Unemployment Insurance Modernization Project Organizational Change Management Plan

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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 plans and processes. Any identified changes or improvements are incorporated in processes and reflected within revisions to these plans. All plans are stored within the program's file share here:
\\WPOEDFILL04\Modernization\00 Program Management\Program Plans\

Version	Date	Author	Change Description
V1.0	09/2021	Jenny King, UI Modernization Project, Implementation Project Manager	Initial version of the document.
V2.0	06/2023	Renee Royston, Modernization Director David Ford, Modernization Program Manager	Refresh standard language and update 'PFMLI' to 'Paid Leave Oregon'. Added content to the Methodology section.

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

This project plan describes the objectives, principles, and goals guiding organizational change management (OCM) activities throughout the life of the UI Modernization Project. It provides a roadmap of key OCM methodologies and approaches that may be used by the Modernization OCM team to help prepare employees for changes resulting from the UI Modernization Project. This OCM plan outlines tactical activities to prepare managers and their employees to adapt successfully to those changes.

Document Audience

This document is intended for these primary audiences:

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

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

- **Program and project team members and vendors** – to understand OCM processes that will be followed, as well as their role in OCM activities to ensure successful employee transition and adoption of new systems and processes.

- **Agency employees and interested parties** – to provide an understanding of the approach the Modernization OCM team will use to support them through change.

Document Relationships

This plan is an extension of the UI Modernization Project's Project Management Plan. It is expected that the UI Modernization Project will adhere to the processes and details described herein. This plan also relies upon or references these 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.

Risks, Assumptions, and Constraints

RISKS

Risks related to Modernization project-level OCM activities will be 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 Risk and Issue Management Plan is located here: Q:\00 Program Management\Program Plans\Risk and Issue Management Plan. See the Modernization Risk/Issue Registries for a current listing of OCM risks. The registries are located here: Q:\00 Program Management\Risk-Issue\Risk and Issue Registries.

ASSUMPTIONS

- Modernization sponsors, leaders, and agency managers will assist with the successful transition and change adoption by supporting and championing changes resulting from the UI Modernization Project.

- Modernization sponsors, leaders and agency managers will be available to provide guidance and feedback to employees during OCM planning and activities.

- Modernization sponsors, leaders, and agency managers will allow employees the time to learn about and understand the changes resulting from the UI Modernization Project.

- The Modernization OCM team will work with Modernization sponsors and agency managers to be change partners and agents for change at the office, section, and unit levels. The Modernization OCM team is further described in the Roles and Responsibilities section of this document.

- Managers will make the time and resources to assist the Modernization OCM team in change activities. Activities may include the identification of impacts, risks, and denial or resistance at the office, section, and unit levels.

- The Modernization OCM team will work closely with the Modernization Communication team to identify appropriate channels of communication regarding changes as well as in recommending key messaging resulting from assessments and other OCM activities.

- Training will be provided as part of the outcomes from the UI Modernization Project. OCM activities, and specifically process changes, may overlap and influence training activities. When appropriate, the Modernization OCM team and other project and agency subject matter experts will assist the training team with end user training classes and work sessions.

- The Modernization OCM team will provide appropriate change information to agency managers who will ensure that updates to position descriptions resulting from Modernization are in alignment with new business processes and work flows. The agency's Human Resources office will review updates to the position descriptions to identify any necessary adjustments to position classifications.

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- The solution vendor will partner with the Modernization project teams to identify impacts and work with the Modernization OCM team to plan change tactics and activities.

- The Modernization OCM strategies and activities will align with the agency's culture and strategic plans. The Modernization OCM strategies and activities will also be coordinated with other OCM initiatives across the agency and in coordination with the solution vendor.

- The Modernization OCM strategies and activities will align with the agency's overall vision for the Modernization Program goals.

CONSTRAINTS

The Modernization team has a dedicated team to plan and execute OCM activities. If additional resources are needed for these activities, Modernization sponsors will determine and implement a strategy for staff augmentation to assist in these activities.

Roles and Responsibilities

Significant roles and responsibilities for OCM and readiness activities are described below. These roles reflect shared ownership between the Modernization team, Modernization sponsors, steering committee members, and business areas. All members of the program and project teams have a responsibility to ensure the success of transitioning the agency and employees to the new systems. This includes notifying the Modernization OCM team of any OCM needs, issues, and risks they identify. Additionally, Modernization sponsors, Modernization team members, and vendors must demonstrate timeliness, honesty, and transparency during agency Modernization changes, including communicating what is known to be true, what is believed to be true, and what is still unknown, along with a timeline for when clarity and additional information should be available.

