



**OREGON EMPLOYMENT
DEPARTMENT MODERNIZATION
PROGRAM**

**INDEPENDENT QUALITY
MANAGEMENT SERVICES**

**3.3.14 MONTHLY QUALITY STATUS REPORT –
FEBRUARY 2021**

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1. PURPOSE

The purpose of this Monthly Quality Status Report is to assess the Unemployment Insurance (UI) Modernization Project performance for the reporting period of February 1, 2021 through February 28, 2021. The report provides the Oregon Employment Department (OED) executives and sponsors, Enterprise Information Services (EIS), Department of Administrative Services (DAS), Legislative Fiscal Office (LFO), and OED Modernization team an overview of the current project health and status as it relates to quality and risk assessments. The Monthly Quality Status Report includes the tracking of previously reported CSG risks.



2. PROJECT QUALITY STATUS

2.1 Overall Project Health

The Project Health Rating for the UI Modernization Project is currently yellow, (medium risk rank) status for the reasons listed in Table 2.

The following tables provide a high-level dashboard summary and the current health status of the UI Modernization Project for the period February 1, 2021 through February 28, 2021. Further details are included in the balance of this report. Changes in the current risks, or the identification of new risks, could require an adjustment of the Project Health Rating.

Table 1: UI Modernization Project General Information

UI MODERNIZATION PROJECT GENERAL INFORMATION		
	Project Status "As Of" Date:	February 28, 2021
	Original Program Budget (2019-2021 Biennium):	\$19,953,564*
	Current Program Budget (2019-2021 Biennium):	\$19,953,564**
	Project Start Date:	December 28, 2018***
	Project End Date:	TBD****
Project Status Indicators		Trend Indicators
Green	Generally on track with acceptable variances and appropriately managed risks	+ = Improving
Yellow	On track with acceptable variances and risks that need additional attention to prevent unacceptable variances, or "high" rated risks or issues that are being appropriately managed	- = Declining
Red	Unacceptable variances, or issues or "high" rated risks that are not being appropriately managed	N/C = No Change
N/A	Not applicable	Does Not Apply

* This figure is from the Employment Department Modernization Program Budget Report as of July 31, 2019.

** This figure is from the Modernization ESC Report – December 2020.

*** Date the UI Modernization Project was formally chartered.

**** Project end date will be known once the solution vendor is selected and planning is completed.



Please note the overall Project health rating below draws from area health, in a larger context. A critical mass of risks or issues is necessary before overall health status is impacted—the project may have one or more “yellow” areas while remaining overall “green”.

Table 2: Overall Project Health Rating

Overall UI Modernization Project Health Rating		
Previous	Current	Current Trend
Yellow	Yellow	+
<p>The overall iQMS health status rating for the UI Modernization Project is yellow (medium risk project health), due to the following reasons:</p> <ul style="list-style-type: none"> ➤ The negotiation phase of the procurement process is taking longer than anticipated. The draft contract still must go through EIS oversight and CSG quality control review. It appears the vendor won't be coming onboard until July 2021, assuming the required program and project plan development, updates, review, and approval required for Stage Gate 3 can be completed in time. ➤ After discussions with the selected solution vendor, FAST, the Agency has decided to move forward with adding the Paid Family Medical Leave Insurance (PFMLI) functionality to the scope of the UI Modernization project. The Modernization team is working on the necessary documentation and processes to move this forward. The scope change is minor from the technology perspective. However, there are business rules, policies, and processes that need to be developed or finalized for PFMLI. Decisions or preferences need to be made timely during development with the vendor and the team needs to be prepared. The plans the Modernization team are developing should address these concerns. ➤ Legacy readiness has progressed through the drafting of a plan. The discussions with FAST and other state agencies that have recently modernized has helped the Modernization team clarify the activities that are necessary. This plan will help determine the true scope of work for legacy readiness, the resources needed for the work, and the timeline to complete the activities to ensure there is no negative impact to the roll out of the UI Modernization system. ➤ COVID continues to impact the Agency with the high-level of UI claims work and additional programs being implemented. The CSG iQMS team will continue to monitor staff's ability to engage with the project when needed, once the vendor is onboard. <p>There are currently nine open CSG iQMS risks. Two are high risks, #6 regarding schedule slippage and #11 regarding the impact of the pandemic. Of the remaining seven risks, there are five medium and two low risks. Details of these risks are available in section 3.2.</p>		



2.2 Project Status Indicators

Table 3 provides the current and previous health status indicators for the UI Modernization Project for the current reporting period, February 1, 2021 through February 28, 2021.

