

# Modernization Program Communications and Outreach Plan

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## 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 taxes, payment of unemployment insurance benefits, and delivery of employment services will be replaced. 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 stakeholders. This plan provides guidance on communications activities and engagement, and the use of communication and stakeholder registries to plan and track detailed activities. Additionally, this plan identifies key roles and primary responsibilities to prepare, review, and share information about project processes, events, documents, and milestones.

## Document Audience

This document is intended for these primary audiences:

- **Program sponsors and steering committee members** – to understand processes that will be followed, as well as their roles in identifying and reinforcing communication messages. This audience is also responsible 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, and to understand roles and points of contact for different areas within the program.
- **Program team members and vendor staff** – to understand, at a high level, how the program and its projects will be managed, and processes that will be followed. This document will be a key artifact used to orient new employees and vendors.
- **Agency employees** – to reference for general awareness.

## Risks, Assumptions, and Constraints

### RISKS

Risks related to communications and stakeholder engagement have been identified and are managed through the program's risks and issues management process. See the program's risk management plan for further details on the risk and issue process. See the Modernization Risk Registry for a current listing of Communications Management risks.

### ASSUMPTIONS

- Designated representatives for each internal and external stakeholder group are responsible for sharing communications within their group.
- Business areas work with the modernization team to develop strategies for communicating with their external and internal partners and stakeholders.

- Modernization team is permitted to use existing agency communications channels, such as: email management system; EDweb, the Employment Department intranet site; Employment Department external website; Employment Department YouTube channels and social media platforms.

## 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.

## 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 security, and modernizing technology.
- Engage internal and external customers to understand their needs and expectations to build credibility, commitment, and shared investment in the success of our Modernization Program.
- Promote opportunities for meaningful employee involvement, including providing feedback, making suggestions, sharing ideas, and asking questions.
- Maintain credibility among employees through clear and regular communications regarding program timeline and individual project timelines and progress.
- Use communications tools and methods to engage stakeholders appropriately, facilitate commitment to the program, 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 stakeholder engagement.
- Celebrate successes and learn from challenges.

Communication and stakeholder engagement are key activities to influence acceptance and adoption of new systems and processes. To maximize effectiveness of communications, we utilize change management strategies and activities to support the success of each project of the Modernization Program. See the Modernization Program Change Management Plan for more details on efforts to support change during modernization.

# 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 and stakeholders on the external webpage. Communications shared outside of the modernization team are reviewed by the Modernization Communications Specialist 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. 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 plans are presented to oversight stakeholder groups for review at appropriate intervals throughout the program. Additionally, program status updates are provided to external oversight partners and stakeholders at intervals throughout the program.

## TIMELINESS

Timely communications to employees, partners, and stakeholders inform them of program plans, status, and opportunities. Program 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 employees, customers, partner agencies and local workforce development boards, and program oversight entities that are identified as impacted by modernization.

**Planning:** Invite and appreciate ideas, feedback, and participation from employees, partner agencies and stakeholders, and customers. This feedback informs our choices and actions.

**Implementation:** Share what we know as the program progresses, acknowledge what we do not yet know, and indicate when we expect to have more information. Announce and prepare employees for imminent enhancements to service and changes to duties, promote advancement and training opportunities, and build confidence in the work and the agency. Acknowledge that for some, the work they do may change, share information about plans to support those changes, and celebrate successful change.

**Evaluation:** Gather customer, employee, stakeholder, and partner feedback as applies, and evaluate communications success. Celebrate successes along the way.

