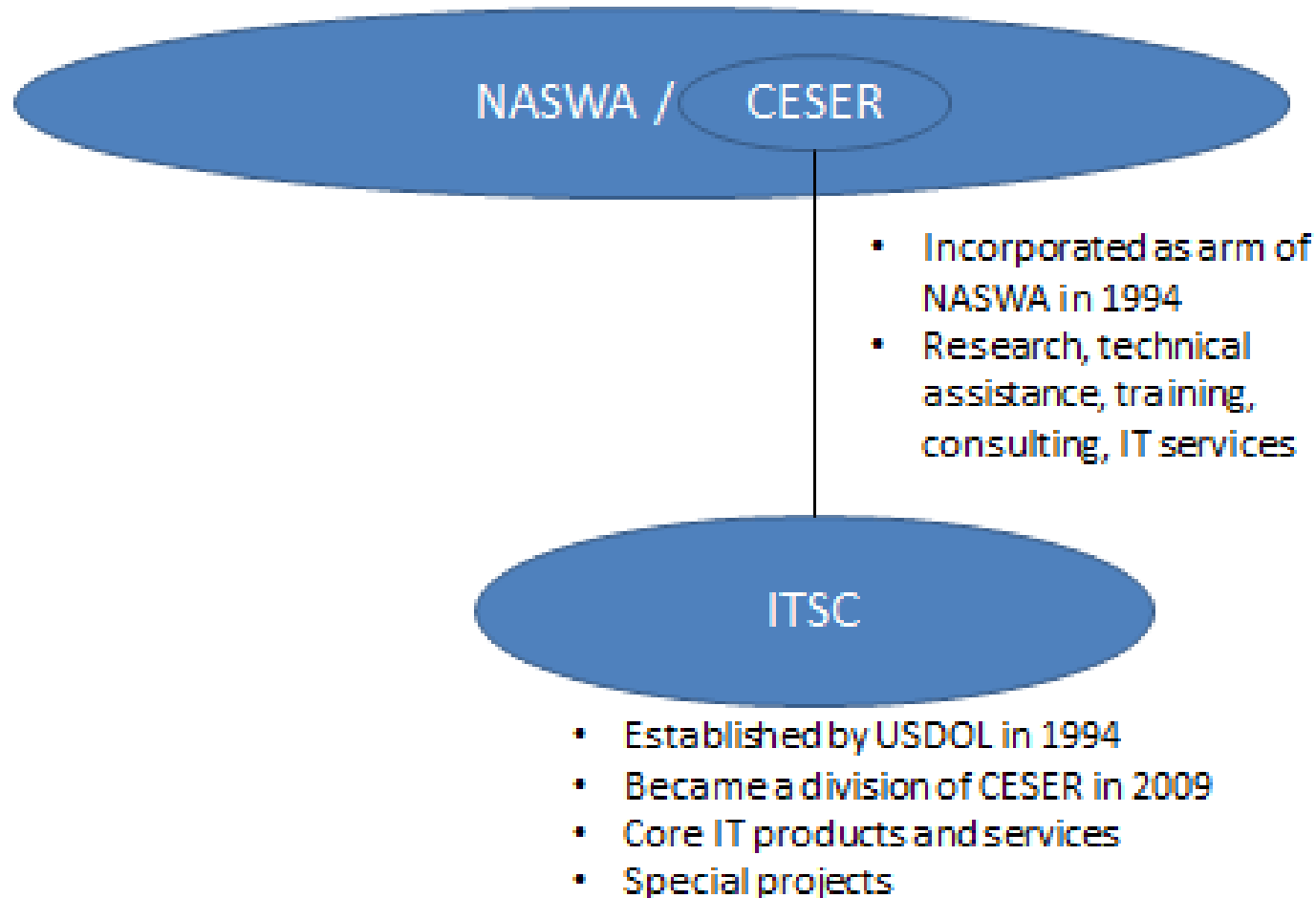


**National Association of Unemployment Insurance
Appeals Professionals
Embassy Row Hotel, Washington, DC
Information Technology Support Center
Joe Vitale - Director
June 23, 2015**

ITSC Background

- ITSC is a national collaboration of state workforce agencies and USDOL.
- USDOL/Maryland Cooperative Agreement.
- Created in 1994 – early days focus on “white papers” and developing products
- Redesigned in 2009 -- CESER/NASWA selected to operate ITSC.
- Serve as a trusted independent resource to support states to modernize or enhance UI IT systems
- Governed by a Steering Committee

