State of Oregon
Employment Department

Modernization
Program

Modernization Program Communications and Outreach Plan

Version: 4.0

Revision date: August 2023

TABLE OF CONTENTS

TABLES AND FIGURES

Document Maintenance

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

Version	Date	Author	Change Description
V1.0	12/2018	Lynn Kneeland, Modernization Communications Specialist	Initial version of the document.
V1.1	05/2019	Lynn Kneeland, Modernization Communications Specialist	Additions to Meeting Schedule, Communications Objectives, and document maintenance.
V2.0	02/2020	Lynn Kneeland, Modernization Communications Specialist	Additional references to program file share, staffing updates, meeting purpose and frequency, and stakeholder engagement description.
V3.0	09/2021	Lynn Kneeland, Modernization Communications Specialist	Reviewed for SG3 submission and updated signers. Clarified roles and responsibilities. Shifted Stakeholder Engagement Plan section, and regular report sections to improve document flow.
V4.0	8/2023	Lynn Kneeland, Modernization Communications Officer	Revised to transition from stakeholder references and updates to roles and responsibilities.

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.

Document Purpose

This plan describes the objectives, principles, and goals guiding communications through the life of the Modernization Program to ensure that consistent, accurate, and timely information is shared with all customers, partners, and interested parties. This plan provides guidance on communications activities and engagement, and the use of communication and registries to plan and track detailed activities. Additionally, this plan identifies key roles and primary responsibilities to prepare, review, and share information about Modernization processes, events, documents, and milestones.

Document Audience

This document is intended for these primary audiences:

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

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

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

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

Risks, Assumptions, and Constraints

RISKS

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

ASSUMPTIONS

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

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

- To effectively communicate and conduct the necessary business of the Modernization projects, the Modernization team is permitted to use existing agency communications channels such as:
  - Email subscription management system (GovDelivery);
  - Employment Department intranet site (EDweb);
  - Employment Department external website;
  - Manager's Sharepoint site; and
  - Employment Department YouTube channels and social media platforms.

- The communications strategy development is dependent upon key decisions to be made as part of each project's planning and rollout efforts. As such, the communications strategy development and finalization may be impacted when key decisions are still outstanding. Any such outstanding items are discussed in the monthly communication team meeting and addressed in collaboration with the vendor(s) and Modernization team as appropriate.

- The communications strategy outlined in this document is based on decisions and relevant program and project statuses as of August 2023. Any changes to program and project decisions or statuses after that date may require changes or updates to the materials delivered through this document.

CONSTRAINTS

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

- Communications designed for external use, or internal use outside of the Modernization team, are constrained by both the program and agency standards, including the Employment Department style guide. In particular, program and project communications conform to agency standards for limiting the use of acronyms and jargon, defining them upon use in each document, and complying with state plain language laws.

Roles and Responsibilities

Significant roles and responsibilities for communications are described below. All members of the Modernization team have a responsibility to identify communication needs, communicate information in a consistent manner, and encourage two-way communication.

Table 1 – Roles and Responsibilities

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

Role	Responsibilities
Modernization Program Sponsor (Modernization Director)	Communicates program and project progress and status to external oversight (e.g., presents testimony at legislative hearings, reports to LFO, CFO, and EIS). Participates on Modernization Communications Team to develop and contribute to overall engagement strategy and activities. Supports project success by demonstrating understanding of and participating in clear and consistent communication and engagement activities. Provides guidance on project communications and engagement strategies. Maintains relationships with partners to validate project scope, impacts, and timelines. Provides and reviews content for project engagement with partners, customers, and other interested parties. Communicates progress updates, impacts, and concerns to partners, external customers, and other interested parties. Reviews message content for consistency and accuracy, as necessary. Assists in removing barriers for conducting engagement activities at the executive level. Serves as a primary point of contact for internal and external partners, customers, and other interested parties. Communicates goals and objectives to the Modernization team, agency managers, and employees.