## 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)	<p>Delivers the most important agency-wide program and project status updates.</p> <p>Communicates program and project status and planning materials to external oversight entities (e.g. presents testimony at legislative hearings, reports to Legislative Fiscal Office, Chief Financial Office, and Enterprise Information Services (EIS)).</p>
Modernization Sponsor (Modernization Director)	<p>Delivers agency-wide program and project status updates.</p> <p>Communicates program and project status, and planning materials to external oversight entities (e.g. presents testimony at legislative hearings, reports to Legislative Fiscal Office, Chief Financial Office, and EIS).</p> <p>Assists with program communications and engagement strategies.</p> <p>Communicates progress updates, impacts, and concerns to the agency director and other agency executives, as well as to external oversight entities and agency partners.</p> <p>Communicates goals and objectives to the modernization team, agency managers, and employees.</p> <p>Reviews message content for consistency and accuracy, as necessary.</p>

Role	Responsibilities
<p>Modernization Business Sponsors</p> <p>(Unemployment Insurance Division Director   Workforce Operations Division Director   Chief Information Officer)</p>	<p>Support program’s success by demonstrating understanding of and participating in clear and consistent communication is essential for the program's success.</p> <p>Communicates program and project status and planning materials to external oversight entities (e.g. presents testimony at legislative hearings, reports to Legislative Fiscal Office, Chief Financial Office, and EIS).</p> <p>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.</p> <p>Communicates goals and objectives to the modernization team, agency managers, and employees.</p>
<p>Modernization Steering Committee</p>	<p>Support program’s success by demonstrating understanding of and participating in clear and consistent communication is essential for the program's success.</p> <p>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.</p> <p>Communicates goals and objectives to the managers and employees in their area.</p> <p>Participates in legislative outreach as necessary.</p> <p>Reviews message content for consistency and accuracy, or facilitates review by other project team members as necessary.</p>
<p>Agency Communications Director</p>	<p>Serves as point of contact for all media inquiries.</p> <p>Supports development and provides content review of external communications.</p> <p>Working with the Modernization Executive Sponsor, Modernization Director, and Modernization Communications Specialist, develops and executes strategy for educating and informing legislators, stakeholders, partners, and policy makers about the Modernization Program.</p> <p>Sets standards and collaborates to ensure final program communications targeting external audiences are consistent with agency-wide standards, branding, and style guide.</p> <p>Supports the Modernization Communications Specialist’s execution of outreach strategies, plans, and schedules (e.g. coordination of newsletter articles, timing of all-agency emails).</p>

Role	Responsibilities
Modernization Program Manager	<p>Develops and presents program and project status reports, project plans, and schedule updates to appropriate audiences.</p> <p>Provides content for program and project communications.</p> <p>Reviews message content for consistency and accuracy, or facilitates review by other project members as necessary.</p>
Modernization Communications Specialist	<p>Reviews program message content for consistency and accuracy, and facilitates review by other program members as necessary.</p> <p>Develops and provides messages, updates, and talking points to the modernization team, steering committee, division managers, and partners and stakeholders.</p> <p>Manages and oversees content of Modernization Program external and internal web presence.</p> <p>Provides editorial review of broad project communications.</p> <p>Facilitates monthly communication planning sessions with modernization communications team to review progress of planned communications and plan for upcoming messages and activities.</p> <p>Coordinates with change management analyst and other team members to maintain consistency of program messages.</p> <p>Develops and maintains communications and outreach plan, stakeholder registry, and communications registry to ensure planned communications are tracked and meeting communications goals.</p> <p>Ensures Modernization Program communications are consistent with agency-wide standards, branding and style guide.</p> <p>Leads and coordinates, with support from agency communications, development and execution of modernization outreach strategies, plans, and schedules.</p>
Modernization communications team	<p>Participates in monthly communication planning sessions to review progress of planned communications and plan for upcoming messages and activities.</p> <p>Reviews program-wide message content for consistency and accuracy as necessary.</p> <p><i>Note: This team is comprised of the Modernization Communications Specialist, Modernization Change Management Analyst, Deputy Modernization Director, and Modernization Program Manager.</i></p>
Modernization team (Team registry maintained as a separate document in the	Partners with the Modernization Communications Specialist to develop and deliver program relevant updates.

