



# Modernization Program Program Management Plan

Version: 3.0

Revision date: January 2020

## TABLE OF CONTENTS

Program Overview .....	3
Document Purpose .....	3
Document Relationships .....	3
Document Audience .....	3
Risks, Assumptions, and Constraints .....	4
Program Overview .....	4
Structure, Governance, and Decision Process .....	5
Program Management Approach .....	6
Program Management Plan Descriptions .....	6
Implementation Plans .....	9
Technical Plans .....	10
Performance Metrics .....	10
Process Improvement .....	10
Document Maintenance .....	10
Approving Authorities .....	11

## TABLES AND FIGURES

Figure 1 – Modernization Timeline .....	5
---	---

## 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

The program management plan is the foundational document governing operations of the Modernization Program. Its purpose is to describe all areas that will be managed within the scope of the Modernization Program and its projects. This plan provides an overview of each sub-plan. Each sub-plan defines and describes the processes and activities in further detail.

## Document Relationships

The program management plan relies on the following supplemental documents that provide the justification and authority for the program:

- **Modernization Business Case** – The business case provides the justification for the program. It describes the business need, provides an analysis of risks, benefits and opportunities, and supports the justification for initiating the program. The initial version of the Modernization Business Case was developed in December 2017 and was included as part of the Stage Gate 1 documentation. The business case will be updated as necessary throughout the Modernization Program as projects are initiated and the Stage Gate process is followed.
- **Modernization Program Charter** – The program charter authorizes initiation of the program. It defines the high-level scope, objectives, and participants in the program. It outlines the program objectives, identifies the main stakeholders, and serves as a reference of authority for the future of the program.

## Document Audience

This document is intended for these primary audiences:

- **Program 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 this plan and the referenced sub-plans describe the practices that will be followed in the execution of the program and its projects. Oversight will monitor adherence to the practices described within these plans.
- **Program team members and vendor staff** – to understand, at a high level, how the program and its projects will be managed, and the processes that will be followed. This document will be a key artifact used to orient new staff and vendors.
- **Agency employees** – to reference for general awareness.

# Risks, Assumptions, and Constraints

## RISKS

Risks related to project management process groups are described and managed through the program's risk and issue process. See the program's risk management plan for further details on the risk and issue process.

## ASSUMPTIONS

- The project management processes developed to support modernization projects will be based upon and adhere to Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK).
- Project management processes will be developed and refined at regular intervals throughout the program. Continual learning and adjustments will be reflected within this and all sub-plans. Quality standards and quality control checklists will be reviewed, along with independent quality management services recommendations.
- Solution vendors will comply with the processes and rigor required to manage modernization projects.

## CONSTRAINTS

- Enterprise Information Services (EIS) requires statewide initiatives meeting established thresholds be subject to a Stage Gate review process. The modernization team will collaborate with the EIS for guidance; work with the EIS, Chief Financial Office, and Legislative Fiscal Office; pursue endorsements throughout the Stage Gate review process; and utilize the Enterprise Project and Portfolio Management system for all program and project reviews, approvals, status, and quality assurance reporting activities throughout the life of the Modernization Program.

## Program Overview

The mission of the Oregon Employment Department is to *Support Business and Promote Employment*. We accomplish this by:

- Supporting economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits.
- Serving businesses by recruiting and referring the best qualified applicants to jobs, and providing resources to diverse job seekers in support of their employment needs.
- Developing and distributing quality workforce and economic information to promote informed decision-making.

The Employment Department's Modernization Program is a multi-year initiative focused on transforming the agency's business processes and core technology systems. The agency will replace the aging computer systems that support receipt of unemployment insurance taxes, payment of unemployment insurance benefits, and delivery of employment services. Further, this effort will also

transform business processes to take advantage of opportunities and benefits available through new system capabilities.