Table 3: UI Modernization Project Health Indicators

UI Modernization Project Health Indicators by Area								
Budget			Schedule			Scope		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Low	Low	NC	High	High	-	Low	Medium	-
<p>The Budget Health Indicator remains low risk for this reporting period.</p> <p>There appears to be adequate budget for the UI Modernization project currently. Budget will be monitored, and the variances will be reported when the development / design phase of the project begins.</p>			<p>The Schedule Health Indicator remains high risk due to CSG Risk # 6, schedule slippage.</p> <p>The negotiations continue and it now looks as if FAST will not be onboard by the end of March 2021, but rather July 2021. The Modernization team is working on the development, updating, and review of the program and project plans are required for Stage Gate 3 and the Agencies ability to sign the UI solution contract.</p>			<p>The Scope Health Indicator changed to medium risk due to the decision to include PFMLI in the scope. The Modernization team is working on a change analysis for the UI Modernization solution providing the required functionality for the PFMLI contributions. For overall scope, it is a minor change for the solution, but there are business rules, policy and procedures needing to be developed or finalized for PFMLI.</p>		



UI Modernization Project Health Indicators by Area								
Communication			Quality			Organizational Readiness		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Medium	Medium	NC	Low	Low	NC	Medium	Medium	-
<p>The Communication Health Indicator remains medium risk.</p> <p>Communications within the project, despite having many members of the team working remotely, is good. The Modernization team does communicate regularly with the other state agencies that are partners in the employer registration and reporting processes, and the agencies that are users of the UI data or provide input to the UI system.</p> <p>Communications with the external customers are minimal. The Agency plans to engage these customers more during the development phase when FAST is onboard. These activities should be documented in the UI Modernization Stakeholder Engagement Plan. (CSG Risk #2, regarding lack of customer involvement and communications)</p>			<p>The Quality Health Indicator remains low risk.</p> <p>There is one low rank quality risk, CSG Risk # 1 – regarding missing Oregon specific UI solution requirements. The Agency has updated the solution requirements to include new requirements driven by the pandemic. The PFMLI contributions requirements that do not overlap the UI Tax requirements have been documented as well.</p>			<p>The Organizational Readiness Health Indicator remains medium risk.</p> <p>The Modernization team is in the process of hiring an OCM project manager and OCM analysts. It appears no OCM activities with IT (CSG iQMS Risk # 4) or UI staff will be conducted in the near future. The Modernization team continues to develop the UI Modernization Project OCM plan.</p>		



UI Modernization Project Health Indicators by Area								
Leadership and Governance			Project Management			Resources		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Medium	Medium	NC	Medium	Medium	NC	Medium	Medium	+
<p>The Leadership and Governance Health Indicator remains medium risk.</p> <p>The UI Modernization Project continues to be a priority for the Agency. (CSG iQMS Risk #9) The Agency did decide to move forward with the steps needed to add the PFMLI functionality to the scope of the project. The impact to the project is not clear at this time, but the scope impact is minor, at least from a technology perspective. The PFMLI processes, business rules, and policies are not all completed, and this may impact the project if decisions are not made timely during development.</p> <p>The Interim Agency Director continues to actively support the UI Modernization project by attending meetings and communicating updates to OED staff.</p>			<p>The Project Management Health Indicator remains medium risk.</p> <p>The Modernization team has well documented program management plans. They are now working on development of detailed UI Project plans, where needed. Some of these project plans are required for the Stage Gate 3 endorsement process.</p> <p>The Decision registry has recently been updated and the Modernization team continues to work on ensuring the decision processes are being adhered to.</p>			<p>The Resource Health Indicator remains medium risk.</p> <p>The Modernization team and OED IT have made progress in filling vacant positions and continue to fill the remaining vacancies.</p> <p>The Legacy Readiness Plan should assist in clarifying the skills and resources needed for the UI Modernization project. (CSG iQMS Risk #15)</p>		

2.3 Modernization Issues Being Monitored

The CSG iQMS team is currently monitoring the following OED Modernization issues:

Issue #2 – Activities to estimate, analyze, and plan legacy work are not proceeding as planned (related to CSG iQMS Risk #4) – The Modernization team has clarified the activities needed for legacy readiness through discussions with FAST and with other state agencies that have recently modernized. The activities have been documented in a draft Legacy Readiness Plan. The original plan for legacy work is now better defined and the timelines are clearer and appear to be manageable. Due to this, there does not appear to be an issue and the Modernization team is in the process of recommending the Risk and Issue Management Team close this issue.

Issue #6 – UI solution procurement process continuing to slip in schedule (related to CSG iQMS Risk #6) – The UI solution procurement process remains in negotiations. The contract is close to being finalized, though there are a few topics that are still under discussion and agreement is needed. The Modernization team anticipates the contract will be ready for oversight and CSG review between mid-March and the end of March



2021. The anticipated date for kick-off of the development phase with FAST is July 2021. The schedule will be baselined once the planning with FAST is complete and the deliverable milestones for the solution are incorporated into the schedule.

Issue #13 – Pandemic (COVID-19/Coronavirus) impacting agency priorities and resources available to continue modernization (related to CSG iQMS Risk # 11) – The Modernization team continues to monitor this issue. They have completed all current remediation activities. COVID continues to impact the Agency with the high-level of UI claims work and additional programs being implemented.



