RFP Announcement

National Association of State Workforce Agencies (NASWA)
Center for Employment Security Education and Research (CESER)
Information Technology Support Center (ITSC)

Request for Proposal:

Unemployment Insurance/Workforce System Connectivity Project: Integrated Workforce Registration (IWR) System

The National Association of State Workforce Agencies (NASWA) and Information Technology Support Center (ITSC)NASWA and the ITSC are seeking to procure the services of a contractor through a firm fixed price contract to develop and implement a fully integrated Unemployment Insurance (UI)/ Employment Services (ES)/ Workforce Investment Act (WIA) Integrated Workforce Registration System(IWR). The IWR system will become the point of entry into the state system for unemployed individuals/jobseekers in the three pilot states (Mississippi, Oregon and New York) that have partnered with NASWA/ITSC for this project. The technology solution is required to be built using open source technologies. The development effort will be overseen by ITSC, in partnership with the three pilot states and the United States Department of Labor (USDOL), Employment and Training Administration (ETA).

The RFP consists of the following documents:

RFP: Unemployment Insurance/Workforce System Connectivity Project: Integrated Workforce Registration System
Appendix A: NASWA Actual "To-Be" Processes and Use Cases
Appendix B: Data Model with Data Flow Mapping
Appendix C: Registration Data Flow
Appendix D: Connectivity Reference System Architecture
Appendix E: IWR System Requirements
Appendix F: CESER General Terms and Conditions
Appendix G: A National Call For Innovation
Appendix H: Profile Page Description
Appendix I: ITSC Project Management Template
Appendix J: ITSC Project Schedule Template

Important Dates:

RFP Publication Date: **September 25, 2012**

Bidders Webinar/Teleconference: **October 5, 2012; 1:00 PM EDT**
- http://naswa.webex.com
- Keyword Search: "RFP"
- Click "Register"

Proposal Due Date: **October 26, 2012, by 5:00 p.m. EDT to: rfp_responses@itsc.org**

Request for Proposals (RFP)

For:

Unemployment Insurance/Workforce System Connectivity Project: Integrated Workforce Registration (IWR) System

Issued By:

National Association of State Workforce Agencies (NASWA)
Center for Employment Security Education and Research (CESER)
Information Technology Support Center (ITSC)

Circulation Date
September 25, 2012

Bidders Webinar/Teleconference
October 5, 2012 – 1:00 PM EDT
http://naswa.webex.com
Keyword Search: "RFP"
Click "Register"

Proposal Submission Date
October 26, 2012; 5:00 PM EDT
rfp_responses@itsc.org

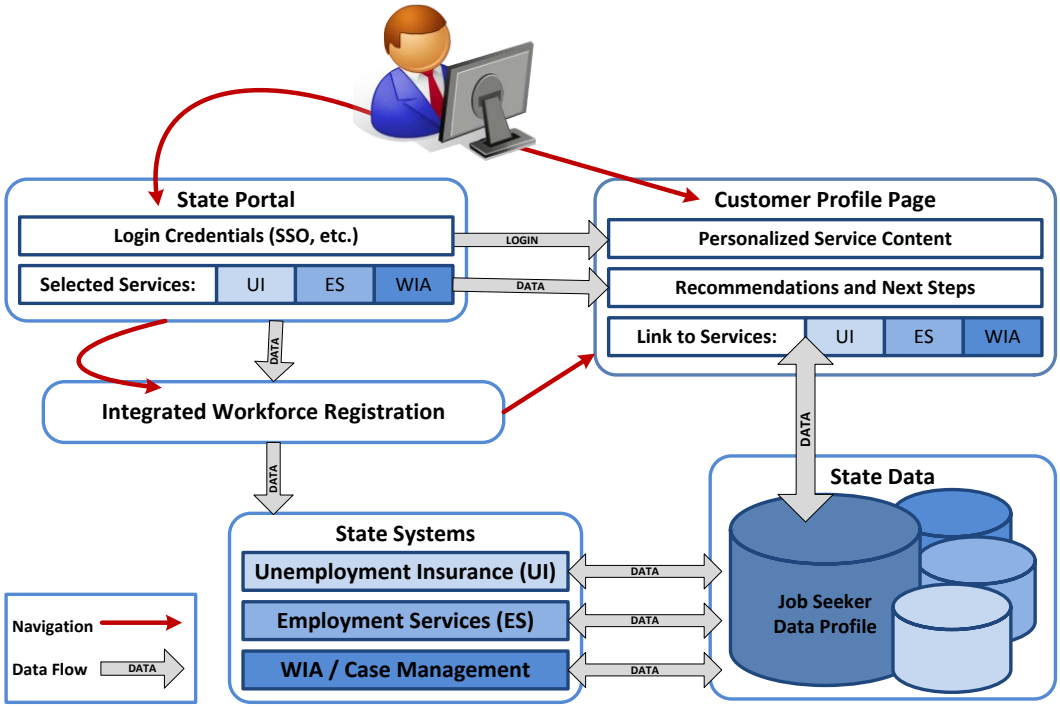
1. Project Description

NASWA and the ITSC are seeking to procure the services of a contractor through a firm fixed price contract to develop and implement a fully integrated Unemployment Insurance (UI)/ Employment Services (ES)/ Workforce Investment Act (WIA) Integrated Workforce Registration System.

The Integrated Workforce Registration (IWR) system will become the point of entry into the state system for unemployed individuals/jobseekers in the three pilot states (Mississippi, Oregon and New York) that have partnered with NASWA/ITSC for this project. The technology solution is required to be built using open source technologies. The development effort will be overseen by ITSC, in partnership with the three pilot states and the United States Department of Labor (USDOL), Employment and Training Administration (ETA) Office of Unemployment Insurance. Although this system is being developed and implemented in conjunction with these pilot states, all intellectual property will be owned and maintained by USDOL, and will be made available for implementation to other interested states.

The IWR system will become the "front door" to a user/ job-seeker profile page. The profile page will act as the hub of information that is collected during the registration process, and information imported from existing workforce systems. It is expected that a job seeker profile page will be developed as part of the overall Connectivity Project outside the scope of this RFP, however its integration with the IWR system is in scope as a requirement for this RFP. There will be two types of profile pages that the IWR system will need to be integrated with: (1.) A state built profile page customized to handle the information that is being passed by IWR; and (2.) A generic profile page that will be available to all states.

A diagram illustrating **Data Flow and Navigation of the IWR** is below:



Integrated Workforce Registration (IWR)

The Integrated Workforce Registration (IWR) system is a web based system designed to capture a set of data elements that will be shared amongst the implementing states' workforce (UI/ES/WIA) systems. The unemployed individual or job seeker will answer questions designed to capture demographic and other pertinent data common to all of the state workforce systems supporting UI, ES and/or WIA.

The IWR will be required to have an open architecture based API (Application Programming Interface) for the sharing of data collected in the IWR process with the state production UI, ES and WIA systems. This interface will enable the extraction of data entered by the individual into the IWR system for input or uploading into the state's production system(s) UI, ES and WIA. Basically data entered into the IWR will be able to be dynamically posted and updated in multiple state workforce production systems. This API will remove cross-system dependencies between IWR and the state systems, thus allowing IWR to be transferable to any state infrastructure.

When the unemployed individual job seeker arrives at the state workforce agency website, they will view general workforce information about UI, ES, WIA, and labor market information (LMI). At that time they will also be given the opportunity to search anonymously for jobs based on the states' local, multistate or national job bank search criteria such as geographic area, (Zip code), job title or other relevant criteria. The unemployed individual /job seeker will also be provided the opportunity to register for additional services through the IWR. This initial registration step will be required as a first step in filing an initial UI Claim, or registering for employment services, or job training assistance.

The vendor will be required to work directly with participating states' staff, USDOL and ITSC. The pilot states will provide both subject matter experts (SMEs) and state system technical expertise to assist in the development and implementation of IWR.

ITSC anticipates the IWR and User Profile Page solutions to be developed in tandem over a six (6) to nine (9) month period, with full production implementation to occur no later than July 31, 2013. All vendor proposals in response to this RFP for the IWR component are not to exceed $800,000.00. It is expected that vendor proposals in response to this RFP will meet the IWR requirements as outlined in this RFP for application development, software and hardware products, training and training materials, implementation and system integration.

User Profile Page

The Integrated Workforce Registration (IWR) User Profile Page was originally conceived of and defined during the Pilot state requirements development process. The User Profile Page was designed as a description of a registered unemployed individual/job-seeker, containing detailed information gathered from multiple state workforce systems. In essence the User Profile Page operates like a personal "Workforce Webpage," meant to be viewed by the individual and workforce staff providing counseling or other related services and approved for access by the

individual. In short, the User Profile Page organizes in one web based location the information contained within the state workforce systems (UI, WIA, and ES) as well as information gathered from the unemployed individual/ job seeker during the IWR process. A two way communication channel is established between the User Profile Page and the various state Workforce Systems to keep the User Profile Page up to date with the latest real time information and activities about the unemployed individual/jobseeker. Pilot states may or may not implement the User Profile Page in conjunction with the IWR system. The profile page will serve as an interface between the jobseeker and workforce systems, dynamically populated with information about and for the jobseeker, based on information collected during the IWR process and from the workforce systems. The development of the User Profile Page is outside the scope of this RFP. Integration of the IWR with the User Profile Page is a requirement within the scope of this RFP.

For more information on the Profile Page and its functionality, please see Appendix H.

Integrated Workforce Registration System (IWR) Requirements

The Integrated Workforce Registration System as defined in "A National Call for Innovation: Rethinking Reemployment Services for UI Claimants" (Appendix G), has been designed by the ITSC, three pilot states and USDOL to further the innovation, comprehensiveness and streamlining of the job seeker experience. As part of the design process, NASWA/ITSC, USDOL, and the three pilot states worked with Gartner, Inc. (the contracted vendor selected through a RFP process) to develop a complete set of Requirements for the development of the IWR system. These Requirements include the following documents:

- Use Cases
- Data Dictionary for Required Fields
- Functional/Non-Functional Requirements
- Reference Architecture (Note: this document includes architecture for three of the four transformational elements articulated in the "National Call for Innovation," while this RFP development requirement addresses one element only--- the Integrated Workforce Registration System.)

All information that has been captured during the Requirements phase of the project can be referenced the Appendices of this document.

The IWR system will be the first entry point to services, including reemployment services, unemployment insurance, and training. The IWR will reduce the duplication of common data entry while streamlining systems for jobseekers, many of which may be UI claimants. The following is a list of the developed documentation:

- Business Process Flows and Use Cases (Appendix A)
  -Section Two of Appendix A defines the 12 IWR use cases in scope for this contract
  -Section Three and Four of Appendix A defines state scoped work efforts currently in development
- Data Model with Data Flow Mapping (Appendix B)
  - Data Dictionary

  - Logical Data Model
- Registration Data Flow (Appendix C)
- System Reference Architecture (Appendix D)
  - Detailed Architecture Description
  - Technology Used
  - Hardware, Software and Infrastructure for all Processes and Interfaces
- IWR System Requirements (Appendix E)

2. Project Background

In 1994, state Unemployment Insurance (UI) agencies began the transition from a local, in-person UI claims processing model to a remote claims processing model. This transition was in response to declining funding and customer expectations for self-services. Today, 85 percent of UI initial claims and 95 percent of continued claims are processed by telephone and the internet. In most publicly funded One-Stop Career/Workforce Centers, there is no UI agency presence, except for remote access assistance in the form of a telephone or PC. As a result, UI claimants no longer have a clear connection point to the wide array of reemployment and training services offered through the One-Stop Career Centers and/or other parts of the workforce system.

The ETA engaged NASWA and ITSC to initiate a two-phased effort to develop a National Vision for improving the connection of UI claimants/job seekers to state and local workforce systems and reemployment services. Phase I of the UI Workforce Connectivity Project included the development of the national vision and recommendations for implementing the vision. As part of this first phase, a National UI/Workforce Connectivity Workgroup was formed with representatives from the federal, state and local levels of the publicly-funded workforce system to develop a national vision for serving ***UI claimants as a key customer of the workforce investment system:***

The National Vision
We envision a system that is driven by a single Workforce System Registration (WSR) as the entry to the nation's "reemployment system" – and offers a coordinated customer-centric focus with full partner access. The UI claimant process is seen as a part of the broader "job seeking" process and customers are treated as jobseekers first and foremost (their UI claim being just one aspect of the services available to job seekers). Services are available via the internet as well as other means – but the internet access is supported by dynamic social networks linking customers, career counselors, employers and educators. Integrated service delivery is focused on customer outcomes. The system is focused on skills transferability, is data driven, measureable and accountable (conforming to the state law and to meeting customer needs).

In the process of developing the National Vision described above, the workgroup identified four transformational areas that define their ideal vision. The following are the four transformational elements defined by the group:

1. **Integrated Workforce Customer Registration**. *This represents the ideal of presenting each customer, whether they are seeking UI benefits and/or workforce services, with a single point of entry to register.*
2. **Real time triage**. *Current UI Claimants are typically profiled once to determine the likelihood that they will exhaust their benefits before becoming reemployed. The Emerging National Vision describes a continuous process where job seekers are linked with job openings, training opportunities and career counseling on a continuous basis while registered in the system.*
3. **Transferability of skills/Job match.** *Tied to the real time triage will be an automated process to link user to job openings in their area based on past work history, education and training including degrees and certifications.*
4. **Social networking**. *The Emerging National vision incorporates the power of the Internet to link job seekers with job openings, training and education options, peer networks and general labor market and career information.*

Phase II of the UI/Workforce Connectivity Project includes the development of the IWR system, and implementation of the solution within the pilot states. As part of these efforts, NASWA/CESER/ITSC distributed a Solicitation for Partnership (Appendix E) to state workforce agencies across the country to seek states willing to pilot the new shared national vision and framework for providing reemployment services to UI claimants. As a result, Mississippi, New York, and Oregon were competitively selected by ETA to participate in the pilot and implement the prototypes developed and the appropriate business processes to support them. The selected pilot states have received USDOL Dislocated Worker (DW) grant funding to work in conjunction with NASWA/ITSC to complete this phase of the project.

During Phase II, NASWA/ITSC contracted with Gartner, Inc., through a competitive RFP process, to assist in the development of detailed requirements for three of the four transformational elements. While NASWA/ITSC has been tasked with the development of the Integrated Workforce Registration System, the states will be implementing solutions for the other transformational elements articulated in the vision. During the Requirements phase of the project, the Requirements vendor (Gartner) was tasked with completing the following deliverables:

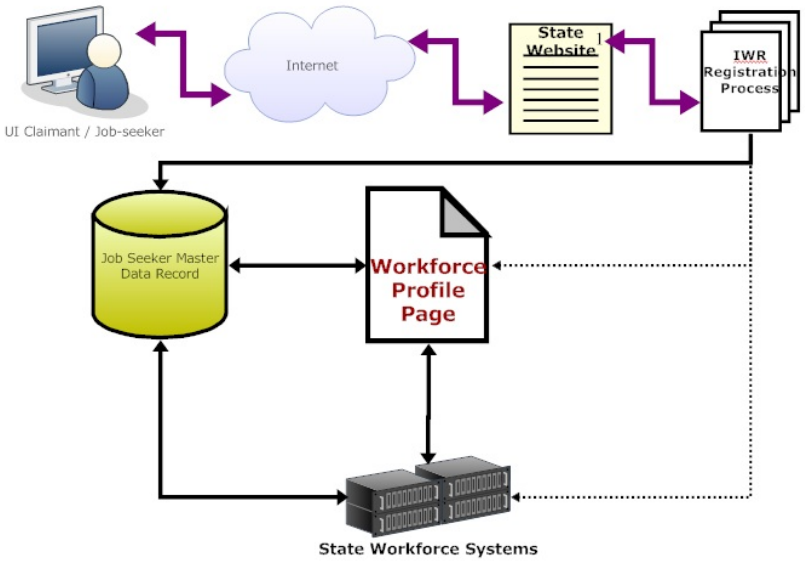
1. Conduct an "As-Is" analysis for each of the participating pilot states;
2. Conduct two sets of "To Be" Requirements Gathering Sessions in Washington, D.C., with pilot states, ITSC and US DOL;
3. Build out a set of "development ready" Requirements for 3 of the 4 transformational elements (IWR system, Real Time Triage, and Job Match / Skills Transferability)
    a. Use Cases
    b. Business Processes
    c. Functional/Non-Functional Requirements
    d. Reference Architecture

The Requirements gathering process was initiated in September 2011 and was completed in February 2012. A week long on-site visit was conducted to each of the partner states to document the states' workforce partner systems. The review was focused on transformational elements 1-3 of the 4 transformational elements.

Starting in January 2012, the first of two "To-Be" sessions took place in Washington, D.C. Each of the pilot states' workforce partners had subject matter expert (SME) representatives participating from Unemployment Insurance (UI), Employment Services (ES), Workforce Investment Act (WIA), and Information Technology (IT) offices. The first week focused on developing systems from ideal perspective in alignment with the National Vision. The partnering states as well as ETA assisted in defining in greater detail the processes for the 3 transformational elements, building out use cases and other associated business process documentation. The second session took place in February 2012, which further analyzed each of the identified processes and systems, with the goal of integrating these elements with the pilot state(s) existing systems. Follow up sessions were conducted remotely through teleconferences, for states to provide feedback to the final documents.

As part of the Requirements process, Reference Architecture was developed, also focusing on 3 of the 4 transformational elements. Each of the states assisted by providing their IT staff to review and provide alternatives to the overall approach and technologies defined within the Architecture document. Further refinement to the Architecture requirements will need to take place to be more specific to this portion of the project and narrow the focus to just the IWR application. Definition of the different technologies were based on open source technologies. The selected technologies are suggested and are not required. The selected vendor can provide recommendations of other or additional open source products that will accomplish the same goals.

Note: The National Vision developed by the workgroup described above did not contain the User Profile Page component. The three pilot states working on the implementation of the National Vision determined that the User Profile Page needed to be added to provide the unemployed individual/jobseeker with a toolset for integrating the results of the real time triage and skills transferability/ job matching functions. The IWR will interface with the Profile Page, which will be built separately, but in tandem with the IWR.



The above diagram demonstrates the IWR process flow

3. Organization Background

NASWA is an organization of state administrators of unemployment insurance laws, employment services, training programs, employment statistics, labor market information and other programs and services provided through the publicly funded state workforce system. The mission of NASWA is to serve as an advocate for state workforce agencies, as a liaison to workforce system partners, and as a forum for the exchange of information. NASWA was founded in 1937. Since 1973, it has been a private, non-profit corporation, financed by annual dues from our member agencies and other revenue. For more information on NASWA: **https://www.naswa.org**

3.1 Overview – CESER

The Center for Employment Security Education and Research (CESER) is the leading education, research and information technology center located within NASWA, focused on workforce development and unemployment insurance issues. CESER offers its broad range of research, training, consulting, and information technology services to a diverse group of stakeholders with an interest in workforce issues, most notably state workforce agencies and their federal partners. CESER products help promote and strengthen workforce development activities, critical components of our nation's economic development efforts. For more information about CESER: **https://www.naswa.org/about/index.cfm?action=ceser**

3.2 Overview – ITSC

The ITSC began in 1994 to advance the appropriate application of information technology solutions to provide more accurate, efficient, cost-effective and timely service for state UI Agencies. It operates as a national technical information and knowledge repository, applying best practice solutions, approaches and technologies, to limit risks and increase IT compatibility among states.

The ITSC has been assisting state UI Agencies for over 15 years with successful projects concentrating on IT needs that enhance the delivery of UI services. The ITSC was created and chartered to leverage UI/IT knowledge and efforts for the benefit of all state UI Agencies. The ITSC occupies a unique position in the UI arena, with knowledge of both the UI domain and IT technology. ITSC has developed a uniquely strong working knowledge of UI functions, laws and operational issues, and state UI automation architectures throughout the nation. This has been accomplished through their work with USDOL and individual state UI Agencies.

ITSC has supported numerous state UI IT modernization efforts, ranging from Strategic Planning initiatives, Request For Information and RFP development support, proposal evaluations, Use Case/Requirements development, fit-gap assessments, contract negotiations, hands-on Quality Assurance/Independent Verification and Validation, and program management support during

development of modernized UI systems. ITSC has detailed UI business domain expertise, along with the ability to apply cutting edge IT to solve UI business problems.

The ITSC receives direction and priorities through the ITSC Steering Committee (STCO). The STCO functions as a Board of Governors in guiding ITSC work and initiatives. The STCO is composed of two State Administrators, three State UI Directors, three State Information Technology Directors, a host state (Maryland) representative, an "at large" state member and two USDOL representatives. For more information about ITSC: **https://www.itsc.org**

3.3 Overview – Unemployment Insurance

The Office of Unemployment Insurance (OUI), Employment and Training Administration (ETA), U.S. Department of Labor (USDOL) is responsible for:

- Providing leadership, direction and assistance to state workforce agencies in the implementation and administration of state unemployment insurance programs.
- Providing oversight, guidance, and technical assistance for the federal-state unemployment compensation system.
- Providing budget and legislative support to state workforce agencies to administer their UI programs and assist individuals to return quickly to suitable work.

The Federal-State Unemployment Insurance Program:

In general, the Federal-State UI Program provides unemployment benefits to eligible workers who are unemployed through no fault of their own (as determined under State law), and meet other eligibility requirements of State law. UI is jointly financed through federal and state employer payroll taxes (federal/state UI tax). UI payments (benefits) are intended to provide temporary and partial wage replacement to unemployed workers who meet the requirements of State law; each State administers a separate UI program within guidelines established by Federal law.

3.3.1 Filing a Claim

Individuals can contact their respective State UI Agency as soon as possible after becoming unemployed to begin the claim filing process. Generally, a claim may be filed by telephone or over the Internet. In 1994, state Unemployment Insurance agencies began transitioning from a local, in-person UI claims processing model to a remote claims processing model. This transition was in response to declining funding and customer expectations. Today, 85 percent of UI initial claims and 95 percent of continued claims are processed by telephone and the internet. In most publicly funded One-Stop Career/Workforce Centers, there is no UI agency presence, except for remote access assistance in the form of a telephone or PC. As a result, UI claimants no longer have a clear connection point to the wide array of reemployment and training services offered through One-Stop Career Centers and/or other parts of the workforce system.

3.4 The Workforce System and Unemployment Insurance

The public workforce system is funded primarily through federal Wagner-Peyser Employment Service (ES) and Workforce Investment Act (WIA) funds, as well at state, local and other resources, depending on the locale.

Through the workforce system, a vast array of employment support services (i.e., career counseling, internet job search, computer training, job clubs, use of computers and office equipment, topical workshops for job seekers, etc.) and funding for occupational training (depending on program eligibility) is provided to all job seekers in "one stop" career centers, located throughout the country.

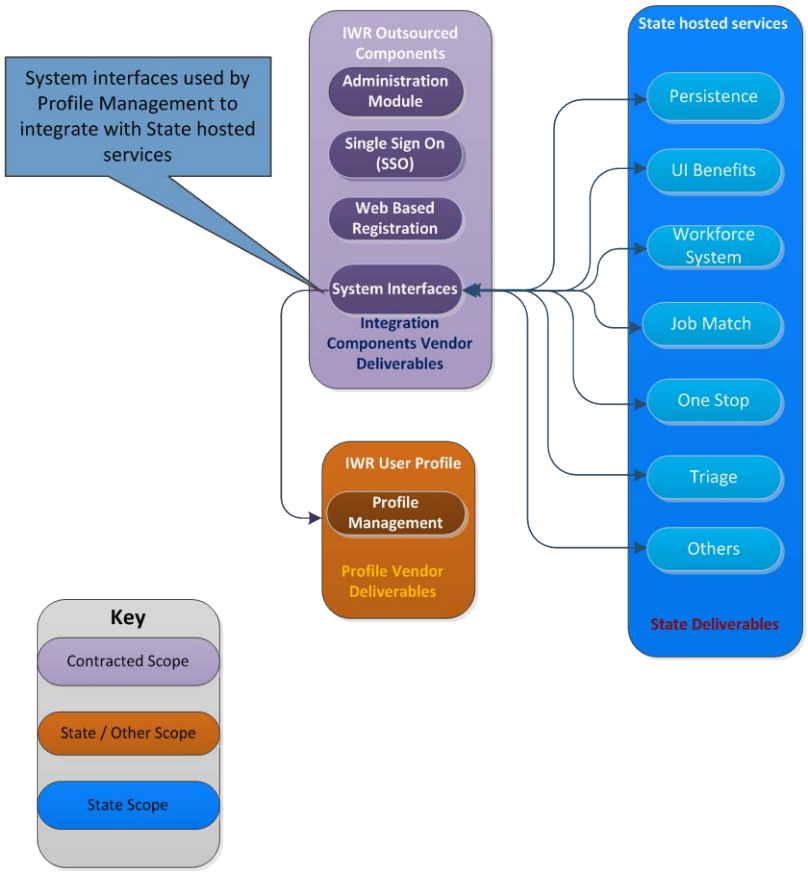
Although states differ in the configuration of one-stops, and in the array and delivery of services, the workforce system is designed to provide a number of employment services and training opportunities to support the need of ALL jobseekers who enter a local "one-stop" center, whether they are unemployed, underemployed, looking for a new career, or transitioning into the workforce.

As iterated in the previous section, with the vast majority of initial and continued UI claims processed by telephone and the internet today, UI claimants no longer have a clear connection point to the public workforce system and its wide array of reemployment and training services offered through One-Stop Career Centers.

4. Project Goals

The goal of this project is to effectively and seamlessly connect unemployment insurance and workforce systems for the UI claimant/job seeker, through the development and implementation of a web based IWR system and User Profile Page. This development effort will be performed in partnership with the 3 pilot states (MS, NY, and OR), USDOL's ETA, and NASWA/ITSC. Although this work is being performed with the 3 partnering states, it is important to note that ***the solution is expected to be transferable to any state that is interested in implementing the technology.***

As further defined within the attached Requirements documentation for the IWR (Appendix A thru J), the IWR system will serve as a "common front door" to the partnering states' workforce systems, including job seeker services, training and unemployment insurance. The IWR system will be decoupled into several different modules that perform distinct activities and allow for subscription to one or many modules. Each module will be self-contained and portable for any state that chooses to implement them. The following will provide a high level breakdown of the expected development modules and itemized pricing:



1. **Authorization**: The IWR system will provide the state with the capabilities to accept and validate user's authorization credentials. During the login process, the user will have the capabilities to utilize a user id and password to enter into the workforce systems using the IWR. This will provide Single Sign On (SSO) capabilities to the state's workforce systems. If the state already has a solution that addresses these capabilities, then the IWR must be able to federate with that model and validate the user's credentials using the state federation agent. Currently, two of the three pilot states have a SSO solution in place to handle user authorization. Additional information about the states' infrastructure can be found in Appendix A.

2. **Web based Registration**: The common registration process will consist of a short series of questions to capture common or required data/information from the jobseeker (i.e., name, address, date of birth, phone, etc.) needed by the workforce partners (UI/ES/WIA) in the implementing state (see Appendix B for full data element list.) This process will only be completed once by the job seeker in order to collect the information and provide it to the requesting systems. The registration questionnaire could vary from each individual state workforce agency, which means that the questionnaire would have to be dynamically created, based on the agencies' configuration. This will include two different categories of data (nationally common data elements and state specific common data elements). All data that is collected as part of the registration process will be made available for the state workforce partners to access.

3. **System Interfaces**: The IWR system shall be developed to include two way communications with all interfacing workforce systems. Although it will be the state's responsibility to build the interfaces to their system, the IWR system will build the integration points to enable for "pulling" of data to the workforce systems and the interfaces to feed the information back to the IWR. All communication between the IWR and state workforce systems will be initiated from the state's systems, therefore interfaces will be established to handle reading of all existing registration information as well as updating or archival of existing data, on an ongoing basis.

4. **User Administration**: The IWR User Administration will provide the states with ability for self-administration, and to provide assistance when required. All user collected data will be accessible by an administrator accessing this functionality. Additionally, each state will have role-based access administration for internal and external users.

5. **Question Administration**: Since all questions in the registration process will be configured and managed by the individual states, there will be the need for functionality to be provided by the vendor for state administrators to manage the content that is associated with the questionnaire. The state administrators will have the ability to modify/add/delete and archive any or all questions within the registration system.

6. **Hosted Service Implementation**: The IWR system should be architected to support a multi-state/multi-tenant environment. This hosted service will serve as a modular environment providing the pilot states with the options to pick and choose specific modules that are being hosted. Although all service modules will be available for the states' use, the state(s) may choose to selectively use one or more modules based on their needs.

7. **State Profile Management:** State Profile Management will allow for ITSC to configure state access and control to the IWR for state(s) that will be receiving services. This module will act as the main onboarding and configuration tool for providing state access to their environment for the hosted IWR solution. Each state will have the ability to enable and disable component level services that will be utilized by that state.

8. **Pilot State Implementation**: The IWR system will be developed with two distinct implementation options (Hosted services and In-State implementation.) As a result of the pilot, one pilot state (MS) will have the full system implemented to support their state's integration with the IWR.

Although the above information provides a brief introduction to some of the major components of the IWR system, all proposed solutions should address the attached Requirements (in Appendices) for this RFP. Any portion of the Requirements that cannot be met by the proposed solution should be addressed within the vendor response to the RFP providing an explanation or alternatives.

4.1 Project Tasks:

The following outlines the expected tasks to be completed during the build and execution phases of the IWR system development effort:

1. **Technical Design**: The Technical Design phase of the project will occur as the first phase of the project. The selected vendor will work closely with ITSC for a full review and understanding of the provided Requirement documents. The vendor will then provide all technical documentation that is outlined within the next section (system development) to ITSC and pilot states for review.
2. **System Development**: The System Development phase of the project includes building all the associated components and modules for the IWR system. This process is expected to be an iterative approach which will allow for ITSC to oversee the work in progress for the system. This approach will allow for design and development corrections of functional modules throughout the entire lifecycle of the overall project.
3. **Integration Assistance and Development**: The success of the project requires integration of the IWR with the pilot states' workforce (UI/ES/WIA) systems. As such, the development vendor will be expected to work closely with the 3 pilot states in order to assist with their development and integration efforts. This does not include building the "state side" interfaces, but providing sample code for the states to use in their integration efforts. All interactions and exchanges (i.e., email, technical discussions) with the pilot states will be managed and coordinated by ITSC.
4. **Hosted Implementation Support**: It will be expected that the selected vendor provide implementation support in a hosted environment for the 3 pilot states. The hosted environment will be managed and administered by ITSC and will require complete knowledge transfer for the overall IWR solution by the vendor.
5. **Individual State Implementation**: The selected vendor shall provide support to any pilot state that is interested in implementing the full solution for their state. This will be above and beyond the supporting documentation that will be provided as part of the project.
6. **Post Implementation Support and Warranty**: The selected vendor shall provide nine months of support and maintenance for all deliverables for the project. This includes all software components, documentation, implementation support, and any bug fixes identified during the development or implementation.