Figure 1 – Roles and Responsibilities

Roles	Responsibilities
Modernization Executive Sponsor (Agency Director)	Stays informed on the changes that will occur as a result of Modernization. Endorses agency wide and external messages. Serves as a role model for effective change by communicating positive messages about the change. Communicates a vision for change to agency managers and employees. Holds executive management team accountable in supporting modernization changes, delivering OCM messaging to their teams, and serving as a role model for effective change. Provides guidance and direction on people related issues escalated by the Modernization Program Sponsor.

Roles	Responsibilities
Modernization Program Sponsor (Modernization Director)	Serves as a role model for effective change by communicating positive messages about the change.
	Maintains executive-level relationships with internal and external partners.
	Ensures the Modernization Program has the needed funding and positions for OCM activities.
	Ensures the OCM team has skilled and adequate resources to plan for and execute Modernization OCM activities.
	Provides guidance and direction on people related issues escalated by the OCM team.
	Communicates a vision for change to internal and external partners.
	Facilitates Modernization Executive Steering Committee meetings which include topics regarding program and project OCM activities.
	Communicates OCM progress updates, decisions, impacts, and concerns to the agency director and other agency executives, as well as to external oversight entities and agency partners.
	Communicates OCM goals and objectives to the Modernization team, steering committee, agency managers, and employees.
	Reviews and approves OCM messages and deliverables for consistency and accuracy, or facilitates review by other project members as necessary.
	Reviews and approves OCM methodologies, strategies, and tools to utilize in program and project-level OCM plans and activities.
	Provides oversight and direction for OCM plans, strategies, and activities for Modernization Program and the UI Modernization Project.
	Assists in removing road blocks at the executive level.
Modernization Business Sponsors (Unemployment Insurance Division Director | Paid Leave Oregon Director | Chief Information Officer)	Stays informed of the changes that will occur as a result of Modernization.
	Communicates a vision for change to their respective managers and teams and serve as champions for change.
	Serves as a role model for effective change by communicating positive messages about the change.
	Holds their managers accountable to support changes, communicates change impacts, and prepares their employees for the changes.
	Communicates program and project updates, decisions, and impacts related to change activities to operational managers and agency employees.
	Provides input on OCM messaging and inform the OCM team of any resistance they may be experiencing.

Roles	Responsibilities
Modernization Executive Steering Committee | Modernization Operations and Policy Team	Stays informed of the changes that will occur as a result of Modernization.
	Identifies and develops key change messages at the program and project-level.
	Stays informed of OCM activities and provides guidance when needed.
	Serves as a role model for effective change by communicating positive messages about the change.
	Communicates a vision for change to agency managers and employees and serve as champions for change.
	Holds their managers accountable to support changes, communicates change impacts, and prepares their employees for the changes.
Deputy Modernization Director	Reviews and provides input on OCM methodologies, strategies, and tools to utilize in Modernization Program and project-level OCM plans or activities.
	Stays informed of the changes that will occur as a result of Modernization.
	Serves as a role model for effective change by communicating positive messages about the change.
	Communicates a vision for change to agency managers and employees and serve as a champion for change.
	Communicates OCM goals and objectives to the Modernization team, steering committee, agency managers, and employees.
	Reviews OCM messages and deliverables for consistency and accuracy, or facilitates review by other project members as necessary.
	Participates in monthly communication planning sessions, as a member of the Modernization Communications team, to review progress of planned communications and plan for upcoming OCM messages and activities.
	Provides supervision of the Modernization OCM team analysts.
	Ensures that OCM activities are properly planned and implemented in a timely manner.
	Ensures project managers are assigned to, involved in, or aware of Modernization OCM activities appropriate to their role.
Modernization Program Manager	Develops and maintains the Modernization Program OCM Plan and Modernization project-specific OCM plans with assistance from assigned Modernization Project Managers.
	Participates in monthly communication planning sessions, as a member of the Modernization Communications team, to review progress of planned communications and plan for upcoming OCM messages and activities.
	Serves as a role model for effective change by communicating positive messages about the change.

Roles	Responsibilities
Modernization Project Managers	Assists with the development and maintenance of the Modernization OCM Plans.
	Participates in monthly communication planning sessions, as a member of the Modernization Communications team, to review progress of planned communications and plan for upcoming OCM messages and activities.
	Serves as a role model for effective change by communicating positive messages about the change.
Modernization Training Coordinators	Partners with OCM team and works with the solution vendor to deliver training to impacted employees.
	In partnership with solution vendor, develops and delivers system training across the agency to prepare impacted employees to successfully perform their job duties in the new system.

