WorkSource
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WorkSource Integrated Technology (WIT) Project – Phase 1
Efforts-To-Outcomes (ETO) Replacement

Project Management Plan
February, 2022

Plan Development History

Date	Description of Change

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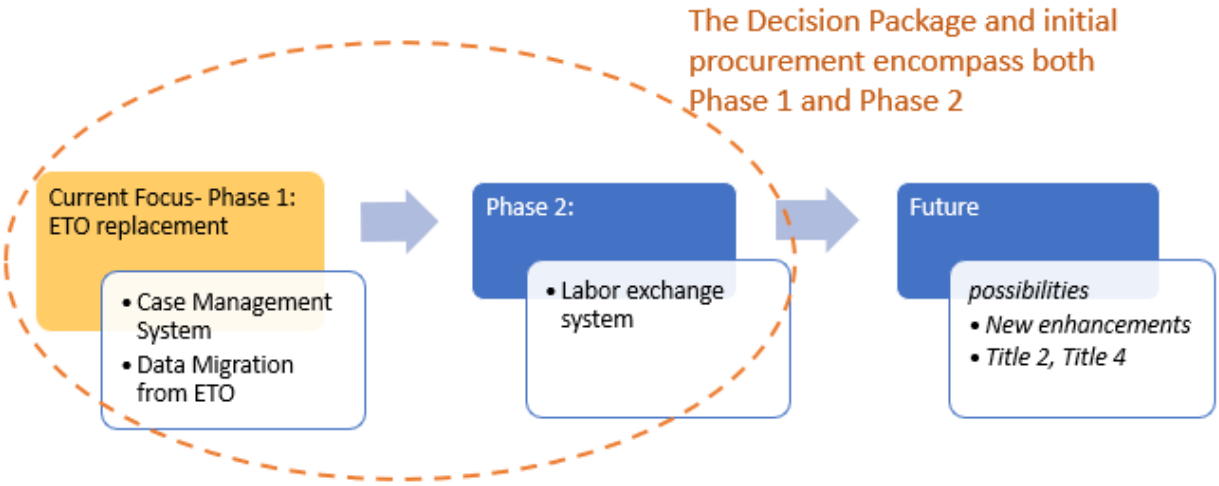
1. Overview

Workforce Innovation and Opportunity Act (WIOA) programs require an electronic and business operations system that supports the case management and federal reporting needs of integrated and traditional service delivery models so opportunities for job seekers and employers are maximized across the WIOA one-stop system. Washington's one-stop system is made up of the Workforce Training and Education Coordinating Board (WTECB), Local Workforce Development Boards (LWDBs), the Employment Security Department (ESD), the Department of Social and Health Services (DSHS), the Department of Services for the Blind (DSB), the State Board for Community and Technical Colleges (SBCTC) and its affiliated institutions, the Office of the Superintendent of Public Instruction and affiliated school districts, and other public, private, and non-profit partners that promote education, training, and employment.

ESD, in partnership with WTECB and LWDBs, is replacing the existing WorkSource Integrated Technology (WIT) platform. These entities are governed by a standing governance committee that has been chartered as the WorkSource I&T Steering Committee along with Bylaws dated October 2021 (link to Charter and Bylaws).

The WIT platform serves as the state's customer relationship system, case management system and labor exchange for employers and job seekers. The replacement system will support workforce administration statewide to ensure adoption of the United States Department of Labor (USDOL) integrated service delivery model and program performance reporting requirements for the state's Workforce Innovation and Opportunity Act (WIOA) and other federal grants. This project is ESD's top priority.

This is a multi-phased effort, as noted below. This Project Management Plan focuses on Phase 1- ETO replacement as illustrated below but may be amended to encompass Phase 2.



Background on Current System

Refer to the WIT ETO Replacement Project Charter (Link to document within ESD Team page |Add location of final plan on WPC). This document can also be provided by contacting the WIT Replacement Project Manager, Linda Kleingartner (linda.kleingartner@esd.wa.gov).

2. Project Management Plan Objectives

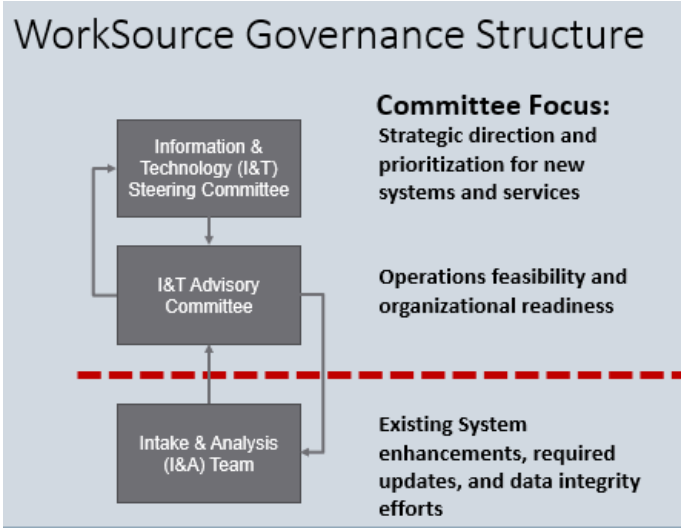
The purpose of this project management plan is to define the approach that will be used by the project's Planning and Implementation Teams when planning, executing, monitoring, controlling, and closing the project. The Project Management Plan will focus on the mechanisms that will be used across the project delivery to:

- Outline how project scope is determined, validated, monitored, and controlled
- Define how the schedule will be used in this project
- Document the strategy to monitor and report on project costs
- Describe how we will ensure that the program delivers a quality product for customers
- Reflect plans for stakeholder and communications management - including the methods and frequency of the communications
- Define the methodology for risk and issue assessment, mitigation, and monitoring
- Describe the purpose of project governance and the escalation process

The project management plan is comprised of subsidiary plans that will be used to give structure and create guidelines for project management processes.

3. Project Governance and Structure

Organizational governance is structured to provide direction to meet strategic and operational goals and ensure accountability, fairness, and transparency to its stakeholders. This project will integrate and leverage the established WorkSource governance structure outlined in the WorkSource I&T Steering Committee Charter and Bylaws.



Intake & Analysis Team is outside of the Project Governance

Executive Steering Committee

The project will utilize the established Information & Technology (I&T) Steering Committee to serve as part of the Project's Executive Steering Committee to oversee the progress of the WIT Replacement Project. The Executive Steering Committee is responsible for driving strategic priorities of the WIT Project and WIOA Solutions based on best practices, policy, legislative updates, program risks, and product road map. Members will be engaged in all major decisions pertaining to project scope, vendor selection, budget, and schedule (see Responsibility Assignment Matrix for official approval-Section 2).

Standing monthly I&T Steering Committee meetings (staffed by the Project Owner and the Project Manager) will integrate the formal project executive steering updates into the agenda beginning January 2022. The 90-minute agenda will include a dedicated project focus for reviewing project progress, requests for support, high risks, critical issues, budget, and the current state of gated funding deliverables.

The Executive Steering Committee will be asked for specific help, particularly when decisions are complex, have public implications or involve statewide stakeholder groups. When needed, timely escalations would occur through the Project Owner to the I&T Steering Committee Officers (Chair, Co-chair, and Vice Co-chairs).

