

# Modernization Program Change Management 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 program plan describes the objectives, principles, and goals guiding 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 change management team to help prepare employees for changes resulting from modernization projects. Separate change management plans for each project will be developed outlining tactical activities to prepare managers and their employees to adapt successfully to those changes.

## Document Audience

This document is intended for these primary audiences:

- **Program sponsors and steering committee members** – to understand change management processes that will be followed, as well as their role in identifying and responding to change management needs. They also have a leadership responsibility to ensure these processes are appropriate and are enforced.
- **Internal and external oversight entities** – to monitor whether appropriate change management processes are in place and continue to be followed.
- **Program and project team members and vendors** – to understand change management processes that will be followed, as well as their role in change management activities to ensure successful employee transition and adoption of new systems and processes.
- **Agency employees** – to provide an understanding of the approach the modernization change management team will use to support them through change.

## Risks, Assumptions, and Constraints

### RISKS

Risks related to modernization change management activities and other project-level change management activities will be described and managed through the program's risk and issue process. See the program's risk management plan for further details on the risk and issue process.

### ASSUMPTIONS

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

- Modernization sponsors and agency managers will be available to provide guidance and feedback to employees during change management planning and activities.
- Modernization sponsors and agency managers will allow employees the time to learn about and understand the changes resulting from modernization.
- The modernization change management team will work with modernization sponsors and agency managers to identify employees who can be champions and agents for change at the office, section, and unit levels. The change management team is further described in the Roles and Responsibilities section of this document.
- Managers will provide employees who are change champions and agents with the time and resources to assist the modernization change management team in change activities. Activities may include the identification of impacts, risks, and denial or resistance at the office, section, and unit levels.
- The modernization change management team will work closely with the modernization communication team to identify appropriate channels of communication regarding changes.
- Training will be provided as part of the outcomes from modernization projects. Change management activities may overlap and influence training activities. When appropriate, the modernization change management team and other project and agency subject matter experts will assist the training team with end user training classes and work sessions.
- The modernization change management team will provide appropriate change information to agency managers who will ensure that updates to position descriptions resulting from modernization are in alignment with new business processes and work flows. The agency's Human Resources office will review updates to the position descriptions to identify any necessary adjustments to position classifications.
- Solution providers will partner with the modernization project teams to identify impacts and work with the change management team to plan change tactics and activities.
- The modernization change management strategies and activities will align with the agency's culture and strategic plans. The modernization change management strategies and activities will also be coordinated with other change management initiatives across the agency.
- The change management strategies and activities will align with the agency's overall vision for the Modernization Program goals.

## CONSTRAINTS

The modernization team currently has one dedicated resource to lead and execute change management activities. If additional resources are needed for these activities, modernization sponsors will determine and implement a strategy for staff augmentation to assist in these activities.

## Definition of Change Management

Change management is the practice of preparing an organization's employees and leaders to accept and adapt to changes that impact them. It guides and equips the people who will be affected by the change so that the change is successfully adopted.

Simply put, change management is the “people side” of change. It includes activities that will prepare employees in an organization for the transition from the way things are now to a new way of doing things. Examples of organizational changes include new policies and procedures, new systems, new technologies, and reorganizations. Change management will be included as an integral part of the Modernization Program and related modernization projects.

## Importance of Change Management

Change management is critical for the success of the Modernization Program and each modernization project. Lessons learned from change management practitioners and other organizational change management initiatives indicate that a successful change management strategy includes:

- Effective change leadership;
- Committed sponsors;
- A shared vision and purpose for the change;
- Engaged employees throughout the project;
- Champions and agents for change at each level of the organization;
- Effective and timely communications about the changes and identified or known impacts;
- Awareness and management of change fatigue – people can become burned out because there are too many concurrent changes in the organization, the change takes a long time, or there is a large learning curve to successfully incorporate the change into their job duties; and
- Celebration of accomplishments, including “small wins” throughout each project.

The Modernization Program will leverage these lessons learned as well as lessons learned from other agency and state projects, employment departments in other states, and industry change management best practices.

