Plan Development History

Date	Description of Change
2/1/2022	Approval of the Project Management Plan by the WIT I&T Steering Committee
7/1/2022-9/30/22	Updated Section 3 (Names for Steering Committee members & Planning Team members); updated links to the Workforce Professional Center Project page; updated Advisory Teams for Implementation Resources; added Gated Funding details; added Vendor Management Details to the Resource Management Section
3/1/2023 – 6/6/2023	Removed Phase 1 / Phase 2 references; Updated team members; Project Owner / EC director responsibilities; LWDB voting members; Edits made with the addition of an IT Vendor
8/1/2023-12/8/2023	Added overarching quality plan, Technology Delivery manager role (prompting more delineation of roles & responsibilities; additional Gates due to IT Vendor change, Updated team members & Tech Sponsor- corresponding roles & responsibilities
1/4/2024 – 10/4/2024	Updated OCIO to WA Tech, staffing updates, Employment Plan Advisory group; establishment of Sprint Review Completion reports; and distributed Contract Manager responsibility due to staff change.
Nov 2024---9/2/2025	Reflect updated LP point of contacts; adjustments to the Responsibility Matrix, updates for current practices (e.g, business validation, sprint completion reports, post release consideration list.)

Table of Contents

WorkSource Integrated Technology (WIT) Replacement Project

1. Overview

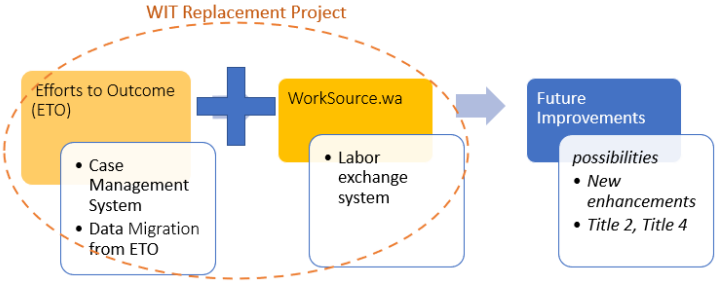
Workforce Innovation and Opportunity Act (WIOA) programs require an electronic and business operations system that supports the case management and federal reporting needs of integrated and traditional service delivery models so opportunities for job seekers and employers are maximized across the WIOA 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 Information & Technology (I&T) Steering Committee along with Bylaws dated September 2023 (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.

Background on Current System

Refer to the WIT Replacement Project Charter (Located under "Project management"on WPC's Project page). 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

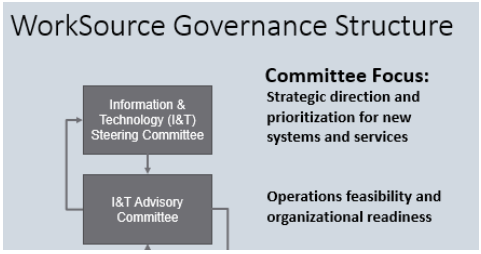
The purpose of this project management plan is to define the approach that will be used by the project's Planning Team, Implementation Team, ESD IT Services Division supports, and IT Vendor Team(s) when planning, executing, monitoring, controlling, and closing the project. The Project Management Plan 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
- Articulate technology supports of the implementation through release and structures to ensure smooth transition from implementation to ongoing system operations.

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.



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 (Section 2-Responsibility Assignment Matrix covers approval).

Standing I&T Steering Committee meetings (staffed by the Project Manager) will integrate the formal project executive steering updates into the monthly agenda beginning January 2022, scheduled for 90-minutes. The project agenda (typically 1-hour) 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 remaining 30+/- minutes of the meeting (project-only participants are excused) so that the I&T Steering Committee can address its standing agenda topics of Advisory Committee updates, portfolio of projects and roundtable for information sharing. This portion of the agenda is facilitated by the Workforce Services Division Director or delegate.

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 or Project Manager 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 WaTech (formerly OCIO) IT Project Dashboard nomenclature. These roles and responsibilities do not supersede the existing I&T Steering Committee Charter and Bylaws.

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.		
Business Owner*	*I&T Steering Committee Officer: Executive Sponsor/Chair*	ESD Workforce Services Division Director
• Provides executive leadership & guidance. • Defines the responsibility, accountability, and expectations of the Project. • Acts as the face of the project to Agency partners and the main point of contact for the stakeholders and general questions. • Is mutually responsible, along with the I&T Steering Committee Officers for go-live decision. • Identify objectives needed to achieve the project vision / goals. • Oversee and resolve issues associated with quality, scope, risk, schedule, and budget. • 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). • 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.		
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.		
Technology Sponsor*	*I&T Steering Committee Officer: Vice Co-Chair*	ESD Chief Innovation Officer
• Champions the project and its priority within the ESD and with the state technology community. • Champions the overall technical delivery of the project. • 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. • Serves as the main point of contact for the authorizing environment. • Oversee and resolve issues associated with quality, scope, risk, schedule, and budget. • Ensures the correct resources are committed to the project. • Updates the Executive Sponsor on issues according to the escalation matrix (see section 3). • Partners with the Project Managers 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.		

*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*	*Guest*	ESD Workforce Services Division Strategic Initiatives Mgr.
• 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. • Collaborates with Implementation Team to meet objectives. • Updates the Project sponsorship as needed. • Ensures the implementation team members are connected and coordinating with the WorkSource I&T Advisory Teams. • Presents agency status updates, project summaries and project information. • Responsible for Project Deliverables as outlined in the CARS Responsibility Matrix. • 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.		

The WTECB Director, WaTech (formerly OCIO) Senior Consultant, Office of Financial Management (OFM) Liaison and Quality Assurance Consultants 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, LWDB Sponsors, Business Owner, Technology Sponsor, and Executive Sponsor.
- WaTech (formerly OCIO) and Quality Assurance Vendor reporting and coordination.
- Project governance.