Role	Responsibilities
program's file share here: <a href="\\WPOEDFILL04\Modernization\">\\WPOEDFILL04\Modernization\</a>	<p>Provides technical content for program and project updates.</p> <p>Presents program and specific project information at section, unit, and other meetings as necessary, and discusses impacts or issues with those specific groups.</p> <p>Reviews message content for consistency and accuracy or facilitates review by other project team members as necessary.</p>
Modernization Quality and Risk Analyst	<p>Monitors and facilitates management of communication risks.</p> <p>Conducts quality control reviews of communications processes.</p>
Independent quality management services (iQMS) vendor	<p>Conducts independent quality control reviews of communication processes.</p>

## 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, stakeholders, 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: <\\WPOEDFILL04\Modernization\>.

## Stakeholder Registry

The stakeholder registry documents internal and external partners and stakeholders, including employees, customers, partner agencies and local workforce development boards, and program oversight entities that are identified as impacted by modernization. The registry is used to determine appropriate type and timing of engagement as individual projects are identified. This registry is maintained as a separate document in the program's file share here: <\\WPOEDFILL04\Modernization\>

## Communications Registry

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

The scope of communications and engagement 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 stakeholders. The registry is not intended to include day-to-day Modernization Program or project team communications.

For each communications and engagement 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.

The communications registry identifies the file path where each delivered communication is stored. Delivered communications are stored program’s file share here: <\\WPOEDFILL04\Modernization>. 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/default.aspx>

## 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	<ul style="list-style-type: none"> <li>• Posters</li> <li>• Program brochure</li> <li>• Employee, stakeholder, and partner outreach materials</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated email address</li> <li>• <i>InnerView</i> monthly internal e-newsletter</li> <li>• Internal and external email management system</li> <li>• Modernization external webpage</li> <li>• EDweb intranet</li> <li>• Social media</li> <li>• Recorded video updates (Agency YouTube)</li> <li>• Webinar</li> <li>• Online customer satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• Newspaper</li> <li>• Press conference</li> <li>• Press release</li> </ul>	<ul style="list-style-type: none"> <li>• Town hall meetings at central office and WorkSource Oregon centers</li> <li>• Brown bag lunches</li> <li>• Workshops and trainings</li> <li>• Employee division and section meetings</li> <li>• New employee orientation</li> <li>• Regional meetings or road show</li> <li>• System demonstrations</li> <li>• Webinars</li> <li>• Meetings with key stakeholders</li> </ul>

## 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
- Employment Department employees
- Governor's Office
- Higher Education Coordinating Commission
- Labor organizations
- Legislative Fiscal Office
- Legislators and policymakers
- Enterprise Information Services
- 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
- UI Modernization Project team
- Independent Quality Management Services (iQMS)
- Third Party Administrators

# 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.

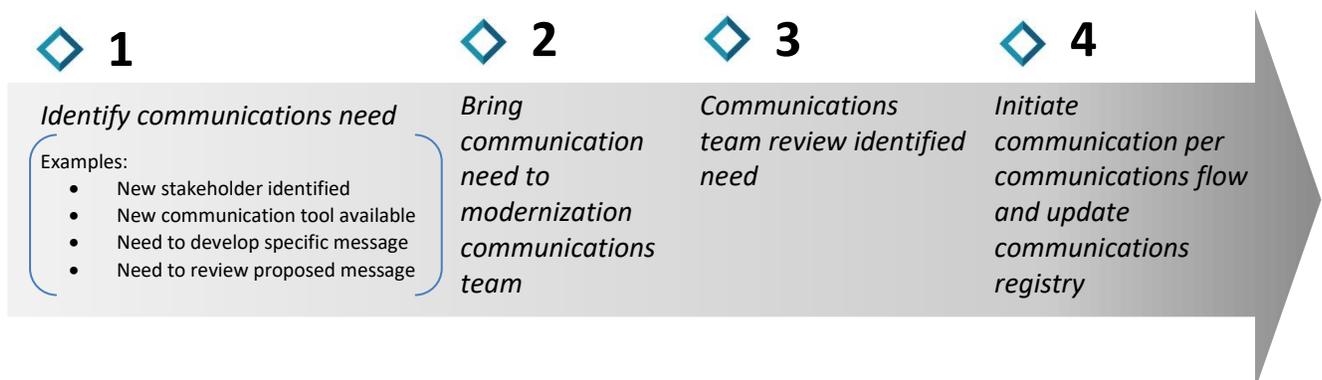
Modernization communications are developed using standards documented in the agency’s style guide found on the Employment Department’s internal website, EDweb and supplemented with the Modernization Program documentation and style guide found here: <\\WPOEDFILL04\Modernization\05 Resources\Standards>.