Roles	Responsibilities
Modernization OCM team (Agency and Vendor team comprised of: OCM analysts, Business Analysts, User experience Analyst | FAST OCM Manager | FAST OCM Analyst)	Plans and executes OCM activities in a timely manner.
	Schedules and leads OCM update meetings and work sessions.
	Participates in all appropriate team meetings and agency meetings related to changes that result from the UI Modernization Project.
	Assists in identifying and analyzing business process changes and articulating how they are changing as a result of Modernization.
	Supports the Modernization Communications Officer with efforts to develop project messages relating to changes, impacts of changes, and OCM activities.
	Partners with the Modernization Communications Officer and team members to ensure that communications related to OCM are consistent and aligned with agency-wide standards, branding, and style guide.
	Partners with Modernization team members to execute, coordinate, and facilitate OCM activities and deliverables.
	Assists in the identification of unit managers, team leads, and other employees who will serve as Modernization project change partners and change agents.
	Provides OCM coaching and support to managers and leaders throughout the agency in support of the UI Modernization Project.
	Supports other Modernization team members, solution vendor staff, and the Modernization Communications team as they provide guidance and support for OCM activities and expertise while performing their roles for Modernization.
	Partners with the Modernization sponsors and other Modernization team members to identify and mitigate resistance at the division and unit levels.
	Identifies and selects the change methodology and tools deemed the most suitable for success under guidance from the Modernization Program Sponsor and Deputy Modernization Director.
	Conducts OCM readiness assessments during the UI Modernization Project.
	Works with Modernization project managers, team members, and subject matter experts as impact assessments are completed for the UI Modernization Project.
	Coordinates and collaborates with other OCM efforts across the Program, agency, and externally.
Modernization Program and Project Business Analysts	Provides business process and technical content, as needed, for OCM activities such as creating an awareness of changes to the current state and creating understanding of the future state for impacted employees and processes.
	Serves as a role model for effective change by communicating positive messages about the change.

Roles	Responsibilities
Modernization Communications Officer	Partners with the Modernization sponsors, Deputy Modernization Director, Modernization OCM team, and solution vendors to ensure that appropriate channels of communication are available and used consistently.
	Partners with the Modernization sponsors, Deputy Modernization Director, Modernization OCM team, and solution vendors to develop program and project messages related to OCM awareness and activities.
	Ensures Modernization OCM messages are consistent with agency and Modernization Program standards, branding, and style guide.
	Maintains and updates the program and project contacts registry which may be leveraged by the Modernization OCM team.
	Delivers program and project OCM messages to agency business partners when appropriate.
Change Partners (Agency managers, team leads, and others assigned this role)	Assists the Modernization OCM team to identify denial and resistance at the unit level.
	Ensures that OCM activities are performed and reinforced at the unit level.
	Reports any unit-level change needs to the Modernization OCM team.
	Works with OCM team to address business readiness challenges or issues.
	Works with OCM team on transition plans at the unit level.
	Serves as a role model for effective change by communicating positive messages about the change.
	Actively coaches staff to assist and support them in the adoption of the changes.
	Works with the OCM team to build commitment and ownership of staff within their business unit.
Change Agents (Typically agency employees who are project subject matter experts, testers, trainers, and others willing to assist with OCM activities)	Acts as advocates of change within their business units by communicating positive messages of the change.
	Provides peer-to-peer influence and support for the changes identified.
	Assists peers in the adoption of the changes.
	Participates in developing and implementing a transition plan for their unit.
	Reports any change needs or resistance to their assigned change partner or the Modernization OCM team.
Solution Vendor (FAST OCM Manager, FAST PM)	Provides an organizational change management project framework to help guide the agency through the UI Modernization Project.

Roles	Responsibilities
	In partnership with the Deputy Modernization Director, leads and assigns OCM tasks and activities for the UI Modernization Project.
	Develops or supports the development of related OCM work products.
	Incorporates change management-related tasks into the project schedule.
	Assists in identifying and escalating change-related risks and issues to project leadership.
Modernization Senior Quality and Risk Analyst	Monitors and facilitates management of OCM risks.
	Conducts quality control reviews of OCM processes.
Independent quality management services (iQMS) vendor	Conducts independent quality control reviews of OCM processes.

OCM Methodologies

As the agency agreed to in the solution vendor contract, the Modernization OCM team will use the vendor's specific methodology, but may also include methods and tools from other methodologies identified in the Modernization Program OCM Plan to supplement and reinforce project-level change activities. The OCM methodology for the UI Modernization Project includes activities that span throughout all project implementation phases. Key activities associated with change management activities are integrated into the UI Modernization Project schedule and tasks.

