

ANALYSIS

Department of Consumer and Business Services Workers' Compensation Information System Modernization

Analyst: Emily Coates

Request: Acknowledge receipt of a report from the Department of Consumer and Business Services on the Workers' Compensation Information System.

Analysis: The Workers' Compensation Division (WCD) within the Department of Consumer and Business Services (DCBS) established a modernization program to provide strategic leadership and oversight for process, system, and application improvements for the Workers' Compensation System.

The initial modernization plan included a single system that would serve as the platform for four projects across various program areas. However, following a 2024 request for information and discussions with the independent quality management services (IQMS) vendor and the Department of Administrative Services (DAS) Office of Enterprise Information Services (EIS), WCD combined the four projects and restructured the Workers' Compensation Information System (WCIS) project. This resulted in updating foundational project documents and restarting the joint Chief Information Officer/Legislative Fiscal Office (LFO) stage gate approval process.

During the 2025 legislative session, the budget bill for DCBS (SB 5511) included the following budget note related to the WCIS project:

Workers' Compensation Information System

The Department of Consumer and Business Services is directed to report to the Transportation and Economic Development Subcommittee of the Joint Committee on Ways and Means during the 2026 session on the status of the Workers' Compensation Information System project. The report must provide an update on the project's cost estimates for implementation, ongoing maintenance and license fees, and an updated project timeline. Throughout the duration of the project the Department must continue to follow the Stage Gate review process and provide regular monthly status updates to the Department of Administrative Services, Enterprise Information Services Office and the Legislative Fiscal Office.

The WCIS project received Stage Gate 1 endorsement in February 2025 and Stage Gate 2 endorsement in May 2025. Due to a longer-than-anticipated review of request for proposal (RFP) materials by DAS, EIS, and the Department of Justice, WCD released the RFP in November 2025 rather than the original June 2025 target.

The project received 10 vendor proposals, which are currently under review and evaluation. WCD reports that the division anticipates selecting a vendor by fall 2026, with full implementation completed by June 2028. However, until vendor negotiations are complete, project costs, ongoing maintenance and license fees, and project timelines cannot be confirmed. WCD has continued to follow the stage gate review process and provides regular status updates to DAS, EIS, and LFO. It is expected that DCBS will provide an update on the project timeline, projected cost, and anticipated ongoing maintenance and licensing costs to the Legislature during the 2027 legislative session.

Recommendation: The Legislative Fiscal Office recommends that the Joint Committee on Ways and Means acknowledge receipt of the report.

Department of Consumer Business and Services Rogers

Request: Report on the Workers' Compensation Information System project for the Workers' Compensation Division Modernization Program.

Recommendation: Acknowledge receipt of the report.

Discussion: The Department of Consumer Business and Services (DCBS) is submitting a report per the following budget note contained in the Department's budget report for Senate Bill 5511 (2025):

Budget Note: Workers' Compensation Division Modernization

The Department of Consumer and Business Services is directed to report to the Transportation and Economic Development Subcommittee of the Joint Committee on Ways and Means during the 2026 session on the status of the Workers' Compensation Information System project. The report must provide an update on the project's cost estimates for implementation, ongoing maintenance and license fees, and an updated project timeline. Throughout the duration of the project the Department must continue to follow the Stage Gate review process and provide regular monthly status updates to the Department of Administrative Services, Enterprise Information Services Office and the Legislative Fiscal Office.

The Workers' Compensation Information System (WCIS) project is still in a formative phase with respect to cost certainty and scheduling. The updated cost estimates and the revised timeline reflect the transition from planning and procurement into vendor selection and contract negotiation. DCBS does not request additional budget expenditure limitation at this time.

The final implementation costs cannot yet be determined because the procurement process is still underway. Bid responses to the WCIS Request for Proposal were due January 16, 2026. To adjust timing gaps between the budget cycle and the project schedule, the Workers' Compensation Division worked with the Legislative Fiscal Office during the 2025 legislative session to secure initial implementation expenditure limitation.



Oregon
Tina Kotek, Governor



Replacement Letter

January 20, 2026

The Honorable Senator Kate Lieber, Co-Chair
The Honorable Representative Tawna Sanchez, Co-Chair
Joint Committee on Ways and Means
900 Court Street NE, H-178
Salem OR 97301

Dear Co-Chairpersons:

Nature of the Request

The Department of Consumer and Business Services (DCBS) respectfully requests the opportunity to provide a status report on the Workers' Compensation Division's Modernization Program during the 2026 legislative session. This report will include updated cost estimates for the implementation of the Workers' Compensation Information System (WCIS) project, as well as an update on the project timeline.

Agency Action

At this time, DCBS is not requesting additional budget limitation. The WCIS project does not yet have a finalized implementation cost for the technology solution. Bid responses to the WCIS Request for Proposal (RFP) were due Jan. 16, 2026. As the procurement process advances, including the issuance of an intent to award and contract negotiations, we will obtain a detailed cost estimate, including projections for ongoing maintenance and licensing fees, that will inform a future funding request to the Legislature.