Role	Responsibilities
Modernization Business Sponsors (Unemployment Insurance Division Director | Paid Leave Oregon Director | Workforce Operations Division Director | Chief Information Officer)	Supports project success by demonstrating understanding of and participating in clear and consistent communication and engagement activities. Communicates program and project status to external oversight (e.g., presents testimony at legislative hearings, reports to LFO, CFO, and EIS). Provides input on engagement strategies and communications. Maintains relationships with partners to validate project scope, impacts, and timelines. Assists in the identification, validation, and connection with partners, customers, and other interested parties. Assists in removing barriers for conducting engagement activities with external groups. Communicates goals and objectives to the Modernization team, agency managers, and employees.
Deputy Modernization Director	Participates on Modernization Communications Team to develop and contribute to overall engagement activities. Provides and reviews content for project engagement with partners, customers, and other interested parties. Reviews message content for consistency and accuracy when appropriate. Serves as a primary point of contact for internal and external partners, customers, and other interested parties. Actively communicates program and project updates and information to operational managers and agency employees to facilitate commitment to the program, and build awareness of critical concepts, issues and timelines.
Modernization Project Managers (Project Managers (PMs))	Develops and presents project status reports, project plans, and schedule updates to appropriate audiences. Provides content for project communications. Reviews message content for consistency and accuracy, or facilitates review by other project members as necessary. Serves as a primary point of contact for internal and external partners, customers, and other interested parties.

Role	Responsibilities
Modernization Executive Steering Committee	Support program's success by demonstrating understanding of and participating in clear and consistent communication is essential for the program's success.
	Actively communicates program and project updates and information to operational managers and agency employees to facilitate commitment to the program, and build awareness of critical concepts, issues and timelines.
	Communicates goals and objectives to the managers and employees in their area.
	Participates in legislative outreach as necessary.
	Reviews message content for consistency and accuracy, or facilitates review by other Modernization team members as necessary.
Agency Communications Director	Serves as point of contact for all media inquiries.
	Provides guidance to Modernization Sponsors on strategy and implementation of outreach for Modernization projects as they relate to the media.
	Supports development and provides content review of communications and presentations to Oregon Legislature.
	Supports development and provides content review of external communications as necessary.
	Sets standards and collaborates to ensure final program communications targeting external audiences are consistent with agency-wide standards, branding, and style guide.
	Supports the execution of outreach strategies, plans, and schedules (e.g., coordination of newsletter articles, timing of all-agency emails).
Agency Legislative Affairs Team	Serves as point of contact for all legislative inquiries.
	Working with the Modernization Executive Sponsor, Modernization Director, and Modernization Communications Officer, develops and executes strategy for educating and informing legislators, partners, customers, and policy makers about the Modernization Program.

Role	Responsibilities
Modernization Communications Officer	Provides guidance to leadership and communications team on strategy and implementation of outreach for Modernization projects as they relate to customer outreach.
	Facilitates monthly communication planning sessions with Modernization Communications Team to review progress of planned communications and engagement activities, and plan for upcoming messages and activities.
	Partners with designated agency staff to create and implement outreach plans, materials, and policies as they relate to communication and engagement activities for specific groups.
	Acts as a designated liaison to external customers and interested parties.
	Develops and maintains communications and outreach plan, contacts registry, and communications registry to ensure planned communications are tracked and meeting communications goals.
	Develops and reviews messages, updates, and talking points for the Modernization team, steering committee, division managers, and partners.
	Manages content for Modernization Program and project websites. Drafts, prepares, compiles, or reviews information for posting to web.
	Coordinates with change management analysts and other team members to maintain consistency of project messages and engagement activities.
	Ensures Modernization Program communications are consistent with agency-wide standards, branding, and style guide.
Modernization Communications Team	Participates in monthly communication planning sessions to review progress of planned communications and engagement activities, and plan for upcoming messages and activities.
	Reviews message content for consistency and accuracy as necessary.
	Note: This team for the UI Modernization Project is comprised of the Modernization Communications Officer, Modernization Director, FAST Project Director, FAST Organizational Change Management (OCM) Manager, Deputy Modernization Director, Modernization Program Manager, UI Project Business and Technical Teams Managers, Modernization User Experience Analyst.
Modernization team	Partners with the Modernization Communications Officer to

Role	Responsibilities
	develop and deliver program and project relevant updates.
	Provides technical content for program and project updates.
	Presents program and specific project information at section, unit, and other meetings as necessary, and discusses impacts or issues with those specific groups.
	Reviews message content for consistency and accuracy.
Modernization Senior Quality and Risk Analyst	Monitors and facilitates management of communication risks.
	Conducts quality control reviews of communications processes.
Independent quality management services (iQMS) vendor	Conducts independent quality control reviews of communication processes.