2.4 Modernization Milestones and Deliverables

Table 4 below identifies the status for the iQMS milestones and deliverables as of February 28, 2021

Table 4: Milestones and Deliverables Status

Milestone or Deliverable	Due Date	*Status
D1.1.1 Program and Project Risk Assessment Report – Initial	August 19, 2019	Accepted
D1.1.2 Program and Project Risk Assessment Report – Refresh #1	TBD	Not Started
D1.1.3 Program and Project Risk Assessment Report – Refresh #2	TBD	Not Started
D1.1.4 Program and Project Risk Assessment Report – Refresh #3	TBD	Not Started
D2.1 Quality Standards – Operational Definitions Report	September 20, 2019	Accepted
D2.2 Preliminary Quality Checklists for Quality Control Reports	May 25, 2019	Accepted
D2.2 Final Quality Checklists for Quality Control Reports	TBD – at completion of quality control reviews	In Progress
D2.3.1 Quality Management Plan	November 18, 2019	Accepted
D2.3.2 Quality Management Plan – Refresh	TBD	Not Started
D2.4.1 Baseline QMS Work Plan	November 18, 2019	Accepted
D2.4.2 Baseline QMS Work Plan – Refresh	TBD	Not Started
D2.5 Internal/External Presentations and Special Requests	TBD - as requested by Agency	Not Started
D2.5.1 UI Modernization Procurement Finalist Maturity Assessment Plan and Schedule	March 25, 2020	Accepted
D2.5.2 UI Modernization Procurement Finalist Maturity Assessment Checklist	March 25, 2020	Accepted
D2.5.3 UI Modernization Procurement Finalist Maturity Assessment Report Format	March 25, 2020	Accepted
D2.5.4 UI Modernization Procurement Finalist Maturity Assessment Report Finalist 1	May 8, 2020	Accepted



Milestone or Deliverable	Due Date	*Status
D2.5.5 UI Modernization Procurement Finalist Maturity Assessment Report Finalist 2	May 8, 2020	Accepted
D3.1.1 Request for Proposal – QC Review: Solution requirements related information and data components of the sample final solution contracts	July 22, 2019	Accepted
D3.1.2 Solution Requirements related information and data components of the proposed final solution contract with the successful proposer QC Review	TBD	Not Started
D3.1.3 Solution Requirements (Requirements Traceability Matrix) QC Review	June 20, 2019	Accepted
D3.1.4 Solution Contractor’s Implementation Plan QC Review	TBD	Not Started
D3.1.5.a Program Management Plan QC Review, as follows: Stakeholder Engagement Plan, Risk and Issue Management Plan, Change Control Plan, Scope Management Plan, Change Management Plan, and Communication and Outreach Plan	July 1, 2019	Accepted
D3.1.5.b Program Management Plan QC Review, as follows: Staff Management Plan, Procurement Management Plan, Governance Plan, and Contract Management Plan	November 1, 2019	Accepted
D3.1.5.c Program Management Plan QC Review, as follows: Budget, Budget Management Plan, Quality Management Plan, Schedule, Schedule Management Plan, Interface Plan, and System Security Plan	TBD	Not Started
D3.1.6 Documentation necessary to demonstrate compliance with the OSCIO Cloud Policy (Statewide DAS Policy 107-004-150) QC Review	TBD	Not Started
D3.1.7.1 System Test Plan (Tax) QC Review	TBD	Not Started
D3.1.7.2 User Acceptance Test Plan (Tax) QC Review	TBD	Not Started
D3.1.7.3 System Test Plan (Benefits) QC Review	TBD	Not Started
D3.1.7.4 User Acceptance Test Plan (Benefits) QC Review	TBD	Not Started
D3.1.9 UI Modernization Stakeholder Engagement Plan	October 16, 2020	Accepted
D3.3.1 – D3.3.12 Monthly Quality Status Report #1-#12	Various	Accepted



Milestone or Deliverable	Due Date	*Status
D3.3.13 Monthly Quality Status Report #13 – January 2021	February 10, 2021	Under Revisions
D3.3.14 Monthly Quality Status Report #14 – February 2021	March 10, 2021	In Progress
D3.3.15 - D3.3.52 Monthly Quality Status Report #15 - #52	8 business days from end of month	Not Started
D4.1.1 Quarterly QA Status and Improvement Report – 4 th Qtr. 2019 (#1)	January 15, 2020	Accepted
D4.1.2 Quarterly QA Status and Improvement Report – 1 st Qtr. 2020 (#2)	April 14, 2020	Accepted
D4.1.3 Quarterly QA Status and Improvement Report – 2 nd Qtr. 2020 (#3)	July 15, 2020	Accepted
D4.1.4 Quarterly QA Status and Improvement Report – 3 rd Qtr. 2020 (#4)	October 14, 2020	Accepted
D4.1.5 Quarterly QA Status and Improvement Report – 4 th Qtr. 2020 (#5)	January 15, 2021	Accepted
D4.1.6 Quarterly QA Status and Improvement Report – 1 st Qtr. 2021 (#6)	April 15, 2021	Not Started
D4.1, #7 - #17 Quarterly QA Status and Improvement Reports / Presentations	10 business days from end of quarter	Not Started
D2.6.1 Lessons Learned Reports – Periodic Project Evaluations (UI Tax Phase)	TBD	Not Started
D2.6.2 Lessons Learned Reports – Periodic Project Evaluations (UI Benefits Phase)	TBD	Not Started
D2.6.3 Lessons Learned Reports – Periodic Project Evaluations (Any Other Phase)	TBD	Not Started
D2.6.4 Lessons Learned Reports – Periodic Project Evaluations (Any Other Phase)	TBD	Not Started
D2.6.5 Lessons Learned Reports – Periodic Project Evaluations (Close Out)	TBD	Not Started

*NOTE: Status designations for deliverables are: Not Started, In Progress (not delivered), Submitted (delivered but no response yet), Under Review (after initial review and before approval), and Accepted



3. PROJECT RISKS AND RECOMMENDATIONS DETAILS

3.1 New CSG iQMS Risks

There were no new CSG iQMS risks opened during February 2021.

