

Modernization Program Schedule Management Plan

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Document Maintenance

This document is maintained by the Modernization team and will be reviewed annually to determine whether 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 located here: Q:\00 Program Management\Program Plans\.

Version	Date	Author	Change Description
V1.0	12/2018	Jenny King, Modernization Project Manager	Initial version of the document.
V2.0	7/2019	Jen Sullivan, Modernization Schedule Project Manager Jennifer Hannan, Modernization Program Manager	Added document relationship section, made adjustments throughout to address editorial changes and corrections to accurately reflect current process.
V3.0	11/2020	Brad McKinney, Modernization Schedule Project Manager Jennifer Hannan, Modernization Program Manager	Addressed items noted within the plan's change log for this version. Updated language to match current process flow and making this a duration based schedule.
	02/2021	David Ford, Modernization Program Manager	Accepted all grammar changes and statements consistent with PMBOK 6 th Ed, and PMI's Program Management Standard, 4 th Ed.
	3/2021	Bobbi McAllister, Modernization Schedule Project Manager	Incorporated suggestions and feedback from MLT initial review (2/21). Removed redundant language surrounding task identification and refinement. Removed prohibitive procedural language.
	5/2021	Alex Vasquez, Modernization Schedule Project Manager	Refined language to reflect activities that directly support program schedule management.
	10/2021	David Ford, Modernization Program Manager Jenny King, Modernization Implementation Project Manager	Cleaned doc in preparation for submission as part of Stage Gate 3 conditional requirements. Responded to QC review. Reconciled change log; confirmed V3 changes completed and annotated log.

Version	Date	Author	Change Description
4.0	8/2023	David Ford, Modernization Program Manager	Made updates to PM roles and responsibilities; Updated to reflect current practices and understanding: Master Schedule Structure and Approach, Schedule Development and Management.

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 defines the Modernization Program's master schedule and schedule components that will be developed, managed, and reported throughout the duration of the program. Additionally, this plan identifies specific roles and responsibilities for maintaining the master schedule, defines the level of tracking and reporting, and describes the processes and tools that will be used. Further, the plan establishes expectations and thresholds for tracking and reporting variance, as well as the process that will be used to ensure schedule delays or performance concerns are reviewed and addressed.

Document Relationship

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

Document Audience

This document is intended for these primary audiences:

- **Sponsors and steering committee members** – to understand processes that will be followed, as well as their role in identifying and responding to schedule 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 processes that will be followed, as well as their role in identifying and responding to schedule risks and issues.
- **Agency employees and interested parties** – to reference for general awareness.

Risks, Assumptions, and Constraints

RISKS

Risks related to schedule and other project management process groups are described and managed through the program's risk and issue process.

See the Modernization Risk and Issue 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-Issue Registry for a current listing of Scope Management risks. The Risk-Issue Registry is located here: Q:\00 Program Management\Risk-Issue\Risk and Issue Registries.

ASSUMPTIONS

- The schedule management processes developed to support modernization projects will be based upon and adhere to Project Management Institute's, "A Guide to the Project Management Body of Knowledge" (PMBOK Guide – Sixth Edition (2017)), commonly called the PMBOK Guide or PMBOK.
- The schedule will be developed and maintained using standard project management tools and software, including vendor tools and methodologies that we agree to use or adapt, and that are compliant with EIS P3 (Enterprise Information Services Project Portfolio Performance) standards and project management best practices as described in the PMBOK.
- Modernization staff and solution vendor(s) will work together to maintain the processes and rigor required to manage the schedule and track progress according to EIS requirements and project management best practices.
- Agency staff will be available as subject matter experts (SMEs) when activities are scheduled that require their expertise and input.
- Operational areas that provide SMEs or other resources will communicate other agency initiatives or activities that could impact the schedule relative to resource assignments, their availability, and on-time task completion.
- Business areas and IT will work with the Modernization Team to develop and execute strategies for communicating with their members and their internal and external partners.