## Change Management Best Practices

The modernization change management team will incorporate the following change management best practices while it plans for and completes activities and deliverables for each project:

- **Build change capability** – Build change capability throughout the agency with comprehensive change plans for each project. These plans include coaching and preparing managers with toolkits and skills for successful change. It also includes agency leaders creating an inspiring vision, a sense of urgency, generating desire, and empowering people.
- **Focus on priorities** – There will be a significant number of changes as a result of the modernization projects. The modernization change management team will work with agency managers to identify and address the areas of greatest need.
- **Be responsive** – Specific project-level change management plans will be modified as appropriate to meet the needs of employees and address any intricacies that diverse units may have.
- **Acknowledge the past** – An essential part of change management is recognition and acknowledgement of the work employees have done to develop, support, and maintain the

current business processes and systems. Employees are crucial to the project because they possess the knowledge of the current business rules and processes, as well as challenges and reasoning that can inform the project team as they design new systems and bring about organizational changes. Change management includes helping employees “say goodbye” to the current way of doing things.

- **Celebrate small wins** – Large and lengthy organization-wide projects can cause change fatigue for employees. Celebrating small wins throughout the project lifecycle helps to remind employees that accomplishments include more than just the end result. Examples of small wins include completion of project deliverables and key milestones, such as business process mapping and completion of system testing.

## Roles and Responsibilities

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

**Figure 1 – Roles and Responsibilities**

Roles	Responsibilities
Modernization Sponsor (Modernization Director)	Facilitates modernization steering committee meetings which include topics regarding specific project change management activities.  Communicates change management progress updates, decisions, impacts, and concerns to the agency director and other agency executives, as well as to external oversight entities and agency partners.  Communicates change management goals and objectives to the modernization team, steering committee, agency managers, and employees.  Reviews change management messages and deliverables for consistency and accuracy, or facilitates review by other project members as necessary.

Roles	Responsibilities
<p>Modernization business sponsors</p> <p>(Unemployment Insurance Division Director   Workforce Operations Division Director   Chief Information Officer)</p>	<p>Clearly understands the changes that will occur as a result of modernization.</p> <p>Serves as a role model for effective change.</p> <p>Provides support and acts as a champion for change.</p> <p>Holds their managers accountable to support modernization changes, communicates change impacts, and prepares their employees for the changes.</p> <p>Communicates project updates, decisions, and impacts related to change activities to operational managers and agency employees.</p> <p>Performs change activities as identified in each Modernization Program change management project plan.</p>
<p>Modernization Steering Committee</p>	<p>Reviews and provides input for the change management program plan and specific change management project strategies.</p> <p>Stays informed of change management activities and provides guidance when needed.</p> <p>Communicates a vision for change to agency managers and employees and serves as champions for change.</p> <p>Holds their managers accountable to support modernization changes, communicates change impacts, and prepares their employees for the changes.</p>
<p>Modernization Program Manager</p>	<p>Develops and presents program and project status reports, project plans, and agency-wide project updates to appropriate audiences.</p> <p>Supports content development for program and project change management activities.</p> <p>Reviews change management messages and deliverables for consistency and accuracy.</p>

Roles	Responsibilities
<p>Modernization Change Management Analyst</p>	<p>Develops and maintains the modernization change management plan and modernization project-specific change management plans.</p> <p>Leads the change management team and directs change management activities.</p> <p>Analyzes change management methodologies and selects the specific strategies to utilize in project-level change management plans.</p> <p>Develops and executes specific change management strategies at the program and project-level.</p> <p>Executes and/or ensures that change management activities are properly planned and implemented in a timely manner.</p> <p>Schedules and leads change management strategy and change management update meetings and work sessions.</p> <p>Participates in all appropriate team meetings and agency meetings related to changes that result from modernization projects.</p> <p>Participates in monthly communication planning sessions, as a member of the modernization communications team, to review progress of planned communications and plan for upcoming messages and activities.</p> <p>Partners with the modernization communications specialist and other project-level team members to ensure that communications related to change management are consistent with agency-wide standards, branding, and style guide.</p> <p>Develops processes and strategies for the identification of modernization project change champions and change agents.</p> <p>Identifies and develops key change messages at the program and project-level.</p> <p>Conducts change management readiness assessments during each modernization project.</p> <p>Works with modernization project managers, team members, vendors, and agency subject matter experts as they complete impact assessments for each modernization project.</p> <p>Coordinates and collaborates with other change management efforts across the Employment Department.</p>

