

Workforce Modernization Project Project Management Plan

Version: 1.0

Revision date: May 2023

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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 these plans and processes. Any identified changes or improvements are incorporated within revisions to these plans. All plans are stored within the program's file share here: <\\Wpoedfil04\Modernization\00 Program Management\Program Plans>

Version	Date	Author	Change Description
V1.0	05/2023	Martin Kraal, Workforce Modernization Project Manager David Ford, Modernization Program Manager	Initial version of the document.

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 Workforce Modernization Project is an initiative chartered through the Modernization Program. Its purpose is to replace the computer systems supporting the delivery of employment services and administration of federal programs. Additionally, we will transform business processes to take advantage of opportunities and benefits available through new system capabilities.

Document Purpose

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

Supporting Documentation and Document Relationships

The following documents provide the foundational justification, authority, and processes for the project. These documents are located in program's file share here: <\\Wpoedfill04\Modernization\00 Program Management\Program Plans>.

- **Workforce Modernization Project Charter** – The project charter authorizes initiation of the project. It defines the high-level scope, objectives, and participants in the project. It outlines the project-level goals and objectives, and defines the supporting metrics that will be tracked and reported.
- **Modernization Program and Workforce Modernization Project Business Cases** – The program and project business cases describe the business need, provide an analysis of risks, benefits and opportunities, and support the justification for initiating the Modernization Program and Workforce Modernization Project. The initial version of the Modernization Program Business Case was developed in December 2017 and was included as part of the Stage Gate 1 documentation. The first version of the Workforce Modernization Project Business Case was submitted in June 2022 with the 2023-25 agency budget request. A second version, which updated information on scope, schedule, and budget for Stage Gate 2 submission, was finalized in January 2023.
- **Modernization Program and Project Plans** – This project management plan relies almost entirely on the Modernization Program's management plans which define and describe the processes that will be performed for all modernization projects. Where processes must be defined in further detail or be made to reflect unique project needs that deviate from a program level plan, they will be described within this project plan under the appropriate process area or be included in relevant Workforce Modernization Project plans or artifacts.

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 execution strategies and management plans.
- **Internal and external oversight entities** – to monitor whether appropriate processes are in place and continue to be followed. It is expected that these plans describe the practices that will be followed in the execution of the project. Oversight will monitor adherence to the practices described within these plans.
- **Program and project team members and vendor staff** – to understand, at a high level, how the project will be managed, and the processes that will be followed.
- **Agency employees and interested parties** – to reference for general awareness.

Project Management Approach

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

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

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

Figure 1 – Workforce Modernization Project Timeline



*As of 05/02/2023

¹ PMBOK Guide – Sixth Edition (2017)

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

BUDGET MANAGEMENT PLAN

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

CHANGE CONTROL PLAN

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

COMMUNICATIONS AND OUTREACH PLAN

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

CONTRACT MANAGEMENT PLAN

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

GOVERNANCE PLAN

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

ORGANIZATIONAL CHANGE MANAGEMENT (OCM) PLAN

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

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

PROCUREMENT MANAGEMENT PLAN

The project will follow the procurement management processes outlined within the Modernization Program Procurement Management Plan. Individual procurement plans will be maintained for each procurement conducted for the project and saved in each respective procurement folder in the program's file share.

QUALITY MANAGEMENT PLAN

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

REQUIREMENTS MANAGEMENT PLAN

The project will follow the requirements management processes outlined within the Modernization Program Requirements Management Plan. This plan outlines the processes involved developing managing, and monitoring and reporting on requirements through the project lifecycle.

RISK AND ISSUE MANAGEMENT PLAN

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

SCHEDULE MANAGEMENT PLAN

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

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

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

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

The project's progress towards the integrated Modernization and vendor implementation schedule will be reported monthly and quarterly as part of the project's reporting processes.

SCOPE MANAGEMENT PLAN

The project will follow the scope management processes outlined within the Modernization Program Scope Management Plan. This plan outlines the processes involved in defining, managing, and monitoring the scope of the project. The project scope will be detailed and maintained separately within the Workforce Modernization Project Scope document.