To address timing gaps between the budget cycle and the project schedule, the Workers' Compensation Division worked with the Legislative Fiscal Office during the 2025 legislative session to secure initial implementation limitation. This approach helps bridge timing gaps and prevent work stoppages and delays. Once we have selected a vendor and know the full implementation costs, DCBS will return to the Legislature to request the remaining limitation needed to complete implementation.


Action Requested

The Department of Consumer and Business Services requests that the Joint Committee on Ways and Means acknowledges receipt of this report. In addition, DCBS requests the opportunity to provide this status update to the Transportation and Economic Development Subcommittee of the Joint Committee on Ways and Means.

Legislation Affected

None.

Sincerely,



Sean E. O'Day
Director

Department of Consumer and Business Services Workers' Compensation Division Modernization Program

Status Report to the Transportation and Economic Subcommittee of the Joint Committee on Ways and Means

Matt West, Administrator
Workers' Compensation Division

1/272026

Background

Since 2017, the Workers' Compensation Division, part of the Oregon Department of Consumer and Business Services (DCBS), has made significant investments to transform business processes and implement modern technology to better serve customers. This effort will enhance the workers' compensation system by increasing regulatory efficiency, reducing regulatory burdens, improving data quality and analysis, and delivering services in support of the division's mission. Modernized technology will also improve flexibility and allow the division to better respond to program changes and technology evolutions.

The division created a Modernization Program in 2019 to provide strategic leadership and oversight for process, system, and application improvements. Instead of focusing on individual technology projects, the division is taking a broader, program-level approach. This includes reviewing and documenting current state business processes and applications that affect multiple parts of the agency. The division is also identifying data flows and data partners, identifying and engaging affected stakeholders, and establishing change management strategies.

The program is committed to aligning with the State of Oregon's Diversity, Equity, and Inclusion (DEI) Action Plan. Both the program and the request for proposals for the project will require outreach to a significant number of internal and external stakeholders. The division will conduct this outreach through a DEI lens, including a focus on underserved and underrepresented communities. Also, we will continue to provide opportunities for affected stakeholders to provide input throughout the planning and implementation process, including program funding. It is important to us to provide more accessibility pathways for Oregon workers and employers to access our services and data.

This work is the foundation for future efforts to evaluate and procure solutions for projects that will fully modernize business processes and technology. This work is anticipated to span multiple biennia.

Program and project governance, management, and staffing

The Modernization Program has a strong governance structure to ensure that all projects under its umbrella are successful. Additionally, division leadership is so deeply committed to the modernization effort and its success that all of the division's managers became Lean Six Sigma Yellow Belt certified in August 2023.

Modernization executive sponsors (division administrator and deputy administrator):

- Ensure the division's vision, goals, and objectives are aligned with the agency's strategic vision and goals
- Provide executive-level decision making for the division

Strategic governance:

- Comprised of the division administrator, deputy administrator, and section managers
- Provides oversight on all division work
- Reviews project proposals and project matrices to approve or deny projects
- Provides direction on project and committee work
- Removes barriers and addresses significant issues
- Reviews high-level plans

Modernization Steering Committee:

- Comprised of the division administrator, deputy administrator, section managers, performance and project portfolio coordinator, and agency chief information and security officer. Enterprise Information Services staff also attend committee meetings but are nonvoting participants.
- Meets monthly

- Establishes vision, goals, and objectives for the Modernization Program that align with the agency
- Provides oversight of progress against established baselines for scope, schedule, and budget, and ensures the Modernization Program is achieving its goals and objectives
- Authorizes changes to scope, schedule, and budget for the Modernization Program

Program and project activities to date

In March 2019, the agency submitted a report to the Joint Interim Committee on Information Management and Technology (JLCIMT) that outlined initial planning efforts and the division's plans for the 2019-21 budget cycle.

Based on recommendations from JLCIMT, the legislature approved funding for one permanent program manager position, plus services and supplies, (\$328,571) and allocated \$1,378,926 in Other Funds for professional services to help with high-level program roadmap and architectural development. The JLCIMT recommendation included a request for periodic reports on project implementation.

Following approval of the agency's budget for the 2019-21 biennium, the agency:

- Hired a program manager (October 2019)
- Continued planning efforts and detailed process mapping
- Assembled internal workgroups to review and develop strategies for legacy system integrations; organizational change management; external partner engagement; reports, data, and forms analysis; and program roadmap feasibility analysis
- Received Stage Gate 1 program endorsement from Enterprise Information Services (December 2019)
- Hired a consultant (Deloitte) to develop an architectural design and program roadmap (January 2020)
- Submitted a progress report to JLCIMT (February 2020), as well as monthly ongoing reports to JLCIMT committee staff
- Completed the professional services contract with Deloitte (July 2020)
- Hired a new program manager (position was vacant from April 2020 to April 2021)
- Assembled a new modernization workgroup to validate the recommendations from Deloitte, determine feasibility of recommendations, and deliver a program roadmap (May 2021)

These steps, along with the consultant work by Deloitte, gave the division a roadmap for a multi-year modernization effort. With the information gathered during the contract, the consultant identified solution architecture requirements for the program, high-level program goals and design principles, high-level business requirements, and a proposed implementation and migration plan. Deloitte also recommended several process improvement projects that will help smooth the way for future modernization projects.