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3.2 Previously Reported CSG iQMS Risks

As of February 28, 2021, the CSG iQMS team is monitoring nine previously reported risks. Details of the risks are included in Table 5 below.

Table 5: Previously Reported CSG iQMS Risks

CSG iQMS Previously Reported Risks						
#1: Oregon Specific Requirements Missing Risk Model ID: 175 - Functional Requirements Definition RFP ID: OR-50* Category: Quality / Requirements Mgmt.	Current	Low Risk Rank		Previous	Low Risk Rank	
		Low Probability	Low Impact		Low Probability	Low Impact
<p>Risk Trigger: Oregon-specific requirements are not included in the requirements. The vendor solution does not meet the needs of the Agency or the objectives of the project.</p>						
<p>Risk Description: There are requirements missing from the Business Requirement document that are part of the Request for Proposal (RFP) for the UI Modernization Project solution vendor. There is concern that not all Oregon specific requirements are adequately defined in the requirement document. An example of an Oregon specific requirement missing is the One Percent Penalty that is not only specific to Oregon, it is unique in how it is calculated and the trigger for assessment compared to other penalties.</p>	<p>Recommendation: The CSG iQMS team recommends the Agency ensure comprehensive requirements have been defined in the requirement documents, with an emphasis on ensuring all Oregon specific functionality is included.</p>		<p>Current Analysis – February 2021: During negotiations the Modernization and business representatives met with FAST to review requirements and ensure common understanding as to what is in scope. The CSG iQMS team will continue to monitor this risk until the requirements are validated.</p> <p>Previous Analysis – January 2021: The Agency has reviewed requirements to identify any changes due to new COVID programs. These will be shared with the solution vendor during negotiations. After the requirements are validated, the CSG iQMS team anticipates this risk will be closed.</p>			



CSG iQMS Previously Reported Risks						
#2: Lack of Stakeholder Involvement Risk Model ID: 134 - Requirements Analysis – Stakeholder Involvement RFP ID: N/A Category: Communication/Leadership & Governance	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<p>Risk Trigger: A significant number of customers express dissatisfaction with not being represented to shape the vision and requirements for the UI Modernization Project prior to development beginning.</p>						
<p>Risk Description: There has been no broad communication announcing the initiation of the UI Modernization Project to the customers. Employers and claimants were not included early in the UI Modernization Project planning process. The Agency expressed concern with communicating to customers too early or overwhelming them after the implementation of the OPRS 2.0 system. However, not communicating and including customers early on in the project may lead to customers not supporting the system as desired, and as a result, the new system may not meet their needs. Early opportunities to improve the modernization effort may be missed.</p>	<p>Recommendation: The CSG iQMS team recommends communicating now with customers the need for the UI Modernization Project, informing them of plans for more customer involvement in the future.</p> <p>Consider asking their view of a modernized UI system and provide input to the UI Modernization Project requirements. Consider asking the customers what frequency and timing of future communications and meetings they would like to see.</p>		<p>Current Analysis – February 2021: There have been ongoing delays with the development and implementation of the Stakeholder Engagement Plan. The Modernization team has been in the process of conducting a thorough stakeholder analysis, which is to be incorporated into the UI Modernization Stakeholder Engagement Plan. The plan currently has a target date of March 31, 2021. There has been minimal communications to date to customers. The Agency is waiting until the execution phase of the project begins. When the decision to add the PFMLI solution to the UI project is finalized, the universe of stakeholders changes, and additional messaging tailored to this new program will add to the stakeholder engagement workload and complexity.</p> <p>The response to the survey previously sent to a portion of the employers was received positively and CSG believes shows the customers are eager for communications.</p> <p>The CSG iQMS team will continue to monitor this risk.</p> <p>Previous Analysis – January 2021: The Modernization team is analyzing the survey responses and conducting a refresh of their stakeholder analysis. This will be incorporated into the UI Modernization Stakeholder Engagement Plan.</p>			



CSG iQMS Previously Reported Risks						
#4 IT Staff Not Ready for or Accepting Modernization Change	Current	Medium Risk Rank		Previous	Medium Risk Rank	
Risk Model ID: 110 - Agency Org. Roles and Responsibilities RFP ID: OR-38 Category: Organizational Readiness / OCM		Medium Probability	Medium Impact		Medium Probability	Medium Impact
Risk Trigger: Staff express concerns about their jobs and do not engage with the UI Modernization Project when needed.						
Risk Description: There is concern about the Information Technology (IT) staff adjusting to the change and transition with the new system. Some staff do not feel the work they've done to maintain the legacy system is appreciated. The Modernization team's documented risk #66 acknowledges the need for organizational change management; however, many of the mitigation strategies have not begun.	Recommendation: The CSG iQMS team recommends beginning change management activities with all impacted IT staff involvement. Involve IT Managers in developing change management plans for IT, which includes training where appropriate.		Current Analysis – February 2021: There has been little change management activities with OED staff. The IT staff currently are still busy addressing the Agency high priority needs due to the high-level of UI claims activity. The Modernization team continues to engage and work in concert with the IT team. The Legacy Readiness plan and many of the IT hirings have been combined efforts of IT and Modernization. The CSG iQMS team will continue to monitor this risk. Previous Analysis – January 2021: The Deloitte OCM Strategy and Plan – UI Tax was accepted. The Modernization team is finalizing the UI Modernization OCM Plan, which will be part of the Stage Gate 3 review. These OCM activities should address issues of staff resisting or not accepting change.			