Communication Goals

The program's communication and outreach goals:

- Ensure internal and external communication needs related to modernization are identified and appropriately addressed.

- Prepare and provide communications to best meet the needs of each audience. Provide transparent communication to all audiences emphasizing the Modernization Program's goals of enhancing customer experience, transforming business processes, improving data security, modernizing technology, and providing expandable technology.

- Perform outreach to internal and external customers to understand their needs and expectations to build credibility, commitment, and shared investment in the success of the Modernization Program.

- Promote opportunities for meaningful employee involvement, including providing feedback, making suggestions, sharing ideas, and asking questions.

- Use communications tools and methods to reach partners and customers appropriately, facilitate commitment to the program and its projects, and build awareness of critical concepts, issues, and timelines.

- Manage vulnerabilities relating to diverse audiences (e.g., lack of awareness, confusion, negative perceptions) and create a respectful environment for employee, customer, and partner engagement.

Communication and partner and customer engagement are key activities to influence acceptance and adoption of new systems and processes. To maximize effectiveness of communications, we utilize OCM strategies and engagement activities to support the success of each project of the Modernization Program. See each Modernization project's OCM Plan and Engagement Plan for more details on these efforts.

Communication Guiding Principles

CONSISTENCY

Program communications are consistent both in format and content. Key information and documentation are published on the Employment Department intranet so that all employees have access to the same information, and made available to partners, customers, and interested parties on the external webpage. Communications shared outside of the Modernization team are reviewed by the Modernization Communications Officer to ensure that messages at all levels of detail are correct and consistent. For example, detailed reports support and align with all summary reporting.

The Modernization style guide is maintained and encouraged, supplementary to and consistent within the agency's style guide, to ensure that documents are presented in a consistent manner. These style guides, along with templates for program documents, agendas, and minutes, provide a consistent framework for all program communications. The program's style guide can be found in the program's file share here: Q:\05 Resources\Standards. The agency style guide can be found on EDweb, the Employment Department's intranet.

AWARENESS AND TRANSPARENCY

Communications are relevant, meaningful, and at an appropriate level of detail for the target audience. Program status reports include a description of changes in scope, content, and schedule when applicable.

The program and project plans are presented to oversight groups for review at appropriate intervals throughout the program. Additionally, program and project status updates are provided to external oversight partners at intervals throughout the program.

TIMELINESS

Timely communications to employees, partners, and customers inform them of program and project plans, status, and opportunities. Communications are delivered when they are most relevant to the audience. Modernization team members attend central office and field office section or unit meetings to provide status updates and discuss impacts or issues. Consideration is given to level of interest and/or impact of the intended audience.

COMMUNICATIONS OBJECTIVES

This plan recognizes that a multi-biennium program has distinct phases. Although key commitments will remain the same, the emphasis will shift as the program and its projects progress through phases and milestones. Individual portions and/or projects of the program will go through their own similar cycle, and we assume that the evaluation phase is always active to some degree.

Here are the key phases and their overriding communications objectives:

Need: Communicate the need to transform the way Employment does business to internal and external partners and customers impacted by modernization.

Planning: Invite and appreciate ideas, feedback, and participation from employees, partners, and customers. This feedback informs our choices and actions.

Implementation: Communicate program progress and project status updates and phases. Inform partners and customers of changes to service or processes. Communicate opportunities for engagement, focus groups, and testing.

Evaluation: Gather internal and external partner and customer feedback as it applies, and evaluate communications success. Use feedback to make improvements and changes for future projects and cycles.