The Project's success is dependent upon the Executive Steering Committee providing strong engagement and alignment to ensure the achievement of the common goal of delivering a quality product on-time and on-schedule. The project is designed with this commitment expectation. Below are the Executive Steering Committee responsibilities as it pertains to this Project. The Project Roles* in the first column are to align with the Washington State OCIO IT Project Dashboard nomenclature. These roles and responsibilities do not supersede the existing I&T Steering Committee Charter and Bylaws.

WIT Replacement Project Structure

*Project roles are noted here to indicate best alignment to OCIO defined and expected project roles.

WIT Replacement Project Executive Steering Committee

Executive Sponsor
Cami Feek
WA State Workforce Administrator / ESD Commissioner

Eleni Papadakis
WTECB Director
Statewide workforce system considerations

OCIO Consultant
Puneet Agrawal
OCIO Liaison
Monitor and assessment of project

Quality Assurance
TBD
Independent Quality Assurance
Assessment of PM processes and activities

Information & Technology (I&T) Steering Committee | *Officers*

Business Owner
Jairus Rice
Chair / ESD Employment Connection Division Director

Business Sponsor
Mark Mattke
Co-chair / LWDB CEO / Director Appointee

Business Sponsor
Amy Martinez
Vice Co-chair / LWDB CEO / Director Appointee

CIO
Maribeth Sapinoso
Vice Chair / ESD Chief Information

Voting Members
Steering Committee Officers, and Katie Condit, CEO-LWDB; Lisa Romine – CEO LWDB; Carole Holland, ESD CFO; Dan Zeitlin, ESD Policy Director; and Steven Ross, ESD LMI

Planning Team

Project Owner
Michael Luchini
Product Manager
Accountable for the delivery of MVP feature set

Project Owner
Nona Mallicoat
Project Owner
Represents programmatic and stakeholder needs

Project Manager
Linda Kleingartner
Project Manager
Executes all project plans per Objectives

TBN
Contract Manager
Responsible for oversight of contracted vendors

Wendy Walker
Procurement Manager
Accountable for the procurement and contracting needs

Liane Johnson
Organizational Change Manager
All things people & organizational change

Chad Stoker
Solution Architect / Principal Engineer
Accountable for the delivery of the technical implementation

Anne Buchan
Management Analyst
Responsible for the coordination of I&T Steering / Advisory activities & project items

Reddy Varakantham
IT Project Manager
Executes all technical project plans per Objectives

Implementation Resources

WorkSource I&T Advisory Committee
(Via Project Owner)

WIT Replacement Project Core Implementation Team (which encompass the **Team Leads** for these groups below)

- RFP-Biz Team
- MVP Team
- Biz Process Review Team(s)
- Change Team
- Training Team
- SMEs
- RFP-Tech Team
- Communications Team
- Data Team
- Tech Transition Team
- Other TEAMs-TBD
- Branding & Media (BAM)
- I&A TEAM

Guiding Principles: Customer Centric • Integrity • Accountability • Openness • Commitment

Project Role* ❖ Responsibility	*I&T Steering Committee Role*	Formal Title
Executive Sponsor*	*WA State Workforce Administrator*	ESD Commissioner

- Champions the project for the statewide coalition and its priority within ESD.
- Provides executive leadership & guidance.
- Acts as the face of the project statewide.
- Conveys the responsibility, accountability, and expectations of the Project.
- Provides active and visible support to the Planning and Implementation teams.
- Conducts timely review & approval of Project Deliverables as outlined in the CARS Responsibility Matrix (see Section 2).

Business Owner*	*I&T Steering Committee Officer: Executive Sponsor/Chair*	ESD Employment Connections Division Director

- Provides executive leadership & guidance.
- Defines the responsibility, accountability, and expectations of the Project.
- Is mutually responsible, along with the I&T Steering Committee Officers for go-live decision.
- Identify objectives needed to achieve the project vision / goals
- Drive policy decisions for the project in collaboration with I&T Steering Committee, WorkSource I&T Advisory Committee and Core Implementation Team.
- Ensures the correct resources are committed to the project
- Communicates project updates to WorkSource stakeholders, Steering and Advisory Committees, Executive Sponsor and ESD leadership.
- Updates the Executive Sponsor on issues according to the escalation matrix (see section 3).
- Serves as first escalation point for project.
- Provides active and visible support to the Planning and Implementation teams.
- Conducts timely review & approval of Project Deliverables as outlined in the CARS Responsibility Matrix (see Section 2)

Business Sponsors*	*I&T Steering Committee Officers: Co-Chair and Vice Co-Chair*	LWDB CEO / Director Appointee

- Champions the project and its priority within the LWDB community.
- Provides executive leadership & guidance.
- Encourages resolution to project barriers, issues, decisions, and risks at the team level.
- Removes barriers to project execution.
- Facilitates the Project escalations to the Business Owner.
- Provides active and visible support to the Planning and Implementation teams.
- Conducts timely review & approval of Project Deliverables as outlined in the CARS Responsibility Matrix (see Section 2).

Chief Information Officer*	*I&T Steering Committee Officer: Vice Chair*	ESD Chief Information Officer, ITSD

- Champions the project and its priority within the ITSD and with the state technology community.
- Champions the business analysis, architectural solutioning, technology development, testing, release planning, system operations and technical production launch(s).
- Ensures conditions exist to support a successful technology implementation.
- Ensures technology tools and platforms are high quality, supportable, and maintainable.
- Removes barriers to project execution.
- Partners with the Project Manager and Planning Team to address technical challenges and opportunities.
- Provides active and visible support to the Planning and Implementation teams.
- Conducts timely review & approval of Project Deliverables as outlined in the CARS Responsibility Matrix (see Section 2).

*Project roles are noted here to indicate best alignment to OCIO defined and expected project roles.

Project Role* ❖ Responsibility	*I&T Steering Committee Role*	Formal Title
Project Owner*	*I&T Steering Committee: Non-voting Member*	ESD Employment Connections Division Deputy Director

- Encourages project resolution to barriers, issues, decisions, and risks at the team level.
- Troubleshoots & removes barriers to project execution.
- Serves as the Voice of the Customer.
- Acts as the face of the project to Agency partners and the main point of contact for the stakeholders and general questions.
- Collaborates with Implementation Team to meet objectives.
- Liaison to the WorkSource I&T Advisory Committee, I&T Steering Committee and Project's Executive Steering Committee.
- Updates the Project sponsorship as needed.
- Ensures the implementation team members are connected and coordinating with the WorkSource I&T Advisory Teams.
- Oversee and assist in resolution of issues associated with quality, scope, risk, schedule, and budget.
- Presents agency status updates, project summaries and project information.
- Responsible for Project Deliverables as outlined in the CARS Responsibility Matrix (see Section 2).
- Provide active and visible support to the Planning and Implementation teams.

Product Manager*	*I&T Steering Committee: Non-voting Member*	ESD WorkSource Product Manager

- Accountable for the delivery of the minimum viable project (MVP) feature set.
- Supply data-driven decision to WorkSource one-stop system backlog.
- Postpones or cancels initiatives based on strategic priority, risk, and product road map.
- Develops and maintains the WorkSource one-stop system Product Roadmap.
- Manages the WorkSource one-stop system portfolio.