CSG iQMS Previously Reported Risks

#6: Schedule Slippage is Occurring with the Modernization Schedule

Risk Model ID: 8 - Convenient Date

RFP ID: OR-7 **Category:** Schedule / Business Mission & Goals

Current

High Risk Rank

High Probability

High Impact

Previous

High Risk Rank

High Probability

High Impact

Risk Trigger: The Modernization team continues to include important milestone dates in the published master schedule that are unrealistic and not achievable.

Risk Description: The CSG iQMS team observed schedule slippage of approximately four months (from April 2019 to a planned August release) for the solution vendor RFP release, and a two-week delay in the date the RFP draft was due to be submitted to the CSG iQMS team for its QC review. This indicates that the estimating methodology for determining realistic due dates may be lacking. Without a methodology to determine realistic and achievable due dates for important milestones such as the date the RFP will be released, it triggers doubt and lack of confidence in the published schedule. Without a realistic and achievable schedule, the timely completion of dependent activities is compromised or put at risk and places a higher probability that the UI Modernization Project will not achieve its objectives on time.

Recommendation: Consider putting in place a methodology that produces a master schedule with a realistic view of resources and constraints with documented planning assumptions so that key milestones are realistic and achievable. Consider taking a baseline of the master schedule at strategic points in the project (e.g., after the schedule has been reviewed and approved by OED), and utilize disciplined project management practices to keep the master schedule on track, and report to the Modernization team when changes in the schedule occur, with appropriate justification.

Current Analysis – February 2021: The negotiations with FAST continue. The draft contract still must go through EIS oversight and CSG quality control review. It appears the vendor won't be coming onboard until July 2021, assuming the required program and project plan development, updates, review, and approval required for Stage Gate 3 can be completed in time.

The Modernization team is working on refining the schedule to include an easy method for tracking and reporting variances. They anticipate prototyping the new design in March or April 2021.

The CSG iQMS team will continue to monitor this risk.

Previous Analysis – January 2021: The negotiations with FAST continue to progress. The Agency has many decisions to make before a contract can be finalized. The Modernization team is working to get the questions answered and the draft of the contract ready for review around the end of March, early April 2021.

The new Schedule Project Manager began with the project in January 2021.



CSG iQMS Previously Reported Risks						
#9: Major Organizational Changes Impacting the Project Risk Model ID: 108 – Organization Stability RFP ID: 37 Category: Org Readiness / Leadership and Governance	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<p>Risk Trigger: Delays are realized due to shifting of resources, resources without capacity to support the UI Modernization work, or scope changes due to PFMLI, impacting the timelines for the Project.</p>						
<p>Risk Description: The Agency is going through a major change due to the Paid Family Medical Leave Insurance (PFMLI) Division being created. There is the potential for PFMLI to impact the UI Modernization Project by:</p> <ul style="list-style-type: none"> ➤ UI Modernization Project team members leaving the project to join new division <ul style="list-style-type: none"> ✓ The UI Director and Modernization Sponsor has left UI and is the new director for PFMLI ✓ There is the potential for other team members to interview and move to PFMLI as well ➤ Shared resources within the agency needing to support two major projects at the same time ➤ Agency focus being divided by two major projects in-flight at the same time ➤ The PFMLI tax needs have many overlaps with the UI Tax requirements which makes it advantageous to look at combining some of the functionality <p>Changes in priority or focus for the UI Modernization Project could mean delays in the completion of the project. Team members leaving could cause loss of UI and project knowledge and delays in completion of tasks and decision making. These events may impact the schedule and scope for the project.</p>	<p>Recommendation: The CSG iQMS team recommends considering preparing for potential vacancies by:</p> <ul style="list-style-type: none"> ➤ Developing transition plans for when key project sponsors, leaders, and team members are onboarding as well as off boarding ➤ Developing project orientation materials and using these for onboarding new leadership, sponsors, and team members ➤ Developing back-up plans for the key positions on the Modernization team, in case of vacancies <p>Additionally, consider:</p> <ul style="list-style-type: none"> ➤ Continue communications with the State leaders and the State Legislature on the importance and necessity of the UI Modernization Project ➤ Thoughtful management of scope changes through a Change Control Board ➤ Proactive management of shared resources to anticipate capacity issues ➤ Continued communication and cooperation between the PFMLI and UI Modernization Projects 	<p>Current Analysis – February 2021: The Agency has decided to move forward with adding the technical solution for PFMLI with the UI Modernization project. The Modernization team is developing the necessary change order documentation to present the Modernization ESC for their endorsement of the decision. This additional scope, while minimal from the perspective of FAST (zero increase in schedule), does require the PFMLI program and Modernization team to be ready for development of the PFMLI solution with the vendor in just a few months. There is concern that many of the PFMLI policies and business rules have not been fully developed.</p> <p>The CSG iQMS team will continue to monitor.</p> <p>Previous Analysis – January 2021: The Agency began talks with the solution vendor, FAST, during January 2021 regarding options for PFMLI. The Agency is reviewing the options and how they would impact the UI Modernization project. Minimal negative impact to the project is a goal. This decision should be made within the next two months.</p>				



CSG iQMS Previously Reported Risks

CSG Risk #11: Impact of Pandemic Outbreak to Project

Risk Model ID: 76 –Resource Management – Back-up Strategies
RFP ID: N/A **Category:** Schedule / Project Management Planning

Current

High Risk Rank

High Probability

High Impact

Previous

High Risk Rank

High Probability

High Impact

Risk Trigger: Project is delayed due to resources unable to travel, being quarantined, or resources unable to focus on Modernization.