Roles	Responsibilities
Modernization change management team	<p>Partners with the Modernization Change Management Analyst to execute, coordinate, and facilitate change management activities and deliverables as outlined in project-level change management plans.</p> <p>Partners with the Modernization Change Management Analyst to identify unit managers, team leads, and other employees who will serve as modernization project change champions and change agents.</p> <p>Supports other modernization team members, including business analysts, vendors, and the communications team as they provide guidance and support for change management activities and expertise in their functional areas.</p> <p><i>Note: This team is comprised of the Modernization Change Management Analyst, Modernization Communications Specialist, change management vendor resources, the Modernization Sponsor, and the Modernization Program Manager.</i></p>
Modernization team	<p>Partners with the modernization change management team to develop and deliver program relevant updates.</p> <p>Provides business process and technical content, as needed, for change management activities such as creating an awareness of the current state and future state.</p> <p>Reviews the project-level change management plans and deliverables for completeness, consistency and accuracy.</p>
Modernization Communications Specialist	<p>Partners with the Modernization Change Management Analyst to ensure that appropriate channels of communication are available and used consistently by the modernization change management team.</p> <p>Partners with the Modernization Change Management Analyst to develop program and project messages related to change management awareness and activities.</p> <p>Ensures modernization change management messages are consistent with agency-wide standards, branding, and style guide.</p> <p>Maintains and updates the program and project stakeholder registry which may be leveraged by the Modernization change management team.</p> <p>Delivers program and project change management messages to agency business partners when appropriate.</p>

Roles	Responsibilities
<p>Change champions  (Agency managers and team leads)</p>	<p>Assists the Modernization Change Management Analyst to identify denial and resistance at the unit level.</p> <p>Ensures that change management activities are successful at the unit level.</p> <p>Reports any unit-level change needs to the Modernization Change Management Analyst and modernization change management team.</p> <p>Ensures that a transition plan is in place and implemented at the unit level.</p> <p>Models new skills and behaviors.</p> <p>Actively coaches staff to assist and support them in the adoption of the changes.</p>
<p>Change agents  (Typically agency employees who are project subject matter experts, testers, trainers, and others willing to assist with change management activities)</p>	<p>Provides peer-to-peer influence and support for the changes that are identified.</p> <p>Assists peers in the adoption of the changes.</p> <p>Participates in developing and implementing a transition plan for their unit.</p> <p>Reports any change needs to their assigned change champion or the modernization change management team.</p>
<p>Modernization Quality and Risk Analyst</p>	<p>Monitors and facilitates management of change management risks.</p> <p>Conducts quality control reviews of change management processes.</p>
<p>Independent quality management services (iQMS) vendor</p>	<p>Conducts independent quality control reviews of change management processes.</p>

## Change Management Key Messages

The Modernization Change Management Analyst will work closely with the Modernization Communications Specialist and modernization sponsors to identify key change messages for the program and each project. The messages will be timely and reinforce change management best practices. The goal of key messages is to create a commitment from agency management and employees.

Key message themes will be identified that show the agency's commitment and investment in agency employees. This could include messages about the agency's commitment to job security, agency support during times of learning and transition, culture shifts, and changes to business processes. Key messages related to change will also address key themes of concern that are identified during employee and agency change readiness assessments.

## Change Management Methodologies

The Modernization Change Management Analyst, under guidance from the Modernization Sponsor and Modernization Program Manager, will select a change methodology and tools that are deemed the most

suitable for success. The methodology and tools selected will drive specific change management activities such as readiness assessments, workshops, and coaching, as well as selection criteria for any vendor contracted to assist in change activities. The Modernization Change Management Analyst may select a specific methodology, but also include methods and tools from the other methodologies to supplement and reinforce project-level change activities. The selected methodology and tools will be described in the project-level change management plans. Below are some known change management methodologies used by change management practitioners:

- **ADKAR™:** This is a change model developed by Prosci™ that includes five milestones an individual must achieve in order to change successfully. It provides leaders and change practitioners a framework and specific tools for helping people embrace and adopt changes.
- **Kubler-Ross Five Stage Model:** This model was developed to demonstrate the grieving process. The model has been adapted by change practitioners to help individuals and leaders understand and deal with the stages leading to the acceptance of change. Individuals (and work groups) may experience some or all of these stages which include denial and resistance. See Appendix A for examples of denial and resistance.
- **Kotter's Change Model:** This model was developed by Harvard Business Professor John P. Kotter and is widely used by change management practitioners. The model is used to create an urgency around the change, remove obstacles to change, and anchor the change into an organization's culture.