In September 2022, the Emergency Board authorized a professional services contract to support a lengthy request for proposal process to begin the first project for a core system foundation. The contracted services will provide technical support for the request for proposals, as well as provide required independent quality management services. The Emergency Board also granted authority to fill two limited-duration positions (project manager and change management analyst) to support the division in preparing for the first project.

For the 2021-23 biennium, the agency requested and the legislature approved two more information technology positions to support existing systems and prepare for future modernization projects. This included \$1,039,549 for the new limited-duration project manager and change management analyst that were granted at the September 2022 Emergency Board, and continued funding for the permanent program manager, data architect, and senior systems designer and developer positions and services

and supplies. Also approved was \$809,016 for contracted IT professional services and independent quality management services. Since the budget was approved, the agency:

- Hired a data architect (December 2021)
- Initiated four process improvement projects:
 - Streamline communications to injured workers and employers (November 2021)
 - Allow insurers to receive reports electronically (June 2021)
 - Develop internal cross-training plans and collaboration tools (July 2021)
 - Allow electronic document submission via existing web portal (December 2021)
- Began quarterly update meetings with DCBS, Legislative Fiscal Office (including budget and JCLIMT staff), Enterprise Information Services, and DAS Chief Financial Office (January 2022)
- Submitted program plan and related artifacts to Enterprise Information Services (January 2022)
- Began monthly check-ins with our assistant state chief information officer (February 2022)
- Completed roadmap team meetings and business process reviews with all division teams (May 2022)
- Submitted additional documentation required by the Enterprise Information Technology Governance Committee IT Project Prioritization Budget Process for the 2023-25 biennium; the project complexity was assessed and assigned a Level 3 oversight. (July 2022)
- Hired a senior systems analyst and designer after a challenging recruitment process that included multiple failed recruitments (August 2022)
- Hired a change management analyst and a project manager, who is a certified Lean Six Sigma Black Belt (January 2023)
- Onboarded three units to business intelligence tool Power BI (Preferred Worker Program – January 2023, Vocational Assistance Program – June 2023, and Appellate Review Unit – December 2023)
- Received a Stage Gate 1 endorsement for the first project, Core System Implementation (March 2023)
- Completed Cross Training Plans and Collaboration Tools process improvement project (April 2023)
- Completed Electronic Document Upload Application project (May 2023)

For the 2023-25 biennium, the agency requested and the legislature approved making two limited-duration positions (change management analyst and project manager) permanent and an IT tester position that started in July 2024. The other funds requested for this budget cycle were contractual IT professional services and required independent quality management services. This included \$1,925,150 continued funding for the permanent program manager, project manager, change management analyst, data architect, senior systems designer and developer positions, the added tester position, and services and supplies. Also approved was \$5,573,399 for contracted IT professional services and independent quality management services. Following approval of the agency's budget for the 2023-25 biennium, the agency has:

- Executed an IT professional services contract with vendor Deloitte (August 2023)
- Executed an independent quality management services contract with vendor Public Knowledge (August 2023)
- Held work sessions with Deloitte and division program areas to further refine business, technical, and functional requirements to inform creation of the request for proposal for the main solution vendor (October 2023 to November 2024)
- Created and implemented Modernization Change Management Plan and Communication Plan, approved by the division's strategic governance committee (October 2023)
- Received Task 1 completed deliverables from independent quality management services vendor: initial risk assessment for the program and for the Core System Implementation project (November 2023)
- Hired a tester/business analyst (July 2024)
- Completed an interim data logic assessment (September 2024)
- Completed a successful Request for Information (September 2024)

- Received Stage Gate 1 endorsement (February 2025)
- Received Stage Gate 2 endorsement (May 2025)

For the 2025-27 biennium, the agency requested and the legislature approved three new permanent positions (modernization program assistant, external user support coordinator, and system and software trainer). The other funds requested for this budget cycle are contractual IT professional services and required independent quality management services. This includes \$2,617,442 continued funding for the permanent program manager, project manager, change management analyst, data architect, senior systems designer/developer, and tester/business analyst positions, and services and supplies. Also approved was \$12,923,264 for contracted IT professional services and independent quality management services. Following approval of the agency's budget for the 2025-27 biennium, the agency has:

- Continued data integrations discussions with other DCBS divisions (July 2025 and ongoing)
- Refined draft version of Future State Data Glossary (July 2025)
- Conducted working sessions to explore Microsoft Copilot potential for data logic assessment and inventory (July 2025 and ongoing)
- Hired a modernization program assistant (November 2025)
- Released a Request for Proposal for the solution vendor (November 2025)
- Re-baselined the project schedule following RFP issuance (November 2025)
- Responded to more than 200 vendor questions on the RFP (December 2025)

Future activities for the remainder of the 2025-27 biennium:

- Hire an external user support coordinator in January 2026
- Recruit and hire a software and system trainer in March 2026
- Evaluate proposals received and select solution vendor in April 2026
- Stage Gate 3 endorsement submission and approval July 2026
- Contract negotiations completed and vendor kickoff in October 2026
- Start WCIS build and test in March 2027
- Submission of a 2027-29 policy option package to further support the Workers' Compensation Information System project