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

Responsibility Assignment Matrix for Project Deliverables- Governance

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- Governance	WIT 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	C	R	C	A	C	
Budget / Changes	S	R	A	C/R*	C	
Change Requests $	S	S*	A	C/R*	C	
Resource Plan	S	R	A	C/R*	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	S*	C	C/R*	A	
Go / No-Go	R	S	C	C	A	

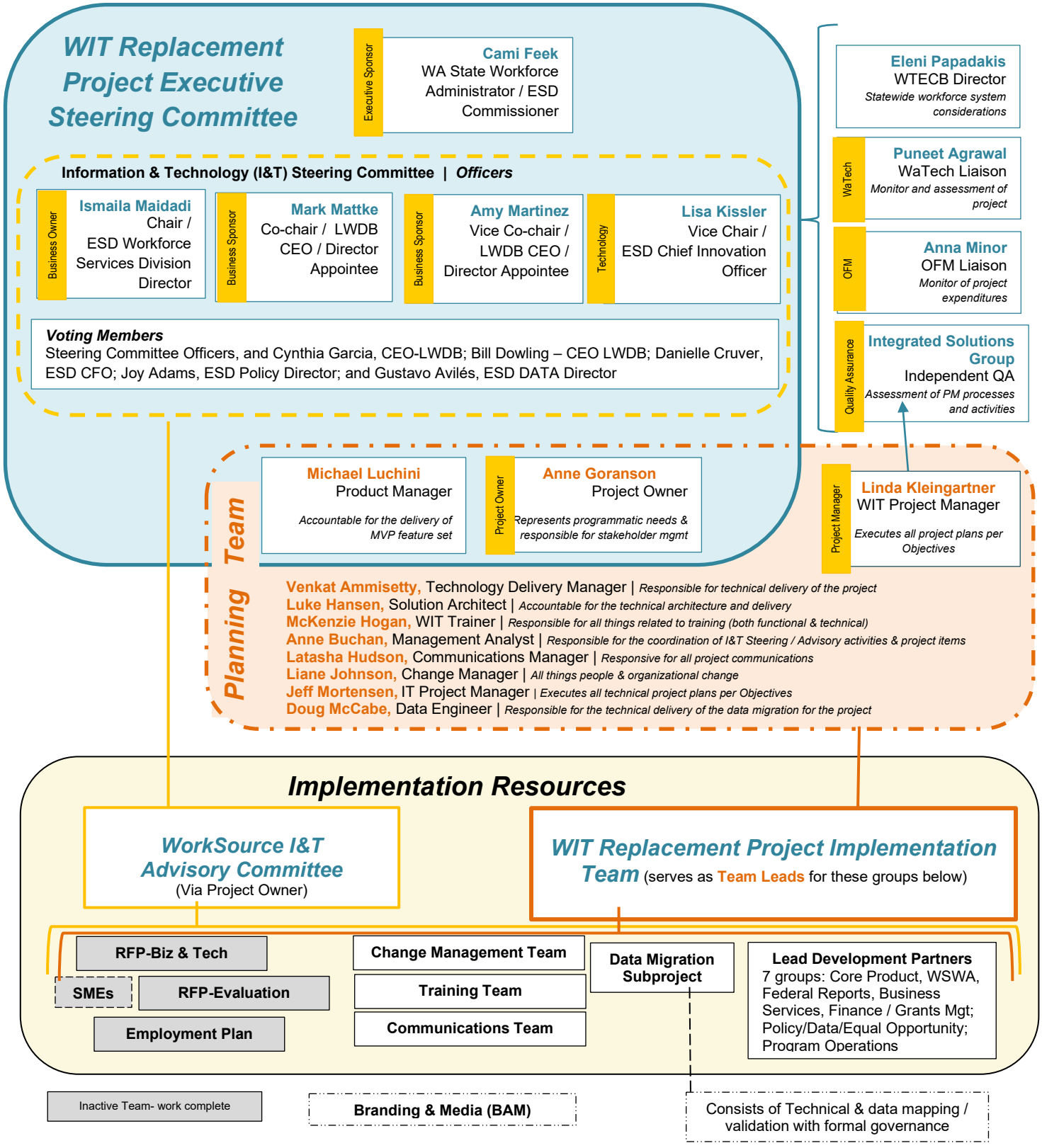
Information & Technology (I&T) Advisory Committee

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.

WorkSource Integrated Technology (WIT) Replacement Project

WIT Replacement Project Structure

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



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

WorkSource I&T Advisory Committee Teams

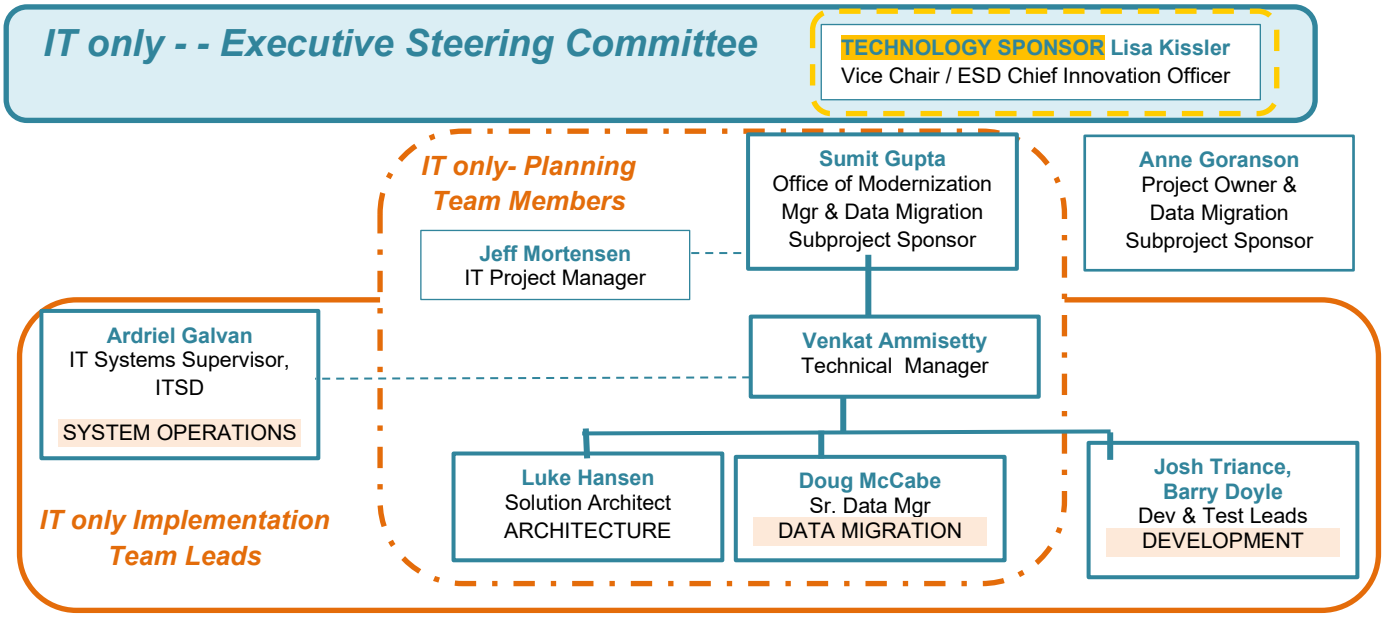
For the WIT Replacement Project, the WorkSource I&T Steering Committee delegates will identify and assign subject matter experts as required to meet project goals who will serve as topic specific Teams. This effort is facilitated by a "Resource Request" individual for each Steering Member. The Project Owner, working with the Advisory Committee to coordinate 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 | *Done June 2022*	Field, Program, Reporting & account, and Labor exchange Business Requirements	Michael Luchini & Rebecca McGinnis
RFP- IT | *Done June 2022*	System Administration & Technology; Data Migration Services & Delivery requirements	Chad Stoker & Rebecca McGinnis
RFP-Project Delivery | *Done June 2022*	Professional Services & Delivery requirements	Chad Stoker & Linda Kleingartner
IT Vendor RFP Evaluation | *Done October 2022*	Formal evaluation and review of the technology vendor bid responses, demo, technical review and planning workshops.	Linda Kleingartner
Communications Team	Project communications	Latasha Hudson
Change Team	Organizational change management	Liane Johnson (ESD) and Luci Bench (WDAs)
Training Team	Statewide readiness for knowledge and ability of new system	McKenzie Hogan
Data Migration (subproject, with Advisory Group)	Data normalization & transition readiness – (Core); Business requirements and decisions pertaining to data (Advisory Group)	Doug McCabe (Core) & Sri Sivasankaran (business)
Tech Transition Team	Technical operational supports of the ETO and New System	Ardriel Galvan, Venkat Ammisetty, and Sumit Gupta
Lead Development Partners (7 groups)	Liaison between the Product team and the WorkSource System's staff on business requirements	Michael Luchini & Eric Le
Employment Plan | *Done December 2024*	Research & identify opportunities for improvement of the Individual Employment Plan to function in a more holistic customer experience	Erin Blades & Anne Buchan