NASWA Structure



ITSC Steering Committee Governance

- **Unemployment Insurance Directors**

- Laura Boyett – State of Maine (Chair)
- Brett Flachsbarth – State of Kansas
- Benjamin Peirce – State of Wisconsin

- **Information Technology Directors**

- Sriram Vilayanur – State of New Jersey
- David Haws – State of Nevada
- Gail Overhouse – State of California

- **State Administrators**

- Dale Smith – State of Mississippi
- Ellen Golombek – State of Colorado (Vice-chair)

- **Member-at Large**

- Lisa Marsh – State of Washington

- **U. S. Department of Labor**

- Jim Garner – Deputy Administrator

ETA/OUI

- Betty Castillo – Chief, Division of UI Operations

- **Grant State Representative**

- Dave McClone – UI Director State of Maryland (non-voting)

- **ITSC Director**

- Joseph Vitale (non-voting)

ITSC Strategic Priorities

- The Steering Committee Identified four key priority areas for ITSC:
 - UI Business Process Reengineering and IT Modernization
 - Creating and growing the ITSC On-line eLibrary, Tools and Software Repository
 - Education and Training
 - Technical Assistance

ITSC and UI IT Modernization Services

- Overview of current UI IT Modernization projects
- Identifying and sharing best practices
- Establishing and supporting consortia
- Providing technical assistance
- Coordinating communication and information sharing among states
- Conducting rapid one or two day assessments on request

- Fit Gap Analysis and Support
- RFP Development Support
- Review and Analysis of Vendor Responses to RFP
- Non-voting Member Consortium Steering Committee
- Subject Matter Expertise Including Business Analyst Support
- Technical Architect Services to Develop or Evaluate Project Architecture
- Data Migration Support


UI IT Modernization Guidebook and Wiki

- The objective of this online electronic library is to aid in the sharing and reuse of information and best practices as related to UI IT Modernization. The focus of the guidebook is to:
 - Provide costs, schedule scope and a snapshot overview of UI IT Modernization projects across the nation.
 - Present a compilation and discussion of key UI IT Modernization projects best practices and lessons learned organized by the life cycle of these projects in both an abstract or summary view and a detailed chapter discussion with references and examples.
 - Promote the leveraging of successful practices by states and consortia embarking on UI IT Modernization projects
 - Demonstration of UI IT Modernization Guidebook and Wiki
 - [ITSC Members Website](#)

UI IT Modernization Guidebook and Wiki

New Chapter Pre-Implementation Planning Checklist

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 **ITSC**
Information Technology Support Center


Pre-Implementation Planning

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[The UI Business Process and IT Modernization Guidebook](#)
[Executive Summary](#)
[Executive Advocacy](#)
[Strategic Planning \(Abstract\)](#)
[Strategic Planning](#)
[Funding](#)
[Request for Proposal \(Abstract\)](#)
[Request for Proposal](#)
[Appropriate Levels of Staffing](#)
[Project Management \(Abstract\)](#)
[Project Management](#)
[Selecting and Managing the Development Vendor](#)
[Requirements Abstract](#)
[Requirements](#)
[Data Conversion and Migration \(Abstract\)](#)
[Data Conversion and Migration](#)
[Design and Architecture Patterns \(Abstract\)](#)

UI IT Modernization Pre-Implementation Planning Checklist

 [Pre-Implementation Planning Checklist.xlsx](#)

Functionality is Fully Available or Workaround in Place for the following:

- ✦ All benefit and tax functions have been fully tested and are fully operational (unless work around planned for and tested) including, but not limited to:
 1. Claim Filing (For all supported programs: UI, UCFE, UCX, CWC, DUA, TRA, any extensions, etc.);
 2. Monetary determinations;
 3. Non-monetary determinations (separation and non-separation issues);
 4. Continued Claims processing;
 5. Benefit payment mechanisms (direct deposit, debit card, checks);
 6. Employer liability determinations;
 7. Tax rate computation;
 8. Appeals.
- ✦ Federal reporting, including data validation
- ✦ State UI program management reporting (for example: tracking of initial and continued claims by age), management dashboard, ad hoc and system logging reports, as required
- ✦ Interfaces with call center operations;
- ✦ Interstate Connection (ICON) network interface
- ✦ Other external interfaces, such as those required to retrieve wage record data, automatic cross matches for identity or other integrity purposes, etc.