## Change Management Approach and Phases

Change management activities are already in progress. The current activities include development of this high-level change management plan, identifying needed resources, developing key change management themes, and conducting management interviews for lessons learned from previous change initiatives. As the modernization projects move forward, more specific and individualized tasks will be identified and documented for each modernization project (e.g. Modernization Unemployment Insurance Project, Workforce Modernization Project). This section identifies change management activities that will be completed during each of these modernization projects.

Change management activities will be divided into three high-level phases for each modernization project - preparation, implementation, and reinforcement. Following is an explanation and examples of each phase.

### PREPARATION

The change management preparation phase will occur during each modernization project's planning and design phase. During this phase, the Modernization Change Management Analyst and modernization change management team will gather key data and information to build specific change strategies, tools, and plans for each modernization project. Activities may include:

- Develop specific change management project plans during the planning and design phase of each modernization project.
- Develop key change messages that are specific for each project.

- Identify change management strategies and tools that will be used during the modernization projects.
- Develop a deliverable schedule for project-level change activities.
- Identify change champions and change agents for each modernization project. This includes agency managers and team leads. This will also include employees willing to provide unit-level peer-to-peer support during the changes.
- Determine the type and level of assistance that may be needed from a change management vendor to complete specific change activities for each project.
- If needed or appropriate, develop and deliver general employee change awareness training, information and coaching sessions to create an understanding of change readiness activities, roadblocks to change, common individual reactions to change, individual change styles, and tips for “surviving” and embracing changes as the agency transitions to a new way of doing things.

## IMPLEMENTATION

The change management implementation phase will occur during each modernization project’s implementation phase. During this phase, the Modernization Change Management Analyst and modernization change management team will complete activities and related tasks that will be identified in each modernization project-level change management plan. Specific project-level change management plans may include the following activities:

- In collaboration with the modernization communications team, deliver key change messages during each project that are necessary to accomplish change activities.
- Conduct orientation sessions and workshops for the network of change champions and change agents.
- Provide guidance and direction to the change champions and change agents as they support their peers within their units as change activities take place.
- Provide guidance and assistance to agency managers and team leads as they develop unit specific transition plans.
- Actively monitor and engage with agency managers and team leads to identify change management opportunities and areas of concern specifically relating to issues, pain points, and denial or resistance.
- Monitor employee engagement during the transition and identify areas of denial or resistance.
- Conduct readiness assessments with agency managers and employees to determine the current state of readiness for the changes. This could include readiness workshops and surveys to determine how ready, willing, and able employees are to incorporate the change. Typically three assessments are conducted during each project:
  - The first readiness assessment is conducted during the beginning of the design phase of each project to determine general awareness of the changes and establish a baseline for future assessments.

- The second readiness assessment is conducted prior to each project's go-live to collect and analyze readiness data and address outstanding change issues. This assessment provides the project team with information about each office, section, and unit's employee readiness for day one of after go-live. Results from this assessment will also inform the training team so they can adjust training content development if needed.
- The third assessment is conducted after each modernization project's go-live and is described below in the reinforcement phase of this plan.

Other, less formal assessments may be conducted throughout each project's lifecycle as needed. Appendix B shows sample questions that could be included in a readiness assessment during a project's implementation phase.

- Involvement during impact assessments in partnership with other project team members, solution provider, and subject matter experts. Impact assessments identify how the changes will affect the agency's business operations for each office, section, and unit. This assessment includes, but is not limited to, the analysis of impacted workloads, processes, workflows, and operational policies and procedures. The information can be used to determine the number of individuals affected by the changes, staffing or workflow shifts, the overall magnitude of each change, and key shifts in the way employees will do their work. The modernization change management team will leverage this information to customize change activities at the unit level for each project, to further identify pockets of resistance, and to develop strategies to reduce resistance. This information may also be used to inform the agency's managers as they identify needed updates or adjustments to position descriptions and the agency's Human Resources office as they review position classifications.
- Provide the project teams and modernization sponsors input related to change readiness to assist in determining readiness of impacted employees for performing their roles in the new systems.
- Partner with project business analysts and trainers to develop measures of success for knowledge transfer of new processes, new systems, and new business practices.