4.2 Optional Contractor Component

1. **Additional Pilot State Implementation (This optional component should be segmented in response and pricing):** Provide for implementation in a 2nd or 3rd state to be hosted internally instead of the provided hosted solution. Please provide separate pricing. This will provide the pilot states with additional options for implementation.

4.3 Development Approach

It is ITSC's requirement that all development for this project be completed using open source technologies. If a proposed solution includes licensed or proprietary software, there should be an explanation included with the proposed solution, to include reasoning for the approach. A System Reference Architecture (Appendix D) has been developed as part of the user requirement definition with the three pilot states. The reference architecture has defined a service oriented architecture using open source technologies. Although open source technologies are preferred the products mentioned within the architecture are not mandatory and may be substituted based on overall recommendations within the RFP. The table below provides a reference to all mandatory/optional technologies:

Technology	Description	Mandatory/Optional
JAVA	JAVA is the development language for the IWR system. Although interoperability will still be required for system interfacing with the IWR system, all major development efforts shall be completed using JAVA.	Mandatory
Eclipse IDE	All delivered project code must be provided with associated Eclipse project files. The delivered source code for the IWR shall be compiled using Eclipse IDE.	Mandatory
JUNIT	JUNIT is a software development unit testing tool that integrates with JAVA development technologies.	Mandatory
SharePoint	ITSC will provide a project SharePoint collaboration site that will be used to share information with all stakeholders of the project	Mandatory
JBoss	JBoss is a division of Red-Hat that develops open source middleware systems and application frameworks, with focus on Java technology.	Optional
Spring Framework	Spring Framework is an open source framework that will provide an industry tested solution for certain	Optional

Technology	Description	Mandatory/Optional
	architectural issues within the IWR system.	
Forge Rock	Forge Rock is an emerging Open Source Identity and Access Management solution provider. The current technology stack that is used in this design from Forge Rock is originally from the open source project of Sun Microsystems.	Optional
Build Process	An Industry standard application build process must be established for the project using Maven/Hudson/Ant tools	Mandatory
Coding Quality Tools	The quality of the code should be established during the build process using tools similar or like Findbugs, PMD, jdepend	Mandatory

Although all development will take place offsite, it is expected that the development environment will be established on ITSC's cloud hosted environment. All development tools required to be used as part of this contract will be administered by ITSC staff. The vendor will also be expected to adhere to the following development standards:

Technical Design: All components that are built by the vendor must have associated UML technical design documentation. The following will provide an outline of the minimum expected documents:

1. *Class Diagram:* As part of the technical design effort, the vendor will be expected to deliver a class diagram showing the relationship between the different classes and their interaction.
2. *Sequence Diagrams:* Execution of major functionality within the IWR system shall have associated sequence diagrams. These diagrams will demonstrate the use of the different components within the system.
3. *Database Diagram:* A physical data model will be provided as part of the technical documentation. This will outline all tables, attributes, and constraints as well as relationships between each of the tables.
4. *Deployment Diagram:* The deployment diagram will provide both a hardware and software implementation strategy for the IWR system. This document will include Network layered infrastructure along with software distribution/solution.
5. *Context Diagram:* A context diagram showing external interfaces.

Iterative Development: Multiple development methodologies (such as Rational Unified Process external interfaces, and Agile) allows for the delivery of smaller components of the overall solution allowing for a quicker view of the software products.
The vendor must present the methodology they propose to use for this project. The iterative development will provide the opportunity to review each module when developed to incorporate additional functionality as required.

Code Level Documentation: All modules (i.e. class, method, or function) of code shall be preceded by a comment block containing the following information:

1. The name of the module
2. The name of the author
3. The date the module has been completed
4. A description of the purpose of the module and the module's functionality
5. All arguments that are used within the module, descriptions of each and their types
6. Return values for the module
7. Error code or exceptions
8. Modification history (Issue tracking number if exists)

All javadocs that are developed as part of the overall solution shall be compiled and published as part of the "build" process. The documents will be published on the ITSC project site for state users' access.

Coding Styles: The following is a breakdown of the expected coding style that ITSC would require to be enforced on all delivered code:

1. Indentation: A minimum of 3 spaces shall be used in order to indent coding content. All code that transitions into a new scope block, loop, or select statement should be indented to emphasize the transition.
2. Inline comments should be used to explain key algorithms or subroutines within all modules.
3. Source File and Variable Naming Convention: All source files and variable names should have mnemonic names to represent the functions that they are providing. All modules within the each file should have common functionality.
4. Programming Statements: Nested programming statements should be avoided throughout the application.
5. Meaningful Error Messages: It is expected that all exceptions that would be thrown by a particular module will have meaningful error messages emphasizing what the problem is, where it occurred, and when the problem occurred. Additional information to assist with problem resolution should be outlined within log files.
6. Configuration of Error Messages: All error messages that are incorporated within the application shall be configurable by administrators. This will provide two levels of messages for both external system messages and logging messages.
7. Number of Lines of Code: A method or function should not exceed 200 lines of code. If there is a technical need to exceed this outlined number of lines, than the comments associated with the code should outline the reasoning behind the exception to the rule.

8. Cyclomatic Complexity: Code cyclomatic complexity levels for any given function should not exceed 10. If a there is technical reasoning to exceed this level of cyclomatic complexity it is expected that associated comments would address the variance.
9. Unit Testing: It is expected that any module or function that is created will have associated unit testing code. 100% unit testing coverage should be attempted on each coding module. Understanding that having full unit testing coverage is not always possible, inline comments should indicate reasoning around the variance within the coded module.
10. ADA Compliance: All external facing web interfaces shall follow ADA compliant coding standards written in the "Web Content Accessibility Guidelines (WCAG) 2.0" which can be found at the following location: **http://www.w3.org/TR/WCAG20/**.
11. Secure Coding Standards**:** IWR is a system that will be handling identity sensitive data. It is important that all information is handled in the most secure manner possible. In order to assure that the IWR system conforms with all federal and state security coding standards the vendor shall follow "The CERT Oracle Secure Coding Standards for JAVA." All information pertaining to CERT and publications can be found at: **https://www.securecoding.cert.org/confluence/display/java/The+CERT+Oracle+Secure+Coding+Standard+for+Java**. As part of the overall testing effort, ITSC will conduct a vulnerability scan of the IWR system to ensure that it has met the requirements outlined for both state and federal IT security guidelines. All vulnerabilities that have been discovered as part of this scan shall be addressed prior to implementing within any of the pilot states.

Testing: Each level of development will require a certain level of testing to occur on the software components:

- *Unit Testing:* Each developed software module will be required to have unit testing completed on the module. The IWR is expected to be to have an average of 95% code coverage for the unit test.
- *Integration Testing:* All testing should be rerun once integrated with the other software components. This process will continuously run as part of the build process and provide reports of all passed and failed unit test results.
- *System Testing:* Once a particular module is fully completed, there shall be system testing that occurs on the finished products. This testing will take place with a combination of ITSC, State(s) Staff, and the contracted vendor.
- *Acceptance Testing:* System acceptance testing will be performed by the three pilot states within a 4 month period of the completion of IWR development.
- *Penetration and Load Testing:* Load and performance testing will be completed to assure that the expected traffic from the pilot states can be met by the system. All expected volume of use can be outlined within Appendix C. Security and Penetration testing will be based on Federal Information Protection Standards (FIPS) and National Institute of Standards and Technology (NIST) cloud computing recommendations.

Implementation: The overall solution will be developed as both a hosted and state implemented system. Therefore, installation guidelines for both environments shall be developed to accommodate states that are interested in implementing a particular solution for their state.

On the following page are some of the required documents:

1. Installation Documents: This document will outline the complete installation for the IWR system, including Operating System level installation.

2. Configuration Management: This document will include any special configuration that would be required for the IWR system in order to assist in both a hosted and non-hosted configuration process. This document will include the configuration of all third party software tools that will be used within the IWR system.

Acceptance Criteria:

Acceptance criteria shall be based upon the passing of test cases created by the vendor from the system requirements. Vendor shall provide full traceability so that all requirements are covered to ITSC satisfaction. Vendor shall create, system and integration test cases for states/ITSC approval, and conduct system tests. Acceptance test cases shall be created from the system test cases and the testing conducted by the states/ITSC. ITSC, in conjunction with the states, shall review and approve all test cases for each iterative segment developed. ITSC and the states shall also approve all final test cases, including selection and approval of all acceptance test cases.

The vendor must describe in detail the test case outlines they propose for integration, system and acceptance testing, and must provide examples from previous similar projects.

The exact nature of the system, integration and acceptance testing is to be defined upon contract signing, when the Software Development Life Cycle (SDLC) has been agreed to with the states/ITSC.

4.4 System Environments

Environment Type	Environment Description
Development Environment	The overall development environment will be built and hosted by the contracted vendor. ITSC expects that certain portions of the environment will be hosted and maintained by ITSC. Source Control: All source code management will be maintained by ITSC. The contracted vendor will be provided access to the environment. Issue Tracking: ITSC will provide the Issue Tracking software that will be used during the life cycle of the entire project. Appropriate level of access will be provided to the contracted vendor.
System/Integration Testing	This environment will be built by the contracted vendor and ITSC, and will be used for testing all working modules that are built as part of the project. This environment will be used by the states to test their initial integration as well as ongoing fixes and releases of the application. The environment will be maintained by the contracted vendor during the life of the contract. At the completion of the project, the testing environment will be turned over to ITSC to administer and maintain. All releases of the software that is deployed to this environment shall be posted on a FTP site for state implemented partners to maintain their version of the IWR/application.
Hosted Production Environment	The contracted vendor will deliver a fully operational hosted production environment that will be administered and maintained by ITSC. Although the implementation of the IWR system will be both hosted and state implemented, the main production environment will be considered the hosted environment.

4.5 Deliverables

All deliverables will have a 10% hold back based on a fully integrated and implemented solution.

Project Phase	Deliverable Type	Deliverable Description	Percentage of Deliverable
Planning	Project Management	Project Plan and Schedule: This will include a document to support how the selected vendor will execute the project. The vendor must use the ITSC Project Management Plan Template Provided by ITSC (Appendix I). The project schedule will provide a timeline highlighting all project milestones and deliverables. The vendor must use the MS Project Schedule provided (Appendix J) and map the phases of the proposed SDLC to into the standard Initiate/Plan/Execute/Close/Monitor structure. Jointly established deliverable acceptance criteria.	2.5
Planning	Technical	Technical Design Documents: This will include the following documentation. 1. Solution Architecture 2. Class Diagrams 3. Sequence Diagrams 4. Data Model 5. Implementation Strategy 6. Test Cases(Integration, system and acceptance)	5
Planning	Technical	Architecture Proof of Concept: This will demonstrate the proposed architecture solution with targeted software components. The proof of concept functionality shall exercise all facets of the architecture to ensure proper functionality.	5
Execution	Technical	Iterative Checkpoints to demonstrate the working components for the IWR	2.5

Project Phase	Deliverable Type	Deliverable Description	Percentage of Deliverable
		system This deliverable requires full integration of the system and delivery of all working modules.	
Execution	Technical	Finalized accepted project source code: All project source code will be hosted by ITSC source control software. It is expected that all modules are stored and populated within this environment.	40
Execution	Technical	Automated Project Build Process: A fully implemented project build process shall be designed and developed to support the IWR project.	2.5
Execution	Technical	Implementation of a test environment that can be used by ITSC and the pilot states to test their integration process.	5
Execution	Technical	Implementation of a full production hosted system that will support the 3 pilot states in their production environment implementation	27.5
Execution	Project Management / Technical	All technical Documentation that is associated with the project.	2.5
Execution	Project Management / Technical	Knowledge transfer to all hosted components and configuration of the system.	2.5
Monitoring and Control	Project Management	Weekly status reported back to ITSC throughout project lifecycle, using ITSC provided template (Appendix I) Metrics to track weekly progress include: • Schedule updates and current project risk review • Number of use cases coded • Number of test cases passed • Number of defects found • Number of defects fixed	5.5

5. Estimated Project Duration

The target date for completing state implementation of this project is October 31, 2013.

6. Proposal Structure:

The table below outlines the required response and specifies the content of the response sections:

Required Response Outline		
Section Number	**Section Title**	**Section Content**
1	Executive Summary	Summarize the RFP response; limited to three pages
2	RFP Response	Describe the proposed solution and project management process. As part of this section, below are some of the areas that should be covered: • High level outline of the project plan and schedule • Discuss the approach for implementation of modules discussed in Section 4 • Exceptions to modular breakdown outlined in Section 4
3	Proposed Architecture	Attachment D is a reference system architecture that has been established during the requirement phase of the project. As part of your response provide a modified reference architecture specific for this project.
4	Previous work examples	Examples of other similar projects' technical documentation. The work must be a fully completed and successfully implemented project within the past 5 years.
5	Terms and Conditions	Response to Appendix F
6	Pricing (Firm fixed price contract)	Each response should include a price breakdown of the proposed solution. Pricing should be itemized to support the prior assumptions in this section. Provide itemized breakdown of the modules mentioned within Section 4 of the RFP. The proposed solution shall not exceed $800,000.00 for the IWR system. The requested optional component defined within Section 4 and Section 4.2 of the RFP will not be included in the response cap.
7	Additional Information	As vendor deems appropriate (limited to 3 pages)
8	Previous project references	Three similar project references successfully completed within the last five years.
9	Project Staffing	Staffing plan for project Resumes of key personnel (substitution of key personnel will require prior approval)

7. Project Cost

This project is a firm fixed price deliverables based contract. The proposed solution submitted by the vendor shall not exceed $800,000.00, including travel. The optional module of this RFP is not included in the RFP cap. This amount does not represent the overall budget for the project. All changes to the original contract and agreed upon price will go through a change control process. All related travel expenses will be included as part of the contract pricing. Final project deliverables, the deliverables acceptance criteria, and payment schedule will be negotiated with the selected contractor prior to project start. ITSC reserves the right to request best and final offers for consideration from multiple vendors.

8. Assumptions

Unemployment Insurance/Workforce Systems: The selected contractor is not expected to be an expert in Unemployment Insurance/Workforce Systems. The states, ITSC and USDOL staff shall provide the subject matter expertise for this project.

Project Management Coordination: ITSC will provide overall project management coordination between the contractor, the three pilot states, and USDOL.

Open Source Technologies: In order to provide states with a low cost transferable system, ITSC promotes the use of open source tools within all project deliverables. In the case where open source tools are not available or are not mature, the solution should include licensable software that would support a non-monopolistic solution.

Development Location: Although the IWR system development effort is not expected to be completed on the premises at ITSC offices, it is expected that all development would occur within the United States and no offshore resources will be used for this effort.

System Data and Databases: Although data may be stored and archived within the IWR system, the data is ultimately owned by the participating states. All data that is used as part of this project shall be stored and maintained in a secure environment that can only be accessed by authorized personnel. In the case that the integrity of the data, owned by a state partner, has been compromised ITSC and the partnering state shall be notified within 24 hours of identifying the data breach.

Intellectual Property: All data, technical information, materials gathered, originated, developed, prepared, used or obtained in the performance of this contract, including, but not limited to, all reports, surveys, plans, charts, literature, brochures, mailings, recordings (video and/or audio), pictures, drawings, analyses, graphic representations, software computer programs and accompanying documentation and print-outs, notes and memoranda, written procedures and documents, regardless of the state of completion, which are prepared for or are a result of the services required under this contract, shall be and remain the property of the Information Technology Support Center (ITSC) and shall be delivered to ITSC upon thirty (30) days' notice by ITSC. With respect to software computer programs and/or source codes developed for ITSC,

the work shall be considered "work for hire," i.e., ITSC, not the contractor or subcontractor, shall have full and complete ownership of all software computer programs and/or source codes developed. To the extent that any of such materials may not, by operation of the law, be a work made for hire in accordance with the terms of this Contract, contractor or subcontractor hereby assigns to ITSC all rights, title and interest in and to any such material, and ITSC shall have the right to obtain and hold in its own name and copyrights, registrations and any other proprietary rights that may be available.

Should the bidder anticipate bringing pre-existing intellectual property into the project, the intellectual property must be identified in the proposal. Otherwise, the language in the first paragraph of this section (above) prevails.

If the bidder identifies such intellectual property ("Background IP') in its proposal, then the Background IP owned by the bidder on the date of the contract, as well as any modifications or adaptations thereto, remain the property of the bidder. Upon contract award, the bidder or contractor shall grant the State a non-exclusive, perpetual royalty free license to use any of the bidder/contractor's Background IP delivered to the State for the purposes contemplated by the contract

Site Visits to Partner States: Implementation will occur in one of the three pilot states, therefore a minimum of one week of travel will be required of the vendor during the roll out of the IWR system and Profile Page.

Schedule: The selected vendor will provide schedule and progress updates to the ITSC for inclusion in the overall project plan and meet all of the deliverables and dates per the agreed to plan and schedule.

Project Repository: The official project repository for all materials (including meeting notes, work in progress, drafts and final deliverables) captured or created during this project is the ITSC SharePoint portal or ITSC version control software. ITSC will provide the selected vendor with the appropriate access to its SharePoint portal environment.

9. Submission Information

All proposal submissions must be received electronically by **5:00 pm EDT on October 26, 2012.** The submitting vendor will then receive a confirmation receipt within 24 hours of their submission. Submissions received after that time will not be considered.

All electronic submissions shall be less than 25mb in size, or alternatively placed in a zip file, or broken down into multiple submissions. When submitting electronically, please ensure that the response is in PDF format. **Proposals must be submitted electronically to: rfp_responses@itsc.org**

10. For Additional Information or Clarification

Due to the short time frame for interested vendors to respond to this RFP, NASWA/ITSC will hold a Bidders Webinar and Teleconference Question and Answer Session, on:

October 5, 2012; 1:00 pm EDT
http://naswa.webex.com
Keyword Search: "RFP"
Click "Register"

This will be the only opportunity for interested vendors to ask questions for clarification on the RFP. NASWA/ITSC will answer all questions to the best of its ability during this Webinar/Teleconference. Questions are required to be submitted in advance via email and will be answered during the conference call. No questions will be addressed after the close of the Webinar/Teleconference call. Please submit questions to: **Joe.Vitale@itsc.org**

11. Basis for Award of Contract

The following criteria will be used to evaluate vendor proposals in the awarding of this contract:

1) Adherence to RFP Instructions.

2) Overall Quality of Proposal.

3) Company Information, including (but not limited to);
   a) Size of company.
   b) Length of time in business.
   c) Experience with similar projects including examples of relevant past project artifacts and other documentation.
   d) Team skill-sets.
   e) Resumes of project leads.
   f) Whether sub-contractors are proposed for use on this project.

4) Solution, including (but not limited to);
   a) Project Understanding and Solution, Vision.
   b) Required Deliverables.
   c) Vendor demonstrations of past successful projects.
   d) Client References.
   e) Cost Summary.
      - Itemized breakdown of all direct and indirect costs;
        - FTE's by skill set needed for the project.
        - Itemized cost based on deliverable
        - Hourly rate and the total hours by skill set.

5) Project Management, including (but not limited to);
   a) Project management plan using ITSC provided template (Appendix I).
   b) Project schedule showing Initiate/Plan/Execute/Monitor-Control/Close stages, created using Microsoft Project 2010, using ITSC provided template (Appendix J).

12. Anticipated Selection Schedule

Proposal Review and Evaluation: October 27 - November 16, 2012

Contract Award: November 20, 2012

Anticipated Contractor Start Date: December 1, 2012

Anticipated Project Completion Date (including warranty period): June 30, 2014

A Report for
NASWA/DOL

Actual "To-Be" Processes and Use Cases

27 March 2012
Engagement: 330003320

Gartner

Document Change History

Version Number	Date	Person Initiating Change	Description of Change
1.0	2/13/12	Gartner	Initial document
1.1	3/09/12	Gartner	Updated with State Feedback
1.2	3/19/12	Gartner	Updated with Additional NASWA Feedback
1.3	3/23/12	Gartner	Updated with Final Round of State Feedback
1.4	3/27/12	Gartner	Updated with NASWA Feedback on Requirements

Table of Contents

Integrated Workforce System Use Cases

1.0 Introduction

1.1 Background

This collection of Integrated Workforce System use cases is founded on the "Emerging National Vision for Improving the UI and Workforce Systems' Connection and Integration," which clearly states:

> We envision a system that is driven by an Integrated Workforce Customer Registration as the entry to the nation's "reemployment system" — and offers a coordinated customer-centric focus with full partner access. The UI claimant process is seen as a part of the broader "job seeking" process and customers are treated as job seekers (their UI claim being just one aspect of the services available to job seekers). Services are available via the Internet as well as other means — but the Internet access is supported by dynamic social networks linking customers, career counselors, employers and educators. Integrated service delivery is focused on customer outcomes. The system is focused on skills transferability, is data driven, measurable and accountable (both to the law and to customer needs).[1]

The Emerging National Vision is built upon three transformational areas: Integrated Workforce Registration, Real-Time Triage, and Skills Transferability/Job Matching. The future state process flows and use cases are aligned into these three elements.

- **Integrated Workforce Registration** — In most cases, the registration process for any Workforce/UI services takes place in separate state systems that store collected information in different places. Such an environment results in often lengthy registration processes that duplicate information that has already been collected by another workforce/UI service. Job Seekers are left discouraged by the labor-some process to receive the services they need. The future state envisions a common, customer focused, and streamlined registration process that allows Job Seekers to quickly enter information—and only enter it once.
- **Real-Time Triage** — The amount of services available to assist Job Seekers provides encouragement to those in need. However, maintaining all of the information in a dynamic environment and being able to provide timely and actionable recommendations is too much of a strain on resources in the current environment. The future state envisions a common and integrated Workforce Landing Page where personalized messaging is centralized and changes/updates to Job Seeker services and information can be rapidly assessed—resulting in quality guidance to Job Seekers.
- **Skills Transferability/Job Matching** — The common denominator between Job Seekers and job listings are the distinct skills involved. By ensuring a Job Seeker's Data Profile contains their job experience and qualifications at the distinct "skill" level, accurate matches between job listings and Job Seekers can be discovered more easily. The future state envisions a skill-based Job Match service for Job Seekers, employers, workforce staff, and the state system(s) to automatically generate

[1] Excerpt from "A National Call for Innovation: Rethinking Reemployment Services for UI Claimants." A Report of the Unemployment Insurance and Workforce System Connectivity Workgroup, June 2010.

potential matches as Job Seeker information changes and updates on a frequent basis. The future state additionally envisions skill-based job matches to highlight any skill/experience/education gaps so that Job Seekers can address the issues and attain their occupational goals.

1.2 Common Job Seeker Entry Point

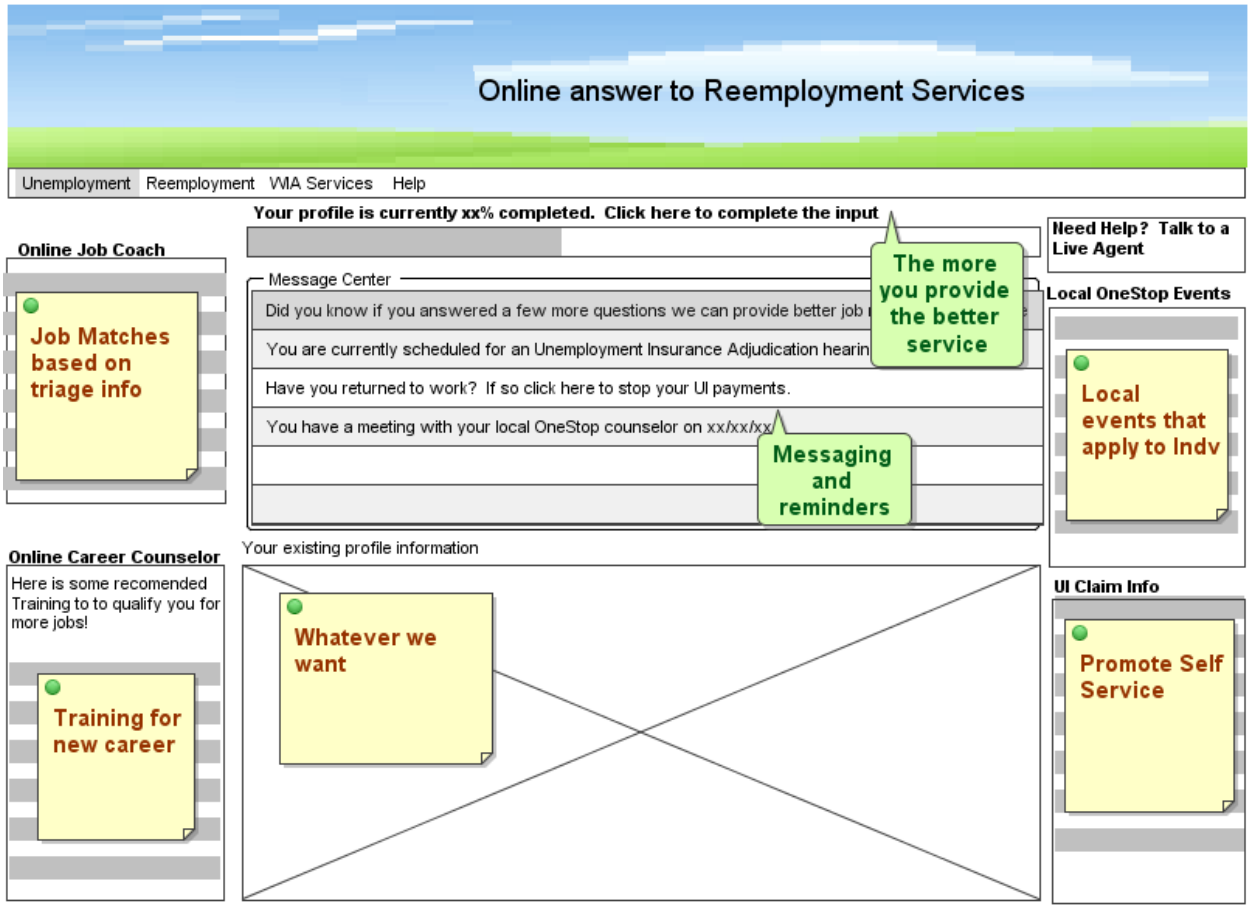
To support a national vision encompassing a large number of diverse states is a challenge. Though some states may have similarities across their programs and processes, each state may currently have a variety of legacy technology systems supporting their unemployment insurance (UI) and workforce environments. In order to establish a conceptual beginning for all potential states, a high-level framework was established to provide a starting point for the “to be” process flows, use cases, and subsequent requirements.

The overarching assumption which forms the basis for the future-state integrated workforce and UI environments is the existence of a common workforce/UI landing page. The Integrated Workforce Landing Page serves as common entry point to all self-service users—regardless of UI, ES, or WIA participant status. The landing page is a central point of messaging for the Integrated Workforce System to both anonymous and registered Job Seekers.

Once a Job Seeker has logged into the Landing Page, the system will display current and personalized content based on the registered user’s information (see Figure 1 below). Landing Page information may include:

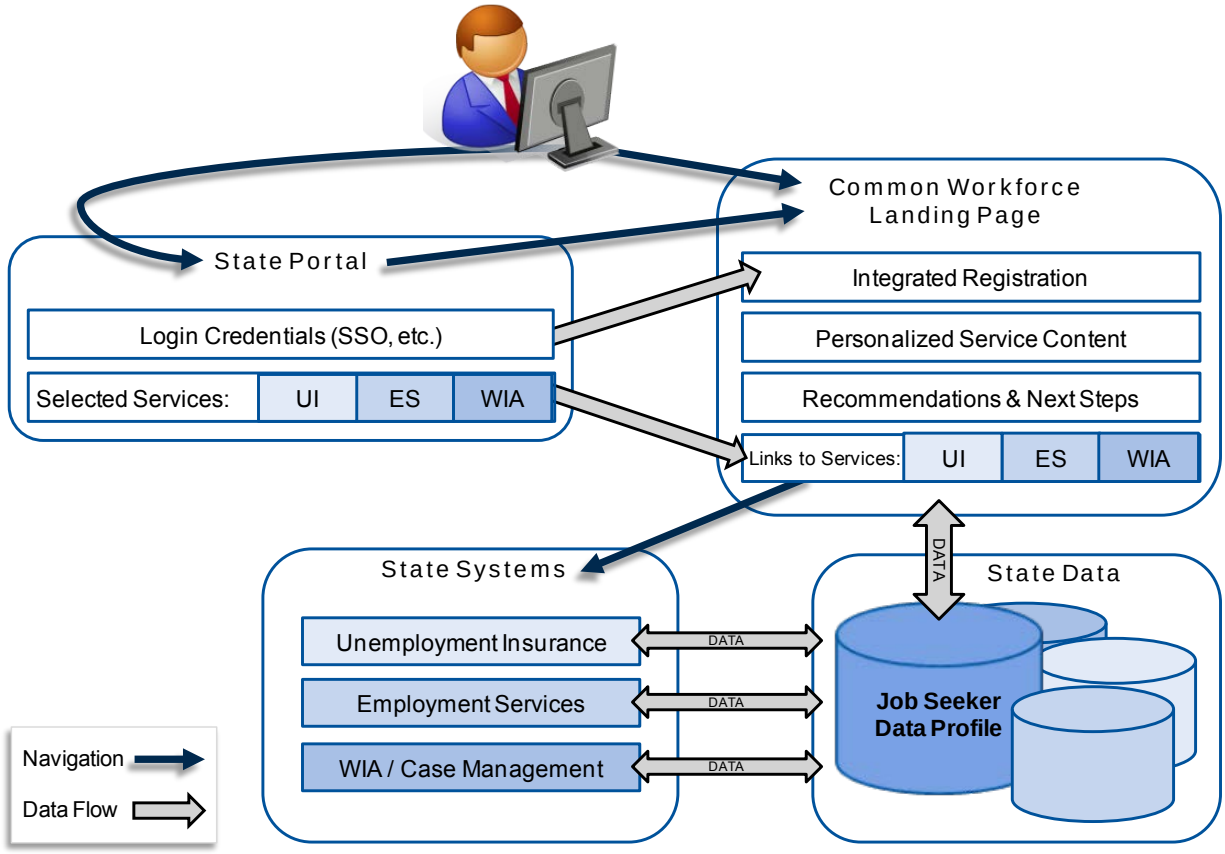
- Links to available Workforce/UI Services
- Identified jobs and occupations
- Job Search/Matching
- “One Stop” locations
- Potential Occupations and Labor Market Information
- Career counseling/resume assistance/workshop information
- Ways to contact Staff for assistance

Figure 1: Example Profile for a Registered Job Seeker



To accommodate the differences between state environments and technology, a few assumptions have been made regarding how Job Seekers may arrive at the Common Workforce Landing page. Some states may have existing state portals with common login credentials established (possibly Single-Sign-On (SSO)—though not required). Job Seekers are accustomed to accessing Workforce/UI services from this State Portal. The State Portal will continue to provide links to Workforce/UI services in the future state, but when a service is selected at the State Portal they will be directed to the Common Workforce Landing Page (see Figure 2 below).