CONSTRAINTS

- Business operations, timelines, and workloads may limit the availability of SMEs and other resources, and constrain the planning, development, and delivery of project tasks.
- Resource and/or budget constraints may occur if external events such as changes in agency priorities, new legislative mandates, environmental impacts, etc., force a project to deviate from the baseline plan.
- Task start or finish dates may be dependent upon the timing of tasks or work streams that are outside of Modernization control.

Roles and Responsibilities

Significant roles and responsibilities involved in these processes are described below.

Table 1 – Roles and Responsibilities

Role	Responsibilities
<p>Modernization Program Executive Sponsor (Agency Director)</p>	<p>Manages agency priorities; monitors the environment for impacts to program and project schedules; and provides guidance to Program Sponsor.</p> <p>Removes barriers and works with agency executives, legislature, and state and federal regulatory and oversight bodies to ensure the complete achievement of program and project objectives.</p>
<p>Modernization Program Sponsor (Modernization Director)</p>	<p>Develops the schedule management strategy.</p> <p>Removes barriers and works with agency leadership and vendors to plan and coordinate resources and to resolve resource constraints affecting the master schedule.</p> <p>Removes barriers related to schedule conflicts with external or internal partners.</p> <p>Accountable for ensuring that schedules are achievable; for monitoring and controlling the program, its projects, and components in accordance with the schedule; and for ensuring that the schedule appropriately reflects all available information.</p> <p>Reviews and approves schedule reports prior to their distribution to external bodies (e.g., oversight, agency partners and DAS QA (Department of Administrative Services Quality Assurance)).</p> <p>Provides overall leadership and direction in the development of the program and project schedules.</p> <p>Approves initial baselines of the program and project schedules.</p>
<p>Modernization Executive Steering Committee</p>	<p>Authorizes program and project schedules and monitors adherence to approved project schedule milestones and key activities through review of monthly reporting.</p> <p>Identifies and mitigates significant risks or barriers that are agency-centric, including internal resource allocation, performance, and prioritization issues that may impact the development or execution of program or project schedules.</p>
<p>Modernization Managers, Team Leads, and leadership</p>	<p>Ensure that assigned staff perform the work within the master schedule.</p> <p>Ensure that staff work assignments align with employee roles and responsibilities.</p> <p>Work with Modernization project managers to monitor and control schedule progress in their respective functional areas.</p> <p>Escalate actual or potential resource conflicts and barriers to task completion or meeting due dates.</p>

Role	Responsibilities
<p>Modernization Program Manager</p>	<p>Responsible for development and maintenance of the Modernization Schedule Management Plan.</p> <p>Guides the development and maintenance of the master schedule.</p> <p>Acts as the senior project manager, leading the Modernization project managers to ensure that the construction and use of program and project components, as well as their associated processes, follow best practices and are sufficiently and appropriately integrated.</p> <p>Evaluates schedule changes and when necessary escalates an analysis with request for action to the appropriate leadership or oversight body.</p> <p>Works with Modernization project managers to create schedule progress and variance reports for Sponsors, Executive Steering Committee, oversight bodies, and other interested parties.</p> <p>Works with Modernization Managers, agency leadership, and key partners to plan and coordinate resources and activities as needed to ensure that projects and other program components meet their target dates.</p> <p>Works with Modernization Program Sponsor and agency leadership to resolve resource constraints and coordinate access to resources within operations or that are allocated to other agency projects.</p> <p>Participates in regular schedule process assessments to evaluate whether processes are effective, efficient, and are being followed.</p> <p>Provides periodic and ad hoc reports on schedule health, variances, and other information as needed to Modernization Sponsors, Modernization Managers, and oversight.</p> <p>Acts as a backup to the Schedule PM.</p>
<p>Modernization Schedule Project Manager (Schedule PM)</p>	<p>In collaboration with the Modernization PMs, managers, and leadership, develops and maintains the master schedule. This includes incorporating appropriate milestones, tasks, deliverables, and performing regular updates.</p> <p>Develops and maintains appropriate integration points between the master schedule and tools that may be used by Modernization partners and vendors to manage their work.</p> <p>Develops and maintains schedule health and variance reports in support of program and project communications and oversight reporting.</p> <p>Provides input to program and project communications as needed.</p> <p>Ensures the master schedule has the level of detail and quality required to produce accurate reports and baseline schedule progress and schedule variance.</p>