Templates for regular project communications (e.g., meeting agendas, minutes, etc.) can be found here: <\\WPOEDFILL04\Modernization\05 Resources\Templates>. Communications intended for audiences outside of the project 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 project team.

- All formal program and project related communications to internal and external stakeholders 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 stakeholders.
- The modernization 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 Specialist and agency communications, and when appropriate, approved by the Modernization Executive Sponsor and Modernization Sponsor.

Figure 1 - Modernization Communications Development Process



## STAKEHOLDER ENGAGEMENT PLAN

The stakeholder engagement plan describes the communication strategies used to engage our external and internal stakeholders to understand their needs and expectations to build credibility, commitment, and shared investment in the success of our UI Modernization Project.

The plan addresses external stakeholder engagement, such as our service delivery partners, customers, and businesses; and internal engagement which addresses our employee engagement strategy. The plan includes the engagement strategy goals, identified stakeholder types and key entities, descriptions of roles and responsibilities required to conduct the work, and project milestones and communication deliverables.

See the UI Modernization Stakeholder Engagement Plan for more detail. <\\WPOEDFILL04\Modernization\Program Management\Program Plans\Communications Plan\Project Stakeholder Engagement Plans>

## 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. Program documents used for legislative reporting follow the agency's style guide, and brand. Additionally, all communications meet legal and plain language requirements.

## REGULAR MEETING SCHEDULE

Program and project 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: <\\WPOEDFILL04\Modernization\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: <\\WPOEDFILL04\Modernization\05 Resources\Standards\Standard - Meetings.docx>

## FORMAL AND INFORMAL COMMUNICATIONS

Formal project communications are any communications tracked in the communications registry, including but not limited to, 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 stakeholders.

Examples of formal communications:

- Published program or project documents
- Formal program or project level decisions
- Status reports (see Table 3 for a list of reports)
- Talking points
- Frequently Asked Questions
- Presentations to oversight entities, the legislature, all-employees, managers, and section meetings

- External and internal engagement opportunities, such as town hall meetings, and brown bag lunches