Figure 2: Common Workforce Landing Page — A Single Entry Point



- **Job Seekers at the Workforce Landing Page —** Job Seekers that arrive at the Common Workforce Landing Page may browse general service information. When they select specific services that require an account, they are prompted to login or create a new account. Integrated Registration then checks the Job Seeker's data profile and prompts the user to complete any missing information before sending the Job Seeker to the service they requested. Both new and returning Job Seekers can reach the Workforce Landing Page directly, or be sent there from the State Portal.

- **Job Seekers logged in to the State Portal —** Job Seekers that begin at the State Portal may be logged into the State Systems already (though an existing login). The State Portal displays information and links for Workforce/UI services. When the Job Seeker selects a specific service, they are sent to the Common Workforce Landing Page. They do not have to login again—their login information from the State Portal will carry over to the Workforce Landing page. The service(s) the Job Seeker requested on the State Portal will carry over as well. After Integrated Registration guides them to complete any missing or new information from their data profile, the Job Seeker is sent to the service they requested.

- **Anonymous Job Seekers Browsing the State Portal —** Job Seekers may begin by browsing the State Portal anonymously. The State Portal displays general information and links for Workforce/UI services. When the Job Seeker selects a specific service, they are sent to the Common Workforce Landing Page. Since they were not logged in at the State Portal, the Job Seeker will be prompted to login or create a new account (see "*Use Case: Register New Self-Service Job Seeker*"). The Job Seeker can create a new login account, or they can enter their State login information to access the Common Workforce Landing page. After Integrated Registration guides them to complete any missing or new information from their data profile, the Job Seeker is sent to the Workforce/UI service they requested from the State Portal.

1.3 Presentation and Methodology

The Use Cases presented in this document walk through the three transformational areas: Integrated Registration, Real-Time Triage, and Skills Transferability/Job Matching. These Use Cases provide a user's perspective of system functionality and follow the interaction of one or more "actors" and the system(s) they use. The following key terms and definitions are provided to communicate and clarify the terms and methodology of the included Use Cases.

Key Terms

- **Claimant** — A totally or partially unemployed individual who has filed a claim for UI benefits
- **Data Profile** — Throughout the Use Cases, references are made to the Job Seeker's Data Profile. This refers to the actual data collected and known about the Job Seeker. The personalized Landing Page may display some information from the Data Profile, as well as provide a link to update the Job Seeker's information. The Data Profile is not a separate application or system.
- **Disaster Unemployment Assistance** — DUA is a program which provides temporary income to eligible individuals who became unemployed as a result of a major disaster. It is funded by the federal government, not by state unemployment taxes paid by employers
- **Integrated Workforce Registration** — In most cases, the registration process for any Workforce/UI services takes place in separate state systems that store collected information in different places. Such an environment results in often lengthy registration processes that duplicate information that has already been collected by another workforce/UI service. Job Seekers are left discouraged by the labor-some process to receive the services they need. The future state envisions a common, customer focused, and streamlined registration process that allows Job Seekers to quickly enter information—and only enter it once, as part of a new Integrated Workforce System. The Integrated Workforce System would provide this registration data to individual State Workforce and UI Systems on an as needed basis.
- **Job Matching** —The future state envisions a skill-based Job Match service for Job Seekers, employers, workforce staff, and the state system(s) to automatically generate potential matches as Job Seeker information changes and updates on a frequent basis. The future state additionally envisions skill-based job matches to

highlight any skill/experience/education gaps so that Job Seekers can address the issues and attain their occupational goals.

- **Job Seeker** — Though “customers” are often classified today as either UI Claimants, Job Seekers, or WIA Participants, the emerging national vision integrates these titles into a collective group of “Job Seekers” who all share the same goal of meaningful re-employment
- **Landing Page** — The Landing Page described in the use cases can be assumed to be a Web page that presents key messaging and information. Anonymous users will experience a generic Landing Page, while users who are logged in will be presented with personalized Landing Page content.
- **O*Net** — The Occupational Information Network for use in matching the title of an occupation with its 5 or 6 digit occupational code
- **One Stop Center** — A Workforce Center offering a wide range of workforce services in one location. Job Seekers can visit a Center to receive employment assistance from Workforce counselors and staff
- **Rapid Response Activity** — Early intervention services provided by the state or by an agency chosen by the state in case of a factory closing, a natural or other disaster that causes job loss for large numbers of workers, in order to assist dislocated workers in obtaining reemployment as soon as possible
- **Real-Time Triage** — A continuous process of monitoring a Job Seeker’s status and activities and providing customized recommendations based on those activities designed to lead to successful employment of the Job Seeker
- **Skills Transferability** — The process of analyzing a Job Seeker’s skills to determine if they could be successfully applied to an alternative career
- **Standard Occupation Classification System (SOCS)** — This system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. All workers are classified into one of 840 detailed occupations according to their occupational definition.
- **System** — The future state System that will perform Integrated Workforce Registration. This is different than the currently existing State systems that perform Unemployment Insurance and Workforce functions today.
- **Trade Adjustment Assistance (TAA)** — Trade Adjustment Assistance service and allowances provided for achieving reemployment of adversely affected workers
- **Unemployment Insurance (UI)** — A program under which an individual who is unemployed through no fault of his/her own is paid weekly benefits based upon his/her past wages in employment covered by state or federal unemployment compensation laws
- **Wagner-Peyser** — Employment Services funding source
- **WARN Act** — The Worker Adjustment and Retraining Notification (WARN) Act protects workers by requiring employers meeting certain criteria to provide notification 60 calendars days in advance of plant closings and mass layoffs
- **Workforce Investment Act (WIA)** — An Act of the United States Congress to establish programs to prepare youth and unskilled adults for entry into the labor force and to give job training to those economically disadvantaged individuals and other

individuals who face serious barriers to employment and who are in need of such training to obtain prospective employment

General Parts of a Use Case

- *Actor* — Who is completing the business process
- *Purpose & Objectives* — Clear summary of the purpose for a Use Case
- *Pre-Condition* — What must be in place before the Use Case begins
- *Post Condition* — What will be in place after the Use Case is complete
- *Trigger* — What initiates or provokes the first step
- *Use Case Flow* — The specific steps a user and system would follow
- *Alternate/Exception Flows* — Other optional steps outside the main Use Case Flow
- *Associated Use Cases* — A listing of the Use Cases that come before and after
- *Functional Requirements* — Requirements specific to each Use Case
- *Business Rules* –Rules the system must enforce to support business functions
- *References* — Any source information external to the Use Case documents

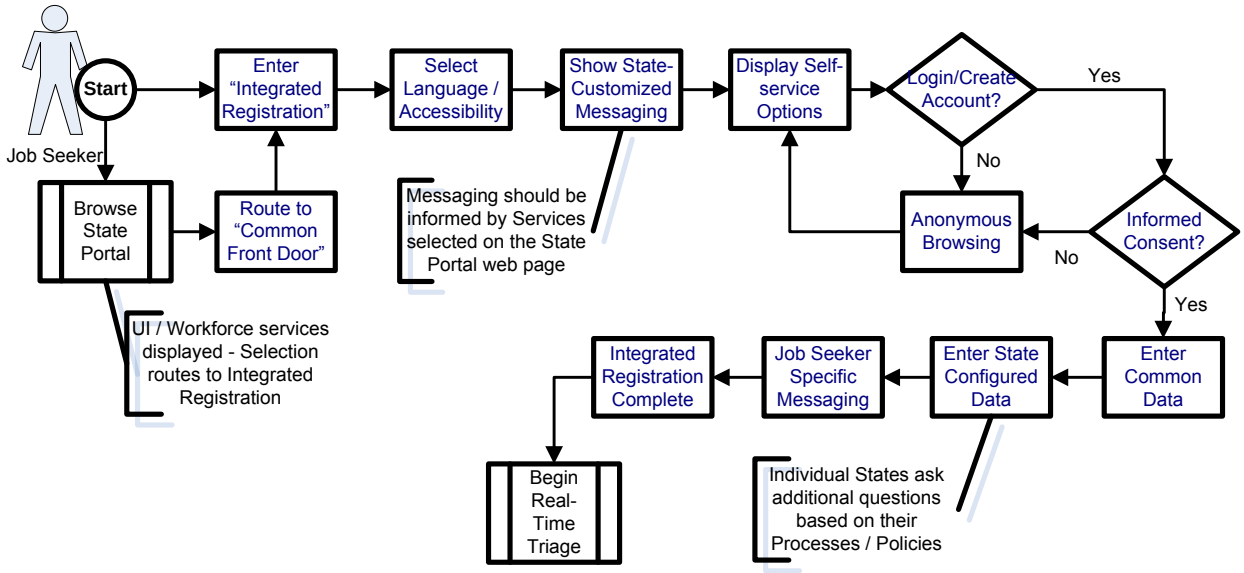
2.0 Integrated Registration Use Cases

2.1 Introduction

With the tightening of Workforce Agencies' budgets occurring across the nation, agencies must increasingly look for ways to maximize the number of Job Seekers serviced without increasing the number of agency staff involved. Many activities that have historically been conducted by agency staff can be shifted to a Web-based self-service model, thereby assisting most moderately tech-savvy job seekers and claimants. Web-based self-service tools will provide agencies with the ability to direct self-service Job Seekers to the services/information they need, including directing Job Seekers to agency staff when human expertise is required.

Job Seekers visit Workforce and Unemployment Insurance Agencies for many services. Some of these services require a small amount of Job Seeker information, while others involve a highly detailed process of data collection and verification. The self-service Integrated Workforce Registration provides the front-end registration for the States' Workforce and UI benefits services. The intent of the Integrated Registration System includes creating a user account and collecting common information to be made available to all downstream systems and services. Integrated Registration must be able to correctly connect Job Seekers to necessary services without requiring them to provide excessive and time consuming information that does not relate to actionable next steps toward achieving their employment goals.

Figure 3: Integrated Registration Process Flow Diagram



2.2 Use Case: Register New Self-Service Job Seeker

Actor(s) & Role(s)
Job Seeker
Integrated Workforce System — Data Collection

Purpose and Objectives

This use case describes the process of a Job Seeker interacting with the Integrated Workforce Registration Portal to register for necessary services.

Trigger Event(s)

- The Job Seeker attempts to access a UI/Workforce service (from either the State Portal or the Integrated Workforce Registration Portal)

Precondition

- The Job Seeker has never registered with the Integrated Workforce Registration Portal
- The Job Seeker has navigated to the Integrated Registration Page to access the Integrated Workforce System.

Post condition

- The Job Seeker has completed all required Integrated Registration steps
- The Job Seeker has been referred to available services
- Integrated Registration information is made available to downstream systems

Use Case Flow

1. The System checks if there was a specific service the Job Seeker desired when entering the Portal by checking the link referring the Job Seeker to the Integrated Workforce Registration Portal
    a. There are two possible results that can occur from this service referral check:
        i. The System will identify a specific service the Job Seeker is wishing to access because they clicked on a link for a specific service (e.g., assistance with Job Search, UI Benefits, etc.)
        ii. The System will not be able to determine a desired service because the Job Seeker clicked on a generic link, such as ‘UI and Workforce Services.’
    b. This routing information (the service selected) will be stored by the System and will dictate whether additional questions will need to be asked to determine appropriate Services for the Job Seeker later in the flow
2. The Portal will display based on previously entered language and accessibility preferences
    a. Alternatively, the Job Seeker will be provided the option to select language and accessibility options

i. The System will be developed with English and Spanish language options out of the box. States will have to configure the System to display text in additional languages.

3. As the Job Seeker enters the Integrated Registration Workforce Portal, the System displays a welcome message
    a. The System will also display generic State messaging if applicable
4. The System provides information on immediately available national and state self-service options, including services such as browsing jobs, online career and labor market information, self assessment tools, etc.
    a. For any of the displayed services prior to registration, States will have the option to force the Job Seeker to register before accessing the services (e.g., must register after clicking a self-assessment link)
5. If the System is not able to determine the type of service the Job Seeker is looking for based on the way they were referred to the Integrated Registration Workforce Portal, then the System displays a list of services and descriptions and prompts the user to select the services they desire (e.g., assistance with job search and/or UI benefits, etc.)
6. If the Job Seeker is interested in receiving specific services that require registration, the following steps will occur:
    a. The System will assess whether the State has Single Sign-On Solution tied to a State Login account
        i. If the State has a Single Sign-On Solution:
            1. The Job Seeker will be prompted to create or login to their State account, based on State-specific policy
                a. If the user has a pre-existing Single Sign-On account, the System can use the account to determine if the Job Seeker has previously filed a UI claim over the phone and link that claim to the Job Seeker's account using functionality found in the *Use Case "Integration with Unemployment Insurance"*
        ii. If the State has no Single Sign-On Solution:
            2. The Job Seeker shall indicate that they are a new Integrated Workforce Portal user
                a. Note: There are scenarios where they may have been issued an account at the Workforce Center. If this is the case, they would choose the login option
                b. If the Job Seeker is a returning visitor, see *"Use Case: Returning Job Seeker Who Has Registered Previously"*
                c. The System prompts the Job Seeker to create a User name, Password, and to select a series of Security Questions and Answers (to be used for self-service password reset functionality)
7. The System displays and prompts the Job Seeker to confirm their informed consent that some information may be shared and available to all UI and Workforce Systems

a. The Job Seeker selects ‘Yes’ to Informed Consent (or has indicated they are filing for UI), making SSN entry mandatory as part of Registration

b. If the Job Seeker selects ‘No’ to the Informed Consent question and has indicated they are not filing for UI, SSN entry is optional

8. The System displays the Integrated Registration screen
9. The System prompts the Job Seeker to complete all Common Data fields
    a. The Integrated Registration Screen includes, but is not limited to:
        i. Contact and Location Information
        ii. Demographic Information
        iii. Previous Job(s) Information
            1. This job information will be based on Occupational Coding compatible with O*Net and SOCS.
10. The System prompts the Job Seeker for all mandatory information based on the referral services selected
    a. One of the fields the System prompts the Job Seeker to enter is an SSN. This field will be mandatory only if the Job Seeker is registering to file a UI Claim. Although the System should be designed in such a way that any Job Seeker’s who wish to file UI claims must enter an SSN, exception logging will occur for instances where a Job Seeker claims for UI Benefits and managed to start the process without mandatory entry of an SSN.
        i. If the Job Seeker provides an SSN and is not using a State Single Sign-On solution, the System will attempt to determine if the Job Seeker has previously filed a UI Claim over the phone and will attempt to link that claim to the Job Seeker’s account using functionality found in the *Use Case “Integration with Unemployment Insurance”*
11. The System prompts the Job Seeker to answer any additional (State-configured) questions to better route Job Seekers to services (that is, the States can either customize this screen or allow links to other systems)
12. The System will have the capability to validate a user's preferred contact method. The System will be configured to validate an email address using a validation email that contains a link that the User must click on. The System will allow States to specify what communication channels can be verified and will provide the States with the option to create their own methods of validating those channels and integrating them within the Registration process.
13. The Job Seeker completes all fields and selects to “Submit” the registration information
    a. The system displays all Job Seeker entered data and prompts the user to confirm the information was entered correctly
14. The System displays a message indicating that Registration is complete
15. Integrated Registration data is saved to the Job Seeker’s profile and is made accessible to downstream Unemployment Insurance and Workforce systems. These systems will be able to pull this data and pre-populate their system-specific registration information, saving the Job Seeker from entering the data multiple times.

16. The System supports navigation to the next steps in the service delivery process, e.g., beginning Real Time Triage and collecting additional questions, developing a skill based resume, filing a UI claim, registering with the State's job bank, referral to a One-Stop Career Center, etc.
17. The System loads the Job Seeker's Landing Page after the Service has been delivered.

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Predecessor to:
  - "Use Case: Returning Job Seeker Who Has Registered Previously"
  - "Use Case: Integration with Unemployment Insurance"

Functional Requirements

- None

Business Rules

- None

References

- None

2.3 Use Case: Register New Job Seeker with Staff Assistance

Actor(s) & Role(s)
New Customer Seeking Staff Assistance — Job Seeker
Workforce Staff–Job Seeker Assistance
Integrated Workforce System — Data Collection

Purpose and Objectives

This use case describes the process of a Job Seeker working with Workforce Staff to register for necessary services in the Integrated Workforce System.

Trigger Event(s)

- A Job Seeker walks into a Workforce Center and requests staff assistance with registration in the Integrated Workforce System

Precondition

- The Job Seeker has never registered with the Integrated Workforce Registration Portal
- The Job Seeker recognizes that they need assistance with registration
- The Job Seeker has access to a Workforce Center Staff Member who can assist them with registration
- It is assumed that Workforce Staff member is already logged in to the System using a Staff account for Job Seeker Registration screen

Post condition

- A Workforce Center Staff Member has helped a Job Seeker complete all required Integrated Registration requirements related to their specific service need(s)
- The Job Seeker has been referred to the appropriate services
- An Integrated Registration Account has been created for the Job Seeker
- Registration information is made available for Workforce and UI systems.

Use Case Flow

1. Staff member selects the option to register a new Job Seeker
2. The System will assess whether the State has a Single Sign-On Solution tied to a State Login account
    a. If the State has Single Sign-On:
        i. If Staff determines that the Job Seeker does not have a State Single-On account:
            1. The Staff Member signs the Job Seeker up for a State Login account or provides the Job Seeker information on how to setup an account (based on State-specific rules)

2. No User name and Password will be required within the Integrated Workforce System. The Single Sign-On credentials will be accepted

ii. If Staff determines that the Job Seeker has a pre-existing State Single Sign-On account:

1. The Staff Member will link the Job Seeker's registration with their State Single Sign-On account

2. If the user has a pre-existing Single Sign-On account, the System can use the account to determine if the Job Seeker has previously filed a UI claim over the phone and link that claim to the Job Seeker's account using functionality found in the *Use Case "Integration with Unemployment Insurance"*

3. No User name and Password will be required within the Integrated Workforce System. The Single Sign-On credentials will be accepted

b. If the State has no Single Sign-On Solution:

1. The Staff Member shall indicate that the Job Seeker is a new Integrated Workforce Portal user

2. The System prompts the Job Seeker to create a User name which is entered by the Staff member.

a. In Some States, they may need to generate a User name automatically

3. The System generates a time-limited temporary password that must be changed at first login and/or within a pre-determined time frame

a. In some states, the Staff Person may need to manually generate the temporary password

3. The System displays and prompts the Job Seeker to confirm their informed consent that some information may be shared and available to all UI and Workforce Systems

a. The Staff Member selects 'Yes' to Informed Consent (or has indicated they are filing for UI), making SSN entry mandatory

b. If the Staff Member selects 'No' to the Informed Consent question and has indicated they are not filing for UI, SSN entry is optional

4. The System displays the Integrated Registration screen

5. The System prompts the Staff Member to complete or update Common Data fields on the Job Seeker's behalf

a. The Integrated Registration Screen includes:

i. Contact and Location Information

ii. Demographic Information

iii. Previous Job(s) Information

iv. This job information will be based on Occupational Coding compatible with O*Net and SOCS

6. The System prompts the Staff Member to enter all mandatory information based on the referral services selected by the Job Seeker
   a. One of the fields the System prompts the Staff Member to enter for the Job Seeker is an SSN. This field will be mandatory only if the Job Seeker is registering to file a UI Claim
      i. If the Job Seeker provides an SSN and is not using a State Single Sign-On solution, the System will attempt to determine if the Job Seeker has previously filed a UI Claim over the phone and will attempt to link that claim to the Job Seeker's account using functionality found in the *Use Case "Integration with Unemployment Insurance"*
7. The System shows State specific questions to better route Job Seekers to services. These questions will be layered in with the common questions (they do not just come at the end)
8. The System will have the capability to validate a user's preferred contact method. The System will be configured to validate an email address using a validation email that contains a link that the User must click on. The System will allow States to specify what communication channels can be verified and will provide the States with the option to create their own methods of validating those channels and integrating them within the Registration process.
9. The Staff Member completes all fields on the Job Seeker's behalf and selects to "Submit" the registration information. Staff member marks in the notes that assistance was provided in the registration/attestation.
   a. The system displays all Job Seeker data and prompts the Staff Member to confirm the information was entered correctly
10. The Staff Member marks in the notes that assistance was provided.
11. The System displays a message indicating that Registration is complete
12. Integrated Registration data is saved to the Job Seeker's profile and is made accessible to downstream Unemployment Insurance and Workforce systems. These systems will be able to pull this data and pre-populate their system-specific registration information, saving the Job Seeker from entering the data multiple times.
13. The System returns to the Staff Menu

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Predecessor to:
  - "Use Case: Returning Job Seeker Who Has Registered Previously"
  - "Use Case: Integration with Unemployment Insurance"

Functional Requirements

- None

Business Rules

- None

References

- None

2.4 Use Case: Manage Account

Actor(s) & Role(s)
Existing Integrated Workforce System Administrator — Registration Assistance
Integrated Workforce System — Data Collection

Purpose and Objectives
This use case describes the capabilities for managing workforce accounts and groups in a State that does not have a SSO or LDAP/Active Directory infrastructure.

Capabilities include:

a. Create New Account
b. Revoke Account
c. Modify Account
d. Create User Groups (or Role) [includes assigning entitlements], etc.
e. Modify User Group
f. Remove User Group

Trigger Event(s)

- An Existing Integrated Workforce System Administrator wishes to create, revoke, or modify an account
- An Existing Integrated Workforce System Administrator wishes to create, remove, or modify an Integrated Workforce System user group

Precondition

- An Existing Workforce System Administrator (super user) account exists
- Entitlements exist

Post condition

- A New Administrator/staff account with appropriate entitlements has been created

Use Case Flow

1. The Administrator logs into the System
    a. If the system prompts for a change of temporary password, the System allows the Administrator to change the password successfully.
2. The System displays a list of administrative services to the Existing Administrator
    a. Create New Account
    b. Revoke Account
    c. Modify Account
    d. Create User Groups (or Role) [includes assigning entitlements], etc.
    e. Modify User Group

f. Remove User Group

3. The Administrator selects “Create a New Account”
    i. The System displays a screen that prompts for the entry of a new account
    ii. The System prompts the Administrator to enter account information such as:
        1. Name
        2. Email address
        3. Phone #
        4. User ID
        5. Temporary password (state customizable).
    b. The Administrator enters and submits the requested information
    c. The System loads a confirmation screen
    d. The Administrator confirms the information was entered correctly
    e. The System creates the new account and prompts the Administrator to select the User Group
    f. The Administrator selects the User Group to assign for the new account
    g. The System assigns the account to the selected User Group.
4. The Administrator selects “Revoke Account”
    a. The System prompts the Administrator to select the individual User Account or enter the User required information (customized by State)
    b. The System Administrator specifies the User Account
    c. The System warns the Administrator that the User must have their enrollments removed before disabling the account
    d. The System prompts the Administrator to confirm that the account will be disabled and enter the reason for disabling the account (for auditing purposes)
    e. The System Administrator confirms the change
        i. If the disable action is not confirmed, then the Administrator is returned to the Administrator’s Menu
    f. The System displays a page confirming that the account has been disabled.
    g. The System logs the act of disabling the User Account (who, when, what account is disabled, why)
    h. The System directs the Administrator’s display back to the “Administrator’s Menu” page
5. The Administrator selects “Modify Account”
    a. The System displays a search window for the intended account (user name, ID, email address, etc.)
    b. The Administrator enters the search criteria

c. The System displays accounts that match the search criteria

d. The Administrator selects the intended account and clicks “Modify”

e. The System displays the account with the ability to edit information based on the Administrator’s entitlements

f. The Administrator makes any appropriate changes (roles, reinstate account, update name, address, etc.) [user ID cannot be changed]

g. The System prompts the Administrator to confirm the account changes and then saves the modifications

6. The Administrator selects “Create User Groups”
    a. The System displays a search window for the existing User Groups
    b. The Administrator enters the search criteria
    c. The System displays User Groups (and the corresponding entitlements) that match the search criteria. The System prompts the Administrator to modify an existing User Group or create a New User Group
    d. The Administrator selects to create a new User Group, The System will prompt the Administrator to specify User Group information, including but not limited to:
        i. group name
        ii. group description
        iii. one or more entitlements
    e. The System prompts the Administrator to confirm the User Group creation and then saves the new group.
7. The Administrator selects “Modify User Groups”
    a. The System displays a search window for the existing User Groups
    b. The Administrator enters the search criteria
    c. The System displays User Groups (and the corresponding entitlements) that match the search criteria. The System prompts the Administrator to modify an existing User Group or create a New User Group
    d. The Administrator selects a User Group and clicks “Modify,”
    e. The system prompts the Administrator to edit the User Group information and related entitlements (Group Name is not editable)
    f. The Administrator selects one or more entitlements to add or remove.(note: this changes the entitlements for all users in this group)
    g. The System prompts the Administrator to confirm the User Group changes and then saves the modifications
8. The Administrator selects “Remove User Groups”
    a. The System displays a search window for the existing User Groups
    b. The Administrator enters the search criteria

c. The System displays User Groups (and the corresponding entitlements) that match the search criteria. The System prompts the Administrator to modify an existing User Group or create a New User Group

d. The Administrator selects the intended group and clicks “Remove”

    i. If the Group has associated user accounts, the System notifies the administrator that the Group cannot be removed until the associated accounts have been removed from the Group

e. The System prompts the Administrator to confirm the group removal and then changes the status of the group to “Removed”

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Predecessor to:
  - None

Functional Requirements

- If state has existing user repository, state workforce system will have the ability to integrate with this repository.
- System must support staff assisted and self-service password resets

Business Rules

- System should force change of temporary passwords while attempting to log in with the temporary password.
- Creation and distribution of temporary password must be customizable/configurable to meet state security policies.
- System must support system initiated password change on a periodic basis consistent with State Standards
- System must support State specific password rules such as length of password, use of alpha numeric characters, uppercase letters, etc.

- When a user has had their account disabled and tries to login, there will be a message displayed that indicates that their account has been disabled.

References

- None

2.5 Use Case: Returning Job Seeker Who Has Registered Previously

Actor(s) & Role(s)
Job Seeker
Integrated Workforce System — Data Collection

Purpose and Objectives

This use case describes the process of a returning self-service Job Seeker interacting with the Integrated Workforce System after having completed registration during a previous visit.

Trigger Event(s)

- Navigation to the Integrated Workforce System Web page
- Job Seeker wishes to update their profile data and access services

Precondition

- The Job Seeker has previously created an account with the Integrated Workforce System or State Portal

Post condition

- The Job Seeker has successfully logged into the Integrated Workforce System and accessed/updated their profile data
- Job Seeker has access to requested services (job matching, etc.) via his personalized, customized landing page

Use Case Flow

1. User arrives at the Integrated Workforce System from the State Portal page.
2. The System will present the option to select Language and Accessibility settings.
    a. If the System is able to detect the language the user requires, then the page will be loaded in that language
    b. The System will be developed with English and Spanish language options out of the box. States will have to configure the System to display text in additional languages
3. The System displays State-based generic messaging based on desired referring service
4. The System assesses whether the State is configured with a Single Sign-On Solution
    a. If the State incorporates a Single Sign-On Solution:
        i. The Job Seeker's State Single Sign-On Credentials are passed to the System and no login is required.
            1. If the user has a pre-existing Single Sign-On account, the System can use the account to determine if the Job Seeker has previously filed a UI claim over the phone and link that claim to the Job Seeker's account using functionality found in the *Use Case "Integration with Unemployment Insurance"*

b. If the State does not incorporate a Single Sign-On Solution:
    i. The System prompts the Job Seeker to indicate if they are a new or returning visitor to the page
    ii. The Job Seeker goes to the login screen versus creating a new registration (new account)
    iii. The System displays the "User ID" and "Password" fields, and prompts the Job Seeker to either:
        1. Login to their existing account
        2. Indicate that they have forgotten their User ID (see *"Use Case: Forgotten User ID")*
        3. Indicate that they have forgotten their Password (see "*Use Case: Forgotten Password"*)
        4. Return to the Integrated Workforce System Home page for anonymous browsing of agency-provided services, including the Job Search engine
    iv. The Job Seeker selects to Login to their existing account by entering their User Id and Password, and selects to submit them for authorization.
        1. If a Temporary Password is submitted, see the Alternate Flow

5. The System displays the User's Registration (Common Data)
6. The System displays the option to update the user's Common Data
    a. The System displays the Job Seeker's common data questions, which consists of the following editable sections. The already entered information is pre-populated.
        i. Contact and Location Information
        ii. Demographic Information
        iii. Previous Job(s) Information
7. Based on the Job Seeker's last data profile assessment, the System may prompt the Job Seeker to answer additional state-configured questions.
8. If the Job Seeker has provided an SSN and is not using a State Single Sign-On solution, the System will attempt to determine if the Job Seeker has previously filed a UI Claim over the phone and will attempt to link that claim to the Job Seeker's account using functionality found in the *Use Case "Integration with Unemployment Insurance"*
9. The Job Seeker updates the desired fields and selects to "Submit" the changes to the registration information
    a. The System may designate that the Job Seeker may not change certain fields. This list of fields will be configurable by the State.
    b. The System displays all Job Seeker changed data and prompts the user to confirm the information was entered correctly
    c. The System saves the new data. The previously existing data will not be erased, but saved as a previous version of the Job Seeker's information.
    d. The System displays a message indicating that the changes have been saved.