ESD Technical Project Assignments & Supporting Teams

The ESD Office of Modernization plays a key technical role in the WIT Replacement Project. This Office primarily supports the technical delivery of the WIT project and other select ESD initiatives. This Office will work alongside Product, Planning and Performance and in partnership with IT Services Division (ITSD) to ensure ESD strategic initiatives are successful, not only in implementation, but to a sustainable support model. This section below outlines the technical Team's communications and governance flow for the project.



The roles and responsibilities of each of the technical leads are outlined in a Technical Team section within the Project Charter. The project's technical leads and their respective teams are part of the Implementation Team. These autonomous teams will work closely alongside the IT Vendor and project management office during the implementation so that they have the knowledge and ability to support and enhance the technology solution and have developed the agile processes for maintenance and operations.

To ensure a consistent, and maintainable solution, ESD and vendor will conduct design reviews for technical decisions. Design reviews will be conducted as often as necessary leading up to and during sprint cycles between Scrum team and ESD Solution Architect. Complex technical decisions may require multiple design review sessions. Design reviews shall be attended by Vendor Architect, ESD Architect, and necessary scrum team members. ESD Architect reserves the right to veto any technical decision made during design reviews. Vendor shall provide ESD with a written summary of the results of each design review within one week of review.

The technical Implementation Team Leads have the responsibility to coordinate with the ESD functional technical manager(s) on project matters relating to decisions, communications, escalation, and risk/issue management outlined in Sections 4 and 5 below.

4. Decision Making & Communications

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 in boxes below.

Purpose & Approach	Principles	Committee Composition	Roles & Responsibilities	Membership	Decision Making & Voting	Meetings & Artifacts	Communications	Evaluation & Changes

Decisions affecting the project scope, budget, schedule, and governance structure will be documented in the Project's Decision Log (Internal to ESD Link). 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.

Roles and Responsibilities for Project Decisions and Communications

This table on the next page 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. The project shall follow the practice of designating the delegated authority for decision making for planned absences, and follow the chain-of-command, where appropriate, in the event a decision maker is not available for urgent items.

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

	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	-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

5. Project Escalation Roles & Responsibilities

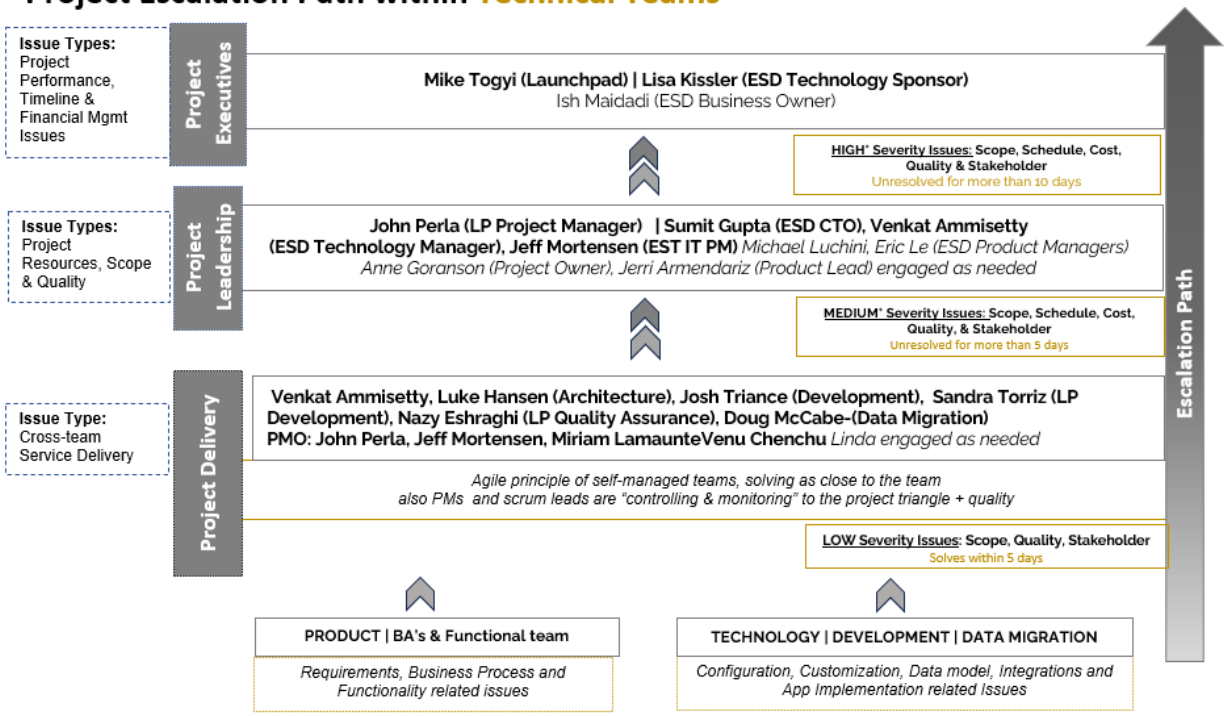
Project challenges will occur, and setting expected responses and responsibilities is prudent. This table illustrates the responsibility by project roles and existing organizational structure for risk / issue management and when escalation measures may be necessary. It is encouraged to try to resolve 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 Committee	-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	-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