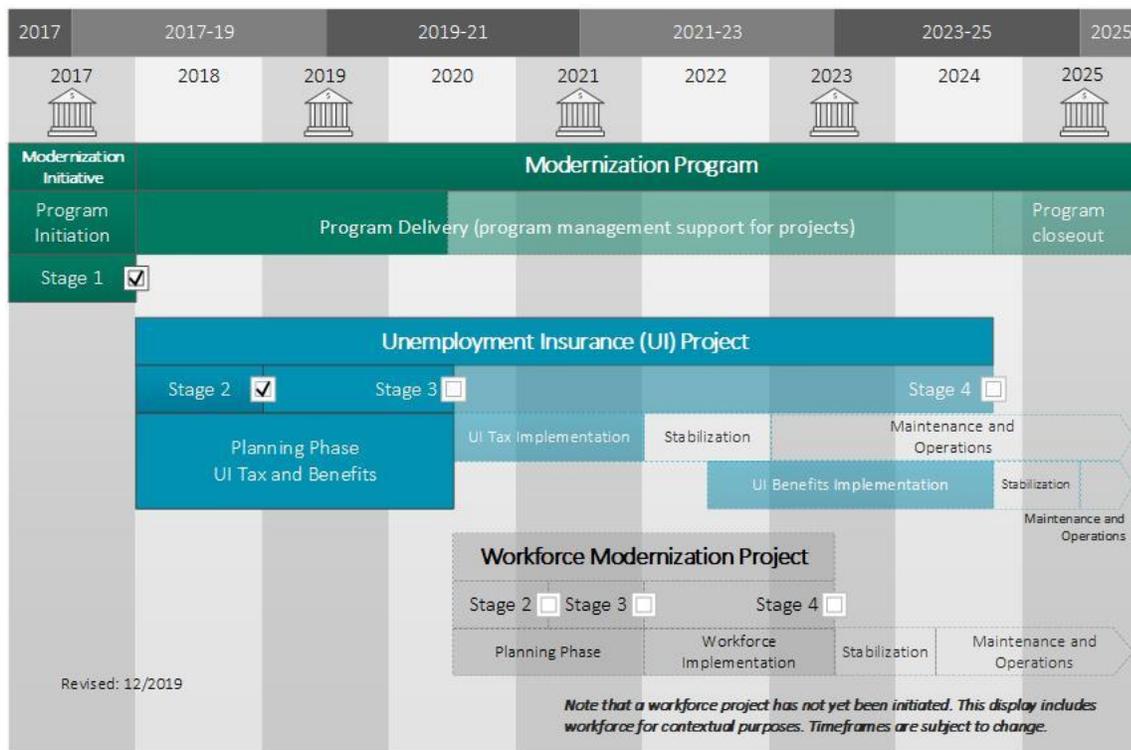
The goals and objectives for the program, along with guiding principles and preferences, are described within the Modernization Program Charter.

Multiple related projects will be initiated to deliver the benefits for the Modernization Program. The following timeline illustrates the estimated length of projects replacing systems supporting unemployment insurance and employment services.

The draft timeline below is based on early learning from the feasibility study conducted in 2017-18, information gathered from other state inquiries for like projects, and responses to a UI solution Request for Information received in early 2019. This timeline will be updated to consider addition of stabilization and enhancement phases, reflection of more accurate schedule information once a UI solution vendor is selected, and choices are made to consider timing of a Workforce Modernization Project.

**Figure 1 – Modernization Timeline**

### Modernization Program Timeline



## Structure, Governance, and Decision Process

The Modernization Program Governance Plan describes the program’s structure, governance and oversight roles, and decision-making processes. The governance plan also includes a Responsible, Accountable, Consulted, and Informed (RACI) chart depicting the assignment of key areas amongst the program leadership roles to clarify decision-making authority and accountability.

## Program Management Approach

The Modernization Program will be managed as a collection of related projects and workgroups to deliver the program benefits. Due to the size and complexity of the Modernization Program, the Program Management Plan is broken down into sub-plans to give each process area adequate detail. This plan describes the different sub-plans used to manage the program and its projects.

The Modernization Quality and Risk Analyst will review program documentation for quality assurance and coordinate appropriate quality control reviews by the independent quality management services (iQMS) vendor.

The Modernization Program's document registry includes an inventory of all program and project artifacts under document change control, along with the owner responsible for each document's maintenance. The registry provides a mechanism to track revisions and capture changes made during the last review, as well as changes that should be incorporated into the next review. The document registry is stored within the program management folder under the program's file share.

Program documents will be reviewed semi-annually to determine whether updates are necessary to reflect new information or changes in processes or roles.

## Program Management Plan Descriptions

The following plans describe program management strategies and processes that are used to manage the program and its projects. These plans are considered to be the standards by which all Modernization projects will be managed. It is expected that all projects chartered under the Modernization Program will follow the processes described within these plans. Any deviation from these plans, or specific approach will require development of a separate plan that describes the specific process, and will indicate the need to deviate from the standard program plan. All program plans are stored within the program management folder under the program's file share.

### BUDGET MANAGEMENT PLAN

The program's budget management plan is a sub-plan of the program management plan that outlines the processes involved in estimating, budgeting, controlling, tracking, and monitoring expenses so the program and its projects can be completed within the approved budget. Specifically, these processes include funding, budget development, budget management, and reporting.

See the Modernization Program Budget Management Plan for more detail.

### CHANGE CONTROL PLAN

The change control plan is a sub-plan of the program management plan that documents the formal process to manage requests for proposed changes to components in the scope, schedule, and budget baselines of the Modernization Program and its projects. The plan defines the activities, roles, and responsibilities necessary to effectively manage and coordinate changes, and how approved change requests are communicated.