All Steering Committee Member Responsibilities (specific to the Project).

- Establishes risk and issue escalation tolerances for Project
- Supports escalation and decision authority
- Reviews / approves proposed changes to scope, budget and schedule
- Engages in escalated risk mitigation (risk ranking 20+) and outstanding issues within their span of control.
- Secures complementary business resources and supports within the WorkSource One-Stop System to serve on the project.
- Participate in the recurring Executive Steering Committee meetings; or identify a consistent delegate to attend.
- Provides consistent, aligned communications to authorizing bodies (Governor's Office; OFM; Legislators)
- Champions project communications per communications plan.
- Provides active and visible support to the Planning and Implementation teams.

*Project roles are noted here to indicate best alignment to OCIO defined and expected project roles.

The WTECB Director, OCIO Senior Consultant and Quality Assurance Consultant are active, non-voting participants of the Project's Executive Steering Committee who provide input and observations to the I&T Steering Committee.

The I&T Steering Committee is staffed and supported by ESD staff and contracted resources (see Project Charter for detailed list of supplied resources), including but not limited to the WIT Replacement Project Manager who is responsible for:

- Day-to-day management of the project
- Project tracking & reports project scope, budget, schedule, and quality status.
- Risk and issue management process.
- Plan and organize project related meetings, team meetings, Executive Steering Committee meetings (including agenda, meeting materials, decision documentation, follow up actions).
- Project plans & materials on project SharePoint site(s).
- Escalations, as appropriate, to the Project Owner, Sponsors, Business Owner, CIO, and Executive Sponsor.
- OCIO and Quality Assurance Vendor reporting and coordination.
- Project governance.

Information & Technology (I&T) Advisory Committee

As stated in the I&T Steering Committee Charter & Bylaws, "a limited number of functional committees or workgroups may be implemented and chartered separately (including the presently established WorkSource Advisory Committee) to provide expert advice and counsel to the WorkSource I&T Steering Committee." The WorkSource I&T Advisory Committee is accountable for assessing operational feasibility and organization readiness for the Project. (Note- the WorkSource I&T Advisory Committee's charter is dated March 2018 and will be updated to support this project).

WorkSource I&T Advisory Committee Teams

For the WIT Replacement Project, the WorkSource I&T Advisory Committee will identify and assign subject matter experts as required to meet project goals who will serve as topic specific Teams. The Project Owner, working with the Advisory Committee to identify participants and coordination formation of these-Advisory teams (table below). A work plan with specific deliverables and time commitments will be established for the Advisory Teams. Work sessions will be convened by members of the Implementation Team who are identified as the Team Leads.

In alignment with Agile methodologies, the Advisory Teams have autonomy and delegated authority and are encouraged to keep decisions small and close to the work they are completing. As a result, nearly all decisions are addressed within the team and within the program.

Advisory Team	Focus Area	Team Lead(s)
RFP- Business	Field, Program, Reporting & account, and Labor exchange Business Requirements	Michael Luchini & Joel Getzendanner
RFP- IT	System Administration & Technology; Data Migration Services & Delivery requirements	Chad Stoker
RFP-Project Delivery	Professional Services & Delivery requirements	Chad Stoker & Linda Kleingartner
Business Process Review	Personas, Analyze statewide and local Workflows	Mary MacLennan & Matt LaPalm
MVP	Define Project's minimum viable product	Michael Luchini
Communications Team	Project communications	Emily Persky
Change Team	Organizational change management	Liane Johnson
Training	Statewide readiness for knowledge and ability of new system	WorkSource Trainer- TBD / Rebecca McGinnis
Data	Data normalization and transition readiness	Chad Stoker
Tech Transition Team	Technical operational supports of the ETO and New System	Rebecca McGinnis

4. Decision Making & Communications

Solid teal blue line represents Project's Executive Steering Committee
Dashed Yellow line represents I&T Steering Committee
Dotted orange line represents Project's Planning Team

Roles and Responsibilities for Project Decisions and Communications

This table illustrates the responsibility by project roles and how it fits and aligns with the I&T Steering Committee and WorkSource Governance for project decisions and communications. These responsibilities are intended to promote proactive and positive project coordination and communications. The project structure supports subject matter expert decision making wherever possible.

	Decisions	Communications
Executive Sponsor	-Budget and "in kind" resources / Changes to budget -Gated funding artifacts	-To Governor, Governor's Office -To Legislators on project status, challenges & risks (unless delegated accordingly) -Active & strong project presence
I&T Steering Committee Officers	-Scope / Changes to scope -Establish risk & issue escalation tolerances -Planning Team and Implementation Team membership	-To Executive Sponsor -To WTECB -To Project Stakeholders (per communications plan) -Active & strong project presence
I&T Steering Committee	-Implementation choices that have a significant stakeholder impact -Advisory Team resource allocations & decision authority (per work plans) -Go / No go for implementation	-To LWDBs, Staff -To local partners and stakeholders -Active & strong project presence
LWDB Center Operators, EC Regional Directors	-Design avenues / forums to elicit subject-matter-expert (SME) input / feedback into Advisory Team recommendations and work products -Training implementation methods for team	-Create mechanisms for regular project updates (provided by Project) -Encourage staff participation in change management activities and assessments -Relay project's key messages to staff
Planning Team	-Project design -Facilitate decisions / recommendations	-To their respective ESD Departments -Contributor to Project Status Reports -Conduct project presentations and regular updates
WorkSource I&T Advisory Committee- Not a decision-making body:	-Assess operational feasibility and organization readiness factors & evaluation -Recommend Advisory Team participants -Reviews elevated decisions in the Team Work Plans (should be limited- decisions at SME level)	-To their respective business community (per communications plan) -Active and strong project presence
Implementation Team (Core Team)	-Decisions requested from their functional team -Cross functional items (3+ teams)	-Consult with the functional SMEs, workstream / base team -Keep Business Team(s) apprised and engaged of the project on regular basis -Contribute to status reports and project presentations -Weekly updates to Implementation Team members
Advisory Teams	-Work plan deliverables (delegated authority) -Small scale Cross functional items (< 3 teams) -Items within the teams' purview / subject matter expertise	-Create and maintain open peer-to-peer and team-to-team communications -Keep project tools, work plan deliverables updated with status

Responsibility Assignment Matrix for Project Deliverables

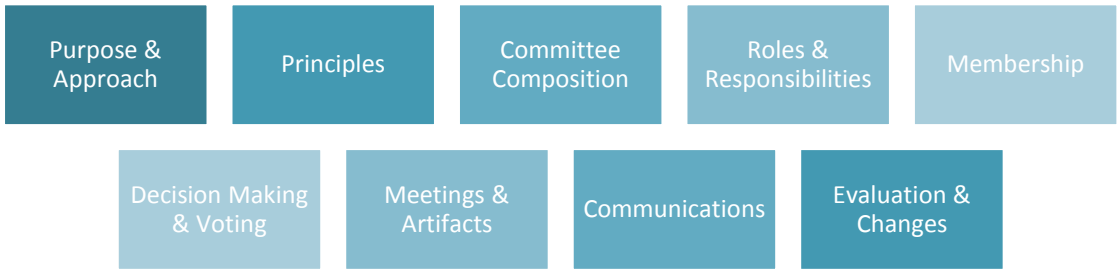
A responsibility assignment matrix describes the participation by various roles in completing tasks or deliverables for a project or business process. There are four levels within the "CARS" matrix:

Code	CARS	Description
C	Communicate	Covers RACI "consult" and "inform" to identify anyone who should be communicated about the task; 2-way communication
A	Approve	aka Decider- reviewed of proposal / recommendation **when needed**
R	Responsible	The person doing the work (just like R in RACI), main point of contact
S	Support	Person(s) helping / assisting with the task, but not overall responsible; "in coordination with"

The table below outlines the CARS Responsibility Assignment Matrix for the Project Deliverables.