The focus of project OCM efforts is on internal employees and groups. Engagement with partners, customers, and other interested parties is conducted by the engagement team. The difference in focus between OCM's internal engagement and the project's external engagement work may be found in the Modernization Project Engagement Plan, located here: Q:\00 Program Management\Program Plans\Organizational Change Management Plan.

The OCM group prioritizes its work based on an analysis of OED internal employees and groups. The analysis results may be seen in the form of a spreadsheet and, visually, in a heat map that is part of the same document. The analysis and heat map are located here: Delivery Workbench > Rollout 1 Content > OCM Phase > 10.4 Manage Change > Internal Stakeholder Analysis.

OCM Approach and Phases

OCM activities will be divided into four high-level phases for the UI Modernization Project – Plan and Prepare, Assess Employees' Readiness for Change, Capture Change, and Manage Change. Following is an explanation and example for each phase.

PHASE ONE: PLAN AND PREPARE

The OCM preparation phase will occur during the UI Modernization Project's planning and design phases. During this phase, the OCM team will gather key data and information to build specific change strategies, tools, and plans for the UI Modernization Project. This entails the overall planning of OCM activities, staffing, tools, and methods that support the effective transition and implementation of the

new system. During this phase, the Modernization OCM team is oriented on OCM execution efforts. Key outputs of this phase are:

- Define common understanding of anticipated project-related OCM activities.

- Agency training to broadly communicate and provide education about OCM for the UI Modernization Project.

- Execute Sponsor OCM orientation and training activities.

PHASE TWO: ASSESS EMPLOYEES' READINESS FOR CHANGE

This OCM phase will occur during the UI Modernization Project's design phase. The OCM activities in this phase consist of conducting online organizational readiness assessments, identifying and tracking organizational changes, and facilitating supervisor and manager coaching. This could include readiness workshops and surveys to determine how ready, willing, and able employees are to incorporate the change. For every significant change, the Modernization OCM team develops a transition plan that is integrated with the project schedule and tasks. The plan lists the tactics that can be used to help work units effectively make the transition from the current state to the future state. Key outputs for this phase are

- Conduct Readiness Assessments of affected departments/units.

- Conduct orientation sessions and workshops for the Change Partners and Change Agents.

- Conduct Supervisor and Manager Orientation and Coaching.

Readiness Assessments

A minimum of three assessments will be conducted during each rollout of the UI Modernization Project, followed by a post-implementation assessment after go-live:

- The first readiness assessment will be conducted during the beginning of the design phase of the project to determine general awareness of the changes and establish a baseline for future assessments. It will establish a baseline awareness level which other assessments can be compared to.

- The second readiness assessment will be conducted mid-way through the development phase of each rollout, after change impacts have been identified and levels can be re-assessed.

- The third readiness assessment will be conducted prior to each rollout go-live to collect and analyze readiness data and address outstanding change issues. This assessment provides the project team with information about each office, section, and unit's employee readiness for day one of after go-live.

- The final assessment, the user adoption assessment, will be conducted about a month after go-live to determine how employees are adapting to their new processes. Focus will be placed on new system use (or lack of), level of adoption, level of satisfaction of the new system, and identifying any additional training and change management needs.

- Other, less formal assessments may be conducted throughout the project's lifecycle as needed.

Communications and Change Network

The Modernization OCM team will work closely with the Modernization Communications Officer to ensure coordinated creation of approved project communications that are specific to change management activities and key change messaging for managers, supervisors, and employees. There will be opportunities to leverage communication and change topics as both are planned and executed. OCM communication activities will be added and tracked in the Modernization communication registry.

In addition, the Business Analysts and managers on the UI Modernization Project will provide frequently updates to business operational areas and share timely information with managers and supervisors. Managers and Supervisors will be critical in the dissemination of information about the UI Modernization Project and assistance with OCM activities. Supervisor and Manager Orientation and Coaching.

The Modernization OCM team will assist in coaching managers and supervisors to prepare for change and assist their employees in adopting the changes. They will also assist managers and supervisors with unit-level transition plans to prepare units for the specifics of the changes that will affect them. Many of these activities will be used to guide the team in developing materials and planning informational sessions with employees. Activities may include:

- General change awareness sessions such as stages of change acceptance, and working through change.

- Actively monitor and engage with agency managers and team leads to identify change management opportunities and areas of concern specifically relating to issues, pain points, and denial or resistance.

- Communication of the changes and impacts at the unit-level that must be addressed (in coordination with the project team and Modernization Communications Officer).

