vendor, or other vendor.</p> <p>A comprehensive resource plan for IT that includes the skills and resources required as identified by the WBS.</p> <p>Identify Mainframe test region for research questions and verify existing system business rules for Definition purpose.</p>		<p>Current Analysis – October 2023: The need for IT resources has not eased. The teams are getting down to complex scenarios and special programs when the technical skill set is in high demand. There are concerns about burnout and increased stress as the timeline closes in for the UI Benefit Go-Live date.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – September 2023: The team and OED IT completed work on the bridging files for Paid Leave benefits. There is still a great deal of work with the UI benefits rollout. IT resources are feeling stretched thin. There is a concern with burnout. The timeline of the project adds more pressure and at times impacts quality.</p> <p>Meetings continue to ensure both OED IT and the Modernization team have the data they need for timely development, testing, and implementation. Leadership needs to continue to work to ensure communications remain open.</p>			



Previously Reported CSG iQMS Risks						
CSG Risk #17: IT Support Tasks, Level of Effort, or Dependencies not Identified	Current	Low Risk Rank		Previous	Low Risk Rank	
		Low Probability	Medium Impact		Low Probability	Medium Impact
<p>Risk Model ID: 47 Implementation Planning</p> <p>RFP ID: OR-43 Category: Operational Readiness and Support</p>						
<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, OBIS, 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 – October 2023: The Modernization team has started reviewing process with the IT Team to identify systems and programs for cutover. For instance, items such as IVR and weekly claims will need a plan to manage data while UI Benefits freezes transactions. Until this work is completed, it is unknown if there are additional dependencies.</p> <p>The CSG iQMS Team will continue to monitor.</p> <p>Previous Analysis – September 2023: High-level activities have been identified. Lower-level activities are not always clear or known by IT, and when these pop up, it causes other activities to be delayed. Communications between IT and the project are extremely important, and the project is working to ensure there are minimal surprises.</p>		



Previously Reported CSG iQMS Risks							
Risk # 21: Staffing shortage and overallocated resources		High Risk Rank		High Risk Rank			
Risk Model ID: 017 – Resource Management – Resource Conflict		Current	High Probability	Medium Impact	Previous	High Probability	Medium Impact
RFP ID: N/A Category: Project Resources							
<p>Risk Trigger: 1. Customers complain about incorrect letters and account balances, 2. Deadlines are missed</p>							
<p>Risk Description: The C&R Division has multiple vacancies and a backlog of pending work. They do not have enough resources to get caught up before the conversion from mainframe to Frances. Other areas of the Agency such as Paid Leave, also are dealing with vacancies and failed recruitments. Additionally, the ETA Reporting and the trust fund accounting test scenarios were delayed due to over allocated resources on the project.</p> <p>Resource constraints could impact staff’s ability to focus on training and testing. Pending work not completed prior to conversion risks the quality of the data and conversion. Data may be missed or incorrectly converted, causing incorrect notices to be sent to customers. A lack of resources to assist Modernization in project activities may cause delays or cause rework. Delayed test scenarios could cause delayed testing.</p>		<p>Recommendation: The CSG iQMS team recommends:</p> <p>The Agency continues to collaborate to prioritize work, communicate areas of delays or shortages, and reassign workers where most needed.</p> <p>Develop contingencies for work not completed and plans to review accounts with pending transactions after go-live.</p> <p>Modernization should monitor schedules and activities closely to adjust as needed.</p>		<p>Current Analysis – October 2023: The agency’s business areas are hiring permanent and temporary staff, but the workload is high. Some have authorized overtime, but it is a short-term solution for a long-term problem. The risk of burnout remains high. Look for areas to remove duplicative work, streamline processes, and maintain morale.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – September 2023: The business areas have filled some vacancies, though it is too early to see any impact of the additional resources on the workload. The backlogs remain high.</p> <p>The workload of the project staff remains high, with many competing priorities. Burnout and the impact of the workload on the quality remain concerns.</p>			