Risk Description: The COVID-19 outbreak is impacting many organizations and companies, requiring events to be cancelled, travel to be discouraged or prohibited, and individuals exposed to COVID-19 being quarantined for two weeks or more.

If resource availability is limited due to travel restrictions or quarantine, project activities and tasks could be delayed, work could not be completed, or the quality of work could be diminished.

Recommendation: The CSG iQMS team recommends considering the following:

- Request vendors provide action plans if COVID-19 impacts travel or team member availability and ensure staff have the tools needed to work remotely
- Prepare back-up strategies of how the Modernization Project team will respond if staff are unable to work on-site or get the virus and ensure staff have the tools needed to work remotely
- Continue communicating and promoting healthy habits to prevent the spread of COVID-19

Current Analysis – February 2021: The Modernization team and vendor resources have not been directly impacted or unable to complete their activities due to the pandemic. The pandemic does, however, continue to impact the Agency, especially the UI and IT sections. In a recent meeting with UI Managers, some expressed opinions that July would be an achievable timeframe for UI staff to be able to begin working on the Modernization project.

The CSG iQMS team will continue to monitor.

Previous Analysis – January 2021: The issue related to this risk was closed during this reporting period. The project is progressing despite the delays with the legacy activities. During the last several months the Modernization team has been clarifying which legacy activities are needed for the project. The team has had discussions with FAST regarding which legacy activities they should be focusing on. They are creating a plan to accomplish the legacy activities needed for this project and creating a Conversion workgroup to address data purification. While COVID continues to require major work efforts by other sections of the Agency and continues to be a high risk, there are no issues with the project suffering delays due to the pandemic currently.

IT staff continue to be occupied with COVID related work. UI Benefits and Tax staff are also very busy with the high volume of UI claims work. The CSG iQMS will continue to monitor the impact to the project once the solution vendor is onboard and development work begins. There is still a high risk related to their ability to be appropriately involved in development.



CSG iQMS Previously Reported Risks							
CSG Risk #12: Decisions Not Being Made According to Decision Process		Current	Medium Risk Rank		Previous	Medium Risk Rank	
Risk Model ID: 11a –Project Management – Governance Process	RFP ID: N/A		Medium Probability	Medium Impact		Medium Probability	Medium Impact
Category: Project Management							
Risk Trigger: It is not possible to determine why a decision was made due to no documentation; decisions are challenged because they were not made by the appropriate entity; staff do not support the project because business owners were not involved in the decision process.							
Risk Description: Modernization decisions are not being made according to the documented decision process in the Governance Plan. Decisions that impact scope, schedule, and budget, have external stakeholder impacts, or have significant risk impacts are to be made by the Executive Steering Committee (ESC) according to the Governance Plan. Reviewing ESC minutes there are no decisions that are documented. The Modernization Decision registry has a list of key decisions made but not all include key information, such as, the identity of the decision maker, the date of the decision, the background of the decision, or the location of the decision documentation. An example is the decision to adjust OCM scope of services to allow opportunity for agency wide services as needed. The decision log does not list the decision maker or decision body responsible for the decision, so it is unclear where this decision was made. There is also no background or location of the decision’s documentation link. Additionally, this decision was changed to not adjust OCM scope of services, yet that this scope decision is not on the decision registry log. If decisions do not follow the prescribed decision process: <ul style="list-style-type: none"> ➤ Project continuity could be lost if there is team member turnover and the history of decisions is not recorded ➤ There can be a perception that business owners or key stakeholders are not being included in decisions that may have a significant impact on the success of the project 		Recommendation: The CSG iQMS team recommends the Modernization team ensure the decision process as outlined in the Modernization Governance plan is being followed, ensuring decisions are being made by the correct entity, are communicated appropriately, and decisions entered in the Modernization Decision Registry include all key information.		Current Analysis – February 2021: There has been some work on the Modernization Decision Registry, such as decisions being removed that were not technically required to be documented in the registry. However, inconsistencies remain. The decision to issue the first NITA remains, though there still is no entry for the decision to issue the second NITA. The entry for the first NITA has “pending” in the “Background” column. The decision was entered September 10, 2020. The CSG iQMS team recommends timely documentation of decisions, as after six months details may be forgotten. The registry, as a repository to document details of decisions and for others to access the information, is not effective if information is not updated timely. The CSG iQMS team will continue to monitor this risk. Previous Analysis – January 2021: There has been no progress on this risk. The decision registry continues to have inconsistencies. The Modernization team is planning on scheduling periodic reviews of the decision registry.			