Project Deliverables	Project Manager	Project Owner	Executive Sponsor	I&T Steering Committee Officers	I&T Steering Committee	WorkSource I&T Advisory Committee
Project Charter	R	S	C	A	C	Strong 2-way Communication
Project Management Plan	R	S	A	C	C	
Comms Plan / stakeholder plan	S	R	C	A	C	
Budget / Changes	S	R	A	C	C	
Change Requests $	S	R	A	C	C	
Resource Plan	S	R	A	C	C	
Gated Funding Artifacts	R	S	A	C	C	
Schedule / changes	R	S	C	A	C	
Scope / changes	R	S	C	A	C	
Advisory Sub Teams	S	R	C	C	A	
Vendor Selection	S	R	C	C	A	
Go / No-Go	R	S	C	C	A	

The I&T Steering Committee Charter and Bylaws (link to Charter and Bylaws) outlines core governance structures that will be leveraged for this project, including voting protocol. The table of contents is captured below to highlight the content of the document.



Decisions affecting the project scope, budget, schedule, and governance structure will be documented in the Project's Decision Log (Link when we have a spot). The decision log will track the initial decision request, the person(s) requesting the decision, due date, links to supporting information, decision state and the actual decision made. The decision state will either be "new," "blocked" or "decided." Note: ongoing I&T Steering Committee non-project Governance Decisions should follow the existing protocol.

5. Project Escalation Roles & Responsibilities

Project challenges will occur and setting expected responses and responsibilities is prudent. This table illustrates the responsibility by project roles and existing organizational structure for risk / issue management and when escalation measures may be necessary. It is encouraged to try to resolve differences as close to the source, in a timely manner and using direct 1:1 communication when possible. The Project Manager will collaborate with the Planning Team, Sponsors, Executive Steering Committee and Executive Sponsor to manage escalations and assist with removing impediments.

	Risks / Issues	Escalation
Executive Sponsor	High level risks (risk ranking 20+) and outstanding issues	Externally facing & broad reaching items (stakeholders, legislature, media)
I&T Steering Committee Officers	Unresolved risks (rating 20+) & issues impacting project	Cross-team dependencies or barriers that can't be resolved within the Planning Team
I&T Steering Committee	Unresolved risks (rating 20+) & issues impacting project	Cross-team dependencies or barriers that can't be resolved within the I&T Steering Committee Officers
LWDB Center Operators, EC Regional Directors	Email cc: on risks within Business area that are brought to Executive Steering Committee attention	Discuss and elevate project concerns with Project Owner or Project Manager within Planning team
Planning Team	-Medium+ risks (rating 15+) that do not have mitigation plans -Medium and high issues that do not have action plans within 1 week. -Engaged in review of all risks and issues (via Risk / Issue review meetings) -Responsible to develop mitigation / Action plan(s) as assigned -Responsible to maintain risk register updates	Cross functional dependencies or barriers that can't be solved within Implementation Core Team
WorkSource I&T Advisory	-Identify potential risks & issues to Planning Team or Implementation Team Managers -Assists with mitigation / action plans	Intra-team dependencies or barriers that can't be solved team member to team member
Implementation Team (Core Team)	-Identify potential risks & issues to Planning Team or Implementation Team Managers -Assists with mitigation / action plans -Provide progress updates on plans until resolved or eliminated	Cross functional dependencies or barriers that can't be solved within Advisory Teams
Advisory Teams	-Identify potential risks & issues to Planning Team or Implementation Team Managers -Assists with mitigation / action plans -Provide progress updates on plans until resolved or eliminated	Cross functional dependencies or barriers that can't be solved within team to team

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Escalation Categories & Criteria

Scope, Schedule, and Cost will be the focus areas for escalations (note the next four Sections outline each area). Below are the parameters to be used to reflect the status of each of these categories. When any of these core areas are determined to be in red status, escalations would be in effect.

Scope Status Criteria

Green	The schedule forecast reflects that the defined scope will be delivered on time.
Yellow	Unapproved change requests may impact the schedule or quality and a correlating decision is needed or approved scope may delay the schedule, mitigations are in place however risk to the project's schedule still exists.
Red	Proposed changes to the scope have impacted the schedule. A decision is required to not jeopardize the delivery of a milestone.

Schedule Status Criteria

Green	Work is forecasted to complete by milestone dates.
Yellow	Achievement of a mandated milestone is at risk; mitigations are in effect.
Red	There is clear evidence that a milestone will be delayed. A specific action or decision is needed to clear the **jeopardy** state of a milestone's delivery.

Budget Status Criteria

Green	Project expenditures align with the cost projections.
Yellow	Project expenditures have surpassed the budget estimate.
Red	Overspending or planned expenditures have surpassed the project's budget allocation, or a budget revision is necessary.

6. Pre-award and Requirements Gathering

Pre-award refers to the period of time before a contract is signed when the subject matter experts and stakeholders conduct a thorough evaluation of the business and technology environments. Pre-award work ensures clearly identified critical business and technology requirements and deliverables.

Stakeholder engagement is vital during this process; this facilitates understanding and informs the scope of the project, the procurement(s), and subsequent contract(s).

To comply with government contracting law and policy, potential changes to the contract scope of work and deliverables must be contemplated and included in the solicitation. The solution can then be scaled to meet needs without adding requirements or deliverables that were not publicly announced.

Clearly defined requirements and deliverables mitigate the risk of confusion to the agency, partners, and vendors. Defining what success looks like brings best value and facilitates the development of strong solicitations and enforceable contracts.

7. Scope Management

Project scope management includes processes required to ensure the project delivers the work required, and only the approved activities, to complete the project successfully. The purpose of the scope management plan is to document how project scope will be defined, validated, and controlled.

Scope Definition

Project Scope as defined in the Project Charter document (link) is agreed upon by the I&T Steering Committee and the project's Executive Sponsor. These high-level objectives informed the project design,

structure, Implementation Team participants, identified Advisory Committee Teams and estimated technology duration.

Detailed Planning

As an Agile team, the project's scope will be broken down into smaller activities, deliverables, and tasks. Teams will plan work in short intervals to ensure that new information, actual progress, changing priorities, and user input is incorporated into plans for the next interval.