Role	Responsibilities
	<p>Ensures the master schedule identifies the resources and task owners necessary to perform scheduled activities.</p> <p>Informs Modernization leadership of risks or potential task slippage affecting the schedule along with suggested mitigations.</p>
<p>Modernization Project Managers</p>	<p>Plans, organizes, monitors, and controls projects and other components of the program as assigned.</p> <p>Develops work breakdowns, schedules, and provide updates to the Schedule PM for inclusion and maintenance in the program master schedule.</p> <p>Monitors tasks and activities within their functional areas to ensure quality, timely task completion, and appropriate integration with other schedules and activities.</p> <p>Escalates actual or potential resource conflicts, barriers to task completion, or meeting due dates.</p> <p>Creates reports and provide input to program and project communications as needed.</p>
<p>Task owner</p>	<p>Works with Modernization project managers to identify and schedule bodies of work, supporting activities, and durations.</p> <p>Completes assigned tasks by the designated due date and regularly reports progress of work to be completed.</p> <p>Communicates barriers that may prevent them from meeting timeframes for assigned tasks.</p>
<p>Contracted vendor(s)</p>	<p>Develops and maintains the vendor schedule.</p> <p>Works with the Modernization project managers to integrate vendor schedule tasks at appropriate points within the master schedule.</p> <p>Identifies, coordinates, and monitors the vendor tasks and activities.</p> <p>Provides progress updates on tasks through regular update methods described within this plan.</p> <p>Completes vendor tasks, including deliverables, by the due dates as outlined within the contract or as agreed to during development of the schedule.</p> <p>Proactively communicates issues that may impact the schedule to the appropriate Modernization manager or project manager.</p>
<p>Modernization Change Control Board</p>	<p>Reviews and administers or escalates schedule-related change requests as described in the Modernization Change Control Plan.</p>

Role	Responsibilities
Modernization Senior Quality and Risk Analyst	<p>Compiles and delivers major IT project reporting (budget and schedule variance reports) to EIS Quality Assurance (QA) Program.</p> <p>Monitors and facilitates management of schedule related risks.</p> <p>Conducts quality control reviews of documents such as the Schedule Management Plan to ensure they meet the standards of the independent Quality Management Services vendor.</p>
independent Quality Management Services (iQMS) vendor	<p>Conducts independent quality control reviews of schedule management processes, artifacts, and documentation.</p> <p>Incorporates independent assessment of schedule status within quality assurance reports required by the agency and EIS.</p>

Master Schedule Structure and Approach

The Modernization Program is a multi-biennial effort that will continue until the program goals are met. Modernization will be carried out through the program’s various projects.

The master schedule is the official schedule used for the Modernization Program and all modernization projects. The master schedule contains all program components and enables the monitoring of task interdependencies, planning, and reporting. The schedule is organized so that the schedules of the program and its components may be managed separately and still remain connected by appropriate predecessor and successor relationships that show the correlations and timelines that are relevant to managing and reporting on the work.

A schedule for each project of the program will be nested within the master schedule with discrete milestones established for key delivery dates and activities.

During the course of the program, selected implementation activities may be managed from solution vendor tools as determined by the vendor methodology and agency agreement, but overall understanding of program and project progress should come from the master schedule.

Schedules that are separate from the master schedule may be set up by contracted vendors and project partner teams in order to manage the details of their assigned work. Relevant activities from those schedules will be incorporated into the master schedule to the degree necessary to coordinate work between the teams, and to enable project managers and leadership to manage and report on the work of the program and its projects.

Schedule Development and Management

The methods for developing and managing the master schedule follow PMBOK and project management industry standards.