Previously Reported CSG iQMS Risks						
CSG Risk #22: Schedule Missing Key Elements Risk Model ID: 058 Project Schedule – Task Dependencies RFP ID: OR-7 Category: Schedule / Business Mission & Goals	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
Risk Trigger: The Modernization team does not have a clear picture of all required tasks and activities to achieve project objectives.						
<p>Risk Description: There is no clear view of the entire schedule for the project. The master schedule does not include the details of the implementation phases. Details for the activities reside in the delivery workbench. As a result, it is difficult to develop a well-defined work breakdown structure (WBS) that also includes a critical path. The master schedule is missing details such as dependencies, was not updated to include the letter re-write process for Rollout 1 and does not include the level of effort for tasks and activities.</p> <p>Additionally, including all tasks and activities, resources, and durations in a WBS supports critical path calculation which serves to prevent project managers from overlooking or missing key project tasks and milestones which might impact the overall delivery of project objectives.</p>	<p>Recommendation: The CSG iQMS team recommends developing a detailed WBS for Rollouts 2a and 2b. The WBS should be sufficiently detailed to include tasks, dependencies, resources, estimated work, and realistic durations. The WBS should be reviewed regularly by project managers as well as all team leads to ensure project responsibilities are accounted for at all stages. Additionally, the project should create and regularly review the critical path to ensure that missing required tasks and activities do not impact milestones and the overall project implementation dates.</p>	<p>Current Analysis – October 2023: The Modernization project team continues to update its project tasks on the tool of their choice. Without a fully integrated project schedule following PMI Practice Standards for Scheduling (3rd Edition), measuring variance and resource allocation is difficult to determine if there are deficiencies. The project tasks remain high-level, and the lack of detail makes it difficult to determine if the scope items and level of effort are accurate.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – September 2023: The program and project managers must use the schedule to measure and compare planned or estimated date values against actual date values. With inconsistent reporting, such as completion percent with no actual dates, the schedule variance may not be accurately calculated.</p>				



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. There were no risks resolved during this reporting period.



4. CATALOG OF REVIEWS

During the current reporting period, October 1, 2023 through October 31, 2023, 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 6: Documents and Materials Reviewed

#	Documents or Materials Reviewed	File Name
1.	Purification Status Report – October 2, 2023	02-Oct-2023.pdf
2.	Modernization August 2023 Document Detail – Budget Report	August 2023 Document Detail_MOD.xlsx
3.	Modernization August 2023 Section Budget Report	Modernization Aug2023 Section Budget Report.xlsx
4.	Modernization UI Project Rebaselined Budget Report – August 2023	Modernization UI Project Rebaselined Budget_2023-08
5.	Modernization July 2023 to August 2023 FTE Report	FTE July 23 to August 23_MOD
6.	OED Modernization Program and UI Project Risk and Issue Report 2023-9-30	OED Modernization Program and UI Project Risk and Issue Report 2023-9-30.docx
7.	Purification Status Report – October 9, 2023	09-Oct-2023.pdf
8.	R2b Business Testing Item Statue by Week 09292023	R2b Business Testing Item Statue by Week 09292023.xlsx
9.	Unmanaged Tickets – 10.11.2023	Unmanaged Tickets – 10.11.2023.pdf
10.	September 18, 2023 Modernization ESC Minutes	2023-09-18 Modernization ESC Agenda and Minutes DRAFT 2023-10-12.docx
11.	Change Control Report 2023-09	Change Control Report 2023-09.pdf
12.	Modernization UI Project Rebaselined Budget 2023-08	Modernization UI Project Rebaselined Budget_2023-08.pdf
13.	Workforce Modernization Project Status Report 2023-09	Workforce Modernization Project Status Report 2023-09.pdf
14.	UI Modernization Project Status Report 2023-09	UI Modernization Project Status Report 2023-09.pdf
15.	Paid Leave Vital Records	Paid Leave Vital Records.pdf
16.	Employer Notification Changes	Employer Notification Changes.pdf



#	Documents or Materials Reviewed	File Name
17.	Purification Status Report – October 16, 2023	16-Oct-2023.pdf
18.	UI Weekly Claim Transactions	Weekly Claim Transactions.pdf
19.	R2b Testing Item Status by Week 10-06-2023	R2b Testing Item Status by Week 10062093.xlsx
20.	Change Request 132 – RSP-018- General Reporting	Change Request 132 – RSP-018- General Reporting.docx
21.	Purification Status Report – October 23, 2023	23-Oct-2023.pdf
22.	R2b Testing Item Status – Week Ending 10/20/2023	R2b Testing Item Status by Week 10202023
23.	UI Dynamic Initial Claim	Dynamic Initial Claim.pdf
24.	Changes to the 197 and 220	Changes to the 197 and 220.pdf
25.	Work Share Changes	Work Share Changes.pdf
26.	Modernization UI Project Rebaselined Budget 2023-09	Modernization UI Project Rebaselined Budget_2023-09.xlsx
27.	Modernization September 2023 Section Budget Report	Modernization Sept2023 Section Budget Report.xlsx
28.	September 2023 Document Detail – Modernization Budget Report	Sept2023 Document Detail_MOD.xlsx
29.	FTE July 2023 to September 2023 - Modernization	FTE July 23 to September 2023_MOD.xlsx
30.	R2b Testing Item Status by Week 10-27-2023	R2b Testing Item Status by Week 10-27-2023.xlsx
31.	Purification Status Report – October 30, 2023	30-Oct-2023.pdf