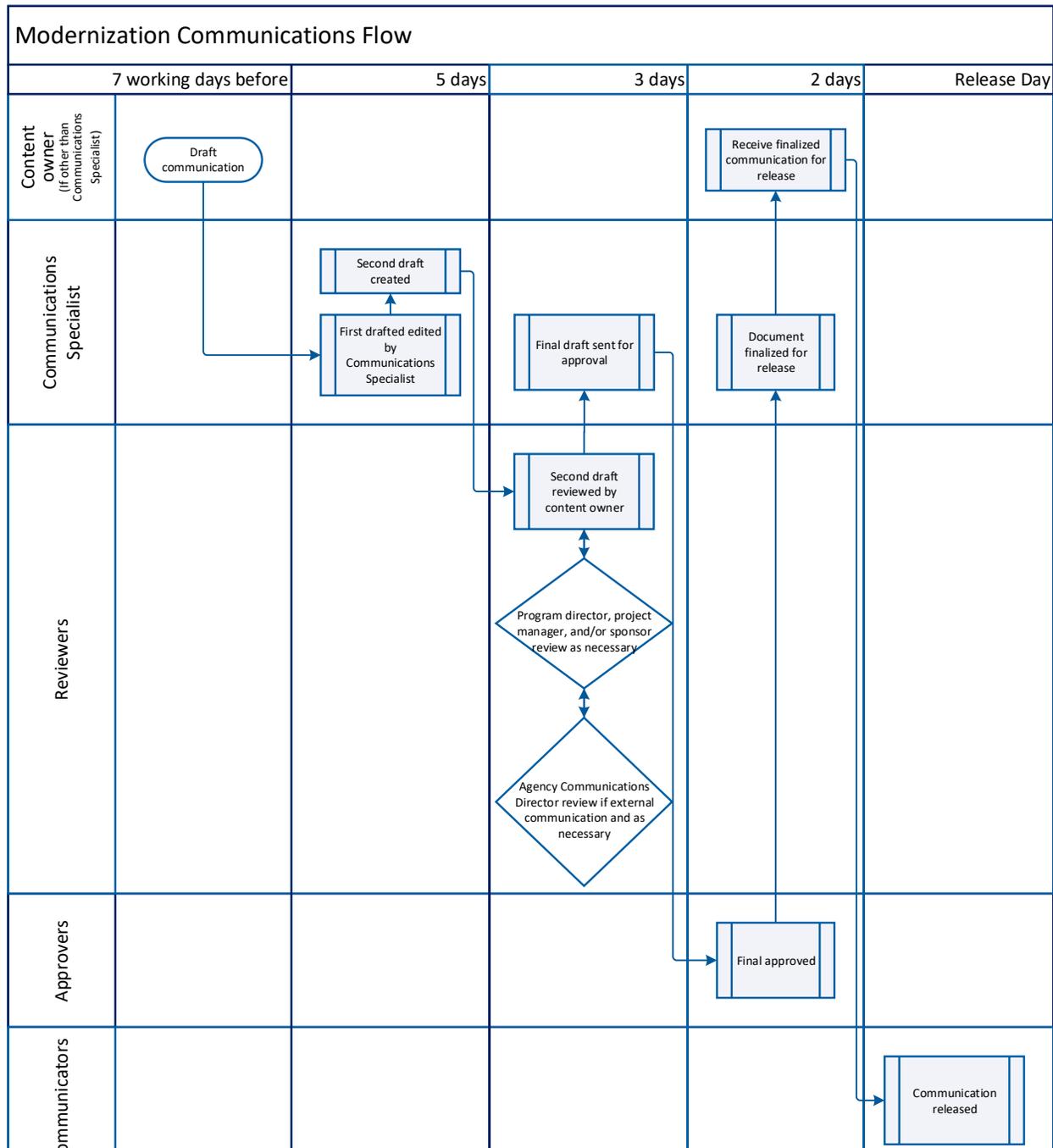
Formal communications use standard templates and formats, and follow the communications process outlined in Figure 2.

Informal communications include, but are not limited to, day-to-day program and project team communications and updates at section or unit meetings. Informal communications are professional and effective, but are not required to use program templates.

**Table 3 – Reports**

Report	Purpose	Frequency
Modernization Monthly Status Report	Program and project status	Monthly
Modernization Monthly Budget Report	Program budget status	Monthly
Modernization Risk and Issue Monthly Report	Risk and issue status updates	Monthly
Quarterly Report	Program and project status	Quarterly Report

Figure 2 – Modernization Communications Flow



## ESCALATION PROCESS

Emergency communication needs are elevated directly to the Modernization Sponsor and the Modernization Communications Specialist 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 Sponsor or Modernization Communications Specialist engages agency leadership including the agency communications director, agency director, agency deputy director, and modernization business sponsors.

## Evaluating Success

The modernization team regularly facilitates a review of the effectiveness of program communications. Assessments evaluate feedback given through employee comments, questions submitted by email, and questions asked during face-to-face meetings. Members of the communications team look for awareness of the program, an understanding of its impacts on customers and stakeholders, 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 stakeholders have appropriate understanding of the program's objectives and goals.
- Communications are effectively empowering our employees to become internal and external ambassadors of the program at every level.
- Frequency and tone of communications are reinforcing the agency culture of honesty and trust.
- Program 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's general consistency in the information managers, employees, partners, and stakeholders are receiving.