10. If the Job Seeker updates their preferred method of contact, the System will have the capability to validate the user's preferred contact method. The System will be configured to validate an email address using a validation email that contains a link that the User must click on. The System will allow States to specify what communication channels can be verified and will provide the States with the option to create their own methods of validating those channels and integrating them within the Registration process.
11. Any updates to Integrated Registration data are saved to the Job Seeker's profile and made accessible to downstream Unemployment Insurance and Workforce systems. These systems will be able to pull this data and pre-populate their system-specific registration information, saving the Job Seeker from entering the data multiple times.
12. The Job Seeker is returned to their personalized landing page.
13. On the landing page, the System displays State customized messaging such as:
    a. Based on the Job Seeker's profile, the System displays an option for job matching. (State customized)
    b. Recommended Services (file for an extension, etc.)
    c. Information regarding UI certification, upcoming events, training, and workshops in the area
    d. Common messaging provided to all users
14. The Job Seeker selects a service
15. The System launches the requested service.
16. The System loads the Job Seeker's Landing page upon completion of the Service

Alternative Flow(s)

Temporary Password

1. The System identifies that a Temporary Password has been entered, and prompts the Job Seeker to create a new Password
2. The Job Seeker creates a new Password
    a. The Password conforms to all applicable password security requirements
3. The System saves the new Password to the Job Seeker's Data Profile
    a. The System maintains a record of historic passwords, both temporary and user-defined
4. The System displays the Data Profile associated with the entered User ID and Password

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
  - “Use Case: Register New Self-Service Job Seeker”
  - “Use Case: Register New Job Seeker with Staff Assistance”

- Predecessor to:
  - “Use Case: Forgotten User ID”
  - “Use Case: Forgotten Password”
  - “Use Case: Integration with Unemployment Insurance”

Functional Requirements

- After selecting a service, the Job Seeker has the option to return to the Integrated Workforce System.

Business Rules

- None

References

- None

2.6 Use Case: Forgotten User ID

Actor(s) & Role(s)
Job Seeker
Integrated Workforce System — Data Collection

Purpose and Objectives
This use case describes the process of a Job Seeker interacting with the Integrated Workforce System to retrieve a forgotten User ID.

Trigger Event(s)
- Navigation to the Integrated Workforce System Web page

Precondition
- The Job Seeker has an account
- The Job Seeker has navigated to the login section of the Integrated Registration but cannot remember the User ID — the Job Seeker has indicated that he or she has forgotten the User ID

Post condition
- The Job Seeker has received their User ID

Use Case Flow

1. The Job Seeker indicates that they have forgotten their User ID
2. The System prompts the Job Seeker for State customizable set of identification information. This could be information like SSN, PIN, or email address, etc.
3. The Job Seeker enters the information and selects to continue
4. The system matches the entered information to a single Data Profile
    a. If the system cannot isolate a single Data Profile to match the entered information, the system displays an “Unable to locate your profile” message and prompts the Job Seeker to call Job Seeker/Help Desk support for further assistance
5. The System displays the security questions associated with the indicated Profile
    a. The security questions are based on a limited number of pre-entered “Security Questions” previously provided in the Data Profile
6. The Job Seeker enters the answers to the security questions and selects to submit them
7. The System validates that the submitted security question answers match the data saved in the identified Data Profile
    a. If the answers entered by the Job Seeker do not match the security responses saved in the Data Profile, the system displays an “Incorrect entry” message and prompts the Job Seeker to either try again or return to the System Login page
        i. The System limits the number of failed security question attempts. Once the limit has been reached, the System notifies the Job Seeker that they

must contact the Help Desk (or displays other State configurable messaging).

ii. The System then automatically routes the Job Seeker's display back to the System Login page.

iii. Use Case ends.

8. The System determines that the Job Seeker has a validated email address or other contact preference (i.e., texting to their mobile phone)
    a. If the Job Seeker does not have a validated contact preference, the Job Seeker is notified they must call the help desk.
    b. Use Case ends.
9. The System sends the "User ID" to the Job Seeker's contact preference, and displays a message to the Job Seeker explaining the activity.
    a. The system directs the Job Seeker back to the login page

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
  - "Use Case: Register New Self-Service Job Seeker"
  - "Use Case: Register New Job Seeker with Staff Assistance"

- Predecessor to:
  - "Use Case: Returning Job Seeker Who Has Registered Previously"
  - "Use Case: Forgotten Password"

Functional Requirements

- Preferred method of contact is verifiable

Business Rules

- None

References

- None

2.7 Use Case: Forgotten Password

Actor(s) & Role(s)
Job Seeker
Integrated Workforce System — Data Collection

Purpose and Objectives

This use case describes the process of a Job Seeker interacting with the Integrated Workforce System to reset a forgotten password.

Trigger Event(s)

- Navigation to the Integrated Workforce System Web page

Precondition

- The Job Seeker has an account
- The Job Seeker remembers his or her User ID
- The Job Seeker has navigated to the login screen and indicated that he or she has forgotten the Password

Post condition

- The Job Seeker has received a new password
- The Job Seeker has successfully logged into the Integrated Workforce System

Use Case Flow

1. The System prompts the Job Seeker to enter their User ID
2. The Job Seeker enters a valid User ID and selects to continue
3. The Job Seeker indicates they have forgotten their password
4. The System displays a number of security questions
    a. The security questions are based on a limited number of pre-entered “Security Questions” previously provided in the Data Profile associated with the entered User ID.
5. The Job Seeker enters the answers to the security questions and selects to submit them
6. The System validates that the submitted security question answers match the data saved in the identified Data Profile
    a. If the answers entered by the Job Seeker do not match the security responses saved in the Data Profile, the system displays an “Incorrect entry” message and prompts the Job Seeker to either try again or return to the System Login page
        i. The System limits the number of failed security question attempts.
        ii. If the Job Seeker exceeds the number of attempts, the Job Seeker is prompted that they must call the help desk. The Use Case would end here.

7. The System determines that the Job Seeker has a validated email address or other contact preference (i.e., texting on a mobile phone)
    a. If the Job Seeker does not have a validated email address or contact preference, the Job Seeker is notified they must call the help desk. The Use Case would end here.
8. The System sends a temporary password to the Job Seeker's primary email address or contact preference, and displays a message to the Job Seeker explaining the activity.
9. The System directs the Job Seeker back to the login page
10. The System displays the "User ID" and "Password" fields
11. The Job Seeker selects to Login to their existing account by entering their User Id and Password
    a. If a Temporary Password is submitted, see the Alternate Flow
12. The System displays the Data Profile associated with the entered User ID and Password

Alternative Flow(s)

Temporary Password

1. The System identifies that a Temporary Password has been entered, and prompts the Job Seeker to create a new Password
2. The Job Seeker creates a new Password
    a. The Password must conform to all applicable password security requirements
3. The System saves the new Password to the Job Seeker's Data Profile
    b. The System maintains a record of historic passwords, both temporary and user-defined
4. The System displays the Data Profile associated with the entered User ID and Password

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
    - "Use Case: Register New Self-Service Job Seeker"
    - "Use Case: Register New Job Seeker with Staff Assistance"

- Predecessor to:
  - “Use Case: Returning Job Seeker Who Has Registered Previously”
  - “Use Case: Forgotten User ID”

Functional Requirements

- Preferred method of contact is verifiable

Business Rules

- None

References

- None

2.8 Use Case: Mass Upload of Job Seeker Data (Targeted Outreach)

Actor(s) & Role(s)
Administrator
Integrated Workforce System

Purpose and Objectives
This use case describes the process of an Administrator loading a large number of Job Seeker into the Integrated Registration System. This may be necessary in the case of a large layoff of workers at a certain company or in a declining industry. This process is inclusive of Job Fairs, Rapid Response events, and any other events that may benefit from Targeted Outreach

Trigger Event(s)
- Workforce Staff discover that a large number of workers will soon need the services of the State Workforce and UI Agencies

Precondition
- The individual workers that will soon require services from the state agency have been identified
- The Administrator has the correct security and administrative rights to perform Mass Entry of Users

Post condition
- A Partial Registration Account in the Integrated Registration System has been set up for all affected workers, including a temporary password
- Targeted Service Outreach capabilities have been collected (contact information)

Use Case Flow

1. As the Administrator enters the Integrated Registration Workforce System, the System displays a welcome message and prompts the Administrator to select a function from the Administrator Menu
2. The Administrator selects the “Mass Account Upload” option
3. The System displays the “Mass Account Upload” screen and prompts the Administrator to create a name and description for the upload event (or select an existing event)
4. The Administrator selects to upload a file of uniquely identified people. This file would be in comma delimited format, such as .csv or .xls. The System will include a data entry template for the upload event.
5. The System prompts the Administrator to browse/select the file to upload
6. The Administrator selects the file and selects “Upload”
7. The System uploads all individuals and populates the “Mass Account Upload” screen
8. The System shall (based on State Configuration), after each uniquely identified person is entered, look for any duplicate data matches in the existing Profile Data

a. The duplicate match process will result in one of the following:
    i. Match
    ii. Not Matches
    iii. Possible Matches
        1. For Possible Matches, a screen will launch that will allow an administrator to manually compare the matches and determine whether the Possible Match should be reclassified as a ‘Match’ or ‘Not Matches’

9. The System displays a list of all entered individuals:
10. The System prompts the Administrator to confirm the accuracy of the entries by selecting “Create Upload Event Accounts”
    a. If the entries are not confirmed, the Administrator is given the option to make modifications to the entries
11. The Administrator confirms and selects the event/accounts to be created and saved.
12. The System automatically creates a User ID based upon the individual’s email address (or other state specific preference)
    a. The System automatically creates a temporary Password
        i. The temporary password may be sent to the Job Seeker with any additionally indicated messaging (see step 10)
13. The System indicates that the Accounts have been saved and prompts the Administrator to create any desired additional Correspondence, e.g.,:
    a. Options
        i. Email
        ii. Text Message
        iii. Physical Mail
    b. The Temporary Password will be an optional component of any Messaging
14. The Administrator indicates that the process is complete and exits back to the Administrator Menu
15. The System initiates the process to send any new account information or additionally indicated correspondence to the included workers.

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
  - "Use Case: Register Manage Account"

Functional Requirements

- None

Business Rules

- None

References

- None

2.9 Use Case: Question Configuration — New Question

Actor(s) & Role(s)
Administrator — System Configuration
Integrated Workforce System — Configuration Changes

Purpose and Objectives

An Integrated Registration System must ensure that Job Seekers are directed to the proper services even as the services offered and their requirements change over time. In order to achieve this flexibility, the Integrated Workforce System must include a robust set of Administration capabilities that allow for the configuration of data entry questions, their order, and the results derived from their answers.

This use case describes the process of an Integrated Workforce Portal Administrator customizing registration questions, including:

- Create New Question
- Removing a Question
- Modifying a Question/Question Relationship/Question Order

Trigger Event(s)

- Navigation to the Integrated Workforce System Administration Menu

Precondition

- An Integrated Workforce Administration account has been setup
- New Data Fields have been created by State Database Administrators

Post condition

- The Integrated Workforce Administrator has created a new question, new answers to the question, and determined where it fits in the overall script of questions and services

Use Case Flow

1. The Integrated Workforce Administrator navigates to the Administrator Menu
2. The System prompts the Administrator with a menu of options, including:
    a. Create New Question
    b. Update Question and Associated Data Fields
    c. Retire/Expire Question (Data will not be removed)
3. The Integrated Workforce Portal Administrator selects one of the options provided above
4. If the Administrator selects “Create New Question”
    a. The System prompts the Administrator to enter the new Integrated Workforce question, Including:
        i. Category/Hierarchy

ii. Answer Data Collection Options and Format (Text, Yes/No, Multiple Choice)

iii. Display Groupings by “Page” (Dynamic Page Creation)

iv. Question Scoring

1. If the question is Multiple Choice or Yes/No, the Administrator enters the answer options along with the correct answer.
2. The Administrator indicates if the question is to be automatically scored

v. Can answer be changed by the Job Seeker?

b. The Administrator enters the new question information and selects ‘Submit’.

c. The System prompts the Integrated Workforce Administrator to select the available Data Fields to associate to the question.

d. The Administrator selects the Data Fields and selects ‘Submit.’

e. The System will prompt the Administrator to link the new question with existing questions, answers and services

f. The Administrator enters how the new question fits into the linkage between questions, answers and services

g. The System displays a summary screen that includes:

i. The new question

ii. The new question’s answers

iii. The updated overall script of questions and services

h. The System prompts the Administrator to confirm the changes

i. The Administrator confirms the changes

j. The new question is assigned an automatically generated identifier.

k. The System saves the new question, the new answers, and the updated overall script of questions, answers, and services

l. The System re-displays the Administrator menu

5. When all changes have been completed, the System saves all changes as a new version/configuration

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
  - “Use Case: Manage Account”

Functional Requirements

- The System must have the capability of version control and roll-back for auditing functionality.
- The System shall provide common data entry assistance, including Spell Check
- Different administrators will have access to the new version for testing purposes.

Business Rules

- None

References

- None

2.10 Use Case: Question Configuration — Update Question

Actor(s) & Role(s)
Administrator — System Configuration
Integrated Workforce System — Configuration Changes

Purpose and Objectives

An Integrated Registration System must ensure that Job Seekers are directed to the proper services even as the services offered and their requirements change over time. In order to achieve this flexibility, the Integrated Workforce System must include a robust set of Administration capabilities that allow for the configuration of data entry questions, their order, and the results derived from their answers.

This use case describes the process of an Integrated Workforce Portal Administrator customizing registration questions, including:

- Create New Question
- Update Question and Associated Data Fields
- Remove a Question

Trigger Event(s)

- Navigation to the Integrated Workforce System Administration Menu

Precondition

- An Integrated Workforce Administration account has been setup
- New Data Fields have been created by State Database Administrators

Post condition

- The Integrated Workforce Administrator has updated a question, updated answers to the question, and determined where it fits in the overall script of questions and services

Use Case Flow

1. The Integrated Workforce Administrator navigates to the Administrator Menu
2. The System prompts the Administrator with a menu of options, including:
    a. Create New Question
    b. Update Question and Associated Data Fields
    c. Remove a Question (Data will not be removed)
3. The Integrated Workforce Portal Administrator selects an option
4. If the Administrator selects ‘Update Question and associated Data Fields’
    a. The System displays a numbered list of Integrated Registration questions.
    b. The System prompts the Administrator to select which question should be updated.

c. The Administrator selects the question to be updated.

d. The System prompts the Administrator to update the indicated question.

e. The Administrator enters the updates to the question and selects ‘Submit’ or “Cancel”.

    i. If “Cancel” is selected, the Administrator is sent back to the Administrator Menu and this Use Case ends.

f. The System prompts the Administrator to update the associated Data Elements and their presentation, including:

    i. Category/Hierarchy

    ii. Answer Data Collection Options and Format (Text, Yes/No, Multiple Choice)

    iii. Display Groupings by “Page” (Dynamic Page Creation)

    iv. Question Scoring

        1. If the question is Multiple Choice or Yes/No, the Administrator enters the answer options along with the correct answer.

        2. The Administrator indicates if the question is to be automatically scored

g. The Administrator provides any updates and then selects the “Submit” or “No Data Change” buttons

h. The System displays the linkages between existing questions, answers and services and prompts the Administrator to indicate how the updated question should be linked after the change(s).

i. The Administrator will indicate how the updated question should be linked within the script

j. The System displays a summary screen that includes:

    i. The updated question

    ii. The updated question’s answers and associated Data Elements

    iii. The updated overall script of questions and services

k. The System prompts the Administrator to confirm the changes

l. The Administrator confirms the changes

m. The System creates a new unique identifier for the updated question.

n. The System saves the updated question, answers, and overall script of questions, answers, and services

o. The System re-displays the Administrator menu

5. When all changes have been completed, the System saves all changes as a new version/configuration

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
  - "Use Case: Manage Account"

Functional Requirements

- The System must have the capability of version control and roll-back.
- The System shall provide common data entry assistance, including Spell Check
- Different administrators will have access to the new version for testing purposes.

Business Rules

- None

References

- None

2.11 Use Case: Question Configuration — Retire/Expire Question

Actor(s) & Role(s)
Administrator — System Configuration
Integrated Workforce System — Configuration Changes

Purpose and Objectives

An Integrated Registration System must ensure that Job Seekers are directed to the proper services even as the services offered and their requirements change over time. In order to achieve this flexibility, the Integrated Workforce System must include a robust set of Administration capabilities that allow for the configuration of data entry questions, their order, and the results derived from their answers.

This use case describes the process of an Integrated Workforce Portal Administrator customizing registration questions, including:

- Create New Question
- Retiring a Question
- Modifying a Question/Question Relationship/Question Order

Trigger Event(s)

- Navigation to the Integrated Workforce System Administration Menu

Precondition

- An Integrated Workforce Administration account has been setup
- New Data Fields have been created by State Database Administrators

Post condition

- The Integrated Workforce Administrator has retired/expired a question

Use Case Flow

1. The Integrated Workforce Administrator navigates to the Administrator Menu
2. The System prompts the Administrator with a menu of options, including:
    a. Create New Question
    b. Update Question and Associated Data Fields
    c. Retire/Expire Question (Data will not be removed)
3. The Integrated Workforce Portal Administrator selects an option
4. The Administrator selects ‘Remove Question’
    a. The System displays a numbered list of Integrated Registration questions.
    b. The System prompts the Administrator to select which question should be removed.
    c. The Administrator selects the question to be removed.

d. The System displays the linkages between existing questions, answers and services and prompts the Administrator to indicate how the remaining questions should be linked after the specified question is removed.
e. The Administrator will indicate how the remaining questions should be linked within the script
f. The System displays a summary screen that includes:
    i. The Retired/Expired question
    ii. The updated overall script of questions and services
g. The System prompts the Administrator to confirm the changes
h. The Administrator confirms the changes
i. The System Retires/Expires the question and saves the updated overall script of questions and services
j. The System re-displays the Administrator menu

5. When all changes have been completed, the System saves all changes as a new version/Configuration

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
  - "Use Case: Manage Account"

Functional Requirements

- The System must have the capability of version control and roll-back.
- The System shall provide common data entry assistance, including Spell Check
- Different administrators will have access to the new version for testing purposes.

Business Rules

- None

References

- None

2.12 Use Case: Administration — Create Job Seeker Event

Actor(s) & Role(s)
Administrator
Integrated Workforce System

Purpose and Objectives
This use case describes the process of an Administrator creating or modifying a new Job Seeker Event. A Job Seeker Event is defined as an event where there is the need to identify multiple Job Seekers and their connection to a specific event. The goal of a Job Seeker Event is to perform a mass Registration. This process is inclusive of Job Fairs, Rapid Response events, and any other events that may benefit from Targeted Outreach. Specific Job Listings or services may be part of the event.

Trigger Event(s)
- Workforce Staff becomes aware of a new Job Seeker Event that needs to be entered into the system

Precondition
- The Administrator has the correct security and administrative rights to create a new Job Seeker Event

Post condition
- A new Job Seeker Event is available in the system

Use Case Flow

1. As the Administrator enters the Integrated Registration Workforce System, the System displays a welcome message and prompts the Administrator to select a function from the Administrator Menu
2. The Administrator selects the “Create New Job Seeker Event” option
3. The System displays the “Create Job Seeker Event” screen and prompts the Administrator to complete the following
    a. Name
    b. Category (drop down list of options)
    c. Description
    d. Public or Private
    e. Effective Start Date
    f. Effective End Date
    g. Service Specific Parameters
    h. Optional: Enter Unique Identifier
4. The System displays the entered Job Seeker Event Data and prompts the Administrator to confirm the accuracy of the entries by selecting “Create Job Seeker Event”
5. The Administrator confirms and selects the event to be created and saved.

6. The System automatically creates a Unique Identifier (if not specified by the user) and saves the new Job Seeker Event
    a. The System shall make the Event available for Job Seeker Registration according to the specified effective dates

Alternative Flow(s)

None

Exception Flow(s)

None

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
  - "Use Case: Manage Account"

Functional Requirements

- None

Business Rules

- None

References

- None

2.13 Use Case: Integration with Unemployment Insurance

Actor(s) & Role(s)
Job Seeker
Integrated Workforce System — Data Collection
Unemployment Insurance System

Purpose and Objectives

This Use Case represents the interface between the Integrated Workforce System and a State's Unemployment Insurance system. This interface will be customizable by the States and allow for the Integrated Workforce System to determine if a claim has been previously filed for Job Seeker and link that claim to the Integrated Workforce System account.

Trigger Event(s)

- A new Job Seeker is filling out their Integrated Workforce Registration Profile
- An existing Job Seeker logs into the Integrated Registration System

Precondition

- A Job Seeker has created an Integrated Workforce System account and has begun the registration process

Post condition

- The Integrated Workforce System has attempted to link a Job Seeker's registration information with the State's Unemployment Insurance System.
- If a corresponding UI System account has been found, the Job Seeker's Integrated Workforce System registration information and/or UI System information may be shared and/or updated, based on State configured policy

Use Case Flow

NOTE: The interface described in this Use Case should be designed to be customizable by the States. This interface must allow for the pull of UI data as part of the Integrated Registration process. The steps below are only an example of a possible solution.

1. The System determines that a State Single Sign-On solution is not in place
    a. If a State Single Sign-On solution is in place:
        i. The System determines whether the Job Seeker has a UI record. If a UI record is found, the Integrated Workforce System Registration account for the Job Seeker is linked with any UI claims that have been filed via the Call Center.
2. The System displays a question asking if the Job Seeker has previously filed a UI claim via the Call Center
3. The Job Seeker indicates that they have previously filed a UI claim via the UI Call Center
    a. If the Job Seeker has not previously filed a UI claim, New Job Seeker Registration continues without integrating information from a UI account. Return to the flow found in *"Use Case: Register New Self-Service Job Seeker"*

4. The System prompts the Job Seeker to input their Social Security Number and PIN number
    b. If the Job Seeker does not remember their PIN or is locked out as a result of multiple incorrect entries, the System requires the Job Seeker to handle a PIN reset based on State specific policy (that may require a call to the Call center or Workforce Center).
5. The System matches the SSN and PIN number with the Job Seeker's UI Record in the Benefits System
    c. Note: This can be done in several ways: either via a Web Service or the UI information may already have been propagated to the Integrated Registration database
6. The System displays a message stating that the Job Seeker's UI record has been found and that their UI Claim information will be linked with the Job Seeker's Integrated Workforce System account.
    d. If the record is not found, the system prompts the user to re-enter their social security number and PIN. If the record is still not found, see exception flow: "Job Seeker Claims to Have Filed for UI but Records Cannot be Found"

(Return to originating Use Case)

Alternative Flow(s)

None

Exception Flow(s)

Job Seeker Claims to Have Filed for UI but Records Cannot be Found

1. If a Job Seeker is attempting to connect their UI Records with their Integrated Registration Record, but the System cannot find their UI Records by entering their SSN and PIN, they are presented with the following options:
    a. Contact the UI Call Center to request a PIN reset or reset the PIN using the self-service Web application
    b. Quit the registration process
    c. State-specific customizable option
        i. Possibly continuing with the Integrated Registration without linking to a UI Record. If this occurs, the System will record the Job Seeker's name in an exception list that can be used by staff for a manual reconciliation at a later time

(Return to the next step of the main Use Case Flow)

State Specific Alternative Flow(s)

None

Associations to other use cases

- Successor to:
  - “Use Case: Register New Self-Service Job Seeker”
  - “Use Case: Register New Job Seeker with Staff Assistance”
  - “Use Case: Returning Job Seeker Who Has Registered Previously”