STAFF MANAGEMENT PLAN

The project will follow the staff management processes outlined within the Modernization Program Staff Management Plan. The project will maintain organizational charts showing the project positions and reporting hierarchy.

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

Agency staff dedicated to the project include:

- Modernization Program Staff – Comprises agency employees with project management, organizational change management, training, budget, contracts, schedule, communications and engagement, and leadership expertise. These employees will serve for the life of the Modernization Program and be involved in, or assist with, all Modernization projects.
- Workforce Modernization Project Staff – Comprises dedicated managers, business analysts, technical staff, and trainers with business and technical expertise focused on the delivery and execution of the project. Expanded team resources will be involved to provide subject matter expertise and testing to augment the dedicated project team resources.

ADDITIONAL PLANS

Plans and processes that will be developed specifically for the Workforce Modernization Project include:

- Organizational Change Management Plan
- Engagement Plan

IMPLEMENTATION AND TECHNICAL PLANS

Along with the program and project management plans listed above, project-specific implementation and technical plans will be developed to detail the processes for managing implementation activities. Some of these plans will be developed and maintained by project staff with assistance provided by the agency's information technology (IT) division. Additionally, some of the plans may be provided by the solution vendor and will be supplemented by the project team as necessary. Vendor plans will be reviewed by Modernization staff and are intended to be used in parallel with the Modernization program and project plans.

Implementation and technical plans may include:

- Implementation project plan
- Data conversion plan
- Testing plan
- Training plan
- Cutover plan

- System maintenance and support plan
- Interface plan
- System security plan
- Disaster recovery plan


Performance Metrics

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

Project Management Process Improvement


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

Approving Authorities


Renee ROYSTON (May 2, 2023 15:22 PDT)

Renee Royston, Modernization Program Sponsor
Modernization Director

Date


David B FORD (May 11, 2023 14:10 PDT)

David Ford, Modernization Program Manager

Date


Martin Kraal (May 2, 2023 15:26 PDT)

Martin Kraal, Workforce Modernization Project Manager

Date

Workforce Modernization Project Management Plan V1.0


Final Audit Report

2023-05-11


Created:	2023-05-02
By:	Martin Kraal (martin.e.kraal@employ.oregon.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAzxd-8zZr9uiP8xzEDSJrIUvNVQcU2A4T

"Workforce Modernization Project Management Plan V1.0" History

-  Document created by Martin KRAAL (martin.e.kraal@employ.oregon.gov)
2023-05-02 - 9:38:40 PM GMT
-  Document emailed to Renee ROYSTON (renee.royston@employ.oregon.gov) for signature
2023-05-02 - 9:39:32 PM GMT
-  Document emailed to David FORD (david.b.ford@employ.oregon.gov) for signature
2023-05-02 - 9:39:32 PM GMT
-  Document emailed to Martin KRAAL (martin.e.kraal@employ.oregon.gov) for signature
2023-05-02 - 9:39:32 PM GMT
-  Email viewed by Renee ROYSTON (renee.royston@employ.oregon.gov)
2023-05-02 - 10:22:34 PM GMT
-  Document e-signed by Renee ROYSTON (renee.royston@employ.oregon.gov)
Signature Date: 2023-05-02 - 10:22:46 PM GMT - Time Source: server
-  Signer Martin KRAAL (martin.e.kraal@employ.oregon.gov) entered name at signing as Martin Kraal
2023-05-02 - 10:25:59 PM GMT
-  Document e-signed by Martin Kraal (martin.e.kraal@employ.oregon.gov)
E-signature hosted by Martin Kraal (martin.e.kraal@employ.oregon.gov)
Signature Date: 2023-05-02 - 10:26:01 PM GMT - Time Source: server
-  Email viewed by David FORD (david.b.ford@employ.oregon.gov)
2023-05-11 - 9:06:08 PM GMT

 New document URL requested by David FORD (david.b.ford@employ.oregon.gov)

2023-05-11 - 9:06:18 PM GMT

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

2023-05-11 - 9:10:34 PM GMT

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

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