## REINFORCEMENT

The change management reinforcement phase will occur after each modernization project's go-live. During this phase, the Modernization Change Management Analyst and modernization change management team will engage in activities that focus on sustaining the change over time. Activities may include:

- Conduct an assessment 60-90 days after go-live to evaluate employee comfort and competency levels in using the new systems, and employee adoption of new agency business processes. This assessment will also be used to identify new areas of resistance that may occur post go-live as employees adjust to the new way of doing their work.
- Conduct and document "lessons learned" for change activities.
- Monitor and assess the success of the people side of transition after each project's system implementation and adjust change plans and activities for future projects as needed.
- Identify and conduct necessary on-going change management activities.

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

## Evaluating Success

The Modernization Change Management Analyst will gauge and monitor success throughout the life-cycle of each modernization project.

### CRITERIA FOR SUCCESS

Criteria for determining the success of modernization change management activities include:

- Modernization sponsors and agency managers continue to model, support, and advocate for the modernization changes.
- Modernization sponsors and agency managers provide recognition and celebration of small wins throughout each modernization project and post-implementation.
- Managers effectively update position descriptions to reflect changed business processes and tasks. The agency's Human Resources office validates updated position descriptions to ensure appropriate position classifications.
- Change champions and change agents are actively involved in modernization change management activities by providing peer-to-peer influence and support at the unit level throughout each modernization project and post-implementation.
- Agency employees can articulate the agency's vision of the future state.
- Agency employees can articulate the reasons for change and the opportunities that modernized systems have provided to streamline processes.
- Agency employees are engaged and involved throughout the modernization change process, such as assisting with their unit's transition activities, attending information sessions, and completing training on the new systems and business processes.
- Agency employees understand and can demonstrate the new way of doing things and have adapted to the new systems and business processes.

## 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\014\Shared\00 Program Management\Program Plans\>.

Version	Date	Author	Change Description
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## Approving Authorities

  
Eric H Smith (Dec 17, 2018)

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Jennifer Hannan, Modernization Program Manager

Date

  
Darlene Crawford (Dec 17, 2018)

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Darlene Crawford, Modernization Change Management Analyst

Date

## Appendix A: Examples of Denial and Resistance

Below are examples of denial and resistance that can occur during organizational change and transition.

**Denial** – Employees believe (or hope) that the change will pass, so they continue doing business as usual. Examples of denial behaviors include:

- Avoiding the topic of change
- Failing to be curious about the change such as ignoring information and messages about the change
- Acting as if the change will not happen
- Continuing to do routine work
- Not taking any initiative to assist with change activities
- Focusing on other, less important tasks

**Resistance** – Employees feel frustrated, angry, and fearful about the change. Resistance can be a result of internal feelings of anxiety, self-doubt, a lost feeling, depression, confusion, and change fatigue. Examples of resistance behaviors include:

- Grumbling and sometimes anger
- Being continually challenging and skeptical
- Telling others that the change is not needed, will not work, or is too difficult to adapt
- Refusing requests by the modernization change management team to assist with change management activities
- Attempting to sabotage project progress
- Refusing to attend change management unit activities or new system training
- An increase in sick days
- A decrease in work performance

## Appendix B: Sample Change Readiness Assessment Questions

Below are sample questions that could be included in a readiness assessment for employees during a project's implementation phase.

Sample Instructions: For each statement, in the column to the right, enter the number that best represents your readiness for the changes. Responses are interpreted as follows:

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Somewhat Agree
- 5=Agree
- 6=Strongly Agree

Statement	Response (number between 1-6)
I can explain the overall goals for this modernization project.	
Key leaders in the agency are clear and consistent in communicating the change and vision of the future.	
Key leaders are supportive of the change and act as champions for the change.	
The reasons for the change have been explained to my unit.	
I can explain to a co-worker how the change fits with the strategic goals of the agency and my unit.	
My unit is clear about what we need to do to make the project succeed.	
My direct supervisor/manager is supportive of the change.	
My unit has sufficient resources (people, training, and support) to help the project succeed.	
My unit has a plan to get ready for the change.	
My direct supervisor/manager is providing the time I need to understand and assist my unit with the change.	
I am looking forward to learning the new business processes and systems.	
I believe that I will be ready for the change.	

# Modernization Change Management Plan V1.0

Final Audit Report

2018-12-17

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