CSG iQMS Previously Reported Risks						
CSG Risk #13: Impact of Executive Sponsor and UI Sponsor Turnover Risk Model ID: 26 – Leadership – Project Sponsor Involvement RFP ID: OR 012 Category: Project Management/Leadership and Governance	Current	Low Risk Rank		Previous	Low Risk Rank	
		Low Probability	Low Impact		Low Probability	Low Impact
Risk Trigger: Modernization priority is reduced by the Agency; the direction of the project is changed						
Risk Description: The project has experienced executive sponsor turnover, including the recent resignation of Kay Erickson, OED Director and Modernization Executive Sponsor. The UI Director and Modernization Sponsor position has not been filled with a permanent position for several months. Loss of active Sponsors could put the project behind schedule as the new sponsors work to obtain knowledge, understanding, and make decisions about the project. New sponsors may also choose to take the project in a different direction which could also delay the project. The loss of the continuity could impact the project’s overall success.	Recommendation: The CSG iQMS team recommends the Modernization team conduct outreach, training, and knowledge transfer as a formal and scheduled process for all new project sponsors.		Current Analysis – February 2021: David Gerstenfeld, Interim OED Director, continues to support the UI Modernization project and continues to be involved in meetings appropriately. The CSG iQMS team will monitor this risk until the Executive Sponsor position is filled on a permanent basis. Previous Analysis – January 2021: The CSG iQMS team continues to monitor this risk until the Executive Sponsor position (Agency Director) if filled on a permanent position.			



CSG iQMS Previously Reported Risks						
CSG Risk # 15: OED IT Skills and Resources Risk Model ID: 75a Resource Management – Technical Team Support RFP ID: N/A Category: Project Resources	Current	Medium Risk Rank		Previous	Medium Risk Rank	
		Medium Probability	Medium Impact		Medium Probability	Medium Impact
<p>Risk Trigger: 1. OED is unable to provide the solution vendor with system information on dependencies and interfaces, or clean conversion data from existing legacy systems needed in a timely manner. 2. Unknown dependencies cause UI Benefits to be impacted negatively when UI Tax is implemented.</p>						
<p>Risk Description: The IT support of existing UI systems is "single-threaded", usually with only one resource available to support a given system. Additionally, it is estimated that approximately 40% of the IT staff are eligible for retirement within the next five years. Many of these staff are extremely knowledgeable and considered experts on the legacy system. The Agency may not have the capacity to support the legacy systems and prepare the legacy system and documentation for transition and conversion to the new system, addressing any future pandemic programs or other Agency needs, and supporting the Modernization Project at the same time.</p> <p>The UI Modernization Project is huge and complex and will require significant contributions from technology resources. The recruitment of IT resources has resulted in several failed recruitments, as people with needed skill sets are not readily available or those with the skill sets are not interested in the positions.</p>	<p>Recommendation: The CSG iQMS team recommends:</p> <ul style="list-style-type: none"> ➤ OED identify and document internal and external interfaces and dependencies and prepare for data migration. ➤ Consider other resources to assist with some of the IT support activities, such as the solution vendor, or other vendor. 		<p>Current Analysis – February 2021: The Modernization team is developing a Legacy Readiness Plan that will help identify the OED needs for skill and resources. Discussions with FAST have also helped clarify what will be needed going forward.</p> <p>The CSG team will continue to monitor this risk.</p> <p>Previous Analysis – January 2021: The Data Workgroup, which worked with agency partners and other stakeholders in identifying interfaces and dependencies, has finished its work. The Modernization team is using the input from the workgroup in documenting the system interfaces and dependencies. The team will also be discussing and clarifying their needs with FAST.</p>			



3.3 Resolved CSG iQMS Risks

The project risks identified by the CSG iQMS team that were resolved/closed during this reporting period are provided in the table below. Risks are closed when the CSG iQMS team determines sufficient mitigation actions have taken place to resolve the risk or the risk is no longer applicable to the project for other reasons (e.g., a sub-project has ended). If a risk identified by the CSG iQMS team reoccurs after it has been closed it will be reopened and recommendations provided. During this reporting period there were no CSG iQMS risks closed.

3.4 CSG Issues Raised

There are no open CSG iQMS issues as of February 28, 2021.



4. CATALOG OF REVIEWS

During the current reporting period, February 1, 2021 through February 28, 2021, the CSG iQMS team reviewed Modernization documents and materials, attended Modernization meetings, and interviewed Modernization stakeholders. Over the course of the project life cycle, materials may be re-reviewed over time as they support the iQMS activities.

4.1 Documents and Materials Reviewed

During the reporting period, the CSG iQMS team reviewed the materials listed in Table 6 below.