Planned projects for the modernization program

Initially, the division envisioned implementing a single system foundation that would serve as the platform for four future projects across various program areas (employer module, dispute resolution module, enforcement and providers module, and Electronic Data Interchange Claims Release 3.1 implementation). However, in 2024, the division conducted a request for information in which several vendors provided feedback on the project direction. Based on that input, and discussions with our independent quality management services vendor, project oversight, and budget and legislative partners, the four projects were combined. In turn, we restructured and renamed the project the Workers' Compensation Information System (WCIS), which required updating foundational project documents and restarting the Stage Gate process. The Modernization Steering Committee reviewed and supported this change and increased the project scope, but schedule and budget estimates remained consistent with previous projections. The newly revised project received Stage Gate 1 endorsement in February 2025 and Stage Gate 2 endorsement in May 2025. The division released the request for proposal (RFP) for the solution vendor in November 2025 with responses due in January 2026. After RFP issuance, we evaluated project timelines and re-baselined dates. The updated timeline is on Page 12 of this report.

While most characterize our effort as a "technology" project, we have placed a great deal of emphasis on putting people first. Our internal teams are spending significant time on manual workarounds due to an outdated, disconnected, rigid, and difficult-to-update legacy system. Taking the time to understand the business processes and collaborate with our program areas on what currently works and discuss

opportunities for improvement is crucial to success. This helps the division to identify detailed business needs, drivers, and challenges. Clear business requirements and defined business objectives will inform how technology can best support the division's work.

The division's goal is to provide easier access for Oregon workers, employers, and all other stakeholders, including secure role-based access to our services and data. We are transforming business processes and implementing modern technology to better serve customers and allow them to access division information and services in their preferred manner. Improved division processes that specifically benefit insurers will help them focus their efficiencies on providing timely and accurate benefits to injured workers from diverse populations across Oregon. We will enable role-based access for different groups of external stakeholders.

Project goals and objectives

- Enhance the internal stakeholder experience by making the interface user friendly and properly training staff
- Enable system architecture for future external stakeholder experience, by allowing role-based access to view and update their own information
- Improve efficiency of operations in re-engineered business processes and master data management strategies
- Ensure consistency of process, such as workflow management and automated business rules
- Define and enable improved data model, including a data migration strategy
- Create an adaptable technology environment that is agile and secure
- Provide support for agency partner applications that rely on the division's data

Project scope

The program identified 102 business processes, and 569 business subprocesses that are in project scope. The project team uses the criteria below to manage scope. Processes that are in scope include:

- Regularly-repeated processes – Processes that are done on a repeated basis by division staff, including annual processes that may only be completed once per year.
- Essential-to-business processes – Processes that are critical to completing the division's core business functions and obligations to customers and stakeholders.
- Processes that require a high degree of standardization – Processes that are similar across multiple program areas where standardization ensures consistency and quality across the division.

Proposed project schedule

The updated proposed project schedule dates graphic is on Page 13.

Project procurements and contracts

The division executed contracts for IT professional services and required independent quality management services in August 2023.

IT professional services vendor (Deloitte) is contracted to provide:

- Project management, business analysis, organizational change management, and data/implementation support services.
 - Project artifacts
 - Business requirements
 - Data logic assessment
 - Current state technical environment description

- Agency impact assessment
- Program architecture determination
- Data glossary
- Giving bi-weekly standard project management updates and other activities as needed for compliance with the Stage Gate oversight process

Independent quality management services vendor (Public Knowledge) is contracted to provide the following tasks and deliverables:

- Task 1 – Risk assessment of the program and project
- Task 2 – Quality management planning
- Task 3 – Quality control
- Task 4 – Quality assurance

Program and project challenges

It is no surprise that the pandemic significantly affected the program initially. The division's funding source is assessments based on employer insurance premiums. These revenues are extremely sensitive to economic downturns. The early pandemic employment declines required us to be conservative with funding and staffing until the effect on revenues was more clear. This affected our ability to recruit for vacant positions and reduced the amount of time existing staff members were able to devote to modernization projects.

The division also had an unexpected vacancy in the program manager position in early 2020. Our concerns about revenues delayed the recruitment for a replacement and the position was not filled until April 2021. Existing staff members were able to keep some work going, including support of the contracted work with Deloitte. However, more robust program activities were delayed until the new manager was hired and onboarded.

Independent quality management services findings

Program risks

As of January 2026, our independent quality management services vendor (Public Knowledge) determined the following (review period was through Dec. 31, 2025):

- Overall program risk status: Medium. The WCIS project is in the planning phase of the project lifecycle. Project timeline was re-baselined in December 2025.
- Program scope risk status: Low. No recent changes to project scope, the scope is stable and clear.
- Program schedule risk status: Medium. The RFP was posted in November 2025 and closes in January 2026. The project re-baselined the schedule to align with the RFP posting date, which affects subsequent milestone timing. Task durations have been adjusted to reflect prior delays and improve planning accuracy. The project holds schedule review meetings regularly and follows a schedule management process. Continue to include any task that could impact critical path, monitor progress, and communicate updates to stakeholders. Further changes to the schedule are expected after a solution vendor is selected.
- Program budget schedule risk status: Medium. The WCIS project budget is currently estimated at \$39,602,790 and will change when implementation costs are known. The project operates on a biennial budget. The 2023-2025 cycle has closed, and the approved 2025-2027 budget is \$20,440,859. This amount includes \$4.8 million for initial software implementation approved in July 2025. The project will request limitation authority from the legislature to pay for the rest of the project implementation when a solution vendor is selected and costs are known. The project expects expenditures to increase when IT services vendor deliverables are complete, and the

solution vendor is onboard. The division has a spending plan and is intentional with how funds are spent.