UI IT Modernization Wiki Chapters


- Executive Summary
- Executive Advocacy
- Strategic Planning
- Funding
- RFP, Terms and Conditions, and Statement of Work
- Appropriate Levels of Staffing
- Project Management
- Selecting and Managing the Development Vendor
- Requirements
- Data Conversion and Migration
- Design and Architecture Patterns
- Operational Support Models, Virtualization, and Cloud
- Development Methodologies
- Detail Design and Coding
- Build and Deployment Roadmap
- Knowledge Transfer
- User Training
- Change Management
- Independent Verification and Validation (IV&V)
- Consortiums
- Go-Live: Pre-implementation Checklist

UI Learning Center

- Provides a platform to deliver content, monitor participation, and assess learner performance Single Sign-on
- A central area for an online community, allowing interactive communication among learners and trainers
- Delivers e-learning, electronic versions of print materials, facilitator materials
- Is SharePoint-based
- Available from the ITSC member site. [ITSC UI Learning Center Catalog](#)



UI IT Learning Center: Delivery and Management of Training



HomeMy LearningLearning CatalogITSC Members Site

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Learning Catalog

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UI Program and Technical Training

Data Validation TrainingNon-UI TrainingUI IT Modernization TrainingBoot Camp for UIIT Business AnalystsUI 101 Vendor Training

UI Program ProcessesUI Technical TrainingUnemployment Compensation Legislative Training

RequiredRecommendedOpen


E-LearningMaterialTrainingCompound



Access Control (Security-01)

This course addresses the IT Security topic of Access Control in a UI system and is the first course for Unemployment Insurance IT Systems personnel in ITSC's UI IT Security Training series.

Progress: No data
Started: 3/19/2015 5:02 PM




Business Analyst Boot Camp for UI Subject Matter Experts (BC-1)

NOTE: THESE MATERIALS WERE POSTED FOR USE IN A FEBRUARY 2015 PILOT. UPDATED MATERIALS WILL BE POSTED IN APRIL 2015. This curriculum is designed to support states in their UI IT Modernization projects by providing UI Subject Matter Experts with the skills they need to transition to the role of UI Business Analyst. This is a 3-day instructor-led course. All participant materials are included here.

+0 CEU


Progress: 0%
Started: 3/19/2015 5:18 PM



Federal-State UC Legislative Seminar (DL-1)

The Federal-State Unemployment Compensation (UC) Legislative Seminar is designed to provide an overview of specific Federal law requirements for tax credit and administrative grant certification, as well as other specific Federal law provisions that affect state UC programs.

Progress: 0%
Started: 3/19/2015 5:22 PM



UI 101 Vendor Training Curriculum (UI-2)

Familiarize vendors with UI to provide a background for the services vendors provide to UI IT agencies. UI Personnel may: (1) Contact ITSC and request on-site classes. (2) Download the instructor-led materials for reuse. To customize a PowerPoint Show file (.ppsx), open it from your local drive within PowerPoint, and perform a Save As, to save it as a .ppt or .pptx file.

Progress: 0%
Started: 3/19/2015 5:27 PM

UI IT Learning Center: Numbers by Course

Course Name	# Users Accessing Content
Access Control (eLearning)	22
Disaster Unemployment Assistance (eLearning - Internal Only)	7
Business Analyst Boot Camp for UI Subject Matter Experts	61
Federal-State UC Legislative Seminar (eLearning)	139
Introduction to the Business Analyst Role for UI Managers	2
UI 101 Training for Vendors Curriculum	19
TOTAL	250

Numbers of Users Who have UI Learning Center LMS Licensed Seats

2684 Licensed Users*

*All SharePoint Member Site users, excluding vendors

Numbers of Users Actively Viewing Content Available in the UI Learning Center LMS

Active Users*

* The number of active users will increment significantly as (1) BA Boot Camp proceeds from state to state and (2) when the Trainer's Forum goes live.