Contacts Registry

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

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

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

Communications Registry

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

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

For each communications and outreach activity, the registry includes the purpose, goal, and objective, intended audience(s), communicator, target dates and/or anticipated frequency, channels and methods, key messages when applicable, draft owner, review and approval steps, and status. This registry will be maintained as a separate document in the program's file share here: Q:\00 Program Management\Communications\Communications Registry.

The communications registry identifies the file path where each delivered communication is stored. Delivered communications are stored in the program's file share here: Q:\00 Program Management\Communications\Communications Registry. Select communications are also available on the program's internal web page on EDweb and the program's external web page here: https://www.oregon.gov/employ/modernization/Pages.

Engagement Plan

The purpose of this plan is to create a consistent and coordinated approach to engaging partners, customers, and other interested parties in the UI and Workforce Modernization projects. The plan

describes the objectives and goals that will guide and be used in the planning, tracking, and execution of engagement activities.

The plan includes the processes required to:

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

See the UI Modernization Engagement Plan for more detail: Q:\00 Program Management\Program Plans\ Stakeholder Engagement Plan.

Communications Channels and Tools

Outreach materials, online and social media, and events are examples of common communication channels. Not all of the tools within these channels are appropriate to reach each audience or communication objective. The tool used to send the communication through the appropriate channel is determined by the target audience preferences, type of information, and timing of the message. A combination of one or more channels and tools can be utilized based on the target audience and the type of information. Note that all external communication tools can be shared internally, but not all internal communication tools may be appropriate to use for external audiences. The following list of broad categories is not intended to be exclusive or to restrict creativity in communications efforts.

Table 2 – Examples of Communications Channels and Tools

Channels	Publications	Online and Social Media	Traditional Media	Events
Tools	• Posters • Program brochure • Employee and partner outreach materials	• Dedicated email address • *Weekly Digest,* internal e-newsletter • Internal and external email management system • Modernization external webpage • EDweb intranet • Social media • Recorded video updates (Agency YouTube) • Webinar • Online customer satisfaction survey	• Newspaper • Press conference • Press release • Television advertising • Radio • Print ads	• Town hall meetings at central office and WorkSource Oregon centers • Brown bag lunches • Workshops and trainings • Employee division and section meetings • New employee orientation • Regional meetings or road shows • System demonstrations • Webinars • Meetings with key partners and customers

Regular Meeting Schedule

Meetings will be held on a recurring schedule to support management of the Modernization Program and projects. Regular meeting type, frequency, and facilitation information maintained as a separate document in the program's file share here: Q:\10 Meetings_Meeting Registry.docx.

Formal meetings follow the program's Meeting Standards and Etiquette guidelines, which includes scheduling protocols, outlines use of agendas and minutes, and clarifies formal vs. informal meeting procedures. This document is maintained as a separate document in the program's file share here: Q:\05 Resources\Standards\Standard - Meetings.docx.

Document Standards

Standard Modernization Program templates and formats are used for communications, documentation, file naming, and storage. Formal program and project communications follow the Modernization Program style guide and brand, which comply with the agency's style guide. Additionally, all communications are expected to meet legal and plain language requirements.

Key Messages

Key messages ensure program communications are intentional and consistent. They reinforce the program's guiding principles and goals; help build collaboration among partners, customers, and employees; and reflect the value and opportunity of the program. The program's key messages are

organized by topic and audience and maintained in a separate document in the program's file share here: Q:\00 Program Management\Communications\Key Messages.

The program messages are formally evaluated yearly and adjusted as needed.

Targeted Audiences

This plan identifies the following potential target audiences of the Modernization Program. Relevant audiences will be continually identified and assessed throughout the program.