See the Modernization Program Change Control Plan for more detail.

## COMMUNICATIONS AND OUTREACH PLAN

The communications and outreach plan is a sub-plan of the program management plan that describes the objectives, principles, and goals guiding communications 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.

See the Modernization Program Communications and Outreach Plan for more detail.

## CONTRACT MANAGEMENT PLAN

The contract management plan is a sub-plan of the program management plan that describes the processes that will be used to ensure contracts are administered according to their respective contract. This plan also describes the roles and responsibilities of individuals and entities involved with contract administration, as well as processes for deliverable review and acceptance, payment of invoices, vendor performance management, and contract amendments. This plan is intended to ensure that the program manages contracts in accordance with statutes, rules, policies, and best practices.

See the Modernization Program Contract Management Plan for more detail.

## GOVERNANCE PLAN

The governance plan is a sub-plan of the program management plan that describes the individuals and entities that govern or have oversight of the Modernization Program, and identifies those accountable to ensure the program achieves its expected benefits. This plan describes the roles and responsibilities of these individuals and entities, as well as their relationship within the program's governance structure. This plan also describes the decision-making and escalation processes.

See the Modernization Program Governance Plan for more detail.

## ORGANIZATIONAL CHANGE MANAGEMENT PLAN

The organizational change management (OCM) plan is a sub-plan of the program management plan that describes the objectives, principles, and goals guiding OCM activities throughout the life of the Modernization Program. It provides a roadmap of key OCM methodologies and approaches that may be used by the program's OCM team to help prepare employees for changes resulting from modernization projects. Separate OCM plans for each project will be developed outlining tactical activities to prepare managers and their employees to adapt successfully to those changes.

See the Modernization Program Organizational Change Management Plan for more detail.

## PROCUREMENT MANAGEMENT PLAN

The procurement management plan is a sub-plan of the program management plan that provides a framework for planning procurement activities to acquire contracted resources and services. This plan describes the roles, responsibilities, and processes for identifying procurement requirements and conducting procurement activities. This plan is intended to ensure that the program's procurements are consistent with statutes, rules, and policies that govern procurement actions within the State of Oregon.

Separate detailed procurement plans will be developed for each procurement. The detailed procurement plan documents the specific approach and decisions made throughout the life of the procurement, and provides an overview of the procurement process for historical purposes.

See the Modernization Program Procurement Management Plan for more detail.

## QUALITY MANAGEMENT PLAN

The quality management plan is a sub-plan of the program management plan that defines the relevant quality planning, quality assurance, quality control, and independent verification and validation activities associated with the program and its projects. This plan defines processes for quality reviews and acceptance of internal deliverables and work products.

See the Modernization Program Quality Management Plan for more detail.

## RISK AND ISSUE MANAGEMENT PLAN

The risk and issue management plan is a sub-plan of the program management plan that defines how risks and issues associated with the Modernization Program and its projects are identified, analyzed, and managed. This plan includes activities for identifying risks and issues, categorizing and prioritizing risks, developing strategies and responses for specific risks (mitigation, avoidance, transfer, or acceptance) and issues, and monitoring the execution of risk and issue response efforts. This plan outlines how risk and issue management activities will be performed, recorded, and monitored, and provides templates and practices for recording and prioritizing risks.

See the Modernization Program Risk and Issue Management Plan for more detail.

## SCHEDULE MANAGEMENT PLAN

The schedule management plan is a sub-plan of the program management plan that 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 overall 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.

See the Modernization Program Schedule Management Plan for more detail.

## SCOPE MANAGEMENT PLAN

The scope management plan is a sub-plan of the program management plan that outlines the processes involved in defining and managing scope. Further, this plan describes how progress to deliver scope will be reported for the modernization projects. Managing scope effectively increases the probability of a project's success. This plan describes the processes, roles, and responsibilities associated with the planning, development, baselining, control, and validation of the various scope components

See the Modernization Program Scope Management Plan for more detail.

## STAFF MANAGEMENT PLAN

The staff management plan is a sub-plan of the program management plan that details the human resource requirements, and describes the process to identify and acquire key resources needed to support the program and its projects. The plan includes the staff management approach, description of roles and responsibilities required to conduct the work, planning and acquisition strategy, staff onboarding and training plan, and transition plan to release resources from the program or project.

See the Modernization Program Staff Management Plan for more detail.

## STAKEHOLDER ENGAGEMENT PLANS

The stakeholder engagement plans are sub-plans of the program management plan that describe the communication strategies that will be used to engage our external and internal stakeholders to understand their needs and expectations so that we build credibility, commitment, and shared investment in the success of modernization projects.

There are two plans: the external stakeholder engagement plan focuses on external stakeholders such as service delivery partners, customers, and businesses; and the internal stakeholder engagement plan addresses the agency's employee engagement strategy. Each 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.