ITSC Training and Education - Courses

- Business Analysts “Boot Camp” for UI Subject Matter Experts
 - Program is intended for UI Subject Matter Experts who will be involved in a UI IT Modernization project
 - Examples of topics covered in the course include:
 - How to identify a business requirement
 - Defining functional and nonfunctional business requirements
 - Explaining requirements in terms programmers and other technical staff will understand
 - Reviewing use cases from other single state and consortia projects
 - Developing use cases
 - Working with and understanding requirements tools such as IBM Rational Requirements Composer
 - Documenting use cases in a requirements tool
 - Working as an SME side by side with development vendor

Business Analyst Boot Camp For UI Subject Matter Experts

Training Curriculum

Transitioning from the Role of UI SME into UI BA

Agenda

- What is Business Analysis and What Does a Business Analyst Do?
- The UI BA's Role in Modernization Readiness and the Software Development Life Cycle
- The UI BA's Contribution in Discovering and Documenting Requirements

Activities

- Participate in a Group Session to Elicit and Document Requirements

Notes

- Classes are 'standalone' and can be taken out of order
- The classes are instructor-led, in-person training
- Content is adjusted to meet the needs of each class
- The complete curriculum requires 3 full days of training

Improving UI Business Processes

Agenda

- What is a Business Process?
- Top-down Development
- As Is vs. To Be Analysis
- Business Process Improvement Methodologies
- Other State/Consortium Processes
- Traceability in Business Process Improvement

Activities

- Lighthearted look at a large organization improving its business processes
- Write an Improved Business Process

Notes

- Not intended to be a complete class in Business Process Reengineering
- Discusses the UI Business Analyst's role in Refining Business Processes

Gathering, Documenting, and Managing UI Requirements

Agenda

- What is a Requirement?
- RFP-ready Requirements and how they fit into Modernization Readiness and the Software Development Life Cycle
- Business Rules and What Drives Them
- Categorizing Requirements
- Gathering Quality Requirements
- Documenting Requirements
- Validating and Packaging Requirements
- Leveraging the Work of Other States and Consortiums

Activities

- Identifying Good Requirements
- Changing Poor Requirements to Good Requirements
- Good and Bad Business Rules
- Functional and Non-functional Requirements
- Tracing Business Rules to Use Cases/ Functional Requirements

Writing Effective UI Use Cases and Requirements

Agenda

- What is a Use Case?
- Advantages of Use Cases
- Discussion of concepts as they arise in the use case review
- Use Cases and Project Scope
- Writing an RFP-ready Use Case
- Use Case Diagrams
- Traceability and Use Cases
- Managing Use Cases

Activities

- Compare and Contrast a List of Requirements from Other States
- Comparing and Contrasting Use Cases from Other States
- Complete an Incomplete Use Case
- Write a Use Case

Notes

- Use Cases are high-level, suitable for use in an RFP

Selecting and Working with Development Vendors

Agenda

- The UI BA Role in the Development Initiation Stage of Modernization Readiness
- How the UI BA may be Involved in the RFP Review Process
- Role of the Vendor in the Modernization Project
- Relationship of UI BAs to Vendor BAs
- Varying Vendor Development Methodologies and How they Affect the Role of the UI BA
- UI BA Interaction with the Vendor throughout the Software Development Life Cycle

Activities

- Participate in a Vendor-led JAD Session
- Build a Test Case
- Compare Design-Ready Use Cases from States & Consortiums

Notes

- Overall scope of this class is to provide SMEs with skills and understanding to effectively interact with the development vendor

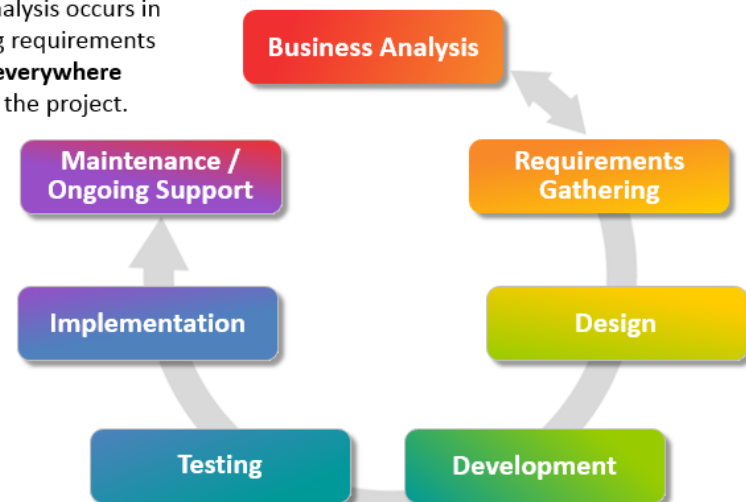
AN INTRODUCTION TO THE BUSINESS ANALYST ROLE FOR UI MANAGERS

An Introduction to the Business Analyst Role for UI Managers

AN INTRODUCTION TO THE BUSINESS ANALYST ROLE FOR UI MANAGERS

Software Development Life Cycle (SDLC)

Business Analysis occurs in the defining requirements phase and **everywhere** throughout the project.