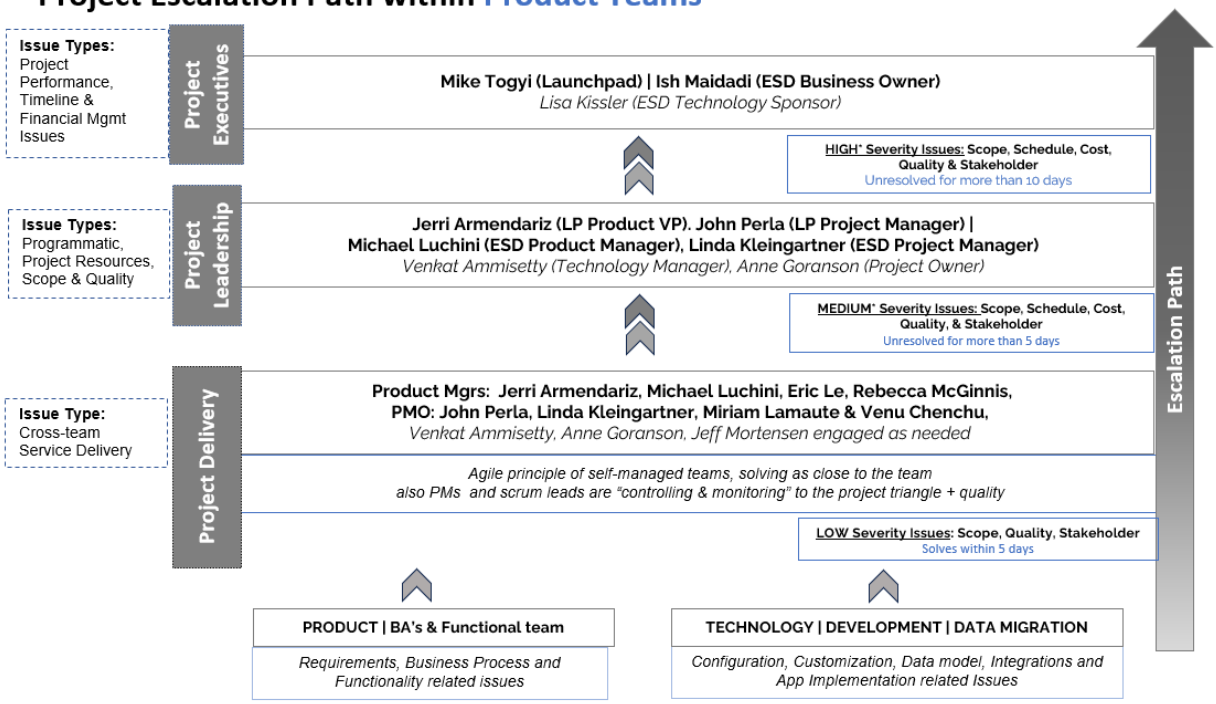
Solid teal blue line represents Project's Executive Steering Committee
Dashed Yellow line represents I&T Steering Committee
Dotted orange line represents Project's Planning Team

The technology and product teams working in conjunction with the IT Vendor will follow this chart as the escalation process (refer to Section 11) for definitions around Risk and Issue management. The escalation charts below are within the project's Excel workbook for resource planning (internal access only).

Project Escalation Path within Technical Teams



Project Escalation Path within Product Teams



Escalation Categories & Criteria

Scope, Schedule, and Cost will be the focus areas for escalations (prior Tables outline responsibilities). 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. Or expenditures are projected to exceed the budget estimate or require formal adjustment from the authorizing environment.
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 (WPC Project page 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(s) 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 and Scrum Lead, in coordination with their respective development scrum teams 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 schedule targets 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(s) define the high-level categories of work needed
   - 2.2. Needed work is broken down into small, easily achievable pieces or product backlog items.
   - 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 Managers review and adjust priority with regularity at grooming meetings
   - 2.6. Backlog hierarchy

     Initiatives - Names a large body of work and correlates with a key functional objective

     Epics - Subdivides large functional objectives into specific functional pieces

Features - A group of requirements that once created will allow for start to finish testing of a functional part of the required solution
Requirements - 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 acceptance 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 Azure Dev Ops to create and track backlog work.

5. Ownership/ Responsibility

Product Managers are fully responsible for defining and prioritizing work. The Product Analysts may be assigned to development teams depending on the scale and priority of the work. They will coordinate with the Product Managers 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.

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.
- 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.

6. Post Release Consideration list

The ESD Product Managers and Project Owner will work collaboratively to maintain a list of future enhancements that were not prioritized for the WIT Replacement Project implementation. A regular review and approval process for the ESD Workforce Services Division Director (Project WIT Business Sponsor) and ESD Chief Innovation Officer (Project's Technology Sponsor) will occur during biweekly ESD sponsor meetings. They will determine which future enhancements will impact the WorkSource system. Those items will be brought forward to WIT I&T Steering Committee meetings for awareness as a standing "Post Release Considerations" agenda item shared by the WIT Product Manager as needed.

7. 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 in Microsoft Project (Link to internal ESD Teams folder)	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 Project Manager responsible for Master Schedule monitoring & updates.
WIT Replacement Product Roadmap	Artifact that represents the product scope priorities. Forecast tool to ensure selected MVP feature can be completed by the defined milestone. (Contact the ESD Product Managers)
Detailed Sprint Goal Forecasts: • WorkSource WA • WA Works • Data Migration • PIRL	Artifacts created between April – June 2025 to determine re-baselined schedule. 4 workstreams. These are living documents that continue to be updated as sprint work complete
Functional trackers: • BA forecasts • PIRL Data Elements (DE) • Integration dependencies	Excel documents that the functional teams use to track their planned versus actually completed dates to be used as an indicator for how the work is progressing and identify possibly future delays.

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 three 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 Manager 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.

Sprint Completion Reports

As outlined in the IT Vendor Contract, Attachment A, Section 3,d Sprint Acceptance Criteria, the IT Vendor, in collaboration with the Project Management Office, produces a Sprint Completion Report at the conclusion of each

cycle. The required metrics and processes are outlined in the contract. The project practice is for the Sprint Completion Report is created and presented by the Scrum Leads in a meeting with project leadership within five business days following the Sprint Review.