Using Agile methods, the product teams will define project scope (backlog), the acceptance criteria, deliver working code whenever possible, and rank the priority of work against existing efforts. The product manager will strategically define which features are needed at minimum to deliver a defined milestone. This mandatory work (features), labeled with the minimum viable product (MVP) designations, will get the highest priority.

The Product Manager, Technology Vendor and IT project manager will use historical data (team velocity) to determine what can be completed within each defined development window (sprint) and will reference the roadmap to ensure that all work that needs to be complete to achieve set milestones can be realistically completed by the milestone's mandated delivery date. If the amount of time to complete MVP work exceeds the amount of time available due to increased scope or delays, risk assessments and mitigations at the team level will begin or the escalation plan would be followed to solicit a needed decision with the aim of giving timely direction to the development teams.

The project scope determination process will be informed by user insight information gathered by the Product Manager and product analysts throughout the project. Product teams will develop flows that represent how customers will interact with program systems. In Agile approaches, the requirements constitute the backlog. The technology and product teams will use solutioning and grooming sessions to breakdown scope into small backlog increments of work which will define the next portion of work that requires completion to make progress against the project's next milestone.

Where possible Agile planning and methodology will be used throughout the project in creating project deliverables. The Project Manager (business focus) and IT Project Manager (technical focus) will support the functional teams in capturing detailed work as it emerges through regular planning intervals and will refer to the teams' expert judgement in determining the work required to complete the project successfully. Desired outcomes drive the work in the interval more than detail plans, but the process will follow rigorous agile practices to define and deliver successful results.

1. **Project Scope Prioritization**
   - 1.1. Work related to the mandated milestones, starting with the MVP to ensure mandated milestones can be achieved on time.
   - 1.2. Work necessary to ensure the program has a stable and secure platform for features
     - Underlying cloud infrastructure
     - Service-oriented architecture
     - Interoperation and API standards
   - 1.3. MVP enhancements focused on improving the customer experience

2. **Agile methods used**
   - 2.1. Roadmap: Product Manager and Project Owner collaborate to define the high-level categories of work needed
   - 2.2. Needed work is broken down into small, easily achievable increments or backlog
   - 2.3. Backlog is strategically prioritized to ensure delivery of an upcoming milestone
   - 2.4. Changes or new requests are weighed against all other work, particularly MVP

2.5. Product Manager / Project Owner review and adjust priority with regularity at grooming meetings
2.6. Backlog hierarchy

Themes -

- Gives a name to a body of work and correlates with a key functional objective
- Each sprint will have a theme and desired outcome(s)

Epics - Subdivides large functional objectives into specific functional pieces

Features - A group of tasks that once created will allow for start to finish testing of a created function part of the required solution

Stories - A specific increment of work needed to deliver end to end functionality and small enough to complete in a single sprint

3. Agile methods use Acceptance Criteria to define requirements

Product Manager references accept criteria when accepting or rejecting a demonstrate story.

4. Frequency of Grooming sessions/ backlog refinement (scope reviews) and prioritization

4.1. Backlog grooming (review/prioritizing) ceremonies with occur with a defined cadence deemed as necessary by the team. Agile teams timebox grooming/backlog refinement sessions and select a duration that provides the team with a sufficient frequency of feedback (e.g., once every two-weeks for two hours).
4.2. The Vendor and ESD teams will use a mutually agreed upon system to create and track backlog work.

5. Ownership/ Responsibility

Product Manager is fully responsible for defining and prioritizing work. The Product Analysts or Product Owners may be assigned to development teams depending on the scale and priority of the work. They will coordinate with the Product Manager to ensure clear overall vision and timely communication of interval scope MVP target. This is critical in allowing development teams to complete the maximum amount of work in the amount of time available to the project and communicate regularly with the WorkSource I&T Advisory Committee.

6. Newly identified scope

In alignment with Agile principles, the program welcomes changing project requirements, even late in development since the goal is to release items of high value to customers. In all cases new requirements will be:

- Ranked against all other defined work and given a correlating priority number within the backlog of work.
- Product Manager decides rank and priority, with inputs from the WorkSource I&T Advisory Committee and the Project Owner.
- Product Manager works with tech teams (including Technical Vendor(s)) to determine if a newly identified scope item jeopardizes the delivery of MVP work and reevaluates priorities
- Escalated discussions occur, as needed.

The Project Manager will engage the procurement professionals to review and assess the level/complexity of requirement change so I&T Steering Committee can understand the risk and how it will be addressed.

8. Schedule Management

The objective is to have an over-arching, high-level schedule that reflect the project activities. This schedule will include strategic technological milestones needed to ensure cohesive tracking of the end-to-end delivery of the project milestones. Schedules will be reviewed, monitored, and adjusted every two weeks. Schedule best practices and concepts are as follows:

- Capturing all activities – The schedule should reflect all activities defined in the project scope and develop work breakdown structure (WBS).
- Sequencing all activities and identify risks – The schedule should be planned so that project deadlines are met. This to be used as a guide for work groups and measure progress
- Validation of schedules – The schedule activities and sequencing should agree with working teams and resources.

Deliverables documenting schedule

Deliverable (Link)	Description
Master Schedule (Link)	Reflects all IT and gated funding milestones and deliverables. Operations and business teams' critical path activities / key milestones, along with task owner, dependencies, and estimated duration to achieve a project deadline. Document located in ESD's Project Server. Recurring status updates are provided by the implementation teams (electronic Kanban board may be used). Project Manager responsible for Master Schedule monitoring & updates.
Vendor's Release Schedule (link to be established January 2023)	Detailed IT Vendor's release schedule which key milestones are reflected on the Master Schedule. Reviewed with tech team on an established recurring basis. Document centrally located for Vendor and Planning Team access.
WorkSource OneStop Product Roadmap (Link)	Artifact that represents the product scope priorities. Forecast tool to ensure selected MVP feature can be completed by the defined milestone

Measurements in Agile Projects

Development teams use empirical data such as finished work instead of percentage done. Teams commit to stories they can complete for a given sprint iteration; the current sprint iteration is two weeks.

The following guidelines and assumptions are considered by teams with the aim of providing accurate measurements:

- Teams try not to commit to more than they can complete within one sprint iteration.
- When team members are unavailable, due to leave, the team will not be able to complete as much work as typical. They would only commit to work that can be completed with that reduced capacity.
- Teams cannot predict with 100% certainty what they can deliver, as they cannot account for the unexpected
- Teams will share concerns or risks with the team at the start of a sprint iteration to proactively address possible delays
- When Product Managers make stories smaller, development teams can see their progress in the form of a finished product, and this helps teams begin to predict more accurately what they will be able to complete in the future.

  - Teams aim to break work into small increments since the smaller the chunk of work the more likely it is that the team will deliver it.
- If there is low variability in the team's work and if team members are not multi-tasking, the team's capacity can become stable and allows for better predictions for upcoming sprints.
- Once the teams establish a reliable velocity (average story points completed per sprint iteration) and average post-development cycle time to release work into production, predictions can be made to forecast how long the project will take.

Schedule Control & Monitoring

Schedules will be reviewed, monitored, and adjusted per the established recurring cadence with task owner(s). A mitigation plan will be developed for risks that have med/high potential of affecting the schedule. The project status report will reflect schedule health and will align with the master schedule per the Escalation criteria.