- Program staffing risk status: Medium. Recruitment is underway for an external user support coordinator with an anticipated start date in January 2026. The project plans to request a product owner position next legislative session. IT services vendor contract amendment is still pending. The amendment will provide ongoing support for upcoming tasks and project documentation.

Program and project open risks and mitigation strategy

The project team actively manages risks, determines appropriate mitigation strategies, and tracks the effectiveness of those strategies to minimize probability and impact of identified risks. Our independent quality management vendor is tracking the following open risks as of Dec. 31, 2025.

1. Process details.

Medium risk. The project lacks documentation and shared understanding for review and approval processes. Processes are communicated with reviewers on an ad hoc basis and based on relationships, but lack structure and formalization. Reviewers report the project is responsive, but they do not always understand the process. There is not a clear, reliable documented process to develop shared understanding. Participants report actively working to create processes.

- **Mitigation:** Continue developing, documenting, and communicating repeatable review and approval processes in a transparent, clear, and sequential manner. The division developed an external review process and shared it for feedback. An internal review process flow and accompanying memo are also under review. Review processes will be incorporated into project documentation once finalized. These processes are intended to streamline reviews and promote a shared understanding of roles and responsibilities. Finalizing these processes will become urgent as the RFP has been released and progress continues forward with data deliverables, vendor evaluations, onboarding staff, funding requests, and updating project documentation.

2. System modifications.

Medium risk. The project will replace databases containing data used in legacy systems across the agency and outside of the agency. These systems cross multiple agency divisions and external agencies. It is unclear what legacy systems modifications are needed and the resources required to complete these modifications. Modernization is not aware of a DCBS precedent for a division project necessitating work to be done in other divisions.

- **Mitigation:** Complete the data assessment to understand who is using what data and for what purposes. Work with division and IT leadership to define project and partner responsibilities, boundaries, and scope details related to data sharing. Coordinate with stakeholders. Identify points of contact, communicate the project will change and how legacy systems will be impacted, and build consensus on who will make the any modifications necessary to legacy systems, how they will be staffed, and where funding will come from. The project continues work on the data glossary, program architecture determination, and data logic assessment and inventory. These deliverables will help inform any modifications made to the current system. The project received approval to use GitHub-Copilot for the purpose of eliciting the business rules embedded in the current state system. The project plans to include these business rules in the final version of the data logic assessment and inventory.

3. Steering committee engagement.

Low risk. There is a division steering committee associated with the Modernization Program and WCIS project. Steering committee meetings typically consist of report outs about the program and project status. The project does not leverage committee members to be champions for the program and project, or consult with them on roadblocks, and seek input on the work being carried out. Their engagement demonstrated so far is due to the status of the program and early phase of the WCIS project.

- **Mitigation:** Steering committee members need to be reminded of their role and about how they can add value to the program and project. Steering committees should be used to help communicate about the benefits of the program and project. Deliver meeting agendas with sufficient time for committee members to review and prepare in advance. Structure agendas to speak to specific areas of interest based on steering committee member areas of expertise or representation. If decisions are to be made during a meeting, provide information in advance so committee members come prepared. Inform committee members of challenges and seek their input and advice. The project has not finalized a steering committee charter. The project needs to establish a due date for completion and approval of the charter and include it in the project schedule. This will also enable the steering committee members to focus effectively on their roles and responsibilities. Leverage the steering committee members to provide input and advice regarding the revised schedule, updated budget, and review processes.

4. Project resource constraints.

Medium risk. The division has limited staff dedicated to the WCIS project. Staff have their daily operations work in addition to WCIS project work. The division does not have experience implementing large, complex projects like WCIS. Some division staff have strict time frames for completing operations work, driven by statutory time frames. This increases the urgency of operational work and reduces the staff's ability to prioritize project work.

- **Mitigation:** Develop a staffing plan that includes roles and responsibilities. Work with managers to understand the capacity of subject matter experts assigned to project work. Establish a plan for documenting institutional knowledge. Determine how project decisions will be made and communicate those processes. Memorialize desktop procedures and processes to prevent losing information in the event of staff turnover. The project continues to seek out ways to leverage internal resources where possible. The project outlined a product owner role and will include in the 2027-29 policy option package. The project also updated their RACI to include all relevant project roles. The division will continue to monitor staffing challenges and support division staff as they balance project duties with other tasks.

Next steps

Despite the challenges, the division is dedicated to the modernization effort. The program's added positions over the past five years in business (project manager, change management analyst, modernization program assistant, and external user support coordinator) and information technology (data architect, senior systems designer/developer, tester/business analyst, and system and software trainer) will adequately prepare people and systems for future work. We are committed to fully comply with legislative and Enterprise Information Services' Stage Gate requirements in this process. A high-level roadmap of our planned next steps is on Page 11 of the report.