Federal

- Federal Office of Child Support Enforcement
- Internal Revenue Service
- National Association of State Workforce Agencies

- Social Security Administration
- U.S. Department of Labor

State

- Bureau of Labor and Industries
- Business Oregon
- Chief Financial Office
- Department of Administrative Services
- Department of Consumer and Business Services
- Department of Education
- Department of Human Services
- Department of Revenue
- Employment Department Advisory Council

- Enterprise Information Services
- Governor's Office
- Higher Education Coordinating Commission
- Labor organizations
- Legislative Fiscal Office
- Legislators and policymakers
- Oregon Commission for the Blind
- Oregon State Treasury
- Secretary of State
- Workforce and Talent Development Board

Local

- Business and trade associations
- Businesses
- Community colleges
- Community-based organizations
- Customers
- Economic development organizations
- Educational service districts

- Labor organizations
- Local Workforce Development Boards
- Oregonians
- Professional associations
- School districts
- Universities

Other

- Employment Department employees
- Modernization Program and Project teams
- Independent Quality Management Services (iQMS)
- Third Party Administrators

Formal and Informal Communications

Formal Modernization communications are any communications tracked in the Communications Registry, including but not limited to, communications to broad audiences about the program and individual projects that provide awareness, instruction, critical messaging as well as requests for feedback and information from internal and external partners and customers.

Examples of formal communications:

- Published program or project documents.
- Formal program or project level decisions when applicable.
- Status reports (see Table 3 for a list of reports).
- Manager Talking Points.
- Frequently Asked Questions.
- Presentations to oversight entities, the legislature, engagement boards, all-employees, managers, and section meetings.
- External and internal outreach and engagement opportunities, such as town hall meetings, brown bag lunches, and virtual open houses.

Formal communications use standard templates and formats, and follow the communications process outlined in Figure 2.

Informal communications include, but are not limited to, day-to-day Modernization team communications and updates. Informal communications are professional and effective, but are not required to use program templates.

Table 3 – Regular Reports

Report	Purpose	Frequency
UI Modernization Project Monthly Status Report	Provide regular status updates on the project, depending on the phase or project in motion during the reporting period	Monthly
Workforce Modernization Project Monthly Status Report	Provide regular status updates on the project, depending on the phase or project in motion during the reporting period	Monthly
Modernization Monthly Budget Report(s)	Project(s) budget status	Monthly
Modernization Risk and Issue Monthly Report(s)	Program and Project(s) risk and issue status updates	Monthly
Major IT Quarterly Reports	EIS/DAS QA required quarterly reporting for major IT projects that receive Stage Gate 3 endorsement through project closing	Quarterly

Protocol and Approval Process

COMMUNICATIONS DEVELOPMENT

Modernization communications take many different forms and originate from many different circumstances. It is our commitment to provide timely, appropriate, consistent, and accurate information in each communication.

Templates for regular communications (e.g., meeting agendas, minutes, etc.) can be found here: Q:\05 Resources\Templates. Communications intended for audiences outside of the Modernization team are developed using the process described below to ensure that common themes, tone, and format are followed.

This process applies to any planned or new communication intended for an audience beyond the Modernization team.

- All formal program and project related communications to internal and external partners and customers follow the communications approval process (see figure below).

- Managers are informed prior to communications with all employees.

- The identified key contact is copied, if they are not the communicator, on all communications to their partners and customers.

- The modernization communications team is copied on all formal communications to employees as defined below.

- All written communication includes a reference to the Modernization Program email address and an invitation to submit questions and feedback to the Modernization team.

- All external communications are reviewed by the Modernization Communications Officer, and when appropriate, approved by the Modernization Executive Sponsor and/or Modernization Sponsor.

