

OED's Vision:

An Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community.

OED's Mission:

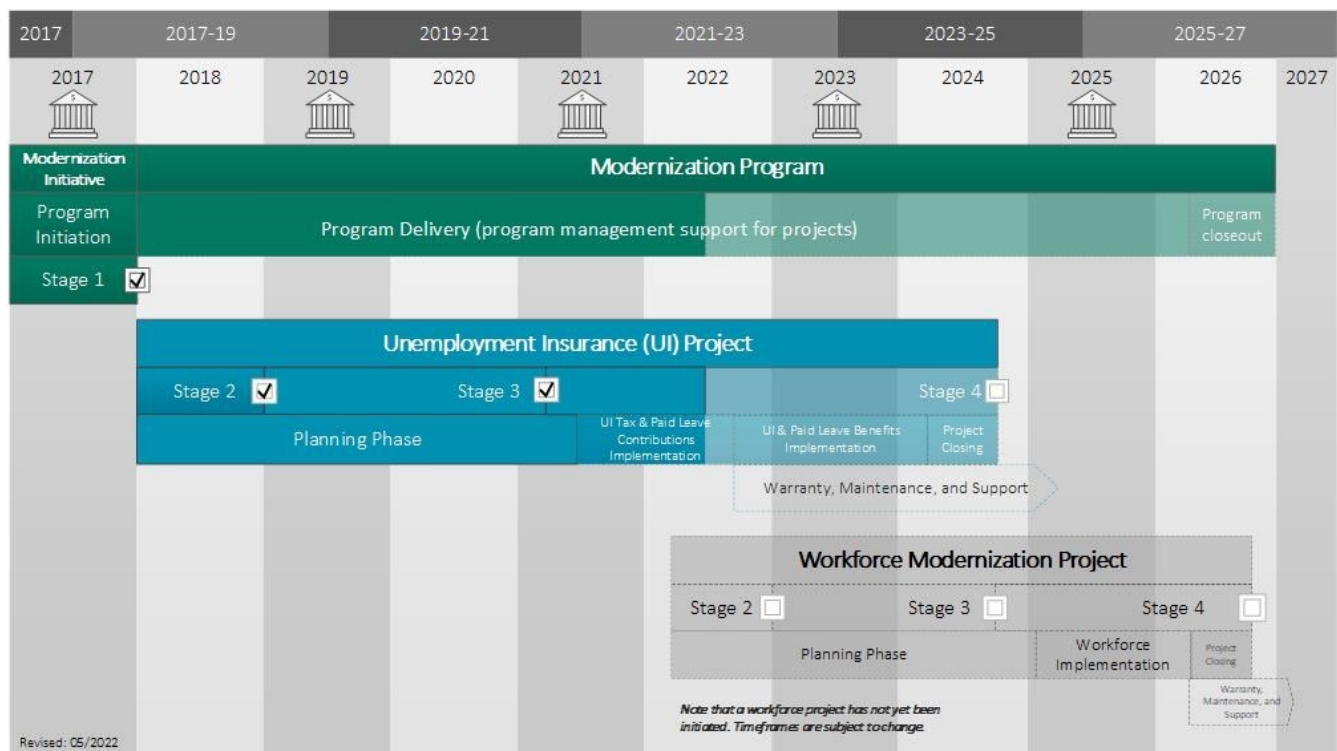
Support Business. Promote Employment.

We accomplish this by:

- **Supporting economic stability** for Oregonians and communities during times of unemployment through the payment of unemployment benefits;
- **Serving businesses** by recruiting and referring the best qualified applicants to jobs, and providing resources to diverse job seekers in support of their employment needs; and
- **Developing and distributing quality workforce and economic information** to promote informed decision-making.
- **Providing easily accessible Paid Family and Medical Leave Insurance** benefits that help Oregon employers and workers maintain quality of life, economic stability, and peace of mind.

What is the Oregon Employment Department Modernization Program?