The division is committed to ensuring that we have the necessary resources and implementation foundation in place to support a major technology implementation. We closely monitor capacity of our nonmodernization division resources who continue to support our efforts. The request for resources was carefully crafted in collaboration of the division and our IT resources. The additional resources will allow us to successfully transition into a successful implementation. The division will also ensure benchmarks for the Enterprise Information Services information technology investment oversight

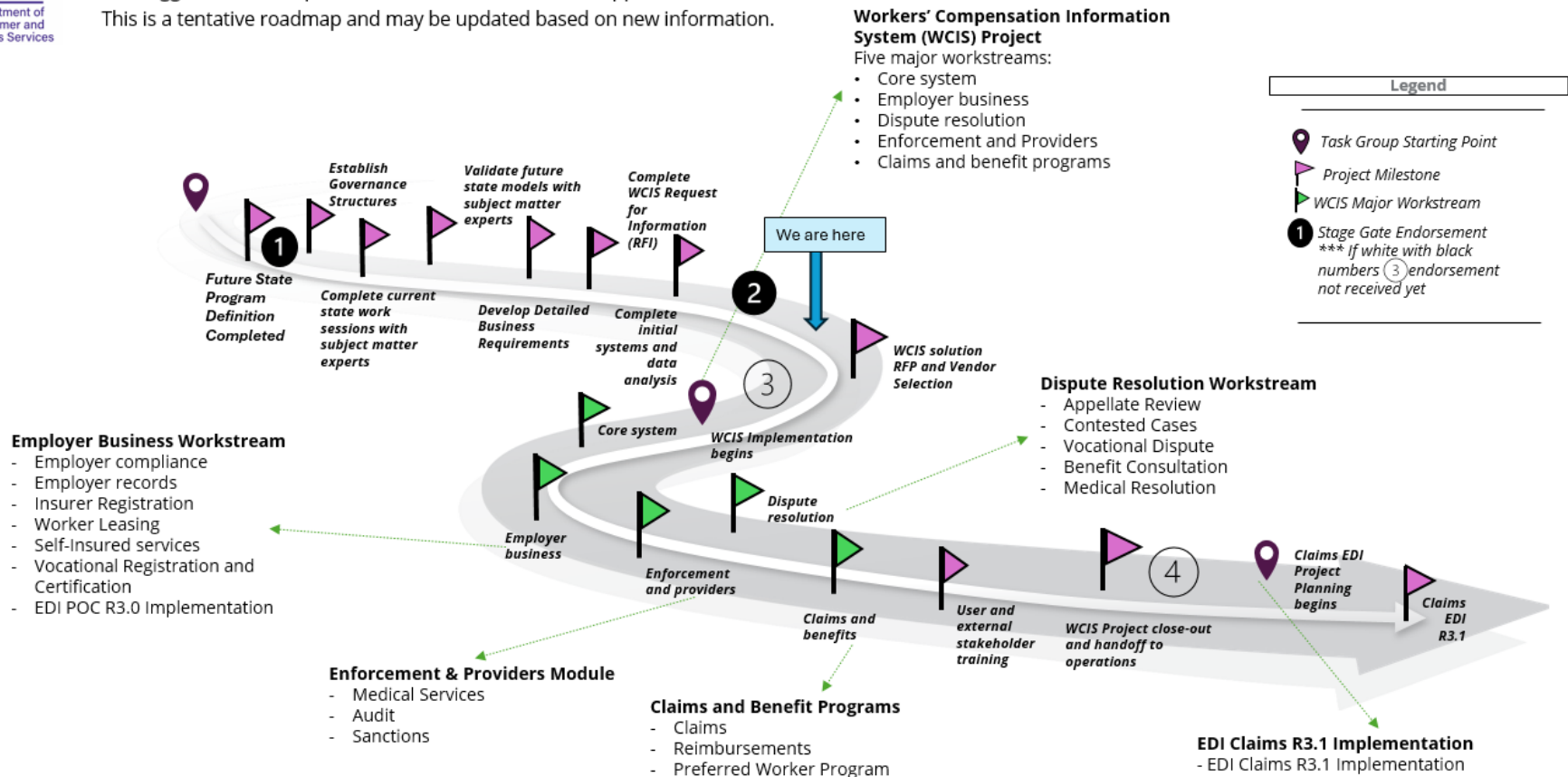
process are met. The division included Modernization Program projects in our strategic plan that are actively managed with regular status reports and reviewed and updated each year. In the long term, the Modernization Program is intended to eliminate redundancies and inefficiencies in business processes and reduce the amount of time spent on manual processes. This will allow the division to improve regulatory effectiveness and focus more directly on our mission.

The division plans to ask for additional funding and resources with a 2027-29 policy option package to further support the project.