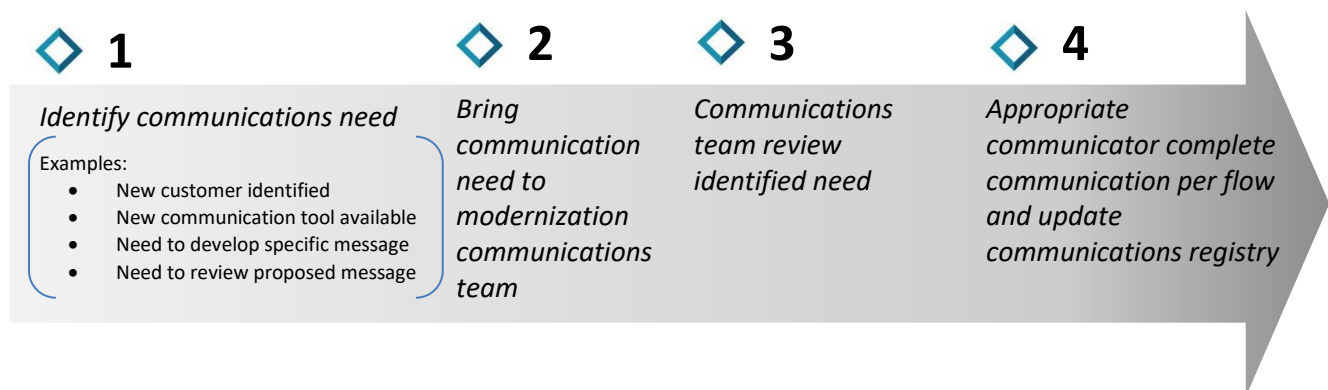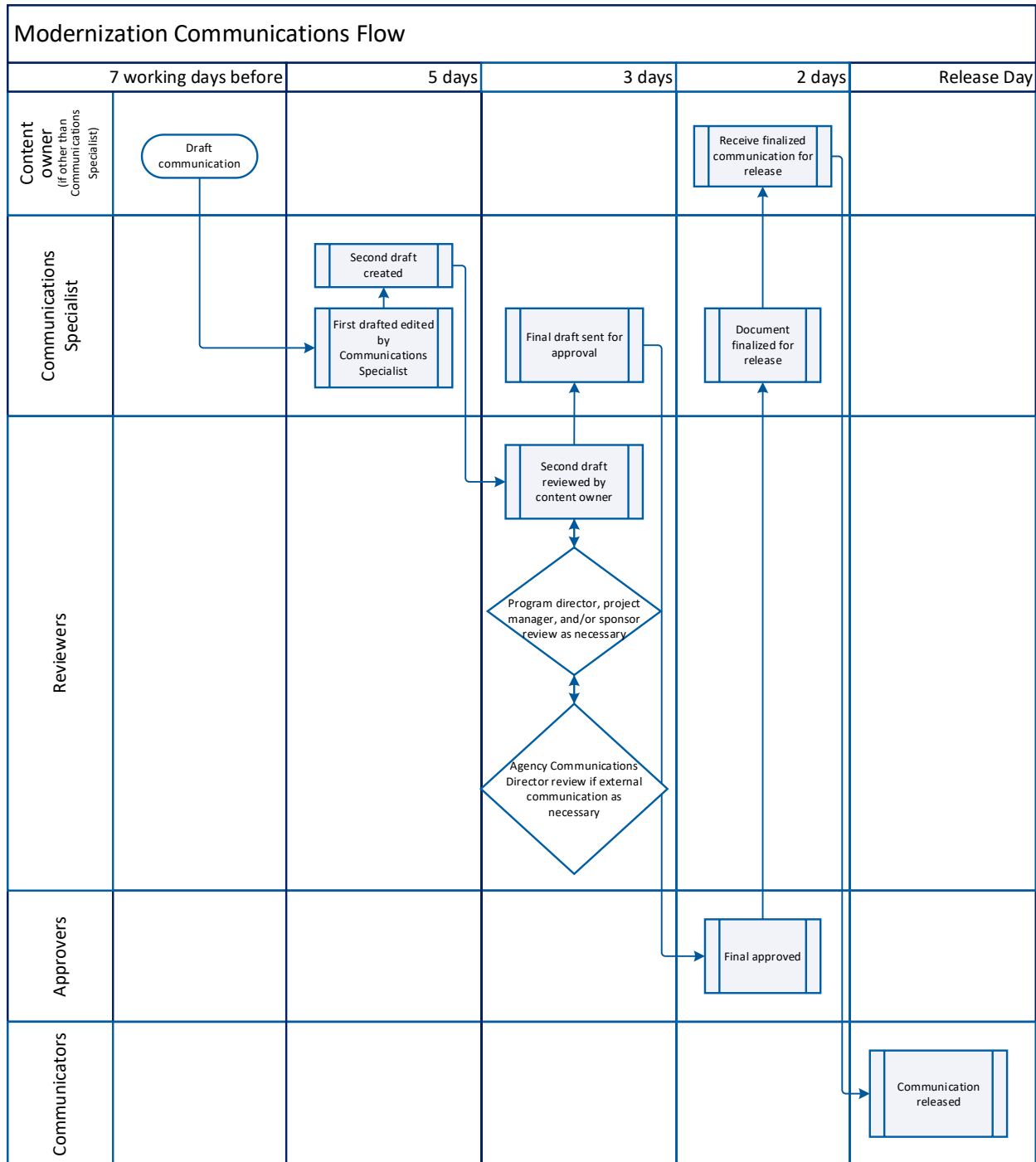**Figure 1 – Modernization Communications Development Process**