4.2 Interviews Conducted

The details of the interviews that the CSG iQMS team conducted during October 2023 are in the table below.

Table 7: Interviews Conducted

#	Interviewees	Interview Date	CSG Participants
1.	Renee Royston	October 17, 2023	Jayne Martin
2.	Michelle Nguyen	October 19, 2023	Jayne Martin
3.	Alma Flores	October 19, 2023	Jayne Martin
4.	Jenna Pourciau	October 19, 2023	Jayne Martin
5.	Ryan Bell	October 20, 2023	Jayne Martin and Terri Grenda



#	Interviewees	Interview Date	CSG Participants
6.	Bill Truex	October 20, 2023	Jayne Martin
7.	Sara Cromwell	October 24, 2023	Jayne Martin and Terri Grenda
8.	Josh Williams	October 24, 2023	Jayne Martin and Terri Grenda
9.	Stephanie Stevens	October 25, 2023	Jayne Martin and Terri Grenda
10.	Alex Kasner	October 27, 2023	Jayne Martin and Terri Grenda
11.	Kris Araki	October 26, 2023	Jayne Martin and Terri Grenda
12.	Karen Madden Humelbaugh	October 30, 2023	Jayne Martin and Terri Grenda
13.	Nate Stevens	October 30, 2023	Jayne Martin and Terri Grenda

4.3 Meetings Attended

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

Table 8: Meetings Attended

#	OED Modernization Meetings	Date	CSG Participants
1.	R2b – Recovery/Interfaces	October 2, 2023	Jayne Martin
2.	Monthly MOD Staff Meeting	October 3, 2023	Jayne Martin
3.	OED Data Warehouse and Frances Data	October 3, 2023	Jayne Martin
4.	R2b – Recovery/Interfaces	October 4, 2023	Jayne Martin
5.	SEA Process Flow Demo	October 6, 2023	Jayne Martin
6.	Excess Earnings and TLO	October 6, 2023	Jayne Martin
7.	UI Modernization Project Risk and Issue Management Team	October 9, 2023	Jayne Martin
8.	iQMS Touchbase	October 10, 2023	Jayne Martin
9.	OED R2a Black Box Testing Update	October 11, 2023	Jayne Martin and Tony Warick
10.	MOD Research Contributions IT Connection	October 16, 2023	Jayne Martin
11.	Modernization Executive Steering Committee	October 16, 2023	Jayne Martin, Drew Sutter, and Terri Grenda
12.	OED Data Warehouse and Frances Data	October 17, 2023	Terri Grenda
13.	iQMS Touchbase	October 17, 2023	Terri Grenda and Jayne Martin



#	OED Modernization Meetings	Date	CSG Participants
14.	R2b – Cutover Check In	October 18, 2023	Terri Grenda
15.	Modernization Schedule Management Review	October 18, 2023	Terri Grenda
16.	R2b - Recovery/Interfaces	October 18, 2023	Terri Grenda
17.	Change Control Board	October 18, 2023	Terri Grenda
18.	Modernization Operations and Policy Team	October 19, 2023	Terri Grenda
19.	Employer and Claimant Representatives	October 20, 2023	Terri Grenda
20.	OED Data Warehouse and Frances Data	October 24, 2023	Terri Grenda
21.	R2b - Recovery/Interfaces	October 25, 2023	Terri Grenda
22.	Modernization Schedule Management Review	October 25, 2023	Terri Grenda
23.	iQMS Touchbase	October 27, 2023	Jayne Martin
24.	R2b - Recovery/Interfaces	October 30, 2023	Jayne Martin
25.	iQMS Touchbase	October 31, 2023	Terri Grenda



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 9: Milestones and Deliverables Due