AN INTRODUCTION TO THE BUSINESS ANALYST ROLE FOR UI MANAGERS

20


Business Analyst Boot Camp For UI Subject Matter Experts

Current Training Schedule

State	Dates	Comments
COMPLETED		
Connecticut	February 9-11, 2015	Pilot
District of Columbia, Maryland, and Texas	April 21-23, 2015	Hosted by ITSC in DC
Iowa	May 19-21, 2015	9 Participants
Washington	June 9-11 June 12,15-16, 2015	40 Participants
SCHEDULED		
Oregon	July 13-17, 2015	
Hawaii	July 28-30, 2015	
Alaska	August 25-27, 2015	
Indiana	September 15-17, 2015	Pending Agency Approval
USDOL Region V States	October 5-9, 2015	
Other Interested States		
Arizona	Montana	Utah
Colorado	Nebraska	Georgia
District of Columbia	New Jersey	New Mexico
Florida	Maine	

State UI Trainers Forum Collaborative Project Website

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State UI Trainers' Forum

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[Trainers Contact Info](#)
[Training Documents](#)
[State Examples and Models](#)
[Government Specs](#)
[Trainers' Best Practices Discussion Group](#)
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State UI Trainers' Forum


This UI Trainers' Forum is a meeting place where state UI training personnel, responsible for creating and distributing UI training to state UI employees and other end users of UI software, can share resources provided by ITSC and training personnel from other states.

Examples of materials you will find on this site are:

- training plan templates that can be used to create justification and supporting text for desired training initiatives
- tips on how to write learning objectives for UI content
- guidelines for performing task analyses, including a task analysis spreadsheet with common UI tasks populated that can be traceable to learning objectives
- templates customized for UI content for leading elearning development systems, including Adobe Captivate, Camtasia, and Articulate Storyline
- guidelines for complying with government requirements for the distribution and display of online training, including the Shareable Content Object Reference Model (SCORM) and accessibility standards called out in Section 508 of the Federal Rehabilitation Act (29 U.S.C. 794d), as amended by the Workforce Investment Act of 1998 (P.L. 105-220), August 7, 1998.

Use the **Best Practices Discussion Group** to see what other states are finding successful, to post you own best practices, or to direct questions to state trainers' who are facing the same challenges that you are.


Receive announcements of online learning segments and webinars that ITSC offers via the **ITSC Learning Center**, accessible from the ITSC.org members-only site.



Trainers Forum State Examples

State UI Trainers' Forum Layout

BROWSEFILESLIBRARY

Task Analysis Guidelines

SHAREFOLLOWSYNCSync icon

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EDIT LINKS

+ new document or drag files

All DocumentsFind a file

Training Plan Templates

Task Analysis Guidelines

Design Document Templates

Lesson Shells

QA Checklists

JOB TASK ANALYSIS


Template Description: Conduct a job task analysis if the tasks to perform a particular job function & duty are not documented. Ideally, data is collected through observations, interviews, and documents.

A job task analysis studies the people who perform the steps of a particular activity required to do a job. It helps training developers understand what a person must know or be able to do to perform a task. It can also identify any issues with how the task is performed so that they can be corrected with the training. A task analysis usually includes the following steps:

1. Identify the job.
2. For each job, identify the major duties of the job. Duties are similar to the responsibilities of a job and include a set of tasks to fulfill.
3. For each duty, identify the tasks that fulfill the requirements for each duty.
4. Specify details of the task using task analysis worksheet.
5. Define and describe the sub-tasks for the task in detail.
6. Specify details such as frequency, difficulty for the task.