◆ 1
Identify communications need
Examples:
- New customer identified
- New communication tool available
- Need to develop specific message
- Need to review proposed message

◆ 2
Bring communication need to modernization communications team

◆ 3
Communications team review identified need

◆ 4
Appropriate communicator complete communication per flow and update communications registry

Figure 2 – Modernization Communications Flow

Modernization Communications Flow

	7 working days before	5 days	3 days	2 days	Release Day
Content owner (if other than Communications Specialist)	Draft communication			Receive finalized communication for release	
Communications Specialist		Second draft created / First drafted edited by Communications Specialist	Final draft sent for approval	Document finalized for release	
Reviewers			Second draft reviewed by content owner / Program director, project manager, and/or sponsor review as necessary / Agency Communications Director review if external communication as necessary		
Approvers				Final approved	
Communicators					Communication released

ESCALATION PROCESS

Emergency communication needs are elevated directly to the Modernization Program Sponsor and the Modernization Communications Officer within one business day. Emergencies include communications needs reactive to an unexpected circumstance, and/or having the potential to impact the overall success of the program. The Modernization Program Sponsor or Modernization Communications Officer engages agency leadership as appropriate.

Evaluating Success

The Modernization team regularly facilitates a review of the effectiveness of Modernization communications. Assessments evaluate feedback given through employee comments, feedback submitted and questions asked by email, legislative and media feedback and comments, and questions asked during face-to-face meetings. Members of the Modernization Communications Team look for awareness of the program and its projects, an understanding of impacts on customers, perceptions of transparency, and any inconsistencies in delivered information. Additionally, this plan is formally evaluated yearly, and adjusted as needed.

SUCCESS CRITERIA

Criteria for determining successful communication includes:

- Employment Department employees, partners, and customers have appropriate understanding of the Modernization objectives and goals.

- Communications are effectively empowering our employees to become internal and external ambassadors of modernization at every level.

- Frequency and tone of communications are reinforcing the agency culture of transparency, honesty, and trust.

- Program and project messages are improving employee engagement and productivity.

- Critical information is communicated early enough and made easily accessible so that our employees can perform their jobs well.

- Managers and supervisors are aware of and knowledgeable regarding anticipated changes.

- There is general consistency in the information managers, employees, partners, and customers are receiving.

MEASUREMENT OF SUCCESS

The following methods and indicators are used to evaluate communications success:

- Interviews with a cross section of employees at all organizational levels, customers, partners, and Modernization team members indicate staff are aware of Modernization status, have positive things to say about Modernization, are willing to share feedback, and offer support.

- Legislative approval of requested budget indicating appropriate communication and validation of need.

- Oversight approval of program and project plans, and obtaining necessary Stage Gate endorsements indicate appropriate documentation and effective communication with EIS and LFO.

- Feedback mechanisms that leverage electronic survey methods already in place where possible for ease of input and analysis (e.g., agency customer surveys).

- Change and readiness assessments that include questions about communication effectiveness receive positive feedback.

- Consistently receiving feedback through dedicated channels, such as an email address. This feedback will be monitored and acted upon by the Modernization team.