Functional Requirements

- None

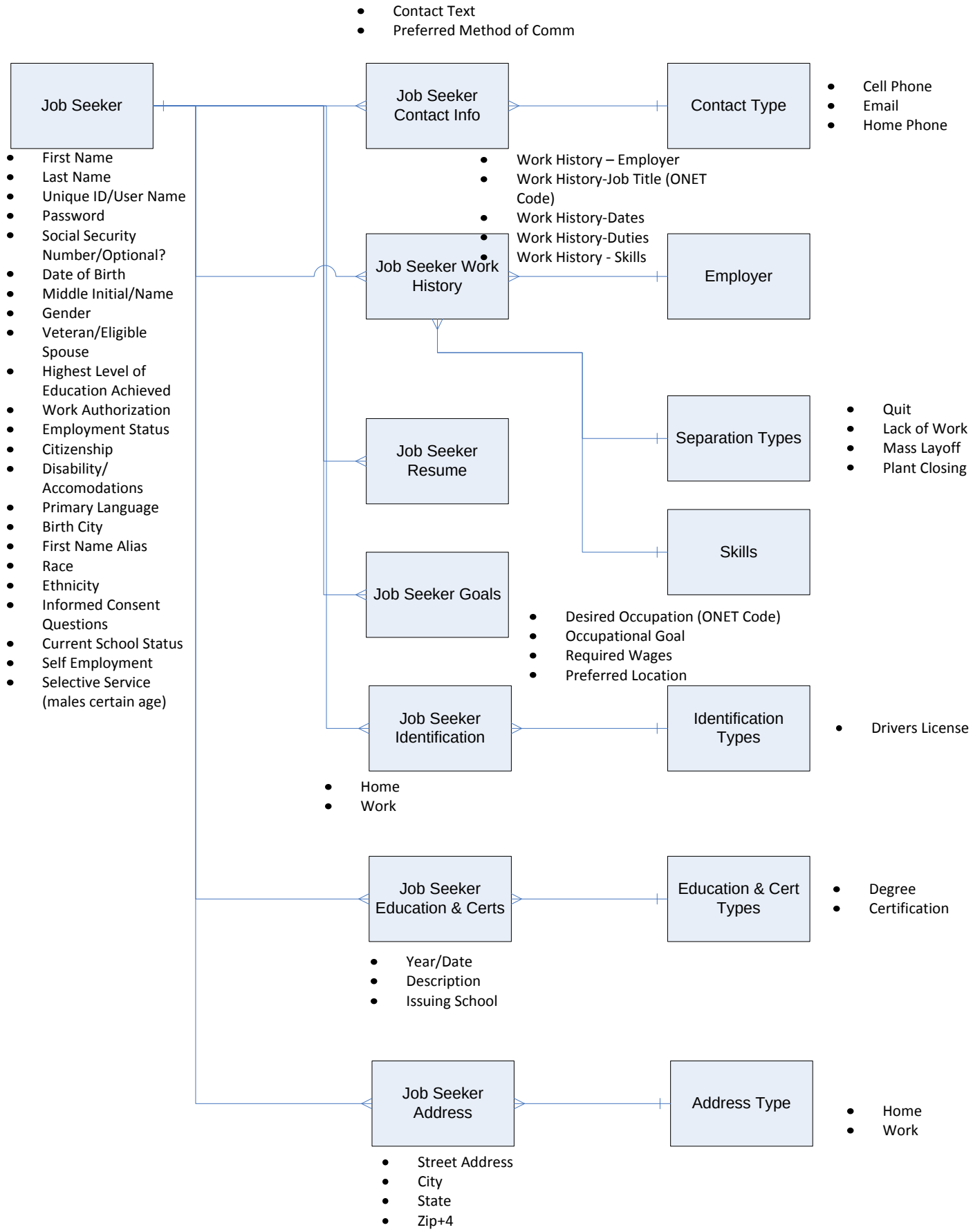
Business Rules

- None

References

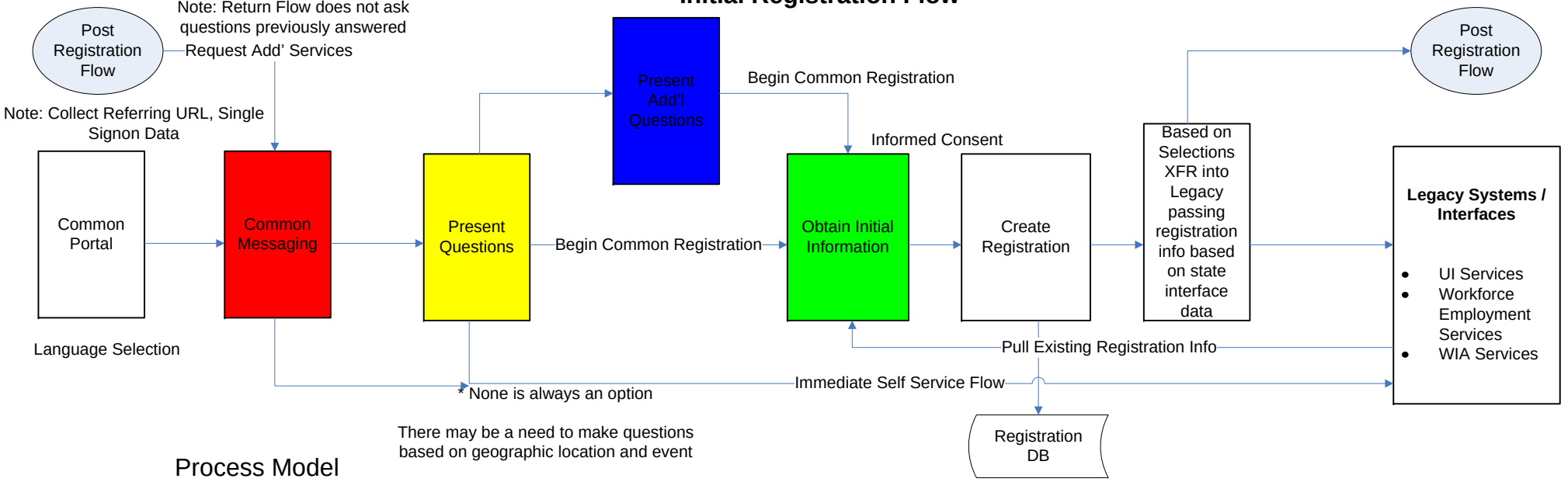
- None

Appendix B: Data Model with Data Flow Mapping



Appendix C: Registration Data Flow

Initial Registration Flow

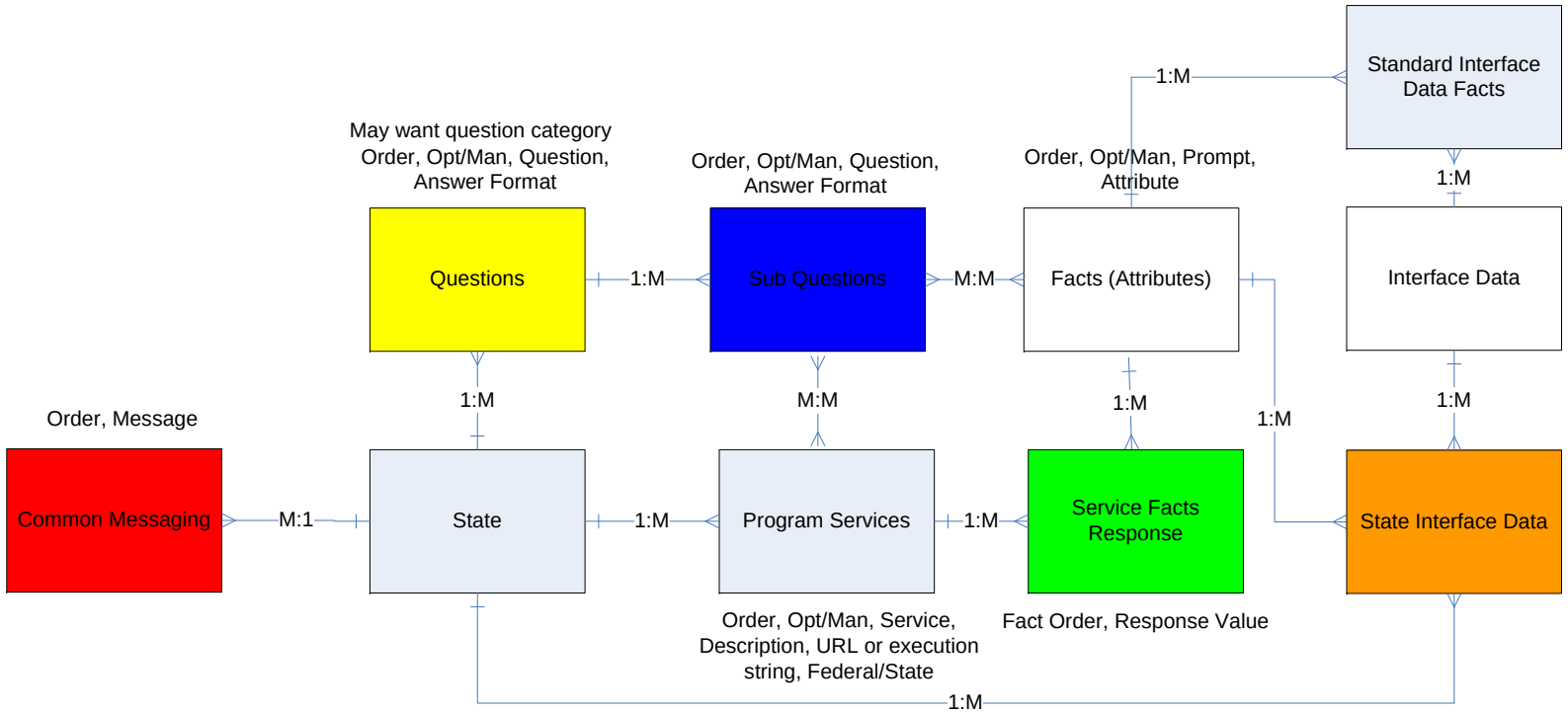


Process Model

Data Model

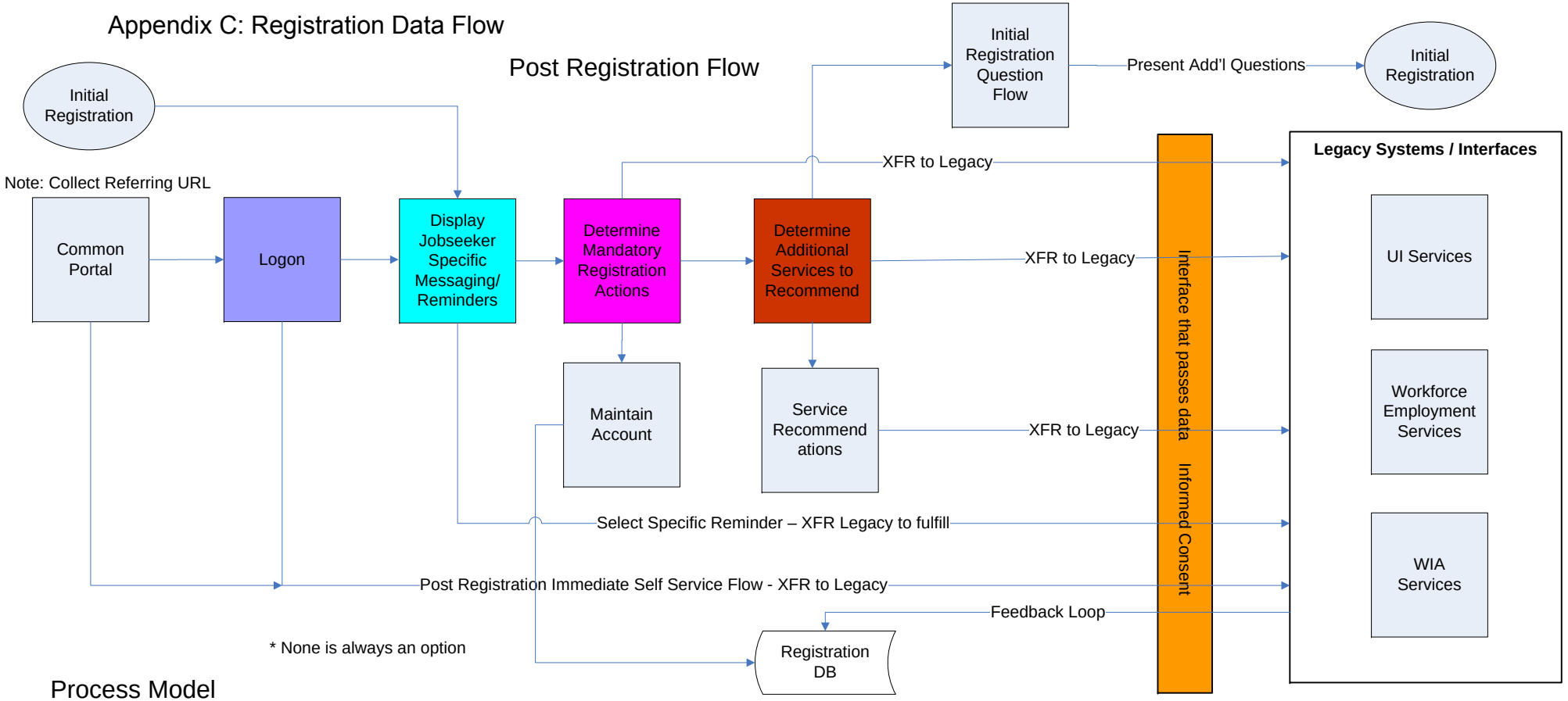
Configurable Items

- Common Messaging
- Job Seeker Specific Messaging
- Questions/Sub Questions Asked
- Facts collected w/Prompts
- Program Services
- Interfaces Available
- Interface Direction
- Interface Data
- Interface URL's
- State Job Seeker Standard Calendar
- Stage Job Seeker Specific Calendar
- Legacy System Feedback Loop
- Legacy System Feedback Data
- Job Matches Displayed on Home Page
- Web Chat
- Language and Accessibility Options
- Cleansing Hub Integration

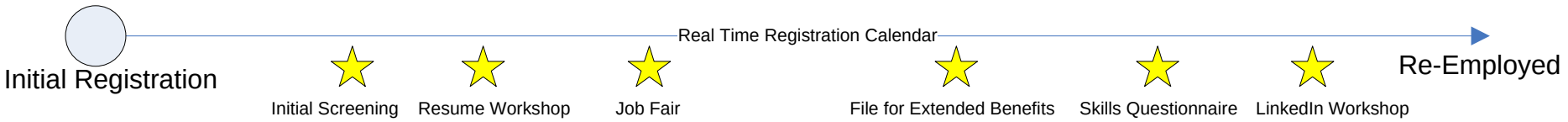


Appendix C: Registration Data Flow

Post Registration Flow

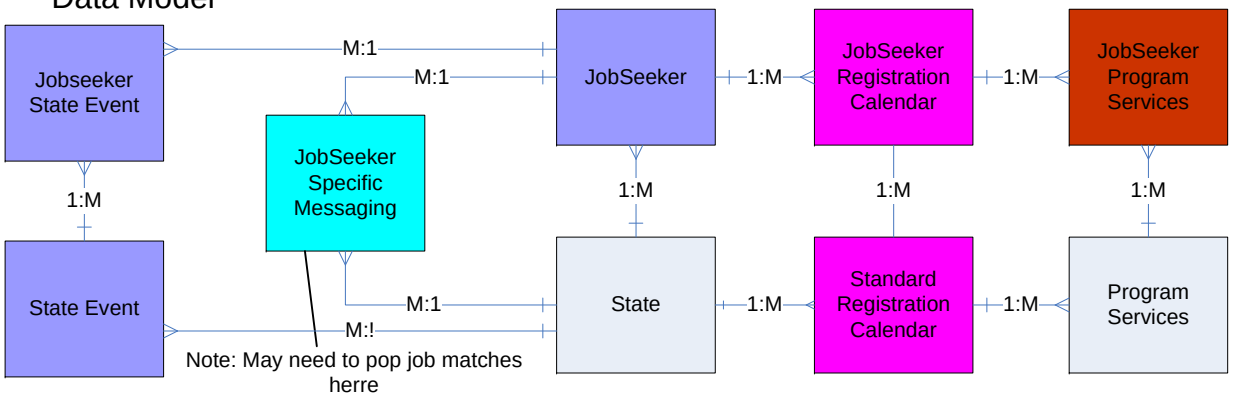


Process Model



Registration Calendar

Data Model

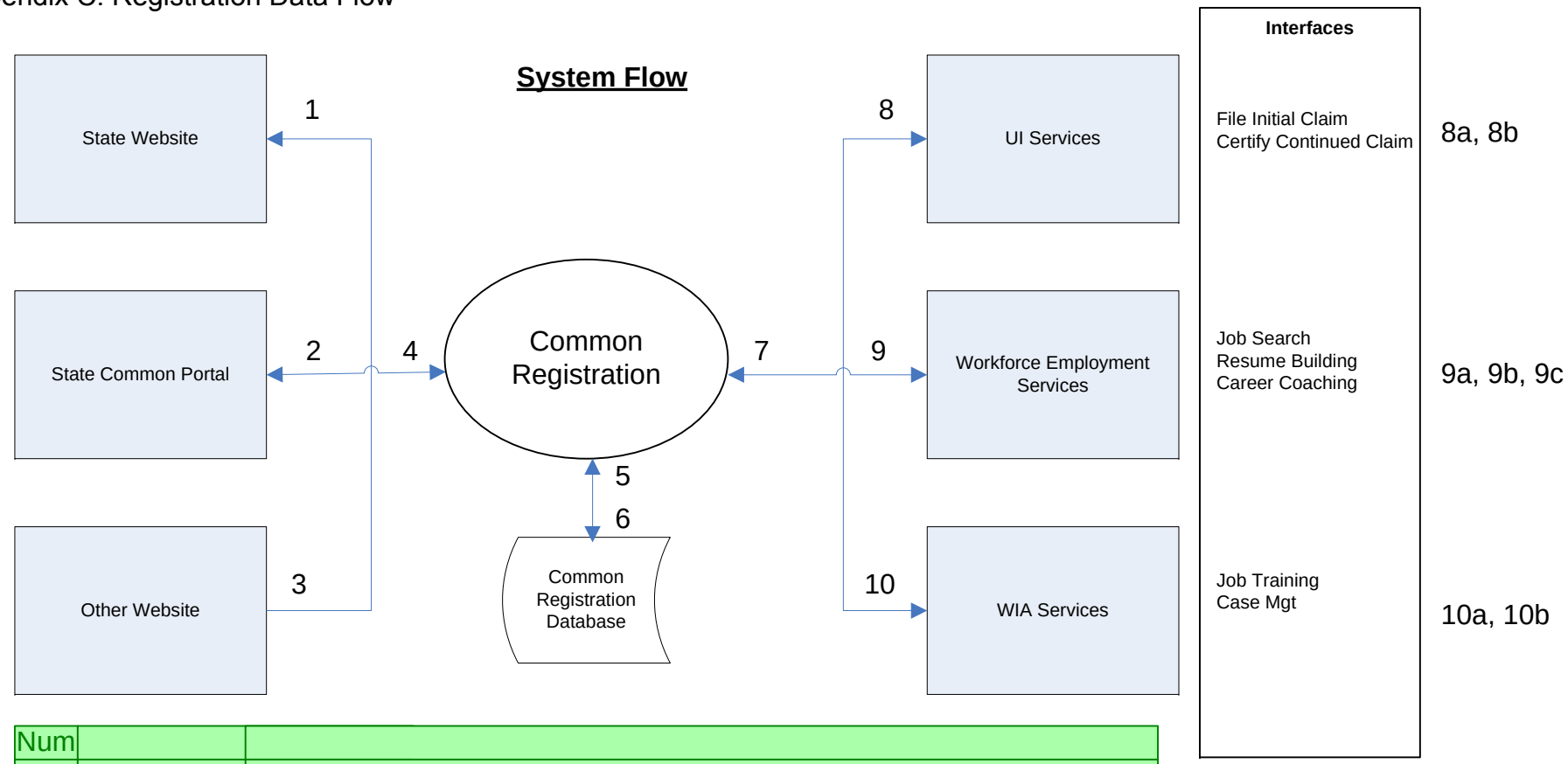


JobSeeker Registration Calendar
Actual Date
Action
Action Url
Status

Standard Registration Calendar
Recommend Date
Action
Action Url

Note: Need Job Seeker Portal History, Profiling Score

Appendix C: Registration Data Flow



Num		
1		I&AM Info passed only, Jobseeker can return to state website
2		I&AM Info passed only, Jobseeker can return to other common portal
3		No Info passed, Jobseeker can return to other website
4		I&AM Info passed, referring URL and Action Passed
5		Common Registration data is read to support registration flow
6		Common Registration data is updated to support registration flow
7		I&AM Info passed, common registration system pull
8		
8a		
8b		
9		
9a		
9c		
10		
10a		
10b		

Note: Make sure to include data cleansing integration hub in descriptions

Connectivity Project Solution Architecture Version 0.5

Date: 5/25/2012

Revision History

Date	Version	Description	Author
2/12/2012	.01	Initial Draft	Krishnakumar Raghavan
2/23/2012	.02	Solution diagram changed to mark preexisting systems in state infrastructure	Krishnakumar Raghavan
4/23/2012	.03	Redesigned based on input from Pilot states. ➔ Distributed architecture to allow cloud hosting of SOA ➔ SSO is made optional in state hosted service	Krishnakumar Raghavan
5/25/2012	.4	Hosting options for the project	Krishnakumar Raghavan
6/5/2012	.5	Accepted changes and corrected the document based on review and baseline version	Pat Auerbach, Thomas Kusnirik Krishnakumar Raghavan

Table of Contents

Table of Figures

List of Tables

1 INTRODUCTION

The Information Technology Support Center (ITSC) is assigned with the task of developing an Integrated Workforce Registration System (IWRS) under the US Department of Labor (USDOL), Employment and Training Administration's national vision to improve the connection and integration of Unemployment Insurance (UI) and workforce systems. The Integrated Workforce Registration System Solution Architecture is based on the identified use cases, working closely with New York, Mississippi and Oregon, the three funded Pilot States funded under US DOL's "UI/Workforce Connectivity" demonstration project.

The goals of the IWRS are -

- An Integrated Registration System that must capture service driven job seeker information.
- Incorporation of "Real-time Triage" and "Skills Transferability/Job Matching" functionality into the Integrated Registration System.
- Enterprise Application Integration (EAI) capability.

This document details the Solution Architecture for achieving the goals of the project. The deployment and infrastructure designs are excluded from this document as this must be designed as a joint effort with the pilot states based on their current deployment and infrastructure capabilities.

ITSC will use a Service Oriented Architecture that will enable Enterprise Application Integration and reusability of service components across various enterprise applications.

2 GUIDING PRINCIPLES

The Integrated Registration System Solution architecture will enable Enterprise Integration and "business service driven capture" capability.

In addition, the following supporting principles were also the driving factors in solution architecture development:

1. Low or no cost of acquisition for software technologies used in the design.
2. Widely accepted, supported and proven Open Source technology.
3. State(s) should be able to buy licenses and support if they plan to use a supported version of the software technologies used.
4. Highly configurable to enable dynamic User interface and data capture capability.
5. Role/Group Based Access control driven identity security in conjunction with Java Authentication and Authorization Service (JAAS).
6. Provide Single Sign On (SSO) capability for states that do not own Single Sign On capability,
7. Seamlessly integrate with existing Single Sign On (SSO) systems of states that already have such capability using Federation – SAML2.

3 TECHNOLOGY DEFINITION/GLOSSARY

3.1 JBoss

JBoss is a division of Red-Hat that develops open source middleware systems and application frameworks with focus on java technology.

3.1.1 Rationale

The JBoss technology stack is considered due to the fact that it meets the following guiding principles:

- ✓ Open Source.
- ✓ Backed by Red-Hat and a strong user community, forums.
- ✓ No procurement cost.
- ✓ Support can be purchased from Red-Hat.
- ✓ High availability configuration.
- ✓ Supported Java application frameworks like Hibernate, Tohu.
- ✓ Well defined integration capability.
- ✓ Highly configurable.

3.1.2 JBoss Middleware Stack

Technology	Version	Description
JBoss Application Server	7	J2EE Container
JBoss Drules	5	Rules Engine
JBoss jBPM	5	Business Process Management
JBoss ESB	5	JBoss Enterprise Service Bus for EAI
JBoss Hornet MQ	2.2.5	JMS Message Queue

Table 1: JBoss Middleware Stack

3.1.3 JBoss Application Framework

Framework	Version	Description
Hibernate	4	Persistence Framework
Tohu	5	Rules based Questionnaire support
Rich Faces	4	JavaScript based AJAX and JSF components

Table 2: JBoss Application Frameworks

3.2 SPRING JAVA APPLICATION FRAMEWORK

The Spring Java application framework is an Open Source technology from SpringSource.

3.2.1 Rationale

The Spring Java application framework technology is considered due to the fact that it meets the following guiding principles:

- ✓ Open Source.
- ✓ Backed by VMware Inc.; and a strong user community, forums.
- ✓ No procurement cost.
- ✓ Support can be purchased from SpringSource.
- ✓ Well defined integration capability.
- ✓ Highly configurable.

3.2.2 Spring Application Framework

Framework	Version	Description
Spring Core Framework	3.1	Spring Java Core application framework
Spring MVC	3.1	Spring Model View Controller for Spring Web
Spring Webflow	2.3.0	Spring Webflow to implement Web application flow
Spring Integration	2.1.0	Spring Integration for EAI
Spring XML Marshaling	3.1	Spring XML Marshaling Support

Table 3: Spring Application Framework

3.3 FORGE ROCK

Forge Rock is an emerging Open Source Identity and Access Management solution provider. The current technology stack that is used in this design from Forge Rock is originally from the open source project of Sun Microsystems.

3.3.1 Rationale

- ✓ Open Source.
- ✓ Backed by Forge Rock Inc.; and a strong user community, forums from Sun Microsystems.
- ✓ No procurement cost.
- ✓ Support can be purchased from Forge Rock.
- ✓ Well defined integration capability.
- ✓ Highly configurable and extendable.
- ✓ Highly configurable to enable dynamic User interface and data capture capability.
- ✓ Role/Group Based Access control driven identity security in conjunction with Java Authentication and Authorization Service (JAAS).
- ✓ Provide Single Sign on (SSO) capability for states that do not own Single Sign on Capability,
- ✓ Seamlessly integrate with existing Single Sign On (SSO) systems of states that already have such capability using Federation – SAML2.

3.3.2 Forge Rock Technology Stack

Framework	Version	Description
OpenAM	10	Open Access Manager for Single Sign On
OpenDJ	2.4.4	Directory Server

Table 4: Forge Rock Technology Stack

4 LAYERED SOLUTION ARCHITECTURE

The layered solution architecture is divided into three parts:

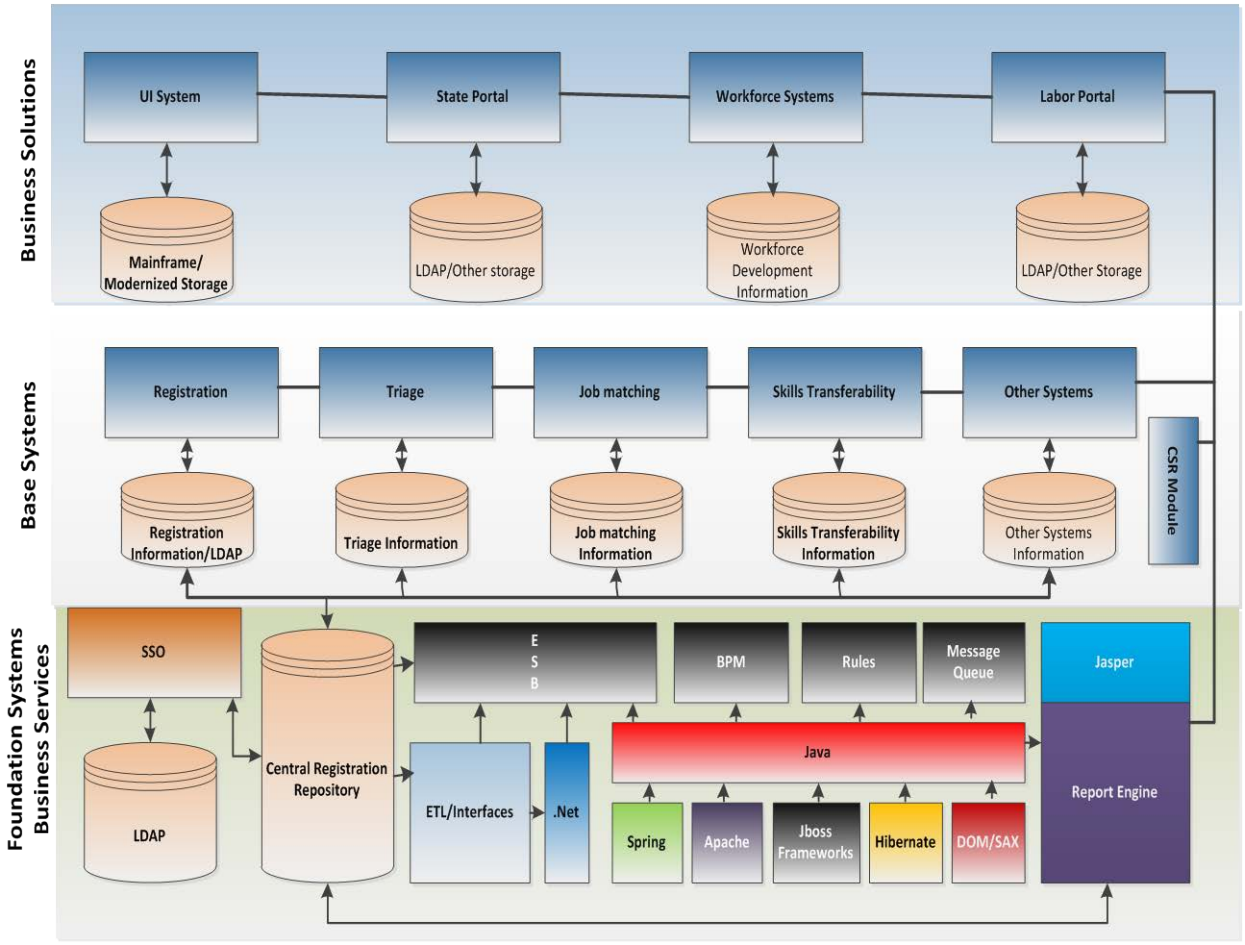


Figure 1: Layered Solution Architecture

4.1 BUSINESS SOLUTIONS

Business Solutions are the existing business systems that presently are in service or are planned to be in service before the integrated registration system is adopted by the state(s). The business solution systems include, but are not limited to:

- UI System
- State Portal
- Workforce Systems
- Labor Agency Portal

4.2 BASE SYSTEMS

Base systems are the systems that are delivered as services through the business solutions. These systems include the systems that are currently in service or are delivered/developed to facilitate adoption of the Integrated Registration System by states. The Base Systems include, but are not limited to:

- Integrated Registration System (Developed and delivered by the UI/ Workforce Connectivity Project)
- Real Time Triage
- Job Matching
- Skills Transferability

4.3 FOUNDATION SYSTEMS/BUSINESS SERVICES

Foundation systems are the systems that are used to build Base and Business solutions. The Foundation Systems include, but are not limited to:

- Java Technology
  - Spring Technology
  - Apache Framework
  - JBoss Framework
  - Hibernate
  - DOM/SAX
- Single Sign On
- Directory Server
- ESB
  - Java Technology
  - .Net
  - ETL/Interfaces
  - EAI
- BPM
- Rules
- Message Queue

5 SERVICE-ORIENTED ARCHITECTURE (SOA)

5.1.1.1 Service-Oriented Architecture (SOA)

The aim of SOA is to enforce loose coupling between large pieces of functionality, while still allowing tight coupling at the fine-grained level. In this model, business functionality in the enterprise is broken up into units called “services.”

Each service encapsulates business logic and data, and exposes an interface with which external applications can make requests and receive responses. Applications are not permitted to access business logic or data directly – all requests must be made through an interface. This approach allows developers to later rewrite business or data access and manipulation logic (even moving to a different platform) without worrying about the potential impact on other applications. While SOA is most often associated with web services technologies such as HTTP, SOAP, WSDL and UDDI, it is possible to implement a SOA using a variety of technologies. However, the platform-independent nature of web services makes them an ideal choice for implementing a SOA in a heterogeneous environment.

The main benefits of an SOA based architecture approach is reuse within the Workforce Registration application and even across other applications.

The SOA will be the central theme and philosophy for the proposed implementation architecture. For Integrated Workforce Registration, the services can be the core business services as described in the layered architecture section as previously mentioned. The services will be hosted in the **Business Service** layer. The examples of the services include Create User, Job Search, Real Time Triage, Job Match, Profile Management, etc. These services may be invoked from process management services, workflow services and user interface services.

5.1.1.2 Attributes of SOA

5.1.1.2.1 Service Interface

The service interface provides the sole mechanism by which external services or applications can access a service’s functionality. The interface contains one or more operations or methods that developers program against to consume the service.

Each operation on the interface specifies the required inputs, and corresponding outputs, all of which may be a combination of primitive data types and complex structures. Because cross-service calls are more resource-intensive than standard procedure or method calls within a single application, service operations should be designed to do the most useful work with the smallest number of calls. This results in fewer “chunky” calls, as opposed to the frequent “chatty” calls often found in Object Oriented programs.

5.1.1.2.2 Black Box Implementation

The code, data, products, and middleware that provide the service's functionality are collectively called the **Implementation**. The service encapsulates all of this and hides it behind the interface. The service's consumers know about the interface, but have no idea about the implementation – which is why the service's implementation is sometimes called a "black box."

5.1.1.2.3 Loose Coupling

The most important goal of the SOA is to encourage loose coupling between services. This means that two services should have the minimum possible knowledge of each other while still being able to communicate. For example, to call a service it is always necessary to know interface and contract. However, in a loosely-coupled architecture, the consumer should not have any knowledge of the service's location, business rules, programming language, database or operating system. As a result, it is possible to change any of these aspects of a service without impacting service consumers. This provides substantial flexibility and can dramatically lower maintenance costs.

5.1.1.2.4 Coarse Granularity

In order for the SOA to be effective, services should be defined at a relatively coarse level of granularity. At the very fine-grained level, loose coupling is unhelpful, and using services would give an unacceptable performance impact. At the extremely coarse-grained level, services would be too specific to a single context to be reusable. The best approach is somewhere in the middle, where a complex system can be broken up into reusable, loosely-coupled services.

5.1.1.2.5 Healthy Distrust

Services should have a healthy distrust with the outside world, which is everything not part of the service's own implementation. This distrust is necessary to achieve the goals of loose coupling and reusability. A service should assume that any data it receives could be incorrect or malicious. Consequently, all services should include mechanisms such as validation and authorization to ensure their data is kept consistent. A service should not be limited to certain 'trusted' consumers, as the service's owners will rarely have complete visibility of the consumers (which is necessary to ensure their trustworthiness). In addition, restricting the use of a service will preclude future reuse scenarios, for example exposing the service over the Internet to another organization.

Typically these functions will be handled by the Business Services Layer at run time. Benefits of SOA:

5.1.1.2.6 Reuse

Reuse has long been considered one of the 'holy grails' of software engineering, as it has the potential to substantially lower development and testing costs by leveraging code from existing systems.

5.1.1.2.7 Agility

Agility is all about being able to respond to changing business requirements and a changing environment. The loose coupling and the separation of a service's interface from the implementation makes the SOA particularly conducive to supporting an agile enterprise. In a well-designed SOA, it is possible to change business rules, make major implementation changes or even move a service from one platform to another, with minimal or no changes to other systems depending on the service.

5.1.1.2.8 Heterogeneous Environment Friendly

It is considered inevitable that large enterprises will end up with a heterogeneous environment, with a variety of hardware platforms, operating systems, development platforms or application servers. These differences become irrelevant in a SOA, when used with web services protocols such as HTTP, SOAP and WSDL. The end result is that services can be built using the most appropriate platform for the job, rather than being forced to use a particular platform to ensure interoperability.