Job Task Analysis Worksheet	
Job	
Duty	
Task	
Equipment – equipment required to perform task	
Tools – tools required to perform task	
Safety – safety considerations when performing task	
Cue – what prompts performance	
Conditions – environment where task is performed	
Location – where task is performed	
References – documentation used in task performance	
Subtasks	
Knowledge – facts, concepts, principles	
Skill – skill that is necessary to perform task	
Attitude – interest, motivation necessary to perform task	

Page 1 of 1



INDIANA
WORKFORCE
DEVELOPMENT
AND ITS **WorkOne** CENTERS

UIM Project
Business Transition and Training
(BT2)

Building a Change Organization:
Roles and Responsibilities

Version 3.0

Page 1 of 13



State UI Trainers' Forum State Participation to Date

State	Participants	State	Participants
Alaska	10	Mississippi	2
Arkansas	5	Montana	5
Arizona	7	Nebraska	2
Connecticut	8	New Hampshire	2
District of Columbia	5	New Mexico	2
Delaware	3	Oklahoma	9
Florida	2	Oregon	2
Georgia	12	Pennsylvania	13
Iowa	2	South Carolina	6
Idaho	9	Utah	12
Indiana	1	Washington	3
Kansas	7	Wisconsin	3
Kentucky	10		

26 states and **142** participants to date

Note: Training and Education also encompasses other ITSC Resources, Online Library and Tools. The newest addition to this library is our expanded:

- IBM Rational Requirements Composer (RRC) Software Toolset
 - ITSC recently expanded its offering of the IBM Rational Tools in support of the MRM Consortium including:
 - Rational Team Concert Developer
 - Rational Team Concert Developer for Workgroups
 - Rational Requirements Composer
 - Rational Requirements Composer Analyst
 - These tools are hosted for ITSC by CloudOne an IBM partner specializing in hosting these and other IBM Cloud offerings.
 - Tools are currently being used by the following consortia and states:
 - WyCAN
 - VMW
 - MRM
 - NY and NJ
 - CT and MO

- Discussion Topic Areas:
 - General
 - Technical
 - Legal
 - Project Management
 - RFP and Contract
 - Vendor Management
 - Consortia
 - Single State

- Workgroups/Forums
 - .Net
 - Java
 - Configurability
 - Multi tenancy

- A single, integrated workforce system with UI as a core program providing income support
- UI claimants are job seekers too and a customer of the entire workforce system
- A workforce system with a “common front door”
- Enhanced reemployment services for all job seeker customers

A Call to Innovate

Transformational Elements of New Vision:

- Common “Front Door” supported by integrated customer registration/common customer record
- “Real Time Triage” – integrated/automated data & information driving service delivery/customer choice throughout service delivery cycle
- Focus on Skills Transferability
- Social Media for Outreach & Service Delivery

Integrated Workforce Registration System

IWR

- A framework allowing for common data collection to be centralized
- Fully customizable customer platform
 - Questionnaire layout, length, and format
 - Data collected
- Single authentication with other workforce systems (Single Sign On)
- Built using open source technologies and methodologies
- Cloud ready system

The screenshot displays the Integrated Workforce Registration (IWR) system interface. The top header features the Department of Labor logo and the title "Integrated Workforce Registration". The main content area is divided into two sections: "Welcome to IWRs" and "Registration".

The "Welcome to IWRs" section includes links for "Cloud Hosted IWRs" and "State Hosted IWRs".

The "Registration" section is titled "Step 1 of 6" and contains a "Personal" tab. It prompts the user to provide the following information: First Name (Micky), Middle Initial, Last Name (Mouse), Date of Birth (02/10/1985), Birth City (Albany), Race (Asian), Ethnic Group (Hispanic), Name Alias, and Social Security Number (111-11-1111).

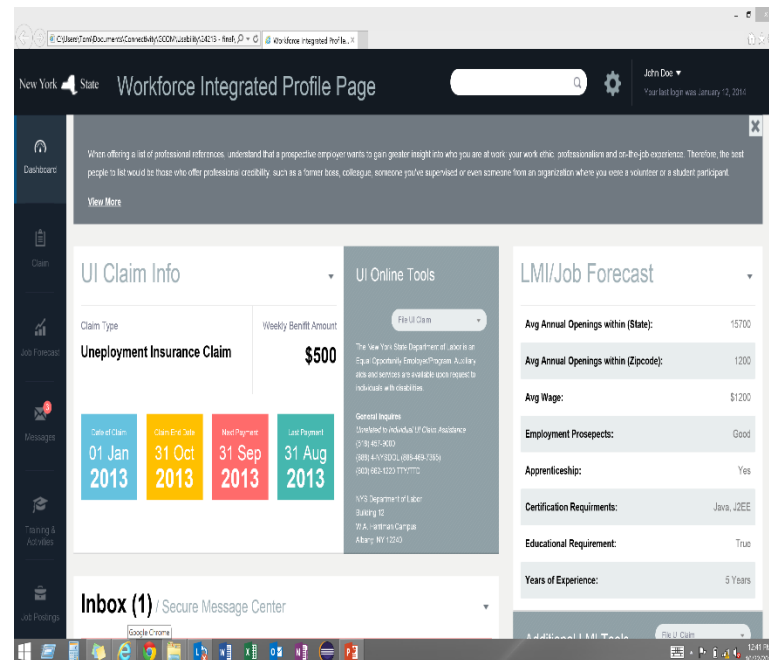
The "Work Experience" section is titled "Step 2 of 6" and prompts the user to provide the following information: Occupation (computer engineer), Are you currently employed? (Actively Looking), Are you authorized to work in the US? (Yes), and the highest level of education completed (Associates Degree).