Oregon Workers' Compensation Division Modernization Program Roadmap – Phase 1

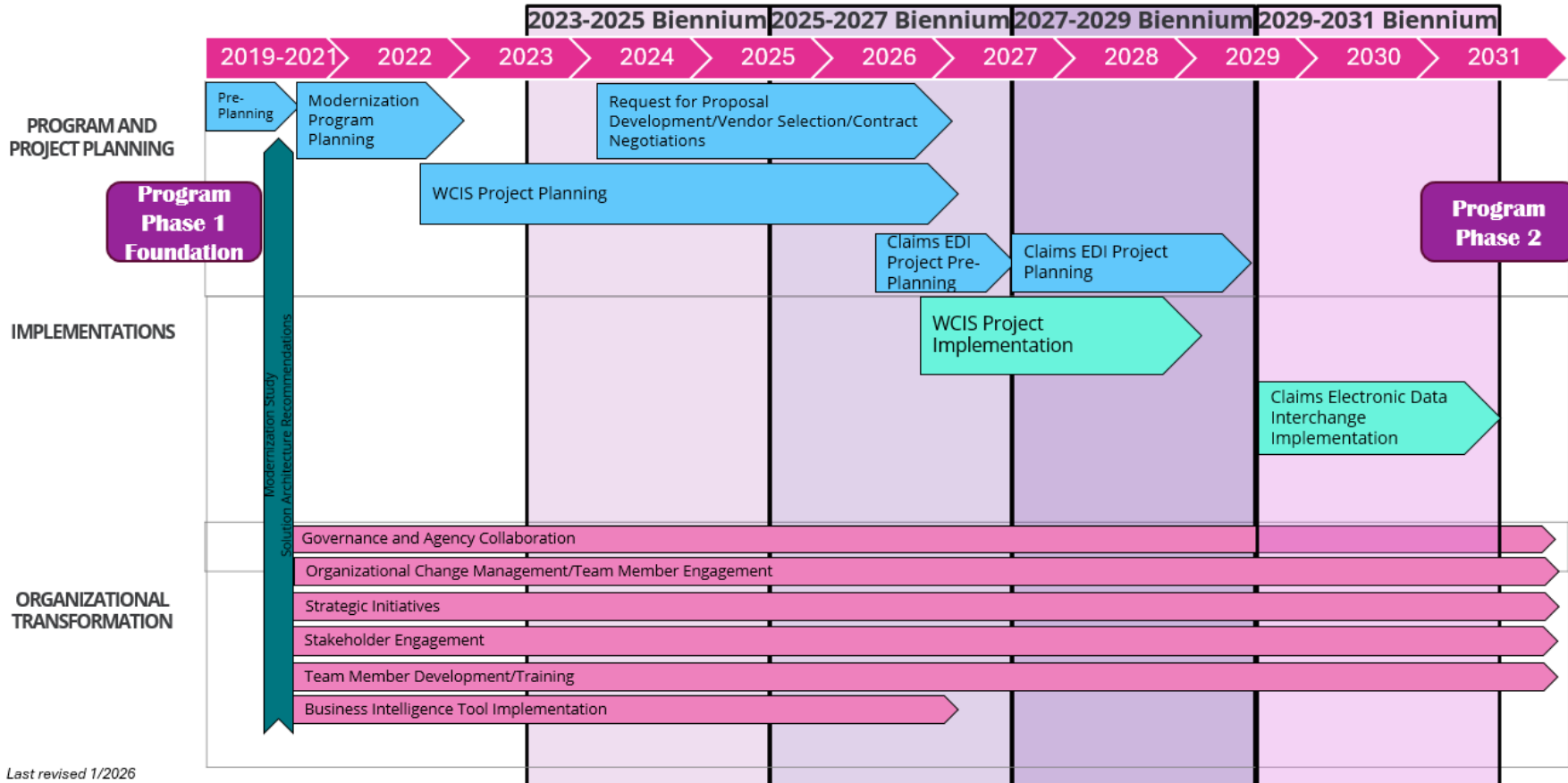
The suggested roadmap for WCD's Modernization effort appears below.
 This is a tentative roadmap and may be updated based on new information.



Last revised on 1.2026

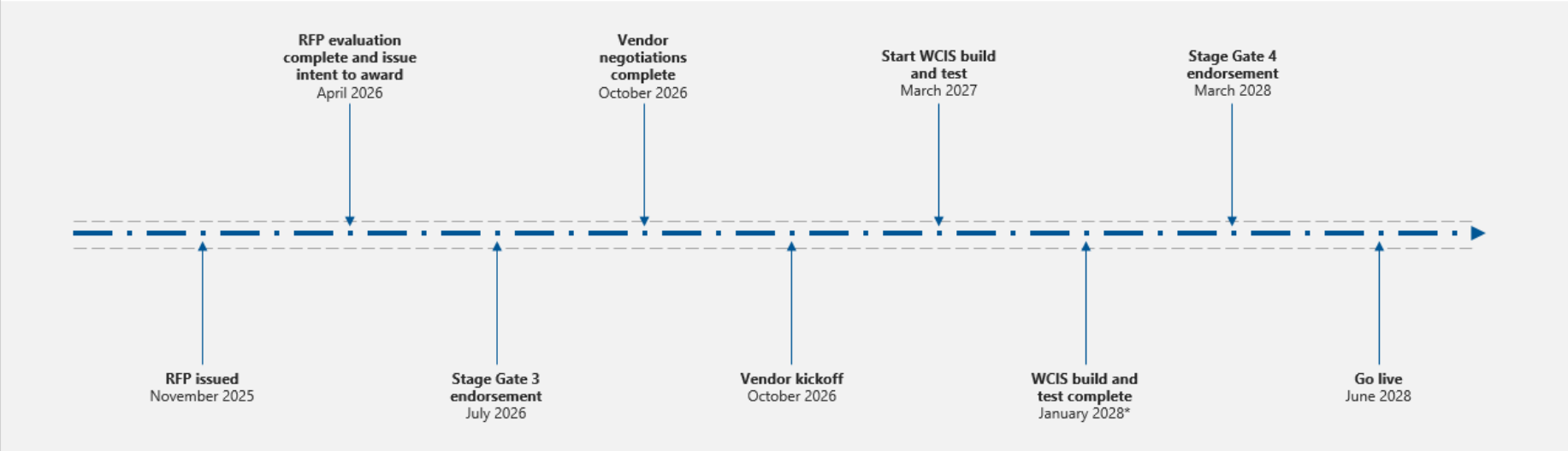
Modernization Program Roadmap High-Level Timeline