The master schedule was created using MS Project 2016 (MS Project). In 2022, the master schedule platform was changed from MS Project to Smart Sheet in order to overcome technology and logistical issues. To maintain compliance with iQMS requirements, a snapshot of the master schedule is exported from Smartsheet to MS Project 2016 at the end of each month and saved as a project artifact (e.g.,

Modernization Master Schedule EOM 2023-01) on the project share at Q:\Program Management\Schedule\01 – Archive\0 – EOM Schedule\.

Development of the master schedule is the responsibility of the Schedule PM under the guidance of the Program Manager. The Schedule PM works with vendors, Modernization project managers and representatives of various partner teams to break down and integrate the appropriate bodies of work at the level required to manage and report on them, and to satisfy the requirements of internal and external oversight bodies. To create a view into the work of multiple teams, the master schedule may incorporate key elements and dependencies from the separate, more detailed, schedules that vendors and project partner teams may use to manage their own work. The Schedule PM is responsible for maintaining regular communications for coordination between schedules, which may include inviting key representatives from vendors and project partner teams to attend the weekly schedule management meetings.

Schedule components will be developed and maintained for discrete areas of program and project work. All schedule components will include milestones and detailed activities with task owners and assignees. Each schedule component will be developed and managed with the appropriate level of detail required to meet its purpose for reporting, dependency interaction, and performance monitoring.

Schedule integration and management are assisted by regular (e.g., weekly) schedule management meetings that are conducted by the Schedule PM who invites members of the project management team, Modernization managers, team leads, leadership, vendors, and other people to participate as needed.

The Schedule PM is the main person responsible for the entry and maintenance of tasks in the master schedule. The Program Manager is the backup-PM for the Schedule PM and may assist with schedule entries and updates as needed.

All activities within the schedule should be assigned a task owner who is accountable for completing the task, and one or more resources who are responsible for executing the task. While activities may have more than one participant or resource assigned to execute the work, each activity should be assigned only one task owner.

WORK BREAKDOWN AND ESTIMATION

All schedules will be developed by breaking down the activities that must be completed to successfully deliver the scope of a project or other program component. Resource availability will be considered when determining the effort and duration required to complete activities. Task dependencies will be analyzed to determine whether work must be completed in a sequential manner, whether tasks can be executed independently, and then documented according to their predecessor and successor relationships, if any.

The depth and complexity of the program and its various projects may require the concurrent application of project management and scheduling methodologies that span a range of approaches from traditional waterfall to agile, including a waterfall-agile hybrid model. In this context, the Schedule PM will work with the managers of detailed sub-team schedules to identify the key elements from them that should be included in the master schedule that integrates the work of different teams into a unified view.

Milestones, deliverables, and activities will be integrated across program components in order to coordinate work between teams and establish the schedule baseline. The schedule will be progressively

elaborated and the status of activities will be updated through regularly scheduled update activities and in working sessions.

The Schedule PM, in collaboration with the Program Manager, Modernization and vendor project managers, is responsible for analyzing gaps and interdependencies between schedules, and providing overall tracking and reporting of program and project schedule information for the purposes of Modernization Program and project management and reporting.

Agency Performed Work

Under the guidance of the Program Manager, the Schedule PM will coordinate and facilitate work sessions as required with task owners, resources, leadership, and appropriate subject matter experts to create schedules containing:

- Estimated start and finish dates
- Task owners who are accountable for completing the tasks
- Resources who perform the tasks
- Dependencies that must be considered in scheduling and managing the work

The Schedule PM may then use this information to properly incorporate the work within the master schedule and analyze any impacts to other work. If the new work appears to negatively impact existing work, the Schedule PM will work with the appropriate parties to resolve these issues and adjust the schedule if or as necessary.

Vendor Performed Work

It is expected that solution vendors will provide a schedule of the activities required to develop and implement their solution and that they will work with the Schedule PM to integrate their plans into the master schedule.

Project management and activities required to support the development and implementation of the vendor solution outside of the vendor contracted activities will be the responsibility of modernization project managers and tracked in the Modernization Master Schedule. Modernization leadership may choose to utilize vendor solutions/tools (e.g., the FAST Code Repository and Delivery Workbench) as the primary method for tracking vendor milestones and managing their implementation deliverables and activities.