Navigation buttons include "<<Previous" and "Next>>".

Making the Web A Communication Channel

WIPP (Workforce Integrated Profile Page)

- The internet has become the primary communication method for job seekers
- Job Seekers get a personalized real-time views
- Data spans all workforce partners
- Self service becomes a more enhanced experience



Federal Security Assessment Preparation Checklist

- Checklist designed to aid states in preparing for assessments conducted for the IRS, SSA and NDNH
- Will help states identify major deficiencies that need to be corrected
- Focuses on formal assessments based on NIST 800-53
- Covers 17 general areas or control families and drills down to subtopics with these areas
- Important Note: The checklist does not cover all areas that may be reviewed by the Federal Assessor, the emphasis is on those controls whose absence will lead to a critical finding

The checklist is available for states to download from the ITSC Members Only Website under the Technology heading on the left hand side of the main Members Only page

A National View of UI IT Systems

(NASWA/ITSC Study – July 2010)

- States developed systems for UI operations generally in the 1970s and 1980s, and many are using the same “legacy” mainframe technology based systems today.
 - Note: In the NASWA/ITSC survey, over 90 percent of states reported using benefits or tax systems running on outdated hardware and software programming languages, such as COBOL.
- The survey found the average age of a state benefits IT systems is 22 years, and the oldest benefits system is 42 years. The average age of a state tax system is 24 years, and the oldest tax system is 41 years.
- Only eight states have a modernized benefits system, only three have a modernized tax system, and only one has modernized benefits and tax systems.

Multi-State Consortia

- UI IT modernization through state consortia is a new approach currently underway
- Multiple states pooling their resources in pursuit of a single common system they can each use
- The Unemployment Insurance State Information Data Exchange System (SIDES) is an example of a successful consortium project
- DOL began funding state consortia in FY 2009

First Phase of the Consortia Model

- In FY 2010 USDOL funded two consortia to determine if a consortia model could be used to build a new UI IT Benefits and or Tax System.
- Was it feasible and could the states work together?
- In addition was there a high enough level of commonality of the requirements between the states in the consortium to make building a common system practical?
- AWIN consisting of Arizona, Wyoming, Idaho and North Dakota and SCUBI consisting of Georgia, North Carolina, South Carolina and Tennessee were the first two consortiums formed to test out this model.

Consortia Model (cont.)

- **AWIN – developed both common Benefits and Tax requirements**
- **SCUBI – developed common Benefits requirements**
- **The Good News:**
 - **States discovered they can actually work together on a UI IT Modernization project leveraging fiscal and staff resources**
 - **States had more in common than they initially realized going into the project**
 - **Common requirements were in the range of 80% to over 85%**
 - **Obviously there were still 15% to 20% of unique state requirements**

Consortia Model (cont.)

- In FY 2011 USDOL provided funding for AWIN and SCUBI to move on to the next phase of their UI IT Modernization project
- Publish and RFP and Select a Vendor to Design, develop and Implement the new common UI IT System
- Note:
 - AWIN changed to WyCAN as Idaho dropped out and decided to use the requirements developed to build a single state system for Idaho. Colorado joined the consortium and did a fit gap analysis of their requirements with the existing consortia requirements
 - In SCUBI the consortium was reduced to three states as Tennessee decided to also go the way of a single state model
- In FY 2011 USDOL also funded an additional consortium VMW (Vermont, Maryland and West Virginia) to do a phase one feasibility study and develop a common set of requirements

Consortia Model (cont.)