- Documentation of current business processes and changes that will be realized with the new system.

- Identification of needed information such as what to expect after go-live, new/changed job duties, new business processes and procedures, and possibly new reporting structures. The team will identify changes and impacts from decisions and that information will be reviewed with managers to ensure that tactical unit-level messages are successfully developed and executed staff.

- These activities are iterative and will take place throughout the project lifecycle.

PHASE THREE: CAPTURE CHANGE

The capture change phase consists of identifying business processes or policies that are changing because of the system implementation. Once identified, these changes are documented, and the impact of the changes are analyzed and rated. Impact assessments identify how the changes will affect the agency's business operations for each office, section, and unit. The information can be used to determine the number of individuals affected by the changes, staffing or workflow shifts, the overall magnitude of each change, and key shifts in the way employees will do their work. The Modernization OCM team will develop mitigation strategies and activities, and assign tasks to the appropriate

resources for action. While the process is iterative, the primary focus during this step is identifying the changes, the mitigating activities that will be performed, who will perform the mitigation, and when.

Key outputs of this phase are the new business process changes and the impact assessment document.

PHASE FOUR: MANAGE CHANGE

The manage change phase consists of executing, monitoring, updating, and reviewing the statuses of the agreed-upon OCM activities that are required to effectively implement the future state. These activities include staffing changes, procedural updates, training, and communication. These activities will leverage existing communication and engagement activities, and manager and supervisor coaching activities. Complementing the UI Modernization Project's system-specific job training, the reinforcement tasks in this phase will focus on value-add activities that focus on sustaining change over time.

REINFORCEMENT

The OCM reinforcement phase will occur after each go-live. During this phase, the OCM team will engage in activities that focus on sustaining the change over time. Activities may include:

- Conduct an assessment 60-90 days after go-live to evaluate employee comfort and competency levels in using the new systems, and employee adoption of new agency business processes. This assessment will also be used to identify new areas of resistance that may occur post go-live as employees adjust to the new way of doing their work.

- Conduct and document "lessons learned" for change activities.

- Monitor and assess the success of the people side of transition after each rollout and adjust OCM plans and activities for future rollouts as needed.

- Identify and conduct necessary on-going OCM activities.

- Transfer on-going OCM activities to the unit level. Examples include providing lessons learned information in preparation for future OCM transitions and providing advice for updating and maintaining new unit level business process documents.

Evaluating Success

The Modernization OCM team will gauge and monitor success throughout the UI Modernization Project.

CRITERIA FOR SUCCESS

Criteria for determining the success of UI Modernization Project OCM activities include:

- Modernization sponsors and agency managers continue to model, support, and advocate for the Modernization changes.

- Modernization sponsors and agency managers provide recognition and celebration of small wins throughout each project rollout and post-implementation.

- Managers effectively update position descriptions to reflect changed business processes and tasks. The agency's Human Resources office validates updated position descriptions to ensure appropriate position classifications.

- Managers and supervisors are actively involved in OCM activities by providing influence and support at the unit level throughout the UI Modernization Project and post-implementation.

- At least fifty percent of agency employees engage in Readiness Assessment surveys to allow for establishment of an initial readiness baseline and at least two additional check-points in each rollout. The data from these surveys will be used as a metric to evaluate success and identify business areas needing OCM support, training, or communication.

- Agency employees can articulate the agency's vision of the future state.

- Agency employees can articulate the reasons for change and the opportunities that modernized systems have provided to streamline processes.

- Agency employees are engaged and involved throughout the UI Modernization Project by attending information sessions, and completing training on the new systems and business processes while being assessed for levels of resistance to be coached for ongoing successful adoption.

- Agency employees understand and can demonstrate the new way of doing things and have adapted to the new systems and business processes.

Status Reporting

At a high level, the health of organizational readiness will be reported monthly during the course of the project by the Independent Quality Management Services Vendor.

The OCM activities will be reported monthly as part of regular project reporting for the Executive Steering Committee per the Modernization Program Governance Plan. Risks and issues will also be reported through this report and identified in the Modernization Risk and Issue Registry.

Approving Authorities

Renee Royston

Renee ROYSTON (Jun 30, 2023 18:55 PDT)

Renee Royston, Modernization Program Sponsor   Date
Modernization Director

Brad McKinney

Brad McKinney (Jun 30, 2023 19:04 PDT)

Brad McKinney, Interim Deputy Modernization Director   Date

David B. FORD

David B. FORD (Jun 30, 2023 19:02 PDT)

David Ford, Modernization Program Manager   Date

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