Milestone/Deliverable	Date Due	Status
1.1.4 Risk Assessment Refresh	October 30, 2023	Accepted
5.3.7.2 Security Assessment Report	October 31, 2023	Submitted
4.1.16 Quarterly_Report-3-2023	November 7, 2023	Under Review
3.3.35 Monthly Quality Status Report – October 2023	November 13, 2023	In Progress
5.3.9 Security Assessment Plan – UI Benefits	November 27, 2023	In Progress
5.3.10 Security Assessment Schedule – UI Benefits	November 27, 2023	In Progress

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

5.2 Planned iQMS Interviews

Table 10: Planned iQMS Interviews

#	Interviewee Name	Date	CSG Participants
1.	Renee Royston	November 27, 2023	Terri Grenda
2.	Maggie Gleason	TBD	Terri Grenda
3.	Jill Coleman	TBD	Terri Grenda
4.	Alex Kasner	TBD	Terri Grenda
5.	Maggy Espitia	TBD	Terri Grenda
6.	Ali Rasouli	TBD	Terri Grenda
7.	David Ford	TBD	Terri Grenda
8.	Brad McKinney	TBD	Terri Grenda
9.	James Wollenweber	TBD	Terri Grenda
10.	Sara Cromwell	TBD	Terri Grenda
11.	Jeff Hughes	TBD	Terri Grenda
12.	Kelly Menard	TBD	Terri Grenda



5.3 Planned Meeting Attendance

Table 11: Planned Meeting Attendance

#	OED Modernization Meetings	Scheduled Date	CSG Participants
1.	Business Team Weekly Check-in	11/1/2023	Terri Grenda
2.	Modernization Schedule Management Review	11/1/2023	Terri Grenda
3.	R2b Benefits Issue Finding	11/2/2023	Terri Grenda
4.	MOD BPC Information Session	11/2/2023	Terri Grenda
5.	ETA Check-ins	11/2/2023	Terri Grenda
6.	RTAA Monthly Certifications and Benefit Payments	11/2/2023	Terri Grenda
7.	OED Mod project and US Railroad Retirement Board interface testing mtg	11/3/2023	Terri Grenda
8.	MOD Monthly All Staff Meeting	11/14/2023	Terri Grenda
9.	Conversion and Purification Meeting	11/14/2023	Terri Grenda
10.	iQMS Touchpoint	11/14/2023	Terri Grenda
11.	OED Data Warehouse	11/14/2023	Terri Grenda
12.	Non-Monetary and Appeals	11/15/2023	Terri Grenda
13.	MOD Claims Information Session #2	11/15/2023	Terri Grenda
14.	Modernization Schedule Management Review	11/15/2023	Terri Grenda
15.	R2b- Recovery/Interface	11/15/2023	Terri Grenda
16.	R2 Go back – Registration, Monetary Determinations, and Identity Verification	11/16/2023	Terri Grenda
17.	Modernization Operations and Policy Team	11/16/2023	Terri Grenda
18.	MOD Team Requirements: FAC-008 Interface with SFMS	11/17/2023	Terri Grenda
19.	Testing Status Mtg: OED Mod project and NASWA/ICON, Conduent and UIPS teams	11/20/2023	Terri Grenda
20.	Modernization Executive Steering Committee	11/20/2023	Terri Grenda and Drew Sutter
21.	Conversion and Purification Meeting	11/21/2023	Terri Grenda
22.	iQMS Touchpoint	11/21/2023	Terri Grenda
23.	OED Data Warehouse	11/21/2023	Terri Grenda
24.	Modernization Schedule Management Review	11/22/2023	Terri Grenda



#	OED Modernization Meetings	Scheduled Date	CSG Participants
25.	Frances SQR Prioritization Meeting	11/22/2023	Terri Grenda
26.	R2b Benefit Issue Findings	11/22/2023	Terri Grenda
27.	Non-Monetary and appeals	11/27/2023	Terri Grenda
28.	Data Purification Check-in	11/27/2023	Terri Grenda
29.	R2b – Recovery/Interfaces	11/27/2023	Terri Grenda
30.	Conversion and Purification Meeting	11/28/2023	Terri Grenda
31.	iQMS Touchpoint	11/28/2023	Terri Grenda
32.	OED Data Warehouse	11/28/2023	Terri Grenda
33.	Business Team Weekly Check-in	11/29/2023	Terri Grenda
34.	Modernization Schedule Management Review	11/29/2023	Terri Grenda
35.	OAH and OED Mod Interfaces Meeting	11/29/2023	Terri Grenda
36.	MOD Budget Meeting	11/20/2023	Terri Grenda