9. Cost Management Plan

The cost management plan summarizes the method to establish the project budget and outlines the approach for managing, monitoring/reporting, and controlling project costs.

Budget Overview

Projected expenditures were based on procurement of a COTS system informed by vendor estimates as well as staffing that would be needed to support the project. The OCIO technology budget is subject to gated funding and will be closely monitored by OCIO, OFM, and the Executive Steering Committee.

All costs associated with the Project are "project" costs until the project implementation and will be tracked and monitored as part of the project. The program's technical spending, as listed in the OCIO technology budget and will be reviewed during the monthly Executive Steering Committee meetings. The IT Project manager will meet monthly with the division's budget manager to review project expenditures against the established budget and to evaluate budget status. Non-technical and in-kind project expenditures will be tracked separately since those expenditures are not part of the gated funding technical budget.

The project's technical budget will be created for each pre-defined interval or "Gate". Based on the OCIO nomenclature, the project will refer to each phase as a Gate. Each Gate will have a defined start and end date based on the gated funding process.

IT Project Budget Monitoring / Reporting

Budget Status Reports

Once a month the Executive Steering Committee will receive a monthly budget status report after the fiscal month officially closes. Monthly budget report will include the planned technology budget, actual expenditures, and variance.

10. Quality Assurance Plan

The goal of the quality assurance is to ensure quality is built into the project at every possible step and to establish the necessary check points, processes, and measures to meet the project objectives

Project Success Criteria

Project completed on schedule and within budget

- A human centered system which:
  - Staff report high satisfaction and usability ratings
  - Provides performance reporting to support operational decision making for all partners
  - Is scalable and can be adapted to changing needs
  - Meets the defined project scope outlined in the Project Charter (e.g., API, enables integration with local systems and functionality across systems)
  - Instills confidence- people should want to use the system, and ability to use what goes into the system to assist customers

Approach

Quality assurance ensures practices, processes, and leadership support is established and maintained to succeed at delivering the project's objectives. The project will adhere to the following best practices, as outlined by the Office of the Chief Information Officer.

Additionally, monthly updates reflecting the current project observations and findings will be provided to the Executive Steering Committee by the Quality Assurance Vendor. The independent Quality Assurance contractor and the Project Manager will actively engage around the observations and findings throughout the project duration.

UI / UX Quality Assurance

Using Human Centered Design principles, the project team will ensure the solution meets the needs of users by researching their needs, designing a solution that meets those needs, evaluating customer satisfaction and success, and iteratively improving through each phase of the project based on customer feedback.

Product Analysts and User Experience Designers will be included in development teams and use User Experience tools to ensure these teams make evidence-based design decisions. This includes user interviews, user persona and journey maps, information architecture, and others. In partnership with Business Analysts and Product Managers, these team members will research questions, report customer feedback, and make recommendations to make iterative improvement.

The product will outlast this project, and the team recommends continuous research after implementation to ensure the product continues to meet changing customer needs.

Status Reporting

The status report draft will be available by the first Monday of each month for a reporting period between the 1st through the last day of the previous month. Project status reporting will begin 2/1/2022 for the period of January 1 through 31st, 2022. The draft status report will be presented as part of the Monthly Executive Steering Committee project report (1st Tuesday of the Month) and finalized within five business days following that meeting. This published written report will be distributed per the Communications Plan and posted to the OCIO project page (once the project has been established with the OCIO-expected 7/1/2022).

System Testing
Several quality gates are built throughout the process to protect and ensure the quality of the products and processes. These checkpoints can be found through various activities, which may range from determination of feature sets/acceptance criteria, design/code reviews, and product testing. Quality gates ensure that the work being done meets various standards and expectations throughout the process rather than at the end during user testing or functional testing.

Each scrum team develops requirements and user story documentation, including acceptance criteria that will define the test cases to be performed. As the development team is coding, the testing team develops their test cases and goes through a peer review to ensure all scenarios are captured. Those test cases are loaded into a central system (TBD, mutually updated between IT Vendor and ESD). Weekly deployments of code into the testing environment provide testers the new features to validate, and test execution commences. Each test case is passed/failed, and any issues identified in test are logged as a "bug" to be corrected by the scrum team and retested by the tester(s).

Product Demos
At a minimum, Product Demos will be held between each development and hardening phase during which the IT Vendor will present the completed work that they will deliver that sprint. The purpose of the Product Demo is to allow the various stakeholders and teams to review the work that was done and to provide feedback to the IT Vendor and delivery team. The Product Manager and Project Owner will host a Product Demo.

If feedback is received during the Product Demo which indicates that the acceptance criteria was not met for that User Story, Epic, or feature, the Product Manager is responsible for capturing and documenting that feedback. The Product Manager will work collectively with the IT Vendor to determine if this issue must be addressed in the current sprint during the hardening phase or if it will be addressed in the upcoming sprint(s).

Go-Live Readiness
The Project Manager(s) will produce a functional check list to represent the level of readiness for the technical and business systems. Go-Live Readiness meetings will occur to provide visibility into the final tasks necessary to support decisions around "go live" with the I&T Steering Committee.

Final Reports
The Project Manager will produce a final report on the project that includes lessons learned and a summary of the project, as well as the OCIO Post Implementation Review (PIR) Summary.

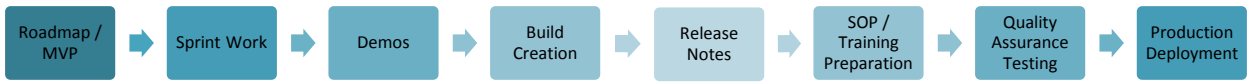
Quality Assurance Tools

- Project reporting (e.g., monthly status reports, Executive Steering Committee monthly briefing).
- Assessment of project quality via routine and ad-hoc meetings to discuss risks, issues, concerns and quality findings.
- A process to review quality, whether assessment is provided by external organizations (e.g., Contracted Quality Assurance Consultant), or groups internal to the project.
- Go/No-go check list to ensure cross functional alignment and readiness.
- Retrospectives, or lessons learned sessions
    - At regular intervals the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly
- Product demonstrations.
- At the defined interval, the team demonstrates working product and Product Manager(s) accept or decline the work.
- Teams obtain feedback that prevents them from heading in the wrong direction.

Flow charts

- Checklists
- Bug reviews, to look for patters regarding code quality, environment issues, etc.

Product planning to production release Process:



External Quality Assurance

The Planning Team will work in partnership with Quality Assurance Vendor contractor(s) to collaborate to maximize project success and help assure the project is successfully planned, executed, and implemented. The Quality Assurance Vendor will act as extended project team members, providing early awareness of found issues, recommendations for improvements and guidance on opportunity realizations.

The external Quality Assurance (QA) Vendor will complete the work as outlined in the External QA plan that is approved by the ESD.

11. Risk and Issue Management

The project will maintain a process to effectively identify, analyze, and control project risks and issues.

Summary

The risks are evaluated based on estimated impact and the probability of occurrence, which establishes a Risk Ranking score.