*This is a tentative timeline and may be updated based on new information



Last revised 1/2026

Re-baselined project dates

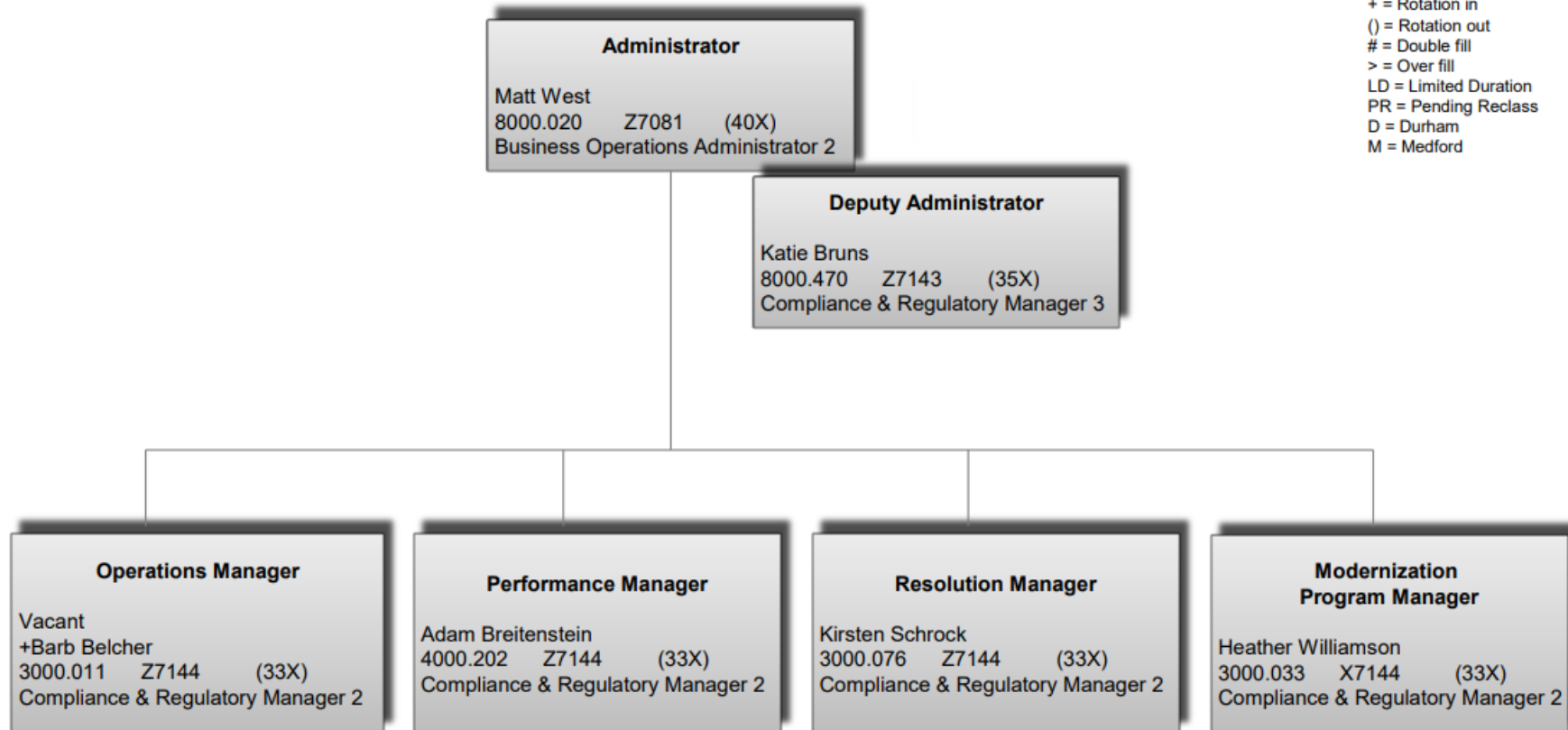


Information as of 12/4/2025

* Does not include user acceptance testing or performance and security testing

Workers' Compensation Division

* = Leadworker
 ^ = Bilingual position
 + = Rotation in
 () = Rotation out
 # = Double fill
 > = Over fill
 LD = Limited Duration
 PR = Pending Reclass
 D = Durham
 M = Medford



Workers' Compensation Division MODERNIZATION PROGRAM SECTION

* = Leadworker
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