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.

8. Cost Management Plan

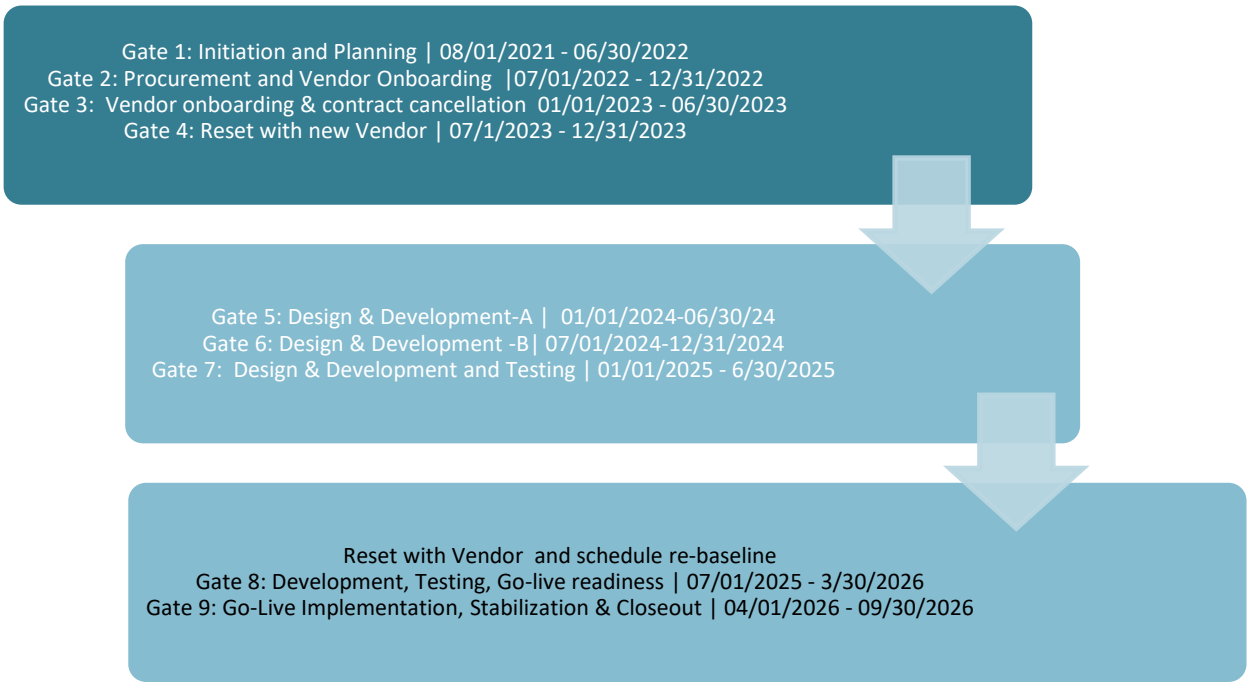
The cost management plan summarizes the method to establish the project budget and outlines the approach for managing, monitoring/reporting, and controlling project costs.

Budget Overview

Projected expenditures were initially based on procurement of a COTS system informed by vendor estimates as well as staffing that would be needed to support the project. The technology strategy was later adjusted to pursue a low-code/no-code solution to align with WA State and ESD technology strategic plans. The WaTech (formerly OCIO) technology budget is subject to gated funding and will be closely monitored by WaTech, 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 WaTech technology budget and will be reviewed during the monthly Executive Steering Committee meetings. The Project Manager and Project Owner will meet monthly with the project’s budget manager to review project expenditures against the established budget and to evaluate budget status.

The project’s technical budget will be created for each pre-defined interval or “Gate”. Based on the WaTech 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.



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.

9. Quality Assurance (aka Testing) Plan

The goal of the project testing and quality assurance resources / plans are 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.

Link to Overarching Quality Plan (internal document).

A comprehensive Quality Assurance (QA) plan has been implemented to ensure functionality, performance, and stability meet production standards. The QA process includes structured system, integration, and user acceptance testing, all guided by a finalized Testing Signoff Document that outlines test cases, expected results, and traceability to requirements. In parallel, a Final Code Quality Report has been completed, detailing results from static/dynamic analysis, code reviews, and automated linting to ensure the system meets established coding standards and security best practices. Both documents serve as formal checkpoints prior to system go-live to verify that all defects have been resolved and the system is production-ready, supporting a confident and risk-mitigated deployment.

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 are established and maintained to succeed at delivering the project's objectives. The project will adhere to the following best practices, as outlined by Washington Technology Solutions (WaTech, formerly 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 a third-party 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.

User Studies
An important element of project quality for the redesigned WorkSourceWA.com for job seekers and employers to conduct usability testing. The project facilitated several waves of User Studies to assess the website's navigability, task efficiency and overall user experience. The findings from these studies inform the design enhancements.

Status Reporting
Monthly: 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 WaTech (formerly OCIO) project page (Link).

As each sprint wraps up, the Project's technical teams host a "Story Completion Review" meeting for the Product Manager and other leadership to have visibility on what is planned to be complete and ready for the Sprint Review. The Sprint Review occurs later in the afternoon following the "Story Completion Review." Following each Sprint Review, the IT Vendor will create a "Sprint Completion Report" within 7 business days and is then reviewed with IT Vendor and ESD leadership within one week of the Sprint Review.

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 (Excel list will be used and updated each sprint to cover upcoming development/features, which will be 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/blocked, 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 Sprint Reviews
At a minimum, Sprint Reviews will be held at the end of each sprint during which the IT Vendor will present the completed work. The purpose of the Sprint Review 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 hosts the Sprint Review.

If feedback is received during the Sprint Review 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).

Data Migration Simulations
The Project's Data Migration leads provide a simulation of actual data migration results from ETO to the new system (WA Works). The audiences are the Data Migration Advisory Subgroup, Advisory Committee and the Steering Committee, and the Steering presentation is recorded and posted on the WPC site for viewing.

Business Validation
There are 4 distinct workstreams requiring validation by business. The project has designed a "business validation process" to document how the WIT Planning Team, primarily Michael Luchini, ESD Product Manager will inform the ESD Technology Delivery Manager of the business acceptance of completed work. The Validation Teams mentioned below are the entities that the ESD Product Manager will work with to confirm that the assessment of the workstream's product at the point of Go-Live, which is required as part of the WIT Steering Committee's Go / No-go checklist. Steering Committee approved the Business validation plan 6/9/2025.

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 WaTech (formerly OCIO) Post Implementation Review (PIR) Summary.