5.1.1.2.9 SOA in the Context of Layered Architecture

Figure 3-2 shows the inter-relationships between various layers of a typical service-oriented architecture:

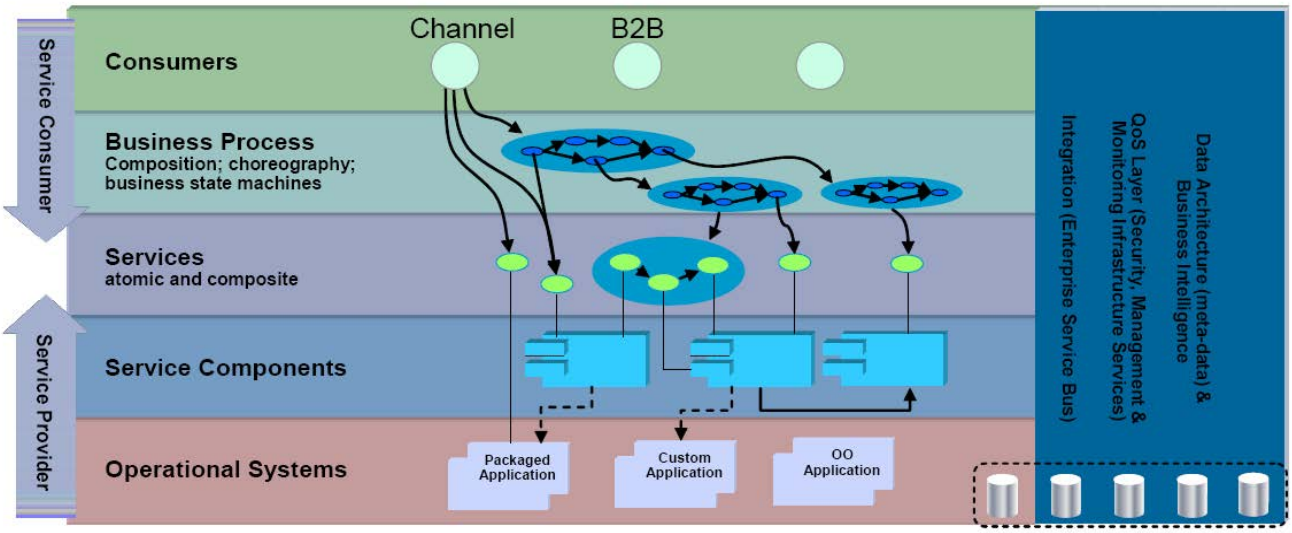


Figure 2: Inter-Relationships Between Layers of SOA

As shown above, the top layer is where the consumers or access channels are defined. The consumers interact with the Business Process layer where human- centric business processes or workflows are managed. These processes/workflows invoke system level processes. These system level processes will invoke the services exposed either from within the system or provided by external sources.

6 LAYERED APPLICATION ARCHITECTURE

The Integrated Registration System Application Architecture is divided into three layers:

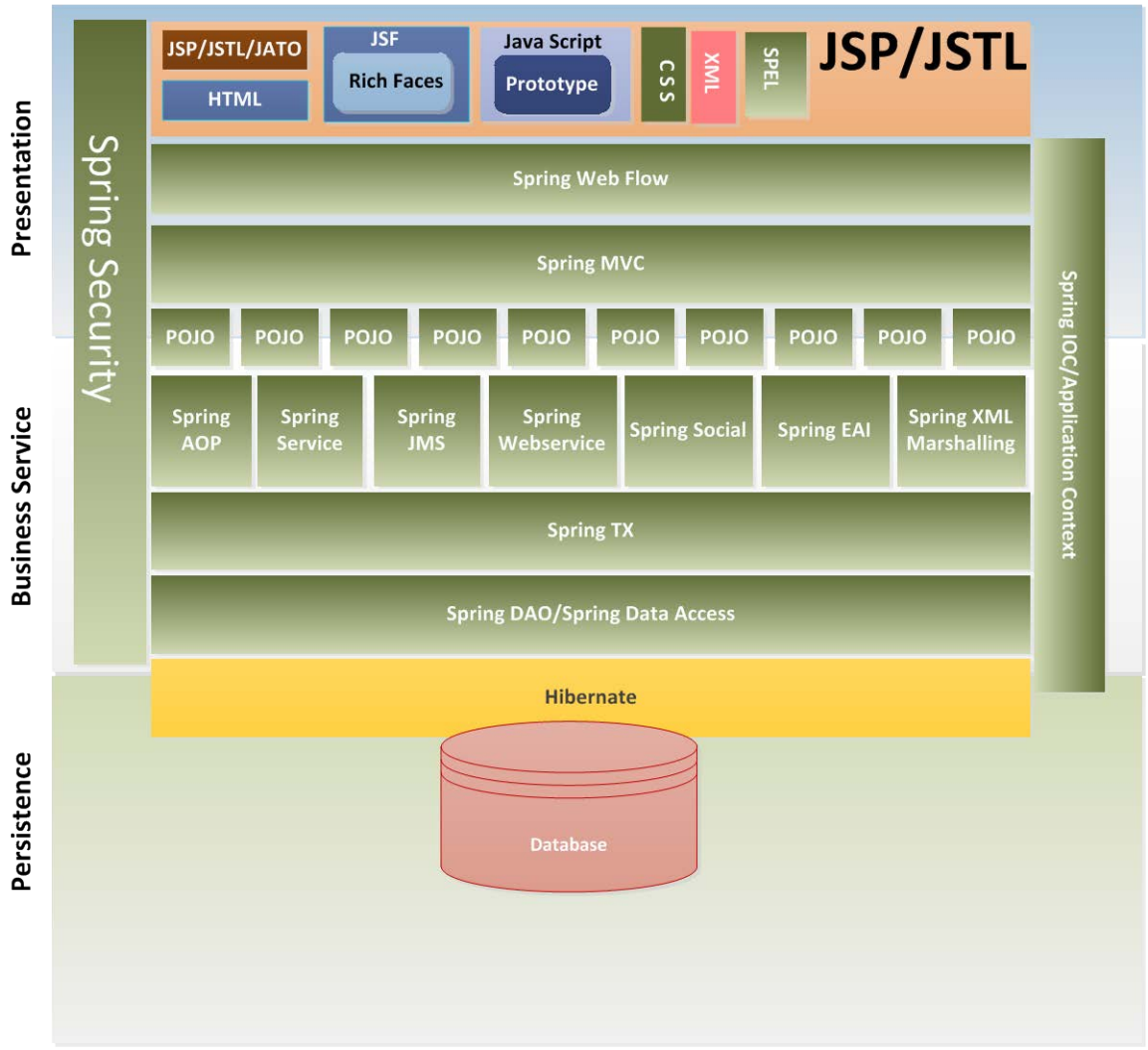


Figure 3: Layered Application Architecture

6.1 PRESENTATION

The presentation layer drives the user interface. This layer will use following java technologies and frameworks:

- User Interface

- HTML/XHTML
- Java Server Pages (JSP)
- Java Servlet Faces (JSF)
- Rich Faces
- Java Script
- CSS
- XML
- Spring Expression Language (SPEL)
- Java Standard Tag Library (JSTL)

- Spring Webflow
- Spring Model View Controller (MVC)
- Spring Security Framework
- JATO – Sun Java Application Framework – This is the underlying framework of OpenAM and is used to extend the software.

6.2 SERVICE

The service layer has integration and business services. The core technologies used are:

- Spring IOC
- Spring AOP
- Spring Service
- Spring Integration
- Spring Web Service
- Spring Social
- Spring XML
- Spring Security Framework

6.3 PERSISTENCE

The persistence layer has database and frameworks to persist the data to the database. The core technologies used are:

- Spring IOC
- Spring Hibernate Object Relation Mapping Templates
- Hibernate

- Database
- Directory Servers

7 LOGICAL SOLUTION ARCHITECTURE

The Logical Solution Architecture describes the overall system architecture of the Workforce Registration System.

The logical architecture considers a distributed approach that builds towards the entire registration system –

- Registration Cloud Services
- Single Sign On
- Integrated Registration Application
- State Hosted Cloud Services

7.1 INTEGRATED REGISTRATION CLOUD SERVICES

Registration cloud services hosts registration web services and the profile configuration application.

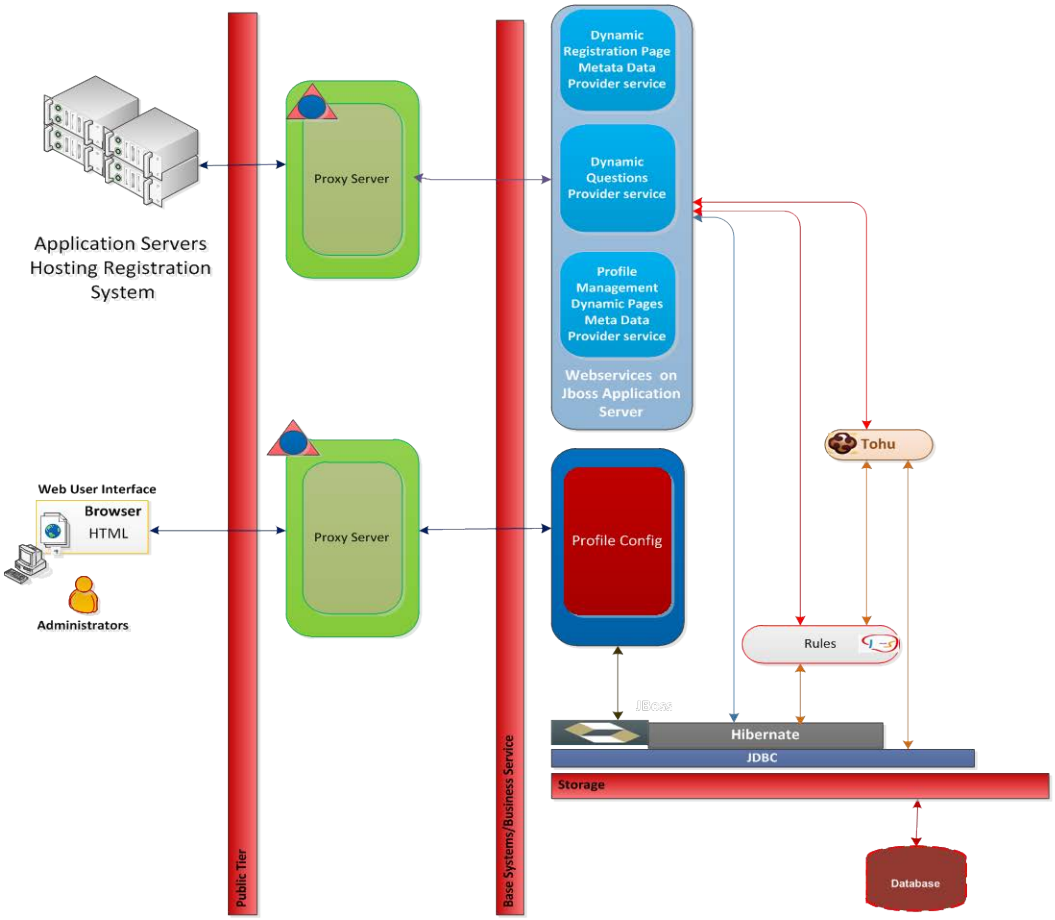


Figure 4: Integrated Registration Cloud Services

7.1.1 Profiles

Each participating state shall be allowed to create a profile to leverage the cloud services.

The purpose of the profile is to allow creation of a state specific configuration that could drive dynamic pages and questions.

The profile will also allow definition of attributes and corresponding validation rules. Validation rules shall have the capability to invoke remote web services.

Java interfaces will be provided that will allow plugin of implemented validation classes.

7.1.1.1 Profile Configuration

The profile configuration would allow a default set of configurations. The default configuration assumes that the participating state(s) will use the cloud web services and

the default set of attributes and validation requirements. These (or "the"---singular) configurations can be overridden by the state(s) as necessary.

The following are the recommended configurable elements:

7.1.1.1.1 Profile Creation

The profile creation will allow the state to create a profile that identifies a state by:

1. 64 Bit Encrypted State ID
2. State Name
3. 64 Bit Encrypted System ID
4. Issuing a X509 certificate for system level authentication
5. Primary Address
6. Primary and Secondary Contact Person
7. Contact Details (Email, Phone, etc.)
8. Login Credentials
9. Profile Contract start date and Contract end date.

7.1.1.1.2 Attributes

The Attribute configuration shall allow configuration of fields that will be displayed to the user for registration. There will be non-configurable attributes that are mandatory for registration and will be disabled in configuration.

The administrator could have the capability to select the pages where these attributes will be displayed as fields to the user.

7.1.1.1.3 Attribute Validation

The Administrator shall be allowed to configure validation rules for the attributes configured. The validation rules can be implemented in a java class and/or configurable using pattern matching.

A java pluggable interface will be provided to implement the validation rule for each attribute. An unloadable XML file could also be provided for advanced users to configure multiple attributes.

7.1.1.1.4 Integrated Registration Cloud Web Service Integration

The Administrator can configure the web services that will be used for registration. The Administrator will be allowed to change the default setting to a different environment. This will be useful if state(s) wish to use a customized version of cloud web services to meet their requirements. The necessary WSDL and the schema will be provided for such implementation.

Also, if state(s) wish to host the Default web services in their own infrastructure, this functionality will be equally applicable.

7.1.1.1.5 State Cloud Web Service Integration

The Administrator will be allowed to create configuration for integrating with state specific web services that delivers data to the landing page upon user authentication.

This configuration by default is empty and is a mandatory configuration for onboarding a state to use the integrated registration system.

7.1.2 Cloud Services

Registration application will invoke the cloud services to retrieve the meta data for building the dynamic pages and questions that are state specific.

The dynamic meta data will be delivered based on the participating state-specific profile configuration.

7.1.3 Storage

The cloud service specific configurations will be persisted in the cloud.

7.1.4 Invoking Cloud services

The cloud services invocation details will published during application architecture. At a bare minimum, participating state(s) need to pass the following parameters for accessing each service:

1. 64 Bit Encrypted State ID
2. 64 Bit Encrypted Session ID

3. 64 Bit Encrypted authorization key distributed to each system
4. Service Parameters like “Last Page Processed” and a snapshot of the data that was entered by user (if any) in the previous page.

7.1.5 Security

7.1.5.1 Authentication

Only authenticated systems will be allowed to access the cloud services. The systems will be authenticated using certificate based authentication.

7.1.5.2 Transport Security

The Network transport will be secured using SSL

7.2 SINGLE SIGN ON

The Single Sign On system is a decoupled security software that can be used to secure the registration system if the participating state does not have a similar system.

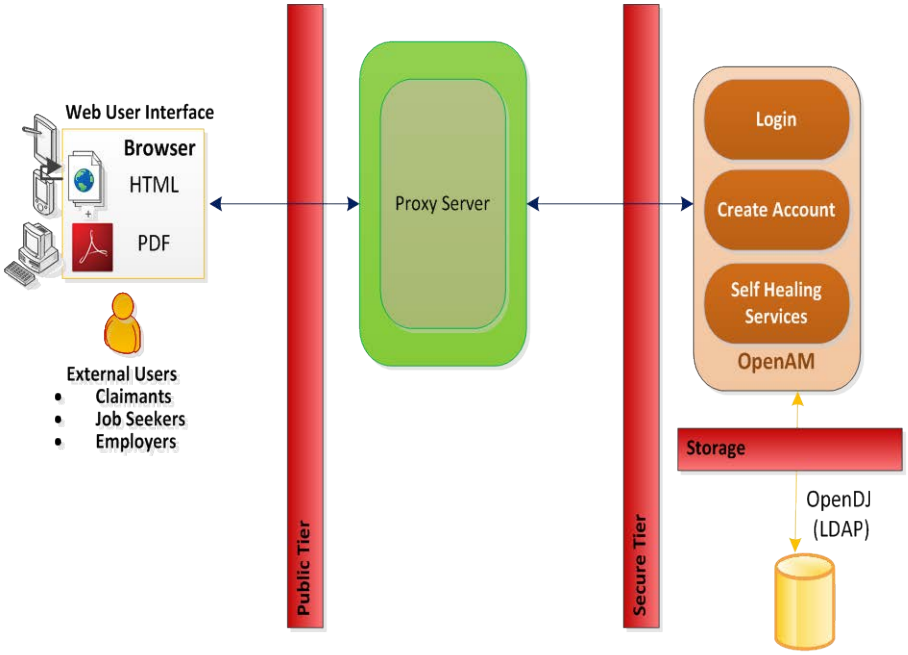


Figure 5: Single Sign On

The Single Sign On System uses OpenAM and OpenDJ in its core to deliver “single sign on” experience. This product will be customized for registration system purposes. This (SSO) solution can be used across Workforce agencies for securing public and base system layers if the participating state(s) wish to do so.

The Workforce Registration System can be integrated with SSO using SSO Workforce Registration Agents. The Workforce Registration Agents intercept the request to access a workforce system service and will redirect job seekers to the Workforce Registration System. The Workforce System Registration capabilities will register the user and allow service based profile management.

The Cloud hosted Integrated Registration System shall be secured using OpenAM.

If a participating state wishes to leverage the cloud hosted Integrated Registration System, and the state has its own SSO component, a federation agent will be used to integrate the state owned SSO with the Integrated Registration System SSO, so that the user is not asked to re-authenticate again.

7.3 INTEGRATED REGISTRATION APPLICATION

The Integrated Registration System is decoupled from the core configuration so that the Integrated Workforce Registration application can be hosted in both cloud and by the participating state.

The two implementations – “cloud” and “participating state hosted solution,” differs in the enterprise integration approach.

7.3.1 Cloud Hosted Integrated Registration Application

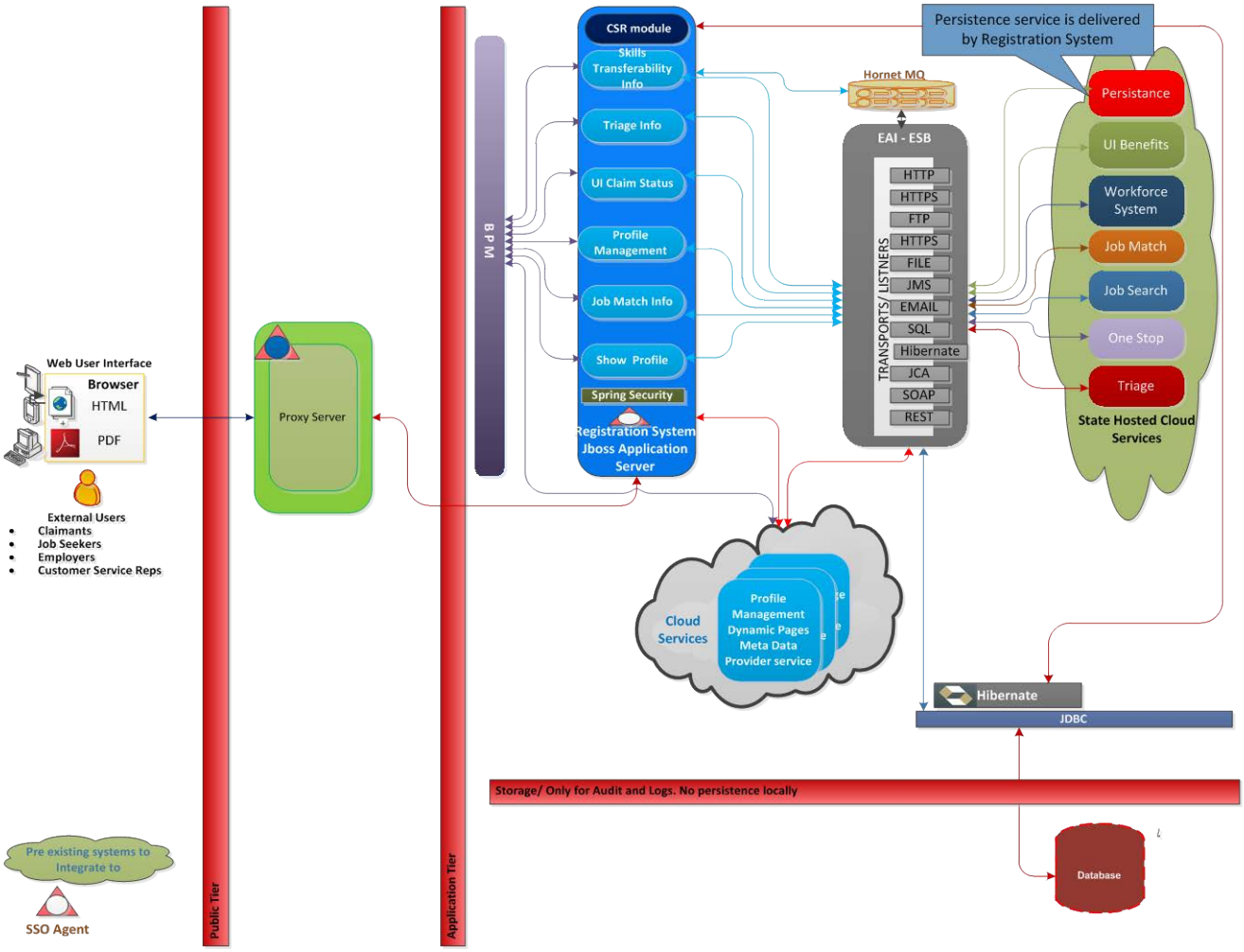


Figure 6: Solution Architecture - Cloud Hosting

The Logical Architecture is distributed across three layers:

The sections marked in the green cloud in the Solution Architecture diagram are the preexisting and new systems in the cloud hosted services of the state that will be leveraged by the Integrated Registration System. Except for the “Persistence service,” all other service components are out of scope for the deliverables of the Connectivity Project. These components are depicted to identify the possible high level integration points.

7.3.1.1 Public Tier

Job Seekers and UI Claimants access the Agency offered web services through the public User Gateway that hosts the proxy server.

7.3.1.2 System Access Flow

The public users can access the system through any of the published business solutions:

- State Portal
- Workforce Portal
- Workforce Development Services
- UI Benefits Services

The above listed systems can be configured at the participating states' discretion to redirect users to the integrated registration system.

The registration system users can access the system directly over the published URL that will be front- ended by the proxy server and secured by the Integrated Registration System Single Sign On.

7.3.1.3 State/Workforce Agency Owned SSO

The state/workforce agency owned SSO system can be used only if the participating state hosts the Integrated Registration System.

In a cloud hosted Integration Registration System, built-in SSO using OpenAM will be used to secure the system. However, federation configuration will be allowed to integrate with participating state owned SSO systems.

7.3.1.4 Application Layer

The Base System layer has the core Workforce Registration System components.

7.3.2 State Hosted Integrated Registration Application

The State hosted Integrated Registration System design has the similar approach except that the integration with subcomponents shall use State owned EAI systems.

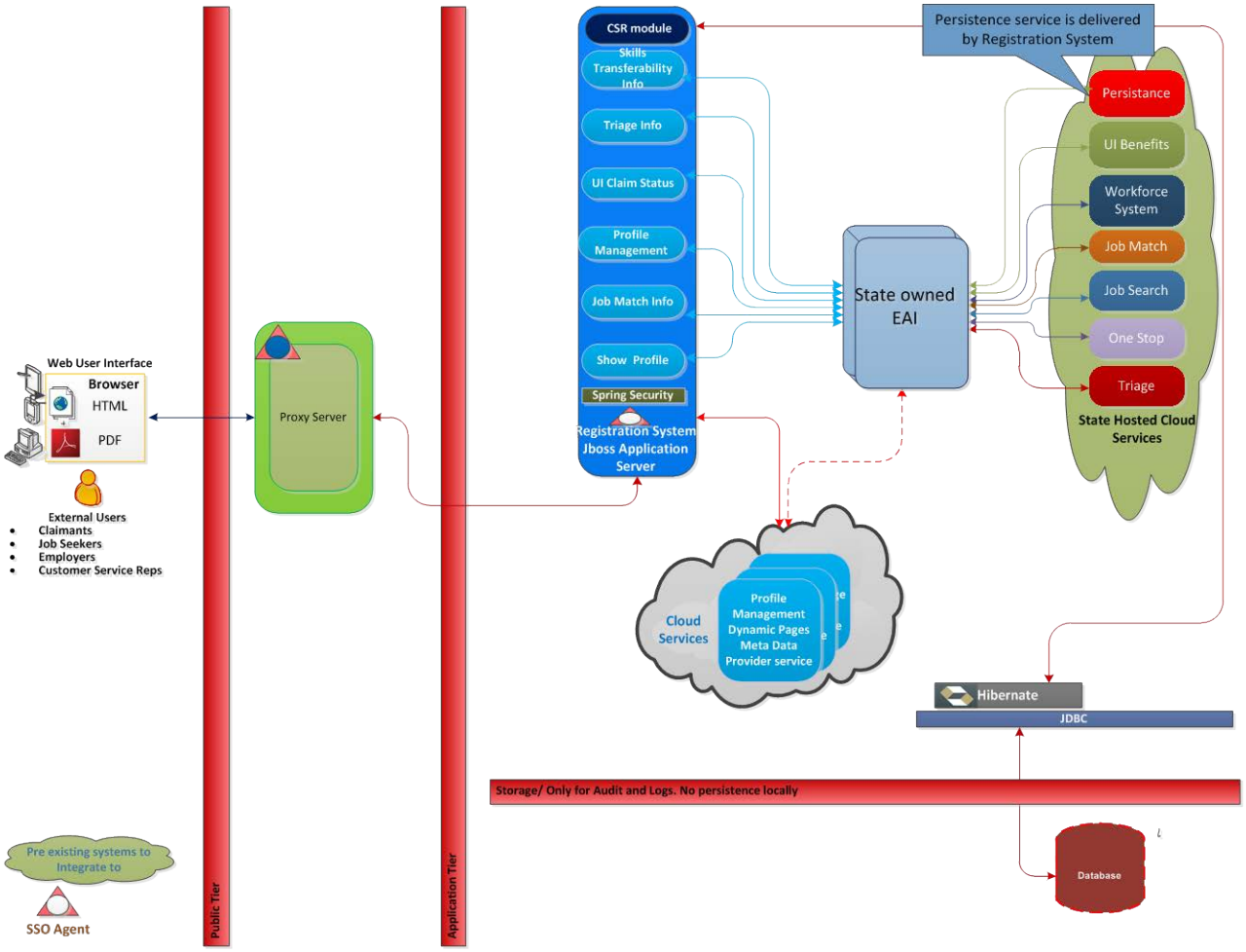


Figure 7: Solution Architecture - State Hosted

7.3.2.1 State owned EAI approach

The Integrated Registration System will provide service interface for the participating states to implement the integration that utilizes the state owned EAI solution.

The service interface is recommended to be a wrapper to invoke SOAP web services. However, at participating states discretion, other EAI patterns can also be used.

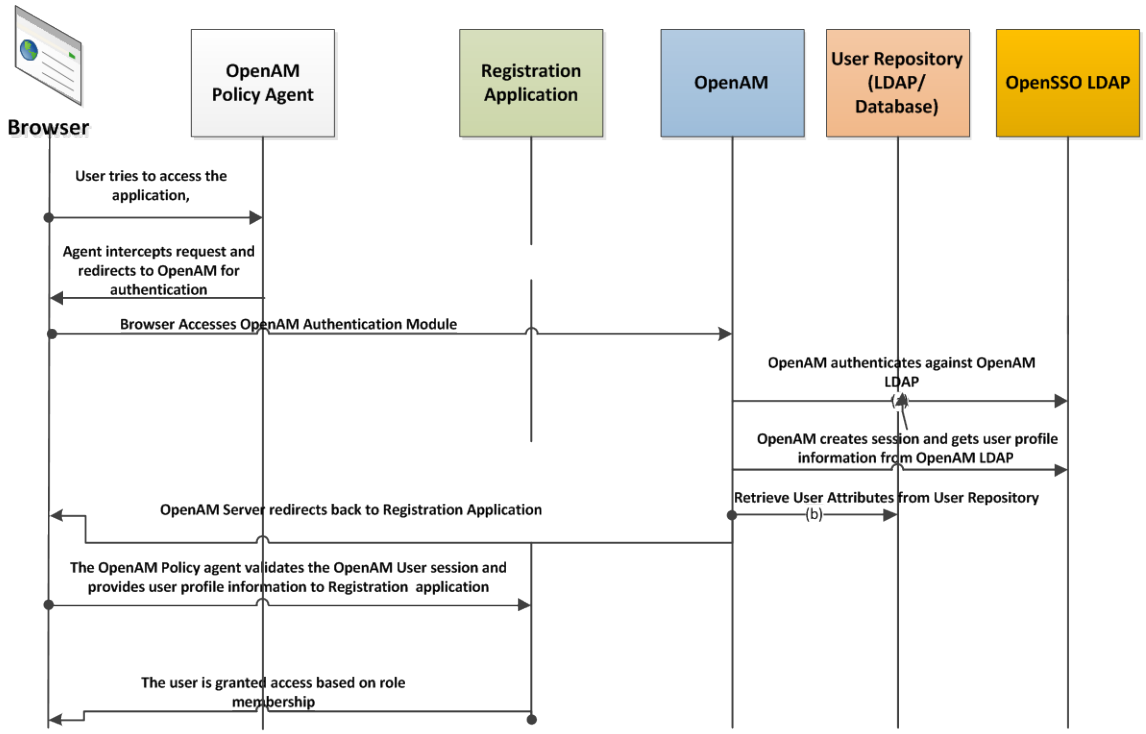
7.3.3 Workforce Registration System Architecture

The following components encompass the Core Workforce Registration System:

7.3.3.1 Single Sign On

When hosted on cloud, OpenAM will be used for intercepting the users seeking services and redirecting them to the registration services.

State(s) can use their own Single Sign On solution if it is hosted on their infrastructure.



7.3.3.2 JEE

The Integrated Workforce Registration System (IWRS) will be hosted in the JEE web container, JBoss Application server. The access to the IWRS will be intercepted using OpenAM Agents that will redirect users to the Account creation system.

The JEE using Spring EAI framework will integrate with SOA components hosted on JBoss ESB , jBPM , Drools and Tohu.

7.3.3.3 ESB/EAI

The JBoss Enterprise Service Bus will be used to host service components that have different transport and transformation capabilities.