Schedule and Task Monitoring

Regular reviews of the master schedule and schedule components will be used to assess schedule health and task performance. For example, the Schedule PM will facilitate weekly schedule management meetings to discuss and review the Schedule and its status, monitor dependencies, preview upcoming work, and discuss current or potential challenges and opportunities.

At the end of every month, and prior to releasing the schedule for iQMS review, the master schedule will undergo an internal quality assurance check to make sure that it is ready to be committed as a project artifact. The review consists of a close examination of the schedule by members of the project

management team (including the Schedule PM, Program Manager and Modernization leadership; and then a final review by the Modernization Program Sponsor).

SCHEDULE MONITORING

Each schedule component will be periodically reviewed by the Schedule PM, Program Manager and members of the project management and leadership team for performance in the following areas:

- Schedule milestones or activities started and/or completed within that review period
- Schedule health for activities planned for the upcoming three months
- Concerns or risks for milestones or activities planned for the upcoming three months
- Indication of any new activities or milestones added to the schedule, along with any potential impact to other activities
- Indication of any rescheduling of activities or milestones, along with an explanation of why changes were necessary

TASK MONITORING

The Schedule PM will work with the Modernization PMs at regular intervals to obtain updates on task progress.

Methods and processes to obtain updates may vary among projects and will be dependent upon several things including the number of tasks needing updated, whom the updates are being obtained from, the project approach and methodology, or the phase the project is at when the updates are requested. Updates may be obtained via work sessions, regular schedule update meetings, email, Teams messaging, telephone calls, etc.

Tasks such as milestones, tasks with contractual dates, tasks that are highly visible or have dependencies that could cause negative impacts if changed, are flagged as “require approval” in the schedule and require approval before altering. The scope and impact of the item will determine the type and level of approval required to change the scheduled task. See the Schedule Variance and Change Control section below for more details.

Methods of deliverable and work product management with vendors, including updates on shared milestones and external tasks, may vary from project to project and will be outlined in the specific price agreement, work order contract (WOC), or statement of work (SOW) in accordance with the Modernization Program’s Contract Management Plan.

Schedule Baseline, Variance, and Change Control

SCHEDULE BASELINE

Once a baseline has been set in the Modernization Program Master Schedule, the program and project managers will use it to measure and compare planned or estimated date values against actual date values. Baselines may be taken during any phase of a project, for the entire project or specific intervals, but should not be taken until work is defined and agreed upon as an accurate representation of the total

work and level of effort to complete the phase, project or interval being baselined. The Program Manager will evaluate and determine when to submit a request for approval of an initial baseline of a schedule to the Modernization Sponsor. A baselined schedule will be required for projects to receive EIS P3 Stage Gate 3 endorsement and to perform quarterly variance reporting.

SCHEDULE VARIANCE AND CHANGE CONTROL

Schedule variance is the difference between the planned (baselined) dates and the actual dates and can only be measured once a schedule has been baselined. The Modernization Program Scope Management Plan describes the scope parameters and scope variances that must be monitored. The Scope Management Plan can be found in the Program's file share: Q:\00 Program Management\Program Plans\Scope Management Plan\. Further, the Modernization Program Change Control Plan describes the analysis and approval process required if scope parameters or variance thresholds are exceeded. The Change Control Plan is found in the Program's file share: Q:\00 Program Management\Program Plans\Change Control Plan\.

As the schedule is monitored, task durations may change based on the number of hours (effort) required to complete work. If the effort increases or new work is needed to complete a deliverable or milestone, then scope may have increased which can cause variances. Any activities or deliverables added to the schedule, and any variances between planned and actual start and completion dates of critical deliverables or milestones, will be analyzed first by the Schedule PM to determine potential impacts and if the change or addition needs to be escalated. A request to re-baseline must be reviewed by the Program Manager due to potential variance changes. Adjustments to deliverable and milestone dates will be reported and tracked in the program's or project's monthly status report.