Table 6: Documents and Materials Reviewed

Document or Material Name	File Name
DMV STP Budget – Project Level Budget Report	DMV STP Budget- Project level budget report 2020-05
Modernization Risk and Issue Registry – 2021-02-01	Modernization Risk-Issue Registry Current
Modernization Master Schedule	Modernization_MasterGantt_Baseline_EOM_Final_Jan_20210131a
Modernization Decision Registry	Modernization Decision Registry
UI Modernization Risk and Issue Report DRAFT 2021-01-31	UI Modernization Risk and Issue Report DRAFT 2021-01-31
OCM Strategy and Plan – UI Modernization Tax Phase	1.1.A OCM Strategy and Plan – UI Modernization Tax Phase_Resubmission
UI Modernization Legacy Readiness Plan – DRAFT	UI Modernization Legacy Readiness Plan V1.0 DRAFT 2021-02-07
Modernization ESC Report – December 2020	Modernization ESC Report Dec – 2020 Final2
Modernization ESC Budget Report 2020-12	Modernization ESC Budget Report 2020-12
UI Modernization Risk and Issue Report 2021-01-31	UI Modernization Risk and Issue Report 2021-01-31
UI Modernization Project Status Report 2021-01	UI Modernization Project Status Report 2021-01
Modernization Organizational Diagram	Modernization Organizational Diagram 2020-12-30
Meeting Registry	Meeting Registry
FTE July 19 to January 2021	FTE July 19 to January 2021
January 2021 Document Detail (Budget Report)	January2021 Document Detail
January 2021 Modernization 24-Month Budget Tracker	January2021 MODERNIZATION 24-month budget tracker
Modernization ESC Report January – 2021 Final	Modernization ESC Report Jan – 2021 Final
Modernization January 2021 Section Budget Report	Modernization January2021 Section Budget Report



Document or Material Name	File Name
Modernization OCM Plan V3.0 Draft 2021-5-1	Modernization OCM Plan V3.0 Draft 2021-5-1-adbridged_DCand_SLD

4.2 Interviews Conducted

The CSG iQMS team conducted interviews during February 2021.

Table 7: Interviews Conducted

Interviewees	Interview Date	CSG Participants
Renee Royston	February 11, 2021	Jayne Martin
James Wollenweber	February 24, 2021	Jayne Martin
Phoebe Colman	February 24, 2021	Jayne Martin
William Chollman	February 24, 2021	Jayne Martin
Alex Kasner	February 25, 2021	Jayne Martin
Bobbi McAllister	February 25, 2021	Jayne Martin

4.3 Meetings Attended

The CSG iQMS team attended the meetings listed in the table below during the month of February 2021.

Table 8: Meetings Attended

Modernization Meetings	Meeting Date	CSG Participants
UI Modernization Stakeholder Board Meeting	February 1, 2021	Jayne Martin
iQMS Touchbase Meeting	February 2, 2021	Jayne Martin
MOD RIMT Monthly Meeting	February 8, 2021	Jayne Martin
iQMS Touchbase Meeting	February 9, 2021	Jayne Martin
Discussion on Modernization Issue #2	February 10, 2021	Jayne Martin
UI Manager Modernization Update	February 11, 2021	Jayne Martin
iQMS Touchbase Meeting	February 16, 2021	Jayne Martin
Modernization Operations and Policy Team Meeting	February 18, 2021	Jayne Martin
Modernization Executive Steering Committee Meeting	February 19, 2021	Drew Sutter and Jayne Martin
OED Modernization iQMS Contract Administration	February 23, 2021	Drew Sutter and Jayne Martin



Modernization Meetings	Meeting Date	CSG Participants
OED iQMS-EIS Touchbase	February 24, 2021	Jayne Martin
Modernization Monthly Budget Meeting	February 26, 2021	Jayne Martin



5. QUALITY CONTROL PLAN FOR NEXT MONTH

The quality management activities planned by the CSG iQMS team for the next reporting period, March 2021, are detailed in the tables in this section. The due dates are based on the latest draft of the iQMS Project schedule.

5.1 Milestones and Deliverables Due

Table 9: Planned iQMS Deliverables

Milestone/Deliverable	Date Due	Status
3.3.14 Monthly Quality Status Report – February 2021	March 10, 2021	In Progress

NOTE: Status designations for deliverables are: Not Started, Submitted, In Progress, Under Review, and Accepted

5.2 Planned iQMS Interviews

Table 10: Planned iQMS Interviews

Interviewee Name	Date	CSG Participant
Isabel Joslen	TBD	Jayne Martin
Dave Yamaka	March 9, 2021	Jayne Martin
Sharon Tietsort	March 9, 2021	Jayne Martin
Keith Shribbs	March 10, 2021	Jayne Martin
Sara Cromwell	March 10, 2021	Jayne Martin
Renee Royston	March 11, 2021	Jayne Martin
Ryan Bell	March 11, 2021	Jayne Martin
Katie Lolley	March 12, 2021	Jayne Martin
Alex Kasner	March 25, 2021	Jayne Martin

5.3 Planned Meeting Attendance

Table 11: Planned Meeting Attendance

OED Modernization Meetings	Date	CSG Participant
UI Modernization Stakeholder Board	March 1, 2021	Jayne Martin
iQMS Touchbase Meeting	March 2, 2021	Jayne Martin
EIS iQMS Touchbase	March 2, 2021	Jayne Martin
MOD RIMT Monthly Meeting	March 8, 2021	Jayne Martin



OED Modernization Meetings	Date	CSG Participant
iQMS Touch Base	March 9, 2021	Jayne Martin
UI Manager Modernization Update	March 11, 2021	Jayne Martin
Modernization Executive Steering Committee Meeting	March 15, 2021	Jayne Martin and Drew Sutter
iQMS Touch Base	March 16, 2021	Jayne Martin
OED iQMS-EIS Touchbase	March 16, 2021	Jayne Martin
Modernization Operations and Policy Team Meeting	March 18, 2021	Jayne Martin
OED Modernization iQMS Contract Administration	March 23, 2021	Drew Sutter and Jayne Martin
iQMS Touch Base	March 30, 2021	Jayne Martin