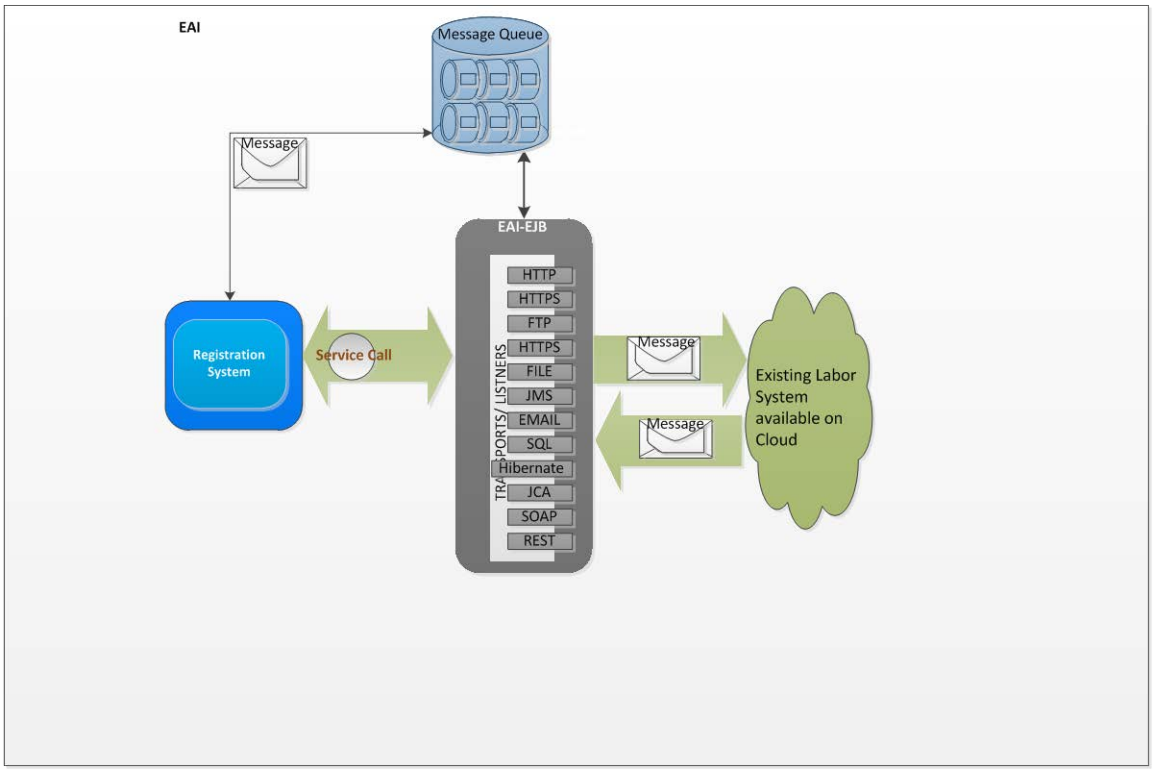


Figure 8 State Cloud Service Integration

The exiting workforce systems are integrated with Integrated Registration System using Message Queue or direct service call to the ESB.

7.3.3.3.1 Hornet MQ

The Hornet Message Queue is used as a mediator for Messaging services.

7.3.3.3.2 BPM

JBoss middleware jBPM will be used for Business Process Management. The jBPM will work with other service components like Drools and Tohu for process decisions.

7.3.3.3.3 Drools

JBoss Drools is the Business Logic Integration platform and Rules Engine. The services can be invoked directly from JEE or through BPM.

7.3.3.3.4 Tohu

Tohu is used to generate rules-based questions that can be displayed to the user as part of dynamic data capturing for service based registration.

7.4 DATABASE INTEGRATION

The database integration will be achieved through Hibernate that will use JPA core.

When saving data from the cloud hosted Integrated Registration System, persistence web service will be used to push data into the state owned database system.

The cloud hosted Integrated Registration System will not save any form of registration data in the cloud database.

The database on the cloud is used exclusively for storing configuration information and Audit logs.

8 HOSTING SOLUTIONS

There are three different hosting solutions recommended for this architecture:

Hosting Solutions
Distributed Hosting
Cloud Hosted
State Hosted

Table 5: Hosting Solutions

8.1 DISTRIBUTED HOSTING

The participating state will host the Registration Application and the Enterprise Application Integration components. The participating state hosted components must integrate with the cloud hosted components to render the registration pages. However, the participating state(s) have the liberty of using custom EAI components using the interfaces to integrate with the state application components like Triage, Job Search, Job Match and UI components, etc. In this solution, the participating state can use the Single Sign On solution provided by the IWR system or can use the state owned single sign on solution.

The integration with the participating State owned components lies with the participating state to develop and implement.

8.2 CLOUD HOSTED

The IWR components of the solution including the registration system will be hosted in cloud. However, the database and other state developed components like Triage, Job Search, Job Match and UI components, etc., will be hosted by the participating state.

State has to expose the integrating components as a secured public web service for the cloud hosted solution to integrate with. The web service must match the WSDL published after the application detail design.

OpenAM will be used for Single Sign On. A federation component will be available to integrate with a state owned SSO system if the participating state owns such a system.

8.3 STATE HOSTED

The participating state hosts all the IWR components in their environment including the cloud components. The components will integrate locally within their infrastructure.

The participating state can use its state owned Single Sign On system or can use the Single Sign On solution integrated with IWR.

9 REFERENCES

- Spring Web Flow : http://www.springsource.org/spring-web-flow
- Spring Framework: http://www.springsource.org/spring-framework
- Spring Integration: http://www.springsource.org/spring-integration
- Spring Social: http://www.springsource.org/spring-social
- Hibernate: http://www.hibernate.org/
- JBoss ESB: http://www.jboss.org/jbossesb
- JBoss BPM: http://www.jboss.org/jbpm
- JBoss Drools: http://www.jboss.org/drools
- JBoss Tohu: http://www.jboss.org/tohu
- OpenAM: http://forgerock.com/openam.html
- OpenDJ: http://forgerock.com/opendj.html

Appendix E: IWR System Requirements

Category	Req. #	Requirement Description	Use Case Traceability																	
			All Use Cases	2.2 Register New Self-Service Job Seeker	2.3 Register with Staff Assistance	2.4 Manage Account	2.5 Returning Job Seeker	2.6 Forgotten User ID	2.7 Forgotten Password	2.8 Mass Upload of Job Seeker Data	2.9 Question Config. - New Question	2.10 Question Config. - Update Question	2.11 Question Config. - Retire Question	2.12 Administration - Create Job Seeker Event	2.13 Integration with Unemployment Insurance	3.2 Initial Triage	3.3 Ongoing Real-Time Triage	4.2 Build a Skills-Based Resume	4.3 Self-Service Job Match
GENERAL REQUIREMENT																				
	G-1	The system shall provide the functionality described within both the Requirements traceability document and the complete set of Use Cases.	X																	
INTEGRATED REGISTRATION																				
	IR-1	The System shall have the capability to receive context-specific information based on the Web links selected by Job Seeker when accessing the System from a State Portal. If a specific service was selected from a State's portal, that information would be sent to the System for use in determining how to route the Job Seeker.		X			X													
	IR-2	The System shall allow the State to customize the messaging presented to a user. This messaging can be general messaging, customized based on user attributes, or customized based on the link selected by a user to navigate to the System.		X	X		X													
	IR-3	The System shall display a progress indicator that informs the Job Seeker of what percentage of the registration process is complete. This can be turned on or off based on State preference.		X	X															
	IR-4	The System shall provide Job Seekers with a menu of Services to choose from if the System does not receive information regarding the Job Seeker's service preferences via the link the Job Seeker uses to access the System		X	X		X													
	IR-5	The System shall provide Job Seekers with language and accessibility options based on State and Federal policies. The System will be able to inherit language and accessibility options from selections made on the State portal or from selections made within the System itself.		X	X		X													
	IR-6	The System shall provide the capability to dynamically display localized text based on the language selected.	X																	
	IR-7	The System shall support Unicode Enablement for localization of text. (The System will be setup in such as way that different language translations can be easily displayed based on User Selections.)	X																	
	IR-8	The System must be developed with the capability to display all text in English or Spanish out of the box. The System should be designed so that States can configure the System to support additional languages.	X																	
	IR-9	The System shall provide States with flexible options for when Registration is required and enforced with users (e.g., immediately at the time of arrival, after browsing anonymously, after receiving generic messaging for selected services, etc.).		X	X		X													
	IR-10	The System shall provide the ability for a Job Seeker to create an account for use with the System, made up of a unique user name, a secure password, and security questions based on State-specific security and policy rules. This is also configurable for using a Local, State, or Agency single Sign-On solution.		X	X															
	IR-11	The System shall not require a user name and login for authentication to the System when a State's Single Sign-On infrastructure is used. Instead, the system shall support SAML or similar methods for passing identity information and do authentication across sites		X	X		X													
	IR-12	If a State supports a Single Sign-On solution and a Job Seeker does not currently have a State Single Sign-On account, the System will redirect the Job Seeker so that they can create an account.		X	X		X													
	IR-13	The System shall provide Job Seekers with multiple input options including State-configured drop-down menus, check boxes, radio buttons, slide-bars, and free text entry		X	X		X													

IR-14	The System shall provide the Job Seeker with the ability to input registration information consisting of, but not limited to, the Common Data Elements found in the 'Common Data Elements' tab of this file.		X	X															
IR-15	The System will have the capability to validate a user's preferred contact method. The System will be configured to validate an email address using a validation email that contains a link that the User must click on. The System will allow States to specify what communication channels can be verified and will provide the States with the option to create their own methods of validating those channels and integrating them within the Registration process.		X	X		X													
IR-16	When entering work history, the Job Seeker will be able to search and select from a listing of Job Titles compatible with O*Net and SOCS codes.		X	X														X	X
IR-17	The System shall provide State Administrators with the functionality to create, modify, and delete drop-down menus and the values contained within them (without Administrators being required to have specific computer programming skills). The Integrated Registration pages will be dynamically generated based on the specified question set.		X	X						X	X	X							
IR-18	The System shall provide State Administrators with the configuration functionality to vary messaging, questions, and routing based on user entries/responses to system prompts and questions (without Administrators being required to have specific computer programming skills).		X	X						X	X	X							
IR-19	The System shall provide State Administrators with the functionality to determine which registration data elements to present to a user, as well as which data elements are required (without Administrators being required to have specific computer programming skills).		X	X						X	X	X							
IR-20	The System will have the capability to make certain questions mandatory or optional based on the triggering link or event selected by the Job Seeker (for example, Social Security Number entry will only be mandatory when a Job Seeker intends to file an Unemployment Insurance claim)		X	X		X								X					
IR-21	The System shall provide Workforce Staff with alternative 'Expert' data entry screens to better facilitate the mass entry of data, with enhanced functionality including keyboard-only navigation, and user programmable shortcut keys.			X															
IR-22	The System shall provide Workforce Staff with the functionality to create a new Registration Account on behalf of a new Job Seeker/User			X															
IR-23	The System shall provide Workforce Staff with the functionality necessary to search for existing Job Seekers/Users, select accounts, and make all necessary modifications in accordance with State-specific Data Security Policies			X															
IR-24	The System shall allow Staff Members to generate temporary Usernames and Passwords that must be changed at first user login and/or within a pre-determined time frame			X															
IR-25	The System shall provide Workforce Staff with the ability to search for and reconcile existing Job Seeker accounts (duplicate account records) through backend reporting capabilities			X															
IR-26	The System shall display the returning Job Seeker's profile information upon login and provide the Job Seeker with the option of updating their profile data.					X													
IR-27	The System shall provide the functionality for the State to assess a Job Seeker's profile and prompt the Job Seeker to answer additional State-configurable questions upon logging into the System.					X													
IR-28	The System shall provide the functionality for States to configure which profile fields can be updated by Job Seekers					X													
IR-29	The System shall provide confirmation and review screens any time that Job Seeker profile data is updated					X													
IR-30	The System shall not delete existing Job Seeker data that has been updated. Previously existing data will be saved as a previous version of the Job Seeker's information and will be retained based on State-specific policy.					X													
IR-31	Based on State-specific policy, the System may provide the Job Seeker the ability to have their Integrated Workforce Registration update their registration information in downstream Workforce and UI systems. For example, updating contact information in the Integrated Workforce System might also update the Job Seeker's contact information in their UI Benefits System record.		X	X		X													

IR-32	Authorized users will have the ability to upload Job Seeker records for a Mass Upload Event.								X										
IR-33	Administrators shall be able to name and describe a Mass Upload Event or search for an existing event.								X										
IR-34	The System shall automatically create unique identifiers for Mass Upload Events.								X										
IR-35	Each User created as part of a Mass Upload Event has an automatically generated User ID, which can be created based on user attributes (such as email address) defined by State-specific policy								X										
IR-36	The System shall accept the upload of Job Seeker records in a comma delimited file format, such as .csv, xls, and .xlsx, that does not exceed a State-specified size limit. The System shall include a pre-developed template for the uploading of Job Seeker records.								X										
IR-37	The System shall have the ability compare the list of records from a Mass Upload Event with existing Job Seeker records.								X										
IR-38	If an exact match or a possible match between an uploaded Mass Upload Event record and an existing record occurs, the two records will be displayed for comparison. Administrators will have the ability to perform one of the following, based on State specific policy: a. Update the existing record in the System with the new information being uploaded b. Change the uploaded information so that it creates a new unique record c. Abort the upload of the new record								X										
IR-39	Before records associated with a Mass Upload Event are saved, the System will display confirmation and review screens								X										
IR-40	The System shall create automatically generated temporary passwords for all Users created as part of a Mass Upload Event.								X										
IR-41	The System shall prompt the Administrator to select how the Users created in the Mass Upload Event will receive their User ID and temporary password. Options will be State-configurable, and consist of channels such as email, physical mail, and text message.								X										
IR-42	Authorized users will have the capability to create new registration questions. This capability will be associated with a security entitlement that can be assigned to a User Group.									X									
IR-43	Each script of registration questions will have its own unique identifier automatically assigned by the System									X									
IR-44	Each registration question will have its own unique identifier automatically assigned by the System.									X									
IR-45	A question will have the following attributes associated with it that can be entered or modified: a. Question category b. Question text c. Answer data collection options and format d. Associated data fields for answer collection e. Display groupings by “page” (dynamic page creation) f. Question answers (if multiple choice or yes/no) g. Question automatically scored? (If so, includes the correct answer) h. Can answer be changed by Job Seeker? i. Linkage of question with other questions, answers, and services									X	X								
IR-46	Database administrators will have the capability to create and name new data fields for inclusion in the System’s registration script. This capability will be associated with a security entitlement that can be assigned to a security group									X									

IR-47	The System can create new questions with the following types: text, yes/no, and multiple choice									X								
IR-48	Before changes to questions are saved, the System will display confirmation and review screens. Question review screens will consist of the question, the questions answers, and the overall updated script of the questions and services									X	X	X						
IR-49	Different administrators will have access to the new version of the registration question script for testing purposes. This capability will be associated with a security entitlement that can be assigned to a Security Group. No administrator will be allowed to test their own changes to questions or a script of questions									X	X	X						
IR-50	Any time a question is modified, it will receive a new unique identifier and be handled as a 'new' question. The question's previous version will not be deleted, but saved under the old unique identifier in an 'inactive' status.										X							
IR-51	Any time the script of registration questions is modified, it will receive a new unique identifier and be handled as a 'new' script. The script's previous version will not be deleted, but saved under the old unique identifier in an 'inactive' status.										X	X						
IR-52	Administrators will have the capability to modify existing questions. This capability will be associated with a security entitlement that can be assigned to a security group.										X							
IR-53	Administrators will have the capability to delete existing questions. This capability will be associated with a security entitlement that can be assigned to a security group.											X						
IR-54	When an Administrator indicates he wishes to delete a registration question, the System shall display the script of questions and allow the Administrator to select the question that should be deleted.											X						
IR-55	Administrators shall have the ability to create, modify, or remove a Job Seeker Event. Each of these capabilities will be associated with a security entitlement that can be assigned to a security group.												X					
IR-56	The System shall capture the following attributes for a Job Seeker Event: a. Name b. Category (drop down list of options) c. Description d. Public or Private e. Effective Start Date f. Effective End Date g. Service Specific Parameters h. Optional: Unique Identifier												X					
IR-57	The System shall assign a Unique Identifier to a Job Seeker Event if one is not entered by the Administrator that creates the event.												X					
IR-58	Before a change is made to a Job Seeker Event, the System will display confirmation and review screens.												X					
IR-59	The System shall allow Job Seeker's to sign up for Job Seeker Events if they match the Job Seeker Event's criteria												X					
IR-60	Job Seeker Events will be hidden from any Job Seeker's not specifically invited if they are listed as 'Private'.												X					
IR-61	The System shall track and report on enrollment in Job Seeker Events to Staff members.												X					
IR-62	The System shall not allow Job Seekers to sign up for a Job Seeker Event that has occurred in the past.												X					
IR-63	Job Seeker events will have the capability to expire												X					
IR-64	Job Seekers will have the capability to search for current and expired Job Seeker Events.												X					
IR-65	Only Staff Members with the correct authorizations will have the capability to add a Job Seeker to an expired Job Seeker Event.												X					

	IR-66	If a Job Seeker indicates that he has previously filed a claim but the System cannot find his UI record, the Job Seeker's information will be captured in an exception list that is viewable by Staff Members.													X				
	IR-67	The System shall include a 'Landing Page' that the Job Seeker will be directed to after registration, login or completing a service. This Landing Page will consist of, but is not limited to: a. User Account information b. Targeted messaging c. Available and recommended services (both self and staff assisted) d. Upcoming or overdue events and appointments e. Labor Market Information (LMI) f. Latest Job Match results g. Required actions		X			X									X	X		
	IR-68	The System will validate address information (e.g. via USPS interface).		X	X		X			X									
	IR-69	The System have the capability to audit System use. External users will have their account name, IP address, and time stamps of login and logout recorded for each login. Internal users will have their account name and time stamps of login and logout recorded for each login	X																
Real-TimeTriage																			
	RT-1	The System shall provide the capability for States to configure 'triggers' based on State-specified data stored within the System or time/activity based milestones. These triggers would be activated when data meeting certain conditions are entered or certain activity based milestones occur that meet the conditions of the trigger.														X	X		
	RT-2	The System shall provide the capability for States to configure 'actions' associated with each trigger. These actions would be executed when conditions for the State-specified triggers are met.														X	X		
	RT-3	Staff and Administrators will only be able to create, modify, and remove 'triggers' and 'actions' if their User Groups have been assigned the security entitlements that allow them to do so.														X	X		
	RT-4	The System will provide the capability for several types of actions to be setup, including, but not limited to, providing service recommendations to the User, automatically directing a User to a service, requiring a User to answer additional questions, providing staff notifications, performing exception logging, and providing customized messaging to a User.														X	X		
	RT-5	Any time a trigger and action occur, the trigger and action are automatically logged. Staff and Administrators are allowed to review this log if they have been assigned the security entitlements that allow them to do so.														X	X		
	RT-6	The System shall be setup so that a default trigger will execute upon the completion of a Job Seeker's Integrated Workforce Registration. The trigger shall be linked with an action that assesses the Job Seeker's Registration data and provides recommendations for services (based on that data) to the Job Seeker.														X			
	RT-7	The System will provide the capability to compare Job/Career-related data entered as part of the Registration process with Labor Market data. The comparison will provide the Job Seeker with current LMI for the ONET/SOC codes entered as their most recent employment														X			
	RT-8	The System shall be configured so that States will have the option to launch assessments or other modules directly after registration has been completed to gain further information about a Job Seeker before directing them to specific services.														X			
	RT-9	The System shall have the capability to display information on the Job Seeker's nearest One Stop Location on their Landing Page, based on their location data provided as part of Registration														X			
	RT-10	The System shall have the capability to display Labor Market Information for the Job Seeker's area on a Job Seeker's Landing Page, based on the location data provided as part of Registration														X			

RT-11	The System shall have the capability to analyze a Job Seeker's skills, desired profession, and the availability of that profession in the local labor market. If there is a low probability of finding a job in the desired career based on local market information, the System will display a list of alternative job roles that the Job Seeker might be able ot perform based on their skills. This process should also be kicked off if a threshold of time has been passed and the Job Seeker has not been able to find a job in a desired profession.														X			
RT-12	The System should have the capability to identify any barriers to employment, based on information provided by the Job Seeker, and make recommendations on services that could assist Job Seeker's with those barriers.														X			
RT-13	The System should have the capability to recommend connecting with a staff member through various channels (web chat, phone call, face to face meetings) if the System detects that a Job Seeker is repeatedly having difficulties with Registration (repetitive data entry errors - ie., incomplete mandatory fields, non-unique user names and passwords). This would also include scenarios such as a Job Seeker continuously attempting to progress through Registration with invalid data entered (ie., zip code does not match city).														X			
RT-14	The System shall provide the capability to allow Staff members to analyze Job Seeker information and to provide recommendations for services. These recommendations will be displayed on a Job Seeker's Landing Page. The Job Seeker will also be sent a notification via their preferred method of contact. The notification will state that new recommendations have been added.														X	X		
RT-15	When a Job Seeker's trigger is executed, the Job Seeker's profile will be updated with the trigger description, the recommended activity description and a time stamp. The States shall have the capability to include this information on the Job Seeker's Landing Page as well.															X		
RT-16	Where possible, when a Job Seeker has executed a service, the Job Seeker's profile will be updated to reflect any new information resulting from the execution of the Service. If the Job Seeker performed a service online, the Job Seeker's profile will automatically be updated to log that the service was completed and when that service was completed. Staff members will have the ability to update a Job Seeker's profile to indicate that they have completed a service as well. The States shall have the capability to include this information on the Job Seeker's Landing Page.															X		
RT-17	The Job Seeker's Landing Page should list upcoming or overdue events and appointments.															X		
RT-18	The Job Seeker's Landing Page should display the Job Seeker's most recent Job Match results.															X		
RT-19	The System shall have a trigger that executes when a participant is about to exit the program, based on time elapsed. This shall trigger an action that notifies the Job Seeker and encourages them to contact a One Stop Center. If the Job Seeker is a UI Participant, they will be notified that this is a mandatory visit. If the Job Seeker is not a UI Participant, they will be notified that this is a recommended visit. Please NOTE: UI/Wagner-Peyser and WIA all have different program exits. This trigger may execute differently with different results for each of these three programs.															X		
RT-20	The System shall have a trigger that executes when a Job Seeker logs into the System. This shall trigger the recommendation of a new service if the Job Seeker has no service recommendations, determines whether profile information needs to be updated, and it will trigger a new Job Match for the Job Seeker.															X		
RT-21	The System shall have a trigger that executes when a new Job is entered into the System that matches a Job Seeker's desired Job Preferences (if an employer enables the option). This trigger can be configured to occur each time a new job is added that meets the Job Seeker's preferences or to occur when a certain number of jobs have been added that match the Job Seeker's preferences (aggregate). This shall trigger a notification of the new job information to a Job Seeker via their preferred channel of communication. These job notifications will need to include the caveat that jobs may be filled at any time and will not remain open indefinitely.															X		

RT-22	The System shall have a trigger that executes when a Job Seeker has performed their weekly certification for UI. This shall trigger the recommendation of a new service if the Job Seeker has no service recommendations, determines whether profile information needs to be updated, and it will trigger a new Job Match for the Job Seeker.															X		
RT-23	The System shall have a trigger that executes when a Job Seeker has reported for an eligibility review or profiling appointment. This shall trigger an assessment of whether a new service should be recommended, whether profile or case information needs to be updated, and it will trigger a new Job Match being run for the Job Seeker.															X		
RT-24	The System shall have a trigger that executes when a Job Seeker has failed to report for an appointment. This shall trigger a communication to UI (if the Job Seeker is a claimant), a communication to a Workforce Service Staff Member, and a communication to the Job Seeker.															X		
RT-25	The System shall have a trigger that executes when a Job Seeker refuses a job referral if the Job Seeker is a claimant. This shall trigger a new question being presented to the job seeker asking why the referral was refused. The trigger shall send a notification to UI staff indicating that the Job Seeker refused a referral and will include the Job Seeker's reason for refusal, when provided.															X		
RT-26	The System shall have a trigger that executes when a Job Seeker has completed a service or an enrollment period has passed. The trigger shall notify a staff member that they should determine the service resulting (where applicable). The System shall assess whether a new service should be recommended. The System will also notify the Job Seeker that they should update any skills, education or certification information based on completing the service. The System should also run a new Job Match for the Job Seeker.															X		
RT-27	The System shall have a trigger that executes when a Job Seeker's account is over a year old. The System will prompt a Staff member to follow up with the Job Seeker regarding program outcomes.															X		
RT-28	The System shall have a trigger that executes when a Job Seeker files an initial/additional/re-opened claim. Once the trigger is executed, it will have the option (based on State-specific policy) of updating the Job Seekers registration with new information from the UI System. The System will also run a new Job Match.															X		
RT-29	The System shall have a trigger that executes whether a Job Referral has remained unresulted for a long period of time (to be configurable). If this trigger occurs, the System will send a notification to a Staff member to recommend follow up on the Job Referral															X		
RT-30	The System shall have a trigger that executes if a claimant shows up on a wage report or an Employer or Staff member indicates that a claimant has been hired. This trigger will send an update to Workforce Services and Unemployment Insurance Staff for investigation.															X		
RT-31	The System shall have a trigger that executes when a Job Seeker updates their Academic or Employment Information in their Registration profile. The trigger will be able to launch any additional applicable assessments defined by the State.															X		
RT-32	The System shall have a trigger that executes when a Job Seeker has completed Integrated Registration but has not selected an services and a State configured time period has elapsed. The trigger will result in an action being taken where the Job Seeker will be sent a communication over their preferred communication channel encouraging them to take advantage of services. If the Job Seeker is not a claimant, the Job Seeker should be given a way to indicate that they wish to 'Opt Out' of services.															X		

	RT-33	The System shall have a trigger that executes when a Job Seeker has completed Integrated Registration. The System should perform contact verification with the Job Seeker and provide them a 'Welcome' communication.														X			
	RT-34	The System shall have a trigger that executes when a new Job Fair is scheduled in the Job Seeker's area. The System should provide messaging notifying the Job Seeker of the Job Fair.															X		
	RT-35	The System should have the capability for a Staff member to be assigned as a notification contact when a trigger for a Job Seeker has been executed. Staff members should be able to be assigned as a general contact for a trigger, or specific Staff members should be able to be assigned to specific Job Seekers for a trigger.														X	X		
Skills-Based Job Match																			
	JM-1	The System will allow a Job Seeker to upload a resume saved in .DOC or .TXT file formats. Standard "file path", search, and browse functionality shall be available to assist in locating the Resume image file. The Job Seeker will name the resume using a unique identifier before it is uploaded.																X	
	JM-2	Resumes that have been uploaded to the System will be accessible by the Job Seeker in the future.																X	
	JM-3	The System will automatically parse information from uploaded resumes and attempt to match the information with the System's Resume fields. The System will display a screen to the Job Seeker allowing them to review the results of the data parsing and to make corrections before the data is saved.																X	
	JM-4	The Job Seeker will be able to cut and paste their resume into the System.																X	
	JM-5	The Job Seeker will be allowed to build their resume in the System by answering a series of questions.																X	
	JM-6	The Job Seeker will be able to delete their existing resume and start over by creating a new version																X	
	JM-7	The System will collect relevant data from a Job Seeker's Integrated Workforce Registration profile and populate that information in the Job Seeker's resume data, where applicable.																X	
	JM-8	The System will collect the following types of Job Seeker data when building a Job Seeker's resume: a. Work History b. Education c. Skills d. Licenses and Certifications e. Experience																X	
	JM-9	Resume building and job match drop-down menu options shall be aligned with standardized Job, Skill, and License/Certification codes, where applicable																X	X
	JM-10	The System shall allow the Job Seeker to specify privacy settings, which include whether employers, educators, and/or staff shall be allowed to perform activities such as Job Matches or initiate direct contact with the Job Seeker																X	
	JM-11	Before a resume is saved, modified, or deleted, the System will display confirmation and review screens for the Job Seeker.																X	
	JM-12	Job Seekers will be able to browse available jobs without logging into the System.																	X
	JM-13	Job Seekers will be able to perform simple searches for jobs without logging into the System.																	X

JM-14	Job Seekers must login to the System and create a resume before performing detailed job matches and applying for jobs within the System.																X	X
JM-15	States will have the option of allowing the System to create an automated Job Match as soon as a Job Seeker resume is completed. This automated Job Match will be performed before the Job Seeker enters in their preference information. This automated job match will only match based on the Job Seeker's resume.																X	
JM-16	The System will allow the Job Seeker to input and save Job Match preferences before running a Job Match. This allows the Job Seeker to potentially search for jobs that do not exactly match the Job Seeker's work history or experience.																	X
JM-17	The System will have the capability to analyze a job seeker's work history and skills and make recommendations on jobs and careers that utilize those skills but are not in a Job Seeker's current career path.															X		X
JM-18	The System shall pre-populate all preference fields with the Job Seekers last submitted Job Match criteria																	X
JM-19	The System shall allow the Job Seeker to name and save sets of Job Match Criteria.																	X
JM-20	The System shall provide the Job Seeker with the option to select from a menu of previously saved sets of Job Match Criteria																	X
JM-21	The Job Seeker shall have the ability to perform the following types of Job Matches: a. Base Profile Matches b. Specific employer(s) c. Specific industry(s) d. Specific geographic filters e. Specific wage range f. Hours/shifts/full-time/part-time g. Specific job order number (promotional code, etc.)																	X
JM-22	The System shall display matched Job listings based on State-specific business rules (e.g., search relevance, entered preferences, criteria, etc.).																	X
JM-23	The System shall log that a Job Match was executed on the Job Seeker's Data Profile.															X		X
JM-24	The System shall provide the Job Seeker with the ability to save Job Match results to the Job Seeker's Data Profile.																	X
JM-25	The System will indicate whether a Job Seeker meets the minimum requirements of Job Listings returned by a Job Match																	X
JM-26	For each job listing, the System shall provide the Job Seeker with the option to indicate: i. Include more Jobs like this ii. Exclude jobs like this iii. Remove job from results																	X
JM-27	The System shall provide the Job Seeker with the ability to dynamically filter/sort all Job Listing results																	X
JM-28	The System shall save selected Job Listing options in the Job Seeker's Data Profile																	X
JM-29	When a Job Seeker accesses a Job Listing, the System shall display the options for applying for a Job Listing: a. Direct application to employer b. Application through the State System c. Staff-assisted referral																	X