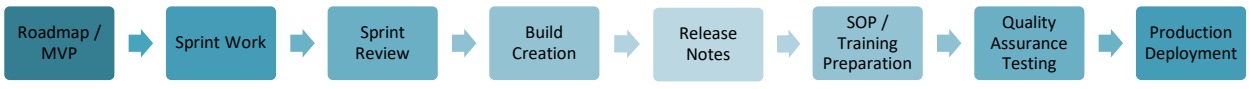
Quality Assurance Tools

- Project reporting (e.g., monthly status reports, Executive Steering Committee monthly briefing, Vendor / ESD Performance Scorecards).
- Assessment of project quality via routine and ad-hoc meetings to discuss risks, issues, concerns and quality findings.
- A process to review project management 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 patterns regarding code quality, environment issues, etc.

Product planning to production release Process:



External Quality Assurance

The Planning Team will work in partnership with a third-party 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 and posted on the WaTech (formerly OCIO) WIT Project page.

10. 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) as reflected in the Issue's title. High priority issues will be addressed with an action plan with due dates for resolution. Immediate Project Owner action for 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 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+).

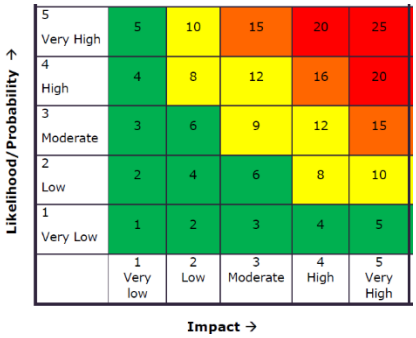
A risk develops into an Issue when it starts impacting Schedule, Scope, Cost, Quality, or Stakeholder of Project and needs to be addressed as soon as possible, per the Issue Management Section below. The Project Managers established a risk and issue log using a tool that is shared with project members (e.g., Azure Dev Ops, ADO). 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 & Review

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

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. (see Section for the Escalation 5 Process)_

- **Issue Severity:** Mapped as High, Medium and Low. Refer to table below for details
- **Escalation Path:** The path that an issue follows through various Escalation Layers depending on its Severity
- **Escalation Layers:** Refers to teams responsible for Project Delivery, Project Leadership and Project Executives. One person can be part of more than one layer as well.

Issue Severity Definitions		
Severity	Severity Description	Examples
5- High*	Issues impacting Schedule, Scope, Cost, Quality, or Stakeholder which have been open/unresolved for more than 10 days or requires immediately leader engagement. High Severity issues will be addressed with the strategic direction & recommendations, from Project Executives, with due dates for resolution.	• Resource unable to serve on project suddenly • Technology barrier or Scope spike is identified that could impact costs or schedule • Showstopper
3- Medium*	Issues impacting Schedule, Scope, Cost, Quality, or Stakeholder which have been **open/unresolved for more than 5 days**. These will have an action-plan and will be reviewed by Project Leadership based on established follow-up dates.	• The issue has an immediate action plan for execution, or short-term impact • Controlled spike in scope, meaning cost or schedule isn't impacted
1- Low	Issues impacting Project Scope, Quality, or Stakeholder but not the schedule and cost. These can be resolved within the Product, Technical or Data Migration Team itself **within 5 days**	• Short-term coverage for team member • Continuous quality improvement • Scope refinement

*Requires documenting as an Issue in ADO

The Project Management Office is responsible for closely monitoring the resolution of Issues and Risks. The ESD Project Managers will determine if an Issue is ready to be closed. Issue owners should provide and updated Issue closure response and @mention the ESD PM with the recommendation to close the Project Issue.

11. 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 (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.

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

12. 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 – under "deliverables" on the WPC Project Page.

13. 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 Owner, working closely with 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 – under "deliverables" on the WPC Project Page.

14. 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 (total of 13, one for each LWDB and also ITSD) to this document and are located on the WPC Project Page. The following activities will support the development of a structured change management approach:

- An assessment of the change and its impact on the organization, organization's readiness for change, the strength of the sponsorship coalition, and the risks and impact on successful adoption
- Focus on using ADKAR model (Awareness, Desire, Knowledge, Ability, and Reinforcement) 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 & 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.

15. Resource Management Plan (Staff & Contracted)

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. It also includes the project approach, responsibilities, and expectations for vendor management.

Identification of resources

A conscious effort was made to create a project structure that fosters a way to properly manage ESD project resources, which combines 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, (some of these positions have been noted as “in-kind” in the Technology Budget). This approach shifted in Fall 2023 due to the elongated project duration and the ESD requested additional FTEs via a Decision Package to provide backfill of five positions to rely less on “in kind.” 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, data migration, technical product and system integration, quality assurance vendor and short term (less than three months) contracts to support the RFP development (e.g., Business Analyst, technical advisor).

The Project Manager will gather estimates on an annual basis for the level of effort (percentage of the FTE) for ESD staff who are working on the project but are not charging directly to the project budget (a.k.a. In-Kind). This information is reviewed by the Project Owner and the project Budget Manager and will be reflected, as appropriate, within the Technology Budget.

Project onboarding and orientation

New members to the team (whether contracted or employee) will need to be onboarded and oriented to the Project. The assigned Planning Team members or assigned manager / lead will establish the onboarding and orientation 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. Mandatory ESD trainings and related paperwork to ensure compliance with applicable policies will also take place, along with the storage of relevant materials, in accordance with state record retention regulations and ESD policy.
A formal knowledge transfer / technical training plan has been established to outline the expectations and mechanisms to ensure that new ESD technology staff and vendor team members are properly onboarded and oriented to the technology solution set, project details and collaboration mechanisms.

Resource Monitoring

To ensure that the program has correct resource allocations for scope / work completion periodic review of team composition will occur. Consideration of 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.

Vendor Management

The project will utilize the ESD Contracts office existing procurement infrastructure to acquire contracted goods and services. This section will concentrate on the processes beginning after a contract has been finalized and the vendor is ready to be on-boarded through the contract extension/closure. Contributions from contracted vendors will be critical for success. This plan emphasizes Contract Monitoring, Relationship, and Performance Management.

Responsibility Assignment Matrix for Vendor Management

(Note: the definition for CARS is covered in Section 3). The table below outlines the CARS Responsibility Assignment Matrix for Vendor Management (**C**ommunicate, **A**pprove, **R**esponsible, **S**upport). Contract Deliverables mentioned below encompass Statement of Work (SOW); Request for Proposal (RFP), Acceptance Criteria, Change requests.