Project risks that are of medium severity (Risk Rating score of 8+) and higher will be assessed for mitigations. Those identified with a Risk Rating score of 15+ ranking will be mitigated and reviewed based on established follow-up dates. Very high-ranking risks (score of 20+) will be reported in the monthly Status Report and mitigations and/or requests for needed support/escalation with be reviewed with the Executive Steering Committee.

Issues will be assessed for priority (high, medium and low). High priority issues will be addressed with an action plan with due dates for resolution. Immediate Project Owner visibility of emerging and unresolved issues is expected.

Risk Management Approach

Risks can be identified at any time throughout the project. When logging risk and issues, a risk & impact description, risk owner, risk rating, and state will be required at first. The risk state remains “New” until the team has developed a mitigation strategy, at which time the state will be adjusted accordingly (e.g., Mitigate, Watch, Close). The mitigation strategy will be developed by the risk owner (and supporting team, where applicable) and work with the project manager to establish follow up date(s). Risk review will be part of a monthly risk/issue meeting, with focus only on those items that are delinquent or in an elevated risk rating status of High and above (risk rating score of 15+).

The Project will establish a risk and issue log using a tool that is shared with project members (e.g., VSTS). The QA partner will be able to review recorded risks, mitigations, progress, and related team

actions. Risks and issues will be described, analyzed, and validated as noted above. Below are a few key definitions for the risk log:

Risk status

- New: risk response is not yet complete. Risk remains “new” until the risk response is fully developed.
- Mitigating
- Monitoring
- Closed: Risk is no longer a concern

Risk Rating (the sum of Probability X Impact; cannot exceed 25)

- Risk probability: 1-5; five (5) being the highest probability of occurring
- Risk impact: 1-5; five (5) being the highest impact if the risk were to manifest

Risk Matrix

Likelihood/Probability →					
5 Very High	5	10	15	20	25
4 High	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Low	2	4	6	8	10
1 Very Low	1	2	3	4	5
	1 Very low	2 Low	3 Moderate	4 High	5 Very High
			Impact →		

Monitoring and controlling risk are facilitated via regular reviews between Project manager(s), Planning and Implementation Teams based upon the mitigation strategy and appropriate frequency. Team Members may identify risks to be reviewed during the risk review meetings. Risks that have high and very high ratings would be reviewed during Executive Steering Committee meetings and reflected in status reports.

Risk / Issue Expectations

Role	Responsibilities	Frequency
Planning & Implementation Teams	• Identify and describe the risk / issue and impact • Assess risk impact and probability, issue for priority • Bring risks to Implementation Team meetings for discussion/ collaboration / increased awareness • Actively mitigate risks / attend to issues to resolve • May be assigned as a risk owner	• Once identified • Within 2-3 days • Once assessed • Per Review dates
Project Manager(s)	• Log and track the risks / issues • Facilitate planned risk mitigation or issue action plan • Monitor review / due dates • Prompt and escalate reviews • Maintain accurate status and disposition in the log. • Report very high-ranking risks in the Project Status Report • Coordinate with the Quality Assurance Contractor on the identified risks, issues, and findings	• Once identified • Within 2-3 days Or • Per established review dates

Issue Management

The plan to address a high priority issue will be developed, reviewed with the Planning Team. Issues with Priority (1) designations will be escalated by the sponsor and reviewed with the Executive Steering Committee if not resolved in the reporting period.

12. Scope, Schedule, Budget Change Plan

It is the responsibility of the Project Manager(s) to document the changes to the project scope and schedule (as defined in this document) and changes to established budget(s).

When a scope change is identified (e.g., rulemaking outcome changes scope, missed business requirement), the Project Manager will schedule a work session with the subject matter expert along with the corresponding Planning Team member(s) to understand the impact(s) of the potential change and analyze the outcome if the change is implemented as well as the outcome if the change is rejected. If the Project Owner deems the change is necessary, the change will be submitted for governance review per the schedule above (see sections 4-Decision Making/Communications and section 5-Escalation). The decision is tracked via the ESD-provided tool (TBD- may be VSTS, or Azure DevOps).

Changes to the project's detailed tasks, deliverables, schedules, and activities will use continuous planning ceremonies to incorporate changes and respond to new information. Those types of changes will be embraced, even late in the process and will not undergo formal change control. Changes will not be avoided or limited, instead needed changes are well supported and outcomes are communicated to the necessary audiences.

Identifying Project Change Requests

Scope	• Any change to approved scope as documented in the roadmap and as listed as MVP by the Product Manager
Schedule	• Any changes that would impact the milestone dates in the master schedule
Budget	• An increase in planned expenditures that would result in overspending the budget allocation specific to the Project or as articulated in the approved IT Investment Plan and approved technology budget

Communication around Approved Project Change Requests

It is the Project Manager's responsibility to log and communicate the outcome of the change request to the Planning Team and appropriate stakeholders. Depending on the stage of the procurement process, a modification to a solicitation or a contract may be required.

Changes to Solicitations and Contracts

- Changes in solicitations:
  - Once a solicitation is posted, modifications to requirements must be formal and made public.
  - Changes at this point will follow the process in this section.
  - Changes too close to the bid due date could require a bid due date extension or tabling of the changes.
  - In extreme cases, the solicitation is canceled to allow the agency to regroup and make necessary modifications, then re-post.
- Changes during contract negotiations:
  - Contract negotiations allow for some modification to requirements. Restrictions in law and policy prohibit significant modifications to the publicly posted contract scope of work.
- Changes once under contract:

- Changes at this point use the contract change request/contract change order process documented in the contract and must adhere to the publicly posted contract scope of work. The contract change request/contract change order process allows both parties to make logical and necessary modifications. It does not allow significant modifications to the publicly posted contract scope of work.
- The Agile method is preferred, and with the understanding that documented requirements can be challenging to modify, we will build flexibility into the contract that allows for lower-level modifications that do not impact the publicly posted contract scope of work.

Integrating Approved Project Change Requests

Approved and modified change requests will result in revisions to project artifacts. The Project Manager will identify what integration is required and will prompt the next step to memorialize the change(s) within five business days. Depending upon the change request, the artifacts that may be subject to revision:

- Project Budget
- Gated Funding Budget (spending plan and/or deliverables)
- IT Investment Plan
- Master schedule
- Project Management Plan
- Detailed Work Plans
- Contracts or related contract documents

13. Communication Management

The project will effectively and efficiently engage project stakeholders, business partners, field and program staff and executive leadership through a communication plan. Project success is supported through timely information provided to impacted audiences throughout the duration of the project. The Project Manager, working closely with the Project Owner will facilitate project awareness by providing both verbal and written communications as noted in the Communications Plan. Link to Communications Plan Folder (Add location of final plan on WPC).

14. Stakeholder Engagement and Management

The goal is to identify the key people, groups and organizations that could be / will be impacted by the project and seek appropriate and effective strategies to gather stakeholder feedback to inform project decisions. The Project Manager will coordinate with existing ESD staff responsible for stakeholder relations and engagement as noted in the Stakeholder Management Plan. Link to Stakeholder Management Folder (Add location of final plan on WPC).