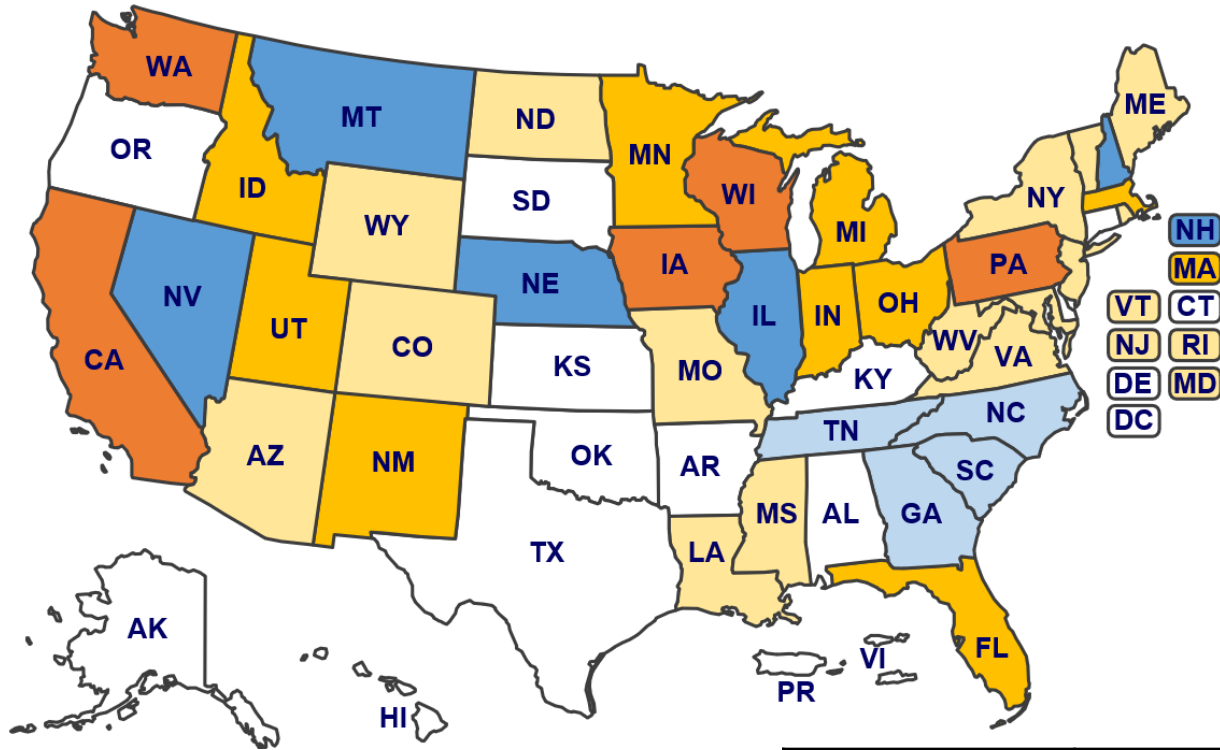
- In FY 2012 DOL funded another consortium MRM (Mississippi, Rhode Island and Maine) for development of a common system
- Mississippi was one of the first states to successfully modernize its UI IT system
- They discovered early on that they were not going to be able to support this system as a single state
- The MRM concept leveraged the already built modern UI IT system and are making it a common system for all three states
- This month MRM successfully went into production with the first phase of Benefits in MS
- IN FY 2013 NY and NJ were funded to develop their requirements

Where are The Consortia Today

Current UI IT Modernization Consortia Projects

Consortium Name	Scope	Status	Contractors
WyCAN (WY, CO, AZ, ND) FY 2009 – Feasibility FY 2011 - Development	UI Benefits, UI Tax, UI Appeals	In development	HCL America
SCUBI (SC, NC, GA) FY 2009 – Feasibility FY 2011 - Development	UI Benefits, UI Appeals	In development	CapGemini
MRM (MS, RI, ME) FY 2012 - Development	UI Benefits, UI Tax, UI Appeals	In development	Tata Consultancy Services.
VMW (VT, MD, WV) FY 2011 – Feasibility FY 2013 - Development	UI Benefits, UI Tax, UI Appeals	RFP Phase	
NJ/NY FY 2013 Feasibility	UI Benefits, UI Tax, UI Appeals	Developing Requirements	
NM/MA/FL FY 2013 - Build Components	UI Benefits and UI Tax Common Module Development	Requirements for and Implementation of Common Modules under Development	

Information Technology Modernization Status



COMPLETED	IN DEVELOPMENT	
		Benefits System Only
		Tax System Only
		Benefits and Tax System



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