Tasks & Activities	ESD Project Mgrs	Project Owner	Business Owner	Tech Sponsor	Product Manager	Contract Admin (MA4)	Contract Manager	ASD Contracts Office	Vendor
Provides contract / procurement expertise & process guidance	S	S	-	R/A	S	C	S	R	-
AAG Liaison	S	S	-	R	-	S	-		-
DES Liaison	S	S	-	-	-	S	-	R	-
Requests formal actions	S	S	S	S	S	S	R	A	C
Draft, review, and finalize contract documents	S	S	A	A	S	C	S	R	A
Evaluate Bidder Proposals, identify SMEs to participate	S	R	A	A	S	S	R	S	-
Facilitate Bid Process (eval, Q&A)	S	-	-	-	-	S	S	R	-
Contract document management	C	C	-	-	C	C	R	C	-
Identify / resolve contract-related issues & risks	S	S	S	A	S	S	R	S	R
Develop / submit contract deliverables	S	C	-	-	S	C	A	-	R
Accepts / rejects contract deliverable(s)	S	R	A	A	R	S	R	-	C
Escalates performance issues	S	R	C	C	S	S	R	C	S
Vendor performance feedback	S	R	S	S	S	S	R	C	S
State performance feedback	S	C	C	C	S	S	S	C	R
Review / process invoices	C	R	A	A	C	S	R	-	C
Audits vendor management process / standards (Quality Assurance)	R	S	C	C	-	S	S	-	-

Contract 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.

The Contract Manager should consider the totality of any adverse actions against a vendor (such as non-performance issues) and weigh the outcomes of all alternatives before taking action. The Contract Manager is encouraged to seek guidance from ESD Contracts Office and assigned Assistant Attorney General (AAG) where appropriate. The Contract Manager will partner with several key staff to facilitate Vendor Management.

All Project staff are required to operate within all state laws, regulations, and policies, and should also consider the ethical impacts of their actions. Although a course of action might be technically legal, it does not mean that it will always be perceived as ethical.

Chapter 42.52 of the Revised Code of Washington outlines ethics in public service. The state of Washington provides state employees with ethics training every 36 months through the Department of Enterprise Services' Learning Management System.

Relationship Management

Vendor relationship management is an essential aspect of building and maintaining strategic partnership with vendors. Following Agile principles, the Project and Agile ceremonies will prioritize outcomes and long-term relationships over any short-term gains and marginal cost savings. A productive relationship will occur when strategic objectives are being met. Strong vendor management will result in the following:

- **Reduced risk**: Through effective collaboration and communication, the Project will gain the understanding and visibility to mitigate risk.
- **Improved performance**: Proactive vendor management will strengthen vendor relationships. Through successful monitoring, vendors will have an incentive to perform well. Identifying, monitoring and updating performance measures and then communicating those measures will provide a good channel for maintaining performance levels and building the vendor relationship.
- **Enhanced value**: Mature vendor relationships will provide a strong sense of collaboration, resulting in synergies that will be valuable to both the vendor and the ESD.

The Contract Manager is overall responsible for managing their respective vendor(s) day-to-day performance, which includes developing and managing the vendor relationship. All program staff working with vendors will seek to build trust by emphasizing openness and candor.

Performance Management

Performance management serves as a signal of potential issues early and allows the Project to proactively address areas that may need improvement. Following Agile principles, the Project and Agile ceremonies will prioritize the expectations and performance guidelines that are set during the vendor onboarding process and will be reassessed and reported on a regular basis.

The Contract Manager is responsible for managing the Project vendor(s) by:

- Reviewing and confirming a mutual understanding of all contract documents.
- Leveraging the kickoff meeting between the vendor and relevant program staff to ensure common understanding about the deliverables and related timelines (also see project onboarding).
- Reviewing the vendor's schedule and working with the Project Managers to ensure it complies with the standards outlined in Section 8- Schedule Management.
- Conducting regular check-ins with the vendor, in accordance with Agile best practices, to ensure progress is made according to the agreed upon schedule. This meeting also allows for the opportunity to review deliverables and ensure they meet the acceptance criteria outlined in the deliverable expectation documents. Lastly, this meeting affords an opportunity to review the program's other quality requirements that apply to vendor performance as outlined in Section 10- Quality Assurance.

The Contract Manager will establish or leverage recurring meetings to allow vendors time to provide status and update work efforts. The Project Owner will attend these meetings with the Contract Manager and include the corresponding Planning Team members when appropriate. These meetings may include:

- Summary of work completed during the reporting period and/or sprint cycle and plans during the next reporting period and/or sprint cycle
- Status of deliverable progress and any other updates
- Potential roadblocks, risks, or issues
- Clarifying roles, responsibilities, and expectations

Depending on the contract type, the Contract Manager will work with the Project Owner, Technology Manager, and Product Manager to develop performance metrics for their respective vendor(s). The Service Level Agreement (SLA), Deliverable Expectations Document (DED), and/or Deliverables will be outlined in the respective Contract(s).

Performance Issue Resolution

If deficiencies are identified during contract management activities, the Project Owner, Technology Manager, and Contracts Manager will work with the ESD Contracts Office to send the vendor a formal letter of contract non-compliance or deficiency. They will also request a formal corrective action plan from the vendor with a specified deadline for submission and implementation. Vendors will receive these notices electronically.

The vendor must develop a plan that addresses the identified concerns and include specific tracking measures that will ensure progress is being made to come into contract compliance. The plan is submitted to the Business Owner and Technology Sponsor and will be included in the contract file. The Business Owner and Technology Sponsor in conjunction with the Contract Manager, and ESD Contracts Office will review the corrective action plan to determine approval.

- If approved, the vendor will implement the corrective actions, as outlined in the plan. The Contract Manager and the vendor will track progress through resolution of the identified issue(s).
- If the corrective action plan is found to be unacceptable or if the implementation of the corrective action plan does not address the deficiencies, the Executive Sponsor may begin the contract dispute process.

Deliverable Management

This section of the vendor management plan describes the high-level steps in the overall deliverable management process for contractual deliverables, in accordance with contract specifications and requirements.