The Modernization Program is a multi-year initiative focused on transforming the agency's business processes and core technology systems. We will replace or establish computer systems supporting receipt of UI taxes and Paid Leave Oregon contributions, payment of UI and Paid Leave benefits, and delivery of employment services. Further, business processes will be transformed to take advantage of opportunities and benefits available through new system capabilities.



Modernization Program Goals

Enhance customer experience. Deliver improved services, such as online self-service, automation, access to data, and integration with partners.

Transform business processes. Leverage modern system capabilities to provide improvements and efficiencies in business processes, and new tools for our employees, and support more effective service delivery to our customers.

Improve data security. Improve our ability to anticipate and respond to security threats, and manage access.

Modernize technology. Replace the agency's aging computer systems that support unemployment insurance taxes, payment of unemployment insurance benefits, and delivery of employment services.

Provide expandable technology. Deliver a system capable of supporting new programs and functionality needs.

Modernization Program Guiding Principles

Focus on our customers' experience – Advocate for our customers' experience, while also enabling our employees and partners to improve service delivery.

Deliver core services first – Ensure we can continue our core services, and plan for improvements, flexibility, and future expansion.

Configure over customize whenever possible – Adapt, transform, and improve processes, rather than customizing the new system(s) to existing processes.

Seek opportunities for self-service – Provide self-service opportunities and maintain equitable access for our customers.

Automate thoughtfully – Automate repeatable processes that don't require human judgment.

Modernization is a Multi-Biennia Effort

2015-17: In 2015, the OED chose to invest in a modernization initiative to transform the agency's business and technology systems to innovatively meet the evolving needs of Oregon's businesses and citizens. In November 2016, we contracted with the Information Technology Support Center to conduct a feasibility study of transforming the agency's business processes and technology systems. Oregon Legislature authorized use of \$3.04 million to begin the initiative and the agency expended \$1.24 million in the 2015-17 biennium.

2017-19: In 2017, we developed an initial business case describing the business needs, benefits, and justification for the Modernization Program. Additionally, the Modernization Program submitted its business case and foundational documents to Enterprise Information Services and requested Stage Gate 1 endorsement, which was received in January 2018, and the program entered into Stage 2 focused on formal initiation of the program.

We chose to focus initial efforts on modernization of the UI program beginning with UI tax. Preferring to pursue an integrated UI solution for both tax and benefits, we initiated a single UI modernization project with phases for tax and benefits and the project was chartered in December of 2018, followed by the completion of the project business case and alternatives analysis. Receipt of EIS Stage Gate 2 endorsement in February 2019 moved the project into the planning phase. Oregon Legislature authorized an additional \$4.68 million to continue our planning efforts, complete the feasibility study, develop detailed program plans, initiate the Modernization Program, document business and technical requirements at sufficient detail to develop and publish a Request for Proposal, and begin vendor evaluation and selection.

The request for proposal (RFP) was released in August 2019 and the procurement process, which was impacted by the pandemic in 2020 and 2021, extended through the following twenty months. The agency expended \$3.57 million in the 2017-19 biennium.

2019-21: In 2019, the Legislature passed HB 2005 (codified as ORS chapter 657B) to establish a PFMLI program and assigned the OED the responsibility to create and administer the new program. Oregon Legislature authorized an additional \$13.7 million and 37 new positions to build out the UI project team and facilities, complete contract negotiations and award, conduct detailed project planning, and begin implementation with a vendor(s).

2021-23: In 2021, while the UI Solution Vendor contract was being negotiated, agency leadership decided the best way to serve Oregon employers and businesses is to have a single system that supports both UI taxes and Paid Leave Oregon contributions and expanded the scope of the Modernization Program to include Paid Leave contributions and, at the same time, expanded the UI Modernization Project to include Paid Leave contributions technology infrastructure and to implement business processes and technical solutions that meet the agency needs for administering this new program along with UI tax. Later in 2021, the agency decided to add Paid Leave benefits technology components to the Modernization Program and UI Modernization Project. Oregon Legislature authorized \$57.2 million and 78 new and current positions to finalize the planning phase and begin the implementation phase of the UI Modernization Project.