If the change results in a variance equal to or greater than +/- 10% during project execution, EIS P3 must be notified and supporting documentation may be required for review and approval. See the Modernization Program Change Control Plan for further details on the change control process and the Modernization Program Governance Plan for guidance on the decision-making process. The Modernization Program Change Control Plan may be found on the program file share: Q:\00 Program Management\Program Plans\Change Control Plan\. The Modernization Program Governance Plan may also be found on the program file share: Q:\00 Program Management\Program Plans\Program and Project Management Plans\.

Schedule Communication and Reporting

The Modernization Program Communication and Outreach Plan describes the communications activities and methods of sharing information about project processes, events, documents, and milestones. The communications registry includes the regular communications for program and project status, including schedule reporting. The Modernization Program Communication and Outreach Plan is located on the program file share: Q:\00 Program Management\Program Plans\Communications Plan\.

The schedule's development, performance, and management are reviewed and communicated via weekly schedule management meetings and regular reports to oversight and quality management bodies. Frequent, open, communication regarding the program and project schedules shall be practiced to keep participants, agency staff and external partners, and oversight entities informed, foster open dialogue, and ensure that the program and projects proactively manage scheduled activities. In general, schedule reports are presented as part of the program or project monthly status report.

The master schedule is used to report overall program and project schedule health and any schedule variances on a monthly and quarterly basis to program oversight bodies such as iQMS, Statewide QA DAS, EIS P3, and governance (Executive Steering Committee). Further, the schedule, including any significant timeline changes or issues, will be communicated to project leadership as part of regular standing meetings or through updates delivered through status reports, presentations, or other means.

A formal, monthly, schedule report will be reviewed with modernization leadership and incorporated within the various reports and presentations that are periodically delivered to the Modernization Executive Steering Committee and other oversight bodies.

As deemed appropriate by the Modernization Program Sponsor, resource concerns or performance issues impacting schedule development or execution may be escalated to the Modernization Sponsors for their input on resolution. Modernization Sponsors will make priority determinations for ongoing work and critical resource allocations.

Schedule health will be communicated in monthly status reports. The schedule variance will be used, along with other factors, to determine the ratings for schedule health and performance. The current, three-tiered, Modernization project rating scale of Green, Yellow, and Red is used to denote schedule health just as with the other major project areas of Scope, Budget, Resources and the Overall rating. The table below describes the ratings and their meaning:

Table 2 – Schedule Health Ratings

Rating	Meaning
Green	On track, acceptable variance or risk
Yellow	Caution, concerns or unknowns exist
Red	Attention, high concern or risk

MONTHLY SCHEDULE REPORTS

Monthly schedule reports will be used to assess overall schedule health and provide status on major activities, deliverables, and milestones. See the Communications Registry for details on the distribution of the monthly schedule reports.

At the beginning of each month, once the master schedule has been updated to include the previous month, the Schedule PM will provide the status of major activities, deliverables, and milestones as well as communicate any roadblocks or barriers to the Program Manager for inclusion in the monthly status report to the Executive Steering Committee.

QUARTERLY BUDGET/SCHEDULE VARIANCE REPORT

Once Stage Gate 3 endorsement is obtained by a project, the project is required to track the schedule to a +/- 10% variance and provide schedule variance as part of quarterly reporting for major IT projects to the EIS QA Program. The schedule portion of this report illustrates planned and actual milestones and notes any variance from baseline to monitor whether actions should be taken to bring a project back within acceptable schedule ranges. This report uses the EIS designated format, including variance threshold ranges that are available on their website:

<https://www.oregon.gov/das/OSCIO/Pages/Reporting.aspx>.

Approving Authorities



Renee Royston, Modernization Program Sponsor
Modernization Director

Date

David B FORD

[David B FORD \(Jan 11, 2024 13:49 PST\)](#)

David Ford, Modernization Program Manager

Date

Alex VASQUEZ

[Alex VASQUEZ \(Jan 11, 2024 08:48 PST\)](#)

Alex Vasquez, Modernization Schedule Project Manager

Date








Modernization Program Schedule Management Plan V4.0

Final Audit Report

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