15. Organizational Change Management

The goal is to create and maintain intentional structures to acclimate the employee and business operations to the embrace and adopt the changes required for the Project.

Summary

To accomplish the goal, an organizational change management (OCM) plan, which includes OCM communications, sponsorship, coaching, training, and resistance management. The OCM Plan is a subsidiary plan to this document and will be in this project folder (Add location of final plan on WPC). The following activities will support the development of a structured change management approach:

- An assessment of the change and its impact on the organization
- An assessment of the organization's readiness for change
- An assessment of the strength of the sponsorship coalition
- An assessment of the risks and impact on successful adoption
- Focus on using ADKAR throughout project and ensure project team knows and understands importance of ADKAR
- Feedback processes have been established to gather information from employees to determine how effectively the change is being adopted.
- Resistance to change is managed effectively and change successes are celebrated, both in private and in public.

The Organizational Change Manager(s) will:

- Provide change management expertise by engaging management in the definition, planning and execution of specific change strategies.
- Provide suggestions on industry best practices for improvements. Develop innovative and effective solutions to complex business problems.
- Manage complex change and communication channels; is agile and flexible to change; helps others navigate through change.
- Manage changes to ensure implementation integrates technology and business changes.
- Support project risk and issues mitigation identification/adoption.
- Provide thoughtful, structured recommendations to Planning Teams and leaders
- Leads change acceptance and sustaining the change over the long term
- Proactively identify and implement improvements to change management/project strategies and methodology
- Identify/recruit/engage individuals across impacted groups who will advocate for the change among their teams and help manage the inevitable uncertainty associated with implementing the change. (Champions can help identify issues on the ground, gather feedback, identify resistance, become super-users, etc.)
- Collaborate with cross-functional teams to deliver change management activities including impact analysis, stakeholder management, communications, training and ensuring the new program is rolled out successfully and in a sustainable way.
- Drive work to facilitate engagement of WorkSource system to achieve operational success and drive best user experience. Key to this role is the ability to build cross-functional relationships, apply critical thinking and take the initiative to drive results.
- Use influence and innovation to maximize change adoption and ensure a positive end-user experience for changes impacting people, process, and technology.
- Complete an After-Action Review (AAR) at the completion of the project

16. Resource Management Plan

This section seeks to provide guidance on how project resources should be allocated, managed, and released. It is critically important to ensure the processes and relationships support effective collaboration and build mutual trust so that we deliver the project on time and on budget.

Identification of resources

A conscious effort was made to create a project structure that fosters a way to properly manage ESD "in-kind" resources on the project, combined with leveraging subject matter expertise in the WorkSource system, and augment with contracted resources. The Project Charter outlines the composition and design for the Planning Team and Implementation Team, which is mostly "in-kind" resources. The procurement and selection of project vendors will secure expertise, specialized skills, and delivery oversight to provide a case management system. Vendors are needed for project management, technical COTS system

implementation, quality assurance vendor and short term (less than three months) contracts to support the RFP development (Business Analyst, technical engineer).

Project onboarding

New members to the team (whether contracted or employee) will need to be onboarded to the Project. The assigned Planning Team members will establish the onboarding plan to include an initial meeting with vendor / team members to give them an overview of the project, establish initial meetings with all appropriate teams, extend meeting invitations where appropriate to include in ongoing ceremonies, meetings, etc. and provide with necessary documents, plans, etc. to get them familiarized with their role and ensure expectations are known.

Resource Monitoring

To ensure that the program has correct resource allocations for scope / work completion periodic review of team composition will occur. Consideration on the capabilities required to effectively complete the related implementation activities (e.g., in Product this would be process design, optimization, work planning, development, testing, and acceptance) is outlined in the team's work plan.

Contract and Performance Monitoring

A Contract Manager position has been established for this Project. The Contract Manager is responsible for monitoring and ensuring the contractor's performance as it relates to the deliverables identified in the statement of work and executed contract.

17. Assumptions & Constraints

Assumptions

The following statements are believed to be true and are set forth as the project assumptions.

Scope and Schedule:

- The project will pursue the minimum viable product that meets the mandated scope and schedule requirements. The project will focus on simplicity and process optimization before automation. In some cases, that may mean sacrificing full systems integration or full business process integration to achieve customer-facing releases on time and on budget as determined by the Executive Steering Committee.
- The Product Manager will maintain a current Product Roadmap and will ensure that MVP priorities are accurately reflected.
- Early identification of MVP will be necessary to achieve the aggressive project milestones, the Product Manager understands the importance of defining MVP scope early, reviewing it often and communicating it program wide.
- The agency and its partners will identify the right people/positions to:
    - Identify/develop RFP/project requirements.
    - Evaluate bid responses
- The awarded Contractor will have necessary key staff with the right KSAs available for the whole project.
- The agency and its partners will free up resources to provide necessary key internal staff with the right KSAs for the whole project.
- The agency and its partners will identify the right people/positions who can/will make quick and effective decisions to keep the project moving forward.
- The agency and its partners will keep the identified scope and negotiated statement of work in mind and not allow scope creep.

Budget:

- Standard ESD agency overhead assumptions were used in budgeting.
- WIT Replacement Decision Package (submitted September 2021) will be approved. These funds would cover technical project expenditures.
- Project has enough budget to deliver the service
- Project completes on time.
- The project will not be impeded from progressing on work should funding gate approvals be delayed by the OCIO or other approving parties. The project has no alternate funding pools to operate from should gated funding approvals be delayed.

Constraints

- The following constraints were identified at the inception of the project. Additional constraints, when identified, will be evaluated for a project risk, and mitigated if it develops into an issue. Gated funding will create extra overhead and constraint on project resources.
- Consistent access to agency and partner identified key staff for the whole project.

18. Project Management Plan Maintenance

Sections of the Project Management Plan have individual owners, however the entire plan and changes to it will be updated by the Project Manager. The plan is available on the (describe and link here).

The project plans are living document that are updated as plans, processes, tools, personnel, and other resources on the project change. The Project Manager has the authority to update changes within specified escalation tolerances. Any changes to budget or project resources will require formal Executive Sponsor review and approval. Any changes to project scope or schedule will require formal Business Owner review and approval.

19. Project Plan Approval

The project management plan has been reviewed and accepted as written.

Role	Name	Signature	Date
Executive Sponsor / WA State Workforce Administrator, ESD Commissioner	Cami Feek	DocuSigned by: Cami Feek 2A002F5A735045E...	3/7/2022
Business Owner / I&T Steering Committee co-chair	Jairus Rice	DocuSigned by: Jairus Rice E9ADEC928656462...	3/3/2022
Business Sponsor / I&T Steering Committee co-chair	Mark Mattke	DocuSigned by: 76023A8674D449D...	3/3/2022
ESD CIO / I&T Steering Committee Vice co-chair	Maribeth Sapinoso	DocuSigned by: Maribeth Sapinoso 6D5172334EE5475...	3/7/2022
Business Sponsor / I&T Steering Committee Vice co-chair	Amy Martinez	DocuSigned by: Amy M. Martinez 5E18D974526459...	3/3/2022
Project Owner	Nona Mallicoat	DocuSigned by: DE0EB4D63F514BB...	3/3/2022