Approving Authorities

Renee ROYSTON

Renee Royston, Modernization Program Sponsor   Date
Modernization Director

David B. FORD

David B. FORD (Nov 28, 2023 08:51 PST)

David Ford, Modernization Program Manager   Date

Lynn Kneeland

Lynn Kneeland, Modernization Communications Officer   Date

Appendix A – Modernization Communications Registry

Status	Actual Date	Planned Date	Content Review Date	Communication Description	Key Messages	Purpose	Audience Type	Audience	Delivery Method	Frequency	Communicator(s)	Reviewers	Approvers	Notes	File Path
Executed	XX/XX/XX	XX/XX/XX	XX/XX/XX	Monthly status and budget reports	Monthly status and budget reports	Status and Budget update to oversight	External	Oversight	Email	Monthly	John Doe	Modernization Leadership Team	John Doe		Shared drive
Executed	XX/XX/XX	XX/XX/XX	XX/XX/XX	Open house	Q&A open house. Project Update	Engagement	Internal	All-staff	Online	Bi-monthly	Jane Doe	Modernization Leadership Team	MLT		

Appendix B – Modernization Contacts Registry

Category	Contact	Contact Name	OED Point of Contact	Business Relationship (Specific areas of interest and participation)	Contact Phone	Contact Email	Preferred Communication Tool/Method	Notes
Federal	Federal partner	Jason Doe, Business Operations Branch	Jerry Doe	*Program name*	XXX-XXX-XXXX	email@email.com	email	
Internal	OED Division	Jill Doe Jack Joe	Janey Doe	*Program name*	XXX-XXX-XXXX XXX-XXX-XXXX	email@email.com	Unknown	

Modernization Program Communications and Outreach Plan V4.0

Final Audit Report   2023-11-28

Created:	2023-10-17 (Pacific Daylight Time)
By:	Martin KRAAL (martin.e.kraal@employ.oregon.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAkGIPpjA8v5GusFJBjR0lGSQEYtGq3Pi8

"Modernization Program Communications and Outreach Plan V4.0" History

📄 Document created by Martin KRAAL (martin.e.kraal@employ.oregon.gov)
2023-10-17 - 1:06:16 PM AKDT

📧 Document emailed to Renee ROYSTON (renee.royston@employ.oregon.gov) for signature
2023-10-17 - 1:07:23 PM AKDT

📧 Document emailed to David FORD (david.b.ford@employ.oregon.gov) for signature
2023-10-17 - 1:07:23 PM AKDT

📧 Document emailed to Lynn KNEELAND (lynn.kneeland@employ.oregon.gov) for signature
2023-10-17 - 1:07:23 PM AKDT

📄 Email viewed by Lynn KNEELAND (lynn.kneeland@employ.oregon.gov)
2023-10-17 - 1:08:19 PM AKDT

📄 Email viewed by Renee ROYSTON (renee.royston@employ.oregon.gov)
2023-10-17 - 2:08:53 PM AKDT

🖊 Document e-signed by Renee ROYSTON (renee.royston@employ.oregon.gov)
Signature Date: 2023-10-17 - 2:09:04 PM AKDT - Time Source: server

🖊 Document e-signed by Lynn KNEELAND (lynn.kneeland@employ.oregon.gov)
Signature Date: 2023-10-18 - 7:03:34 AM AKDT - Time Source: server

📄 Email viewed by David FORD (david.b.ford@employ.oregon.gov)
2023-11-28 - 8:19:52 AM PST

📧 New document URL requested by David FORD (david.b.ford@employ.oregon.gov)
2023-11-28 - 8:50:31 AM PST

State of Oregon Employment Department

Powered by
Adobe
Acrobat Sign

Signer David FORD (david.b.ford@employ.oregon.gov) entered name at signing as David B. FORD

2023-11-28 - 8:51:22 AM PST

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

Signature Date: 2023-11-28 - 8:51:24 AM PST - Time Source: server

Agreement completed.

2023-11-28 - 8:51:24 AM PST