These are project-level plans that will be developed to reflect the stakeholders identified for each specific modernization project. See the projects' stakeholder engagement plans for more detail.

## Implementation Plans

Along with the program management plans, there will be a need to develop plans to detail the processes for managing implementation activities. The specifics of these plans will be determined once detailed planning is conducted with the selected solution vendors. Some of these plans may include:

- Testing Plan
- Training Plan
- Data Conversion Plan
- Implementation Cutover Plan
- Production Support Plan
- Integration Plan

## Technical Plans

There are also technical plans that will be relied upon during the program. It is expected that these plans will be developed and maintained by the agency's IT section.

- Enterprise Architecture Assessment
- Security Plan
- EIS Cloud and Hosted Systems Workbook (if required)

As we continue planning, additional plans may be identified and included in later versions of this plan.

## Performance Metrics

Metrics used to measure progress in achieving the program's goals and objectives, as well as individual project performance, are described within the program charter. These metrics will be reported at regular intervals and used to adjust program and project management processes or expectations. Delivery of the program's goals and objectives will be through individual projects. As projects are initiated, the relevant objectives and supporting metrics will be included within the project charters. Project specific metrics are also described within the individual project charters.

## Process Improvement

The modernization team will conduct periodic assessments of project management processes so that adjustments can be made to correct inefficiencies, enhance existing or develop new processes, improve communication, and address areas of concern. These assessments are expected to occur semi-annually, and specific timing of each review is detailed within the program's master schedule. These assessments will identify areas that are working well, along with areas where improvements are needed. Process changes resulting from these assessments will be incorporated into this program management plan and sub-plans during regularly scheduled reviews or as deemed necessary by the Modernization Program Manager.

## Document Maintenance

This document is maintained by the modernization team, specifically the Modernization Program Manager, and will be reviewed semi-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 here: <\\WPOEDFILL04\014\Shared\00 Program Management\Program Plans\>.

Version	Date	Author	Change Description
V1.0	06/2018	Jennifer Hannan, Modernization Program Manager	Initial version of the document.

Version	Date	Author	Change Description
V2.0	12/2018	Jennifer Hannan, Modernization Program Manager	Applied updated style template. Included editorial adjustments, added decision process diagrams. Also removed content for governance, goals, and decision-making and reference other plan documents to reduce redundancy.
V3.0	1/2020	Jennifer Hannan, Modernization Program Manager	Updated modernization timeline, clarified that plans are intended to be standards for all projects, added stakeholder engagement plan, clarified timing of process assessments, and updated OSCIO to EIS.

## Approving Authorities

*Ethan Benatan*  
Ethan Benatan (Feb 11, 2020)

---

Ethan Benatan, Modernization Sponsor Modernization Director	Date
--	------

*Jennifer Hannan*  
Jennifer Hannan (Jan 31, 2020)

---

Jennifer Hannan, Modernization Program Manager	Date
--	------

# Modernization Program Management Plan V3.0

Final Audit Report

2020-02-12

Created:	2020-01-31
By:	Lynn Kneeland (lynn.kneeland@oregon.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAARYt03PxMhdhfye8kEZCswacPoJu7ASL

## "Modernization Program Management Plan V3.0" History

-  Document created by Lynn Kneeland (lynn.kneeland@oregon.gov)  
2020-01-31 - 7:18:45 PM GMT- IP address: 159.121.204.129
-  Document emailed to Ethan Benatan (ethan.benatan@oregon.gov) for signature  
2020-01-31 - 7:22:38 PM GMT
-  Document emailed to Jennifer Hannan (jennifer.hannan@oregon.gov) for signature  
2020-01-31 - 7:22:38 PM GMT
-  Email viewed by Jennifer Hannan (jennifer.hannan@oregon.gov)  
2020-01-31 - 7:30:03 PM GMT- IP address: 159.121.204.129
-  Document e-signed by Jennifer Hannan (jennifer.hannan@oregon.gov)  
Signature Date: 2020-01-31 - 7:30:21 PM GMT - Time Source: server- IP address: 159.121.204.129
-  Email viewed by Ethan Benatan (ethan.benatan@oregon.gov)  
2020-02-12 - 1:55:31 AM GMT- IP address: 159.121.204.129
-  Document e-signed by Ethan Benatan (ethan.benatan@oregon.gov)  
Signature Date: 2020-02-12 - 1:56:05 AM GMT - Time Source: server- IP address: 159.121.204.129
-  Signed document emailed to Jennifer Hannan (jennifer.hannan@oregon.gov), Ethan Benatan (ethan.benatan@oregon.gov) and Lynn Kneeland (lynn.kneeland@oregon.gov)  
2020-02-12 - 1:56:05 AM GMT