Step	Inputs	Activities	Outcomes
Review SOW	• Contract • SOW	The contract manager and/or team lead will meet with the vendor lead to discuss and review the SOW associated with the vendor's contract	Vendor creates a deliverable expectation document that defines the deliverable(s), to include: format. level of detail. approaches . standards, and acceptance criteria.
Contract Manager DED approval	• SOW • Draft DED	The contract manager and/or team lead review and approve DED. Rejected DEDs are sent back to vendor for refinement. Notify Project Owner of approval or rejection.	Approved draft DED
Business Owner and Technology Sponsor DED approval	Approved draft DED	The DED is then submitted to Project Owner for review and approval. If rejected, the DED is sent back to the vendor for further refinement. Notify Business Owner and Technology Sponsor of approval or rejection.	Approved DED
Store signed hardcopy of DED	Approved DED	The ESD Contracts Office will store the approved, signed hardcopy of the DEDs within the respective vendor folder. An electronic copy will be stored on the Project's Teams Page and distributed to the vendor, the contract manager, the Project Owner, and PMs.	All vendor documents stored according to state law and agency policy
Submit vendor deliverable	Approved DED	Upon completion of a deliverable, the vendor will submit the deliverable in accordance with the submittal requirements outlined in the SOW to the contract manager or team lead. Notify Project Owner of submitted deliverable.	Submitted vendor deliverable
Record receipt of deliverable	Vendor deliverable	The contract manager will record receipt of the respective deliverable for tracking of overall deliverable acceptance and confirm its receipt via email. When receiving deliverables, the deliverable will be reviewed for compliance with the approved DED and either recommend acceptance or rejection.	• Email acknowledges of deliverable receipt • Recommendation of deliverable approved or rejected
Deliverable approval/ rejection	Vendor deliverable	The deliverable is sent to the Project Owner and/or Product Manager for review and to the Business Owner and Technology Sponsor for approval.	Project Owner awareness and recommends approval / disapproval. Approved or rejected deliverable
▪ **Approved deliverables: the approval is recorded and the contract manager will update all information on Project Teams site and work with the ESD Contracts office to store vendor files** ▪ **Rejected deliverables: program will notify vendor and provide a letter of rejection that clearly details reasons for rejection within the timeframe outlined within the contract.**			

Due to the sensitivity of respective contracts, the Contract Manager will maintain a vendor deliverable document that will contain overall information on each contract for the Project. Contract Manager will provide information to the Planning Team when specific deliverables have been completed or if there are any issues with a specific deliverable.

Remediation
For contracts following an Agile methodology, the deliverables relating to technology development will follow the Agile ceremonies outlined in the respective contract. If at any time the Product Manager determines that a deliverable is deficient and cannot be resolved within the Agile ceremony, the following procedures will apply.

For rejected deliverables under any contract, the vendor will develop and present a remediation plan to the Business Owner and Technology Sponsor, to include:

- Specific steps to resolve the rejection
- Timeline that specifies due dates
- Hours required to fix deficiencies
- Total hours for full remediation

The Project Owner and vendor will work together to remediate as defined in the contract.

Dispute Resolution
In the event of a dispute, the Contract Manager will work with the ESD Contracts Office to resolve the dispute in accordance with the contract and all relevant agency policies and procedures.

Before an issue escalates to the point of formal dispute resolution, the Project will seek to resolve the issue through the following informal process:

1. Gather information from all sides of the dispute
2. Create a safe meeting to talk about issues.
3. Build your bridge to resolution through shared interests.
4. Validate that the solution will functionally work.
5. Document the situation and resolution.

If the informal process outlined above is not successful, the Contract Manager will initiate the formal Dispute Resolution process as outlined in the final contract.

Vendor Invoice Processing
Completion of deliverables and a valid invoice will trigger compensation payments to vendors. The Contract Manager ensures the vendor follows contract language for invoicing and the Contract Admin will ensure all approved invoice documentation is electronically stored in an area available only to the Business Owner, Technology Sponsor, Project Owner, and Contract Manager

Vendor invoicing Process Steps

Timesheets

1. If defined in the contract, the vendor will submit timesheet(s) monthly with a valid invoice.
    - The timesheet will be utilized for processing, checking for accuracy and completeness
2. Contract Admin reviews and validates the timesheets and invoice.
3. The invoice is forwarded to the person with delegated authority in the Financial Transaction Approval Matrix for final approval and returned to the Contract Admin.
4. The Contract Admin will forward the approved invoice to ESD accounting for vendor payment.
5. The Contract Admin records the invoice payment in the Project Managers excel budget document and electronic storage.

Payments for deliverables

1. Vendor submits invoice for deliverable(s) along with the Delivery Completion Report
2. Contract Admin reviews invoice to confirm compliance with contract payment terms, and ensures associated deliverable(s) have been completed and accepted by the designated project member (see vendor deliverable management section).

3. The invoice is forwarded to the person with delegated authority in the Financial Transaction Approval Matrix for final approval and routing to Contract Admin who routes it to ESD accounting for vendor payment.
4. The Contract Admin records the invoice payment in the Project Managers excel budget document and electronic storage.

Contract Extension, Amendments, and replacing Vendor staff
The Contract Manager shall follow the terms outlined in the Contract.

Contract Closure, Off-boarding & Transition Planning
The contract closure process will be triggered when one or more of the following events have occurred to initiate the process:

- The contract terms have expired.
- Contract dollars are expended, and no additional work can be completed due to funding limits.
- The Contract Manager or Business Owner terminates the contract.
- The vendor completes the required work. A contract is closed when all work described in the SOW is completed and when the deliverables identified in the SOW are completed within time frame, budget, and accepted by the Contract Manager or Business Owner.

Either at the conclusion of a contract or when replacing a member of the vendor's staffing we need to ensure proper off boarding. The Contract Manager will lead this process. Both an off-boarding checklist and vendor lessons learned checklist will be completed by the Contract Manager and provided to the Business Owner and Technology Sponsor.

The Contract Manager needs to develop a transition plan, so the vendors know what needs to be done by program personnel to transition the project to the program or to another vendor upon completion of the project. Considerations for the transition plan:

- Determine what needs to be done to prepare for the transition
- Determine detailed timing of events (e.g., key activities, milestones, decision points, dependencies)
- Transition project management protocols (e.g., progress review meetings, reports, issue resolution).
- Develop a process to maintain continuity of resources
- Develop an effective communication strategy for the upcoming transition(s).

16. Assumptions & Constraints

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 knowledge, skills, and abilities 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(s) 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 WaTech (formerly 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.

17. 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 posted on the WPC Project Page, under Deliverables.

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.

18. Project Plan Approval

The project management plan has been reviewed and accepted as written, last signatures Nov 2023, updated with re-reviews and approvals September 2025.

Role	Name
Executive Sponsor / WA State Workforce Administrator, ESD Commissioner	Cami Feek
Business Owner / I&T Steering Committee co-chair	Ismaila Maidadi
Business Sponsor / I&T Steering Committee co-chair	Mark Mattke
ESD Technology Sponsor / I&T Steering Committee Vice co-chair	Lisa Kissler
Business Sponsor / I&T Steering Committee Vice co-chair	Amy Martinez
Project Owner	Anne Goranson