## MEASUREMENT OF SUCCESS

The following methods are used to evaluate communications success:

- Interviews with a cross section of employees at all organizational levels, stakeholders, partners, and modernization team members periodically throughout the program.
- Division and section conversations with employees.
- 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.

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

## 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 here: <\\WPOEDFILL04\Modernization\00 Program Management\Program Plans>, and will be maintained and stored according to the state's General Retention Schedule, and the Employment Department's Special Schedule.

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.

## Approving Authorities

*Ethan Benatan*

Ethan Benatan (Apr 27, 2020)

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Ethan Benatan, Modernization Sponsor  
Modernization Director

Date

*Jennifer Hannan*

Jennifer Hannan (Apr 25, 2020)

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Jennifer Hannan, Modernization Program Manager

Date

*Lynn Kneeland*

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Lynn Kneeland, Modernization Communications Specialist

Date

# Appendix A – Modernization Program Stakeholder Registry

Category	Stakeholder/Partner	Contact Name	OED Point of Contact	Business Relationship (Specific areas of interest and participation)	Contact Phone	Contact Email	Preferred Communication Tool/Method	Notes
Federal	Internal Revenue Service (IRS)	Mark Zarzauer, Business Operations Branch	Steve Berrios	Treasury Offset Program	205-912-6523	<a href="mailto:Mark.Zarzur@fiscal.treasury.gov">Mark.Zarzur@fiscal.treasury.gov</a>	email	
Internal	Office of Administrative Hearings (OAH)	Laurel Drawson & John Lohuis	Lindi Leahy	Unemployment Insurance Benefits - Hearings Documents and Authorized Representatives	503-947-1593 503-612-4280	<a href="mailto:Laurel.M.Drawson@oregon.gov">Laurel.M.Drawson@oregon.gov</a> <a href="mailto:John.R.Lohuis@oregon.gov">John.R.Lohuis@oregon.gov</a>	Unknown	

## Appendix B – Modernization Program 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	10/22/18	10/22/18	n/a	September monthly status and budget reports	September monthly status and budget reports	Status and Budget update to oversight	External	Oversight	Email	Monthly	Jennifer Hannan	Modernization team			Shared drive
Executed	10/23/18	10/23/2018	n/a	Unemployment Insurance Benefit managers meeting (Tuesdays)	Requirements Workgroup, procurement, process map recap.	Progress Update	Internal	UI Benefit managers	in person	Monthly	Jennifer Hannan				Shared drive
Executed	10/24/18	10/25/18	10/14/18	Partner outreach – Department of Consumer and Business Services (DCBS)	Kick off meeting. Stakeholder engagement.	Information/ Stakeholder engagement	External	DCBS staff	In Person	Once	Jennifer Hannan,	Modernization team	Eric Smith		Shared drive
Executed	10/24/18	10/25/18	10/14/18	Partner outreach – Secretary Of State (SOS)	Kick off meeting. Stakeholder engagement.	Information/ Stakeholder engagement	External	SOS staff	In Person	Once	Jennifer Hannan, Eric Smith, David Gerstenfeld	Modernization team	Eric Smith		Shared drive

# Appendix C – Modernization Team Registry

Name	Position No.	Role	Start Date	End Date

# Modernization Communications and Outreach Plan V2.0

Final Audit Report

2020-04-28

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Signature Date: 2020-04-24 - 11:57:27 PM GMT - Time Source: server- IP address: 159.121.204.129
-  Document e-signed by Jennifer Hannan (jennifer.hannan@oregon.gov)  
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-  Signed document emailed to Lynn Kneeland (lynn.kneeland@oregon.gov), Jennifer Hannan (jennifer.hannan@oregon.gov) and Ethan Benatan (ethan.benatan@oregon.gov)  
2020-04-28 - 4:11:19 AM GMT