	JM-30	The Job Seeker will have the capability to apply directly for a job listing through the System, when applicable.																	X
	JM-31	Staff members will have the capability to view Job Seeker's resumes.																	X
	JM-32	Staff members will have the capability to conduct Job Matches on behalf of Job Seekers																	X
	JM-33	Staff members will have the capability to refer Job Seekers to Jobs. When this occurs, the Job Seeker will be notified through their preferred method of communication and their Landing Page will be updated.																	X
	JM-34	The System shall save all job referral/application information by status on the Job Seeker's personalized Landing page. a. If a Job Referral is requested (staff referral) a "Pending Job Referral" status is posted to the landing screen of the Job Seeker b. If the Job Referral is made (self-referral or staff referral), then the "Pending Job Referral" status changes to a "Referred" status c. If the Job Application is submitted (a System-based application or the user has updated the status of a referral), then the "Referred" status changes to an "Application Submitted" status															X		X
	JM-35	The System shall provide access for Job Seekers, Employers, and Staff to enter feedback from the Job Referral/Application process. The System shall save all Job Feedback as information related to both the Job Seeker, the Job Listing, and the Employer															X		X
	JM-36	The System will have the ability to embed hyperlinks to an Employer's webpage within Job Listings, when the Listing requires the Job Seeker to employ directly to the Employers webpage.																	X
	JM-37	The System will provide the capability for Employers to post Job Listings.																	X
	JM-38	The System will allow Employers to create Screening Questions for Job Listings. If a listing includes screening questions, these questions must be answered by Job Seekers when applying for the job.																	X
	JM-39	The System will provide the Employer with the option to have screening questions automatically scored. If screening questions are not automatically scored, they will be routed to a designated staff member in charge of the listing for scoring.																	X
	JM-40	Staff members can be assigned to a Job Posting directly, based on a location, or other State specified criteria																	X
	JM-41	The System will only allow Job Seekers to successfully submit for a job if they correctly answer the job screening questions (when a job posting includes screening questions)																	X
	JM-42	The System will allow Staff Members to review and approve Job Listings before they are posted for Job Seekers.																	X
	JM-43	Employers will have the ability to classify a Job Posting as 'Staff-Assisted Only'. When a Job Seeker wishes to apply for a Job Listing of this type, the Job Seeker will be routed to an assigned Staff Member before being allowed to apply.																	X

UI/Workforce Connectivity Requirements

Category	Req. #	Requirement Description	Comments
APPLICATION ARCHITECTURE *Objective: The System shall be based on a modern Service-Oriented Architecture that allows for a separation of GUI, business logic, and data layers. Where possible, the System should use supported and proven Open Source technology. The Application should be Web-enabled and accessible on any modern Web browser, including on mobile devices such as a smartphone or PDA. The System should be highly configurable without requiring new application development and compilation of code. Areas that should be configurable by the States include interfaces to other systems, GUI (colors, screen layouts, look and feel, fonts), messaging, data entry/data fields, and security entitlements.*			
General	***A-1***	The System shall be based on a modern Service-Oriented Architecture that allows for a separation of GUI, business logic, and data layers.	
General	***A-2***	Where possible, the System should use supported and proven Open Source technology.	
General	***A-3***	The System shall have an interface layer bus for allowing third party application access to data through services	
General	***A-4***	The Application Tier will consist of a number of components and services that are compliant with industry standards for service-oriented architecture and Web Services (W3C, OASIS, etc.) to facilitate reuse, adaptability and interoperability.	
Configuration	***A-5***	The client should be designed using a table-driven approach to configure portions of the application in order to reduce the effort to make application changes in areas that are likely to be volatile. As a result, some changes can be implemented without affecting code, reducing the amount of required testing. Specific areas that must be configurable by the state include: Colors, screen layout/positioning of elements, data entry fields, interfaces, messaging, logos, security entitlements	

Client	***A-6***	The System must support multiple access channels - basic browser, PDA/Smartphone and access to certain functionality via an IVR	
Client	***A-7***	The proposed solution must support a browser-based interface that supports all industry leading browsers (Internet Explorer, Safari, Opera, Firefox, etc.)	
Client	***A-8***	The proposed solution must support a standards-based browser environment (e.g. HTML5) or widely used Rich Internet Application (RIA) container within the browser	
Client	***A-9***	There proposed solution shall not require a need to deploy application code to the client workstation	
Database	***A-10***	The database must be based on a widely used standards-based relational database platform	
Database	***A-11***	The System tables will be designed for efficiency and the System will make efficient use of indexes for transaction processing. The design will minimize redundant data within the database.	
Database	***A-12***	The System must have the ability to perform database maintenance, including backup and upgrades, without requiring system downtime	
Database	***A-13***	The System shall have a relational highly normalized database design (minimizing redundant data)	
Database	***A-14***	The System shall have the capability to export data in both real time or batch mode using industry standard methods such as SFTP, Publish and Subscribe, Message queueing, etc.	
Database	***A-15***	All data elements and tables will be descriptively named without the use of shorthand abbreviations	
Application Servers	***A-16***	The System must be based on a widely used standards-based programming (application server) platform that can be deployed throughout the application stack: web-based client, business logic and data access	
Application Servers	***A-17***	The System shall leverage open source application servers based on J2EE standards	
Development Architecture	***A-18***	The System must support modern integrated development environments (IDEs) including end-to-end debugging capability	

Administration, Configuration and Account Management

Objective: The System should be highly configurable without requiring new application development and compilation of code. Areas that should be configurable by the States include interfaces to other systems, GUI (colors, screen layouts, look and feel, fonts), messaging, data entry/data fields, and security entitlements.The System needs to come with a Test environment separate from production where administrators can test development and configuration changes before rolling them into Production. Staff and Administrators will have their own accounts and menus allowing them to perform their specialized duties to ensure the System is running and configured properly. Administrators will also have a rich set of account management functionality.

Appendix E: IWR System Requirements

Configuration	***AD-1***	The States can administer, configure, extend and manage the solution without major development	
Configuration	***AD-2***	The System shall have the capability for States to design and manage the presentation of information (position of screens, colors, logos, etc.)	
Configuration	***AD-3***	The System shall have the capability to tailor screens/presentation across multiple Workforce Boards within a State (i.e., different messaging and logos depending on the particular Workforce Board but still in a single instance of the State's application)	
Configuration	***AD-4***	The System shall provide the ability to handle dynamic page creation based on customized questions and question flow	
Configuration	***AD-5***	The System shall have the capability to capture registration answers and update the database	
Configuration	***AD-6***	The States will provide the Administrator with the capability to map questions in a grid format to specific database fields without requiring configuration of the System.	
Configuration	***AD-7***	The System shall have the capability, tools, and process for deploying configuration changes without having to recompile the solution	
Configuration	***AD-8***	The System shall have the capability to track versions of deployed questionnaire configurations	
Configuration	***AD-9***	The System shall have the capability to track software component versions	
Configuration	***AD-10***	The State shall have the capability to establish a test environment and standard tools for migrating configuration changes from test to production	
Configuration	***AD-11***	The System shall have the capability to run multiple versions of the client depending on the State organization	
Configuration	***AD-12***	The System shall allow for the creation, modification, and archival of Business Rules to inform system processes, ideally without recompilation. This can be initiated by multiple triggers, such as a calendar event.	
Configuration	***AD-13***	The System will provide the ability to make fields mandatory/optional depending on parameters.	
Administration	***AD-14***	Administrators shall have access to an Administrator menu that provides them with functionality restricted to Administrators	
Administration	***AD-15***	The System will be able to provide customized messaging that is only displayed for Administrators.	
Administration	***AD-16***	The System will be able to provide customized messaging that is only displayed for Staff Members.	

Appendix E: IWR System Requirements

Administration	***AD-17***	Staff Members shall be able to associate themselves with specific Workforce locations within the System.	
Administration	***AD-18***	Staff Members will have Staff-Assisted Registration screens which they will use when assisting Job Seekers complete Integrated Registration in the System	
Administration	***AD-19***	Staff Members and Administrators will have the ability to review exception logs within the System. This capability will be associated with a security entitlement that can be assigned to a Security Group.	
Administration	***AD-20***	Staff accounts shall have their own Staff landing pages that include a menu of Staff capabilities.	
Administration	***AD-21***	Administrators with the correct security entitlements will have a menu option that will take them to a page where they can set all State configurable options. These options would include, but are not limited to, configuration of: GUI (look and feel, colors, font, text, graphics, placement of items on screen), messaging, screen flow, questions, and data entry	
Administration	***AD-22***	System Administrators will have the capability to enable or disable interfaces available to users	
Account Management	***AD-23***	The System shall provide Administrator functionality including, but not limited to, the creation, modification, and deactivation of Administrator, Staff and End User (Job Seeker) accounts	
Account Management	***AD-24***	The System shall provide role-based security management	
Account Management	***AD-25***	The System shall provide Administrator functionality including the assignment of security entitlements/rights to User Groups	
Account Management	***AD-26***	The System will include default User Groups with pre-assigned security entitlements when it is installed and setup	
Account Management	***AD-27***	The System shall only allow accounts and groups to be disabled, not deleted. Disabled accounts shall continue to be stored and will remain searchable by administrators	
Account Management	***AD-28***	Accounts and Groups will contain a field that indicates whether they are 'Active' or 'Disabled'	
Account Management	***AD-29***	The System shall provide messaging to the Administrator indicating that an account should have its enrollments removed before it is disabled	
Account Management	***AD-30***	Before a change is made to a User or Group, the System will display confirmation and review screens.	
Account Management	***AD-31***	A User Group cannot be disabled if it has Users associated with it.	
Account Management	***AD-32***	The System will provide an audit trail of all Administrator, Power User (System Configurator) and Staff activities within the System	

Account Management	***AD-33***	When a User has had his account disabled and tries to login, there will be a message displayed that indicates that his account has been disabled. The message must be configurable.	
Account Management	***AD-34***	The System will not allow User IDs to be changed.	
Account Management	***AD-35***	The System will not allow User Group Names to be changed.	
Account Management	***AD-36***	The System will not allow security entitlements to be changed or deleted.	
Account Management	***AD-37***	The System will require that all Users be assigned to at least one User Group.	
Account Management	***AD-38***	The System will require that all User Groups have at least one security entitlement/right assigned.	
Account Management	***AD-39***	Account Management security entitlements will include, but not be limited to: a. Ability to create staff accounts b. Ability to create administrator accounts c. Ability to modify user accounts d. Ability to modify staff accounts e. Ability to modify administrator accounts f. Ability to disable user accounts g. Ability to disable staff accounts h. Ability to disable administrator accounts i. Ability to view contents of user accounts j. Ability to view contents of staff accounts k. Ability to view contents of administrator accounts	
AUDIT *Objective: The System must include the capability to audit transactions and System changes*			
General	***AU-1***	The System will include a detailed audit trail for a select set of system transactions, activities and actions, including date, time, author and reason for the change, as defined by State management	
General	***AU-2***	The System will have the ability to provide an audit trail for changes, additions and deletions to data (including operational and security data) sets identified by State management.	
General	***AU-3***	The System have the capability to audit System use. External users will have their account name, IP address, and time stamps of login and logout recorded for each login. Internal users will have their account name and time stamps of login and logout recorded for each login	

Appendix E: IWR System Requirements

AVAILABILITY *The System will be used by Job Seekers accessing Workforce and Unemployment Services on a 24/7 basis, 52 weeks per year. This System should not become a bottleneck for users that need to access these critical services. The System should have minimal downtime, but more importantly, Job Seeker data must not be lost.*			
General	***AV-1***	The System will be available for use 99.9% of the time (no more than 8.8 hours of downtime per year).	
General	***AV-2***	Hours of operations are 24 hours per day, 7 days per week, and 52 weeks per year.	
General	***AV-3***	The System shall be designed in such a way that the potential for data loss is minimized, potentially through solutions incorporating replication, journaling, etc.	
CAPACITY AND PERFORMANCE *Objective: The System needs to be able to handle the performance and capacity needs of a large State, while also factoring in excesss capacity for growth over time*			
Performance	***C-1***	The System will be designed to support existing State workloads plus any anticipated expansion. As a reference, during the week of January 12, 2012, approximately 440,000 people in the State of New York received benefits.	
Performance	***C-2***	The System shall be able to handle 10% capacity over the highest of the pilot states' peak periods within the past 4 years	
Performance	***C-3***	All Web pages must load within and average of three seconds during an average load, and within 5 seconds 95% of the time.	
Performance	***C-4***	All System searches will return results within 10 seconds 99 percent of the time.	
Capacity	***C-5***	The System must be designed to be incrementally scalable at each layer	
COMMUNICATIONS *Objective: The System must be widely accessible to Job Seekers. It must have the capability to communicate with Job Seekers using many popular types of media. The System should have the capability to have customized messaging and have information pushed to users*			
General	***CO-1***	The System shall have the ability to provide communications_(notification of job opportunities and events) using the following channels: a. Phone Call b. Texting c. Email d. Landing Page messages	
General	***CO-2***	The System must have the capability for Job Seekers to select preferred method of communication.	

General	***CO-3***	The System must have the capability to initiate outbound communication with the Job Seeker based on their preferred method of contact, initiatied based on an event occurring or based upon a scheduled time.	
DATA ARCHIVAL *Objective: The System should provide data archiving capabilities to ensure that data is being stored in a manner that is cost effective.*			
General	***DA-1***	The System will provide data archiving capabilities.	
General	***DA-2***	The System will archive historical records according to parameters specified by the States. The System will be able to specify different periods for different types of records since the States need to retain some types of data for a longer period of time.	
General	***DA-3***	The System will provide an auto archive/purge of the log files to prevent uncontrolled growth of the log storage using administrator-set parameters.	
INFRASTRUCTURE *Objective: The System shall operate on low cost x86 infrastructure that can handle the performance, capacity and availability needs of the States. Infrastructure components will consist of open source solutions, where possible. When open source solutions are not possible, low cost, standard, and widely available solutions will be deployed that have comprehensive supoort solutions. The System shall take advantage of technologies such as virtualization and replication to aid in high availability management, performance management and disaster recovery. The System shall have the capability to leverage both local and enterprise storage.*			
Hardware	***INF-1***	The System will run on industry standard low cost infrastructure (x86) and take advantage of infrastructure capabilities associated with virtualization techniques such as live fail over using live migration	
Virtualization and Replication	***INF-2***	The System's infrastructure shall take advantage of virtualization tools and storage/database replication technologies	
Database	***INF-3***	The Solution must be supported on industry standard databases (Microsoft, Oracle, IBM) depending on the State's choice	
Infrastucture Storage	***INF-4***	The System must be able to link to State data center storage solutions including direct attached storage or network connected SAN solution	
Disaster Recovery	***INF-5***	The System will be designed to allow for rapid disaster recovery in alternate locations, including the capability for automatic recovery and start up of the application and databases on an alternate server.	
Disaster Recovery	***INF-6***	The System's disaster recovery solution shall take advantage of virtualization tools and storage/database replication technologies	

Disaster Recovery	***INF-7***	The System must leverge modern virtualization technology for high availability and disaster recovery	
Licensing	***INF-8***	States should be able to buy licenses and support for any software included in the solution, where applicable	
Test Environment	***INF-9***	The System should come with a Test environment used to test configuration changes before rolling them into Production.	
INTEGRATION *Objective: At its core, this System is designed to push and pull data from multiple external Systems, including Workforce, UI, IVR, and other State Systems. The System will require a robust set of common interfaces available out of the box. These interfaces will be required to push and pull data to and from external systems. The System will also require the capability to direct users to other Systems so that they can execute external processes as those users complete the workflow within the Integrated Workforce System. The System will also need to have the capability for State Administrators to be able to configure existing interfaces and create new interfaces in a user-friendly manner. These modifications to existing interfaces and new interfaces will be needed to connect the Integrated Workforce System with the States' pre-existing Systems. The States also need instrumentation to monitor interfaces,*			
General	***I-1***	The System will provide a Service Oriented Architecture based infrastructure for connecting to other systems using an Enterprise Service Bus infrastructure.	
General	***I-2***	The System will have the capability for States to develop and publish access to data from external systems, e.g., via web services, RPSs, or similar.	
General	***I-3***	The System shall be able to route Job Seekers to existing State UI and Workforce Systems based on service needs indicated by the Job Seeker as part of registration	
General	***I-4***	The System's data must be accessible by external systems	
General	***I-5***	The System shall allow easy export or extraction of data to externalized databases or systems for reporting purposes, i.e., export data to a state data warehouse or similar	
General	***I-6***	The System shall be designed to have a separate layer/bus architecture for development of interfaces to external systems; The System should allow the States to have the capability and tools to develop interfaces from external systems to data within the System	
General	***I-7***	The System must support multiple interface/protocols including Messaging, Message queues, Publish and Subscribe, real time messaging (includes SOAP, REST, JCA, Hibernate, SQL, Email, JMS, FTP, HTTP, and HTTPS, Hornet MQ, jBPM, and IBM MQ)	
Objective	***I-8***	The System must support batch creation and shipment of files using FTP or similar protocol.	
Objective	***I-9***	The System will leverage industry XML standards and formats for messaging and data transfers	

Objective	***I-10***	The System will have the capability for States to monitor and report on interfaces and interface transactions	
General	***I-11***	The System's interfaces will secure and protect the data and the associated infrastructure from a confidentiality, integrity and availability perspective.	
General	***I-12***	The System's Interface architecture for internal A2A (Application to Application) integration will not have a negative impact on the user experience and expectation for application performance.	
MONITORING *Objective: The System shall include the capability to perform end-to-end performance, availability, security, and capacity monitoring.*			
General	***M-1***	The System must include instrumentation to enable end-to-end performance monitoring, through the entire application stack	
General	***M-2***	The System shall be instrumented to perform availability monitoring. Availability will be calculated based on a user's perspective, as opposed to individual components.	
General	***M-3***	The System shall be setup to detect and notify designated personnel of security events. Events will include, but are not limited to: Failed logins, Access attempts, Denial of Service attacks, virus/worm attacks	
General	***M-4***	The System will have the ability to generate administrative alerts and warnings when statistics indicate an impact or potential limits on system performance, capacity and availability.	
General	***M-5***	The System will have the capability to notify designated personnel when a security alert or warning occurs using designated communication channels including, but not limited to, pager, automated phone call, email, system message or text message	
POLICY *Objective: The System shall conform to all relevant policies, laws and standards.*			
General	***P-1***	The System must support the management of business rules needed to comply with all applicable laws, Organizational policies, and operational procedures.	
General	***P-2***	The proposed solution must conform with the sub-parts of Section 508 of the Americans with Disabilities Act (ADA) (http://www.section508.gov/)	
General	***P-3***	The proposed solution is encouraged to follow the NIST 800.53 guidelines (http://ocio.os.doc.gov/ITPolicyandPrograms/IT_Security/index.htm)	

SECURITY

Objective: The System shall allow aspects of security to be handled externally if the State environment supports the functionality. This would include allowing authentication through a State's Identity Management solution or Directory solutions (e.g., Active Directory). The System will need to support SAML standards for authenticating and passing identity credentials. Within the System, access should be able to be restricted down to detailed components such as screens, actions, services, and data access. On the database level, CRUD level security should be provided down to data elements/entities or by access method. Granularized security should be easily configurable by Administrators based on User Groups and Security Entitlement configuration screens.

General	***S-1***	The system shall allow users to be authenticated against external authentication/identity management solutions or directory solutions	
General	***S-2***	Authorization and access to System functionality must be based on the rules defined in database table that can be administered by State staff	
General	***S-3***	The System shall provide Administrators with the functionality to manage Integrated Workforce System accounts and groups without the use of a SSO or LDAP/Active Directory infrastructure, based on State-specific needs	
General	***S-4***	In the event that a State does not have Identity Management functionality, the System shall include its own Identity and Access Management component.	
General	***S-5***	At a minimum, the System shall provide the following authorization and access control capabilities: Granularity: System, URL, Folder, File, Database view, Transaction Entitlement decision framework: Permissions (Execute, Read, Write), ACLs, Security Levels/Classifications Enforcement point exposure mechanism: Wrapper API, XACML, Web Services, Application Component Interfaces	
General	***S-6***	The System should provide CRUD level security for the database down to data elements/entititues or by access method	
General	***S-7***	The system shall encrypt data passing through the network. The System shall use at least 128 bit encryption	
General	***S-8***	Data shall be encrypted and restricted from unauthorized access while in transport	
	S-9	Sensitive data such as SSN or similar shall be encruypted at rest and only be accessible by authorized staff	

General	***S-10***	The System will be supported by public key/private key encryption SSL (Secure Socket Layer) Certificates.	
General	***S-11***	The System will provide admin tools and maintenance routines to change access rights quickly.	
General	***S-12***	System must have the capability to report on specific security events including: failed logins, access attempts, Denial of Service attacks, virus/worm attacks	
General	***S-13***	Users will have the ability to indicate that they have forgotten their User ID or their password.	
General	***S-14***	The System shall allow the States to customize which user information is required to validate identification when a User ID has been forgotten by the User.	
General	***S-15***	The System shall provide State configurable messaging to the User indicating required next steps if a User ID cannot be found related to the contact information provided.	
General	***S-16***	The System shall require a User to enter the correct answers to security questions before being presented with their forgotten User ID.	
General	***S-17***	A user will only be allowed a certain number of failed attempts at answering their security questions before they must seek a staff member's help in retrieving their User ID or password. The number of failed attempts at answering their security questions and the messaging provided by the System when the number of failed attempts is exceeded is configurable by the States.	
General	***S-18***	Administrators will have the ability to look up a User's ID.	
General	***S-19***	States will have the ability to only allow forgotten User ID or temporary password distribution to a verified email address.	
General	***S-20***	The System shall provide staff-assisted and self-service password reset functionality.	
General	***S-21***	The System shall provide the functionality to force temporary passwords to be changed when a user attempts to login, based on State determined business rules	
General	***S-22***	The System shall provide the functionality for the creation and distribution of temporary password to be customizable/configurable to meet state security policies.	

General	***S-23***	The System shall provide the functionality for automatic system-initiated password changes on a periodic basis consistent with State Standards	
General	***S-24***	The System shall provide the functionality for States to configure specific password rules such as length of password, use of alpha numeric characters, upper case letters, etc.	
General	***S-25***	The System shall maintain a record of historic passwords, both temporary and user defined. When a new password is selected, it must differ from historic passwords. Internal users versus external users may use different password policies.	
General	***S-26***	The System shall capture a security log of all successful and unsuccessful logins.	
USER FUNCTIONALITY *Objective: The System shall be designed to be intuitive, consistent, accessible and easy to use. The ability for users to make errors will be minimized. In the event that the user makes a mistake, those mistakes will be easy to correct.*			
General	***UF-1***	All data will be automatically saved as it is entered to prevent accidental loss of data if registration is quit before completion	
General	***UF-2***	The System will utilize exception logging to record events outside of normal operations	
General	***UF-3***	All System screens will contain a standard, easily identifiable link to a Help Module	
General	***UF-4***	The Help Module will, where possible, display context specific help information	
General	***UF-5***	The Help Module will be easy to navigate across the entire set of Help information, including through the use of search functionality	
General	***UF-6***	The Help Module will be easily printable by topic or topic clusters	
General	***UF-7***	Screens throughout the System will have a common look and feel, including, but not limited to, consistent placement of objects, consistent fonts and font sizes, and consistent color schemes and graphics.	
General	***UF-8***	The System's error messages will be expressed in plain language, precisely indicate the problem, and constructively suggest a solution.	
General	***UF-9***	The System shall provide common data entry assistance, including Spell Check	
General	***UF-10***	The System will prominently display information on how and where the Job Seeker can contact a service representative to provide them with assistance	
General	***UF-11***	The System shall provide the capability for a Job Seeker to receive assistance by initiating a Web chat session with a service representative	

General	*UF-12*	While executing a search, the System must be able to display 100 search results per page	
General	*UF-13*	All System screens will display a unique identifier to aid in tracking and communicating a User's location within the System	
General	*UF-14*	The System will follow standardized conventions. Users should not have to wonder whether different words, situations, or actions mean the same thing.	
General	*UF-15*	The System will adhere to W3C level 2 accessibility guidelines: (http://www.w3.org/TR/WCAG10/full-checklist.html).	
General	*UF-16*	The System will clearly denote mandatory and optional data entry fields.	
General	*UF-17*	Validation checks on edits will include relational or cross-field edits. All edits must be done on the front-end; invalid entries must be immediately identified to the user and not be posted to the database.	
General	*UF-18*	The System will allow users to sort listed records.	
General	*UF-19*	All data entry that requires certain formatting will have messaging that clearly indicates the data entry formatting required	
General	*UF-20*	When a User does not provide the correct input, the System will clearly indicate the problem and describe what the User must do to resolve it.	

UI/Workforce System Connectivity Project
FINAL Common Data Elements: Integrated Workforce Registration System

First Name
Last Name
Unique ID/User Name
Password
Social Security Number/Optional?
Date of Birth (will calculate age)
Race-Ethnicity
Sex/Gender
Address
Disability Status
Education
Veteran Status
Migrant SFW
Occupation
O Net Code Prior Job
O Net Code Job Claimant Seeking
Employment Status
Mailing Address (for Geocoding)
Email Address
Preferred Method of Communication
Informed Consent Statement

Center for Employment Security Education and Research
444 North Capitol St. NW, Suite 142
Washington, DC 20001

Table of Contents

General Terms and Conditions – Contracts

Clause

General Terms and Conditions

CONTRACT START DATE

1. Definitions

A. *Agreement* shall mean the Master Agreement entered into between Contractor and CESER, including the Scope of Work, these General Terms and Conditions, and any other attachments and exhibits.

B. *Services* shall mean those services Contractor is to provide pursuant to the Agreement, including any Scope of Work.

C. *Work* shall mean all work, deliverables, documents, data, goods, and other materials produced, developed, collected, or authored by Contractor pursuant to the Agreement.

D. *Concerned Funding Agency* means any third party entity providing funding, in whole or in part, related to the Agreement.

2. Relationship

The Contractor is an independent contractor, and the relationship between CESER and the Contractor shall be solely contractual and not in the nature of a partnership, joint venture, or general agency. Neither party may speak nor act on behalf of the other, nor legally commit the other.

3. Arbitration and applicable law

Any controversy or claim arising out of or relating to this Contract or breach thereof shall be settled by arbitration to be held in the District of Columbia. Judgment upon the award rendered by the arbitrators may be entered in any court having jurisdiction thereof. This Contract will be governed by the laws of the District of Columbia.

4. Assignment and Subcontracting

This Contract or any interest hereunder shall not be assigned or transferred by the Contractor without prior written consent of CESER and is subject to such terms and conditions that CESER may impose.

5. Financial Record Keeping and Inspection

The Contractor warrants that it shall, during the term of the Agreement and for a period of three (3) years following the termination or expiration of the Agreement, maintain accurate and complete financial records, including accounts, books, and other records related to charges, costs, disbursements, and expenses, in accordance with generally accepted accounting principles and practices, consistently applied.

CESER, directly or through its authorized agents, auditors or other independent accounting firm, at its own expense, and the Concerned Funding Agency directly or through its duly authorized representatives, shall have the right, from time to time, upon at least ten (10) days notice, to audit, inspect, and copy the Contractor's records. The Contractor shall fully cooperate, including by making available such of its personnel, records and facilities as are reasonably requested by CESER or the Concerned Funding Agency. This Section shall remain in force during the term of the Agreement and for the three (3) years following the termination or expiration of the Agreement. If an audit, litigation, or other action involving the records is started before the end of the three (3) year period, Contractor agrees to maintain the records until the end of the three (3) year period or until the audit, litigation, or other action is completed, whichever is later.

6. Audit

The Contractor, at its own expense, shall meet the applicable audit requirements of OMB Circular A-133 if the Contractor has more than $500,000 in expenditures in a year in awards (including contracts, grants, cooperative agreements, etc.) made by a federal agency. The Contractor must submit a copy of its A-133 audit report, prepared by an independent certified public accounting firm, to the attention of Chief Financial Officer, Center for Employment Security Education and Research, 444 North Capitol Street, N.W., Suite142, Washington, D.C. 20001 within 30 days of its receipt of the audit report. In instances where non-compliance with federal laws and regulations has been noted in the Contractor's audit report, the Contractor must outline in writing its plan for corrective action and must affirmatively respond to CESER when its corrective action plan has been successfully completed.

Contractor shall keep audit reports, including reports of any of its sub-subcontractors, on file for three (3) years from their issuance. Contractor shall permit independent auditors to have access to the records and financial statements as necessary for CESER and Contractor to comply with OMB Circular A-133.

Contractor agrees that in the event that Contractor's audit report indicates instances of noncompliance with federal laws and regulations, including but not limited to OMB Circular A-133, that Contractor covenants and agrees to take any and all corrective actions necessary or required or as directed by CESER.

Contractor agrees to provide audits annually.

In the event that audits are not received, CESER may, in its discretion,

a) withhold a percentage of the sums due and owing hereunder until the audit is completed satisfactorily;

b) withhold or disallow overhead charges; or

c) suspend this Contract until the audit is completed and all required reports are provided.

The Contractor shall hold harmless, indemnify and defend CESER and the Concerned Funding Agency or agencies, their consultants and each of their officers, partners, agents and employees from any and all liability, claims, losses, (including but not limited to the loss or threatened loss of tax exempt status), costs, fees, expenses, penalties, damages and/or obligations including but not limited to the costs of defense of such claims, attorney's and audit fees arising out of the failure to provide such audit reports. The Contractor shall include the provisions of this Section 6 in any subcontract executed in connection with this Project.

7. Allowable Costs

Allowable costs shall be determined in accordance with applicable Office of Management and Budget Circulars A-21, A-87, A-102, A-110, A-122, and A-133 as well as by the terms of the agreement between CESER and the Concerned Funding Agency, and any rules of, or guidelines issued by, the Concerned Funding Agency. The Contractor is responsible for reimbursing CESER in a timely and prompt manner for any payment made under this subcontract which is subsequently determined to be unallowable by CESER, the Concerned Funding Agency, or other appropriate Federal or State officials.

8. Right to Disseminate

Unless otherwise expressly set forth to the contrary in the Contract, CESER shall have the right to use and have used, for any purpose, unpatented information concerning the services performed by the Contractor which the Contractor may disclose to CESER during performance of this Contract if such information is furnished without restrictions on its use.

9. Remedies

The Contractor acknowledges that monetary damages alone will not adequately compensate CESER in the event of a breach by the Contractor of the restrictions imposed and therefore the Contractor hereby agrees that in addition to all remedies available to CESER at law or in equity, including, if applicable, under the District of Columbia Trade Secrets Act, or corresponding applicable State law, CESER shall be entitled to interim restraints and permanent injunctive relief for enforcement thereof, and to an accounting and payment over of all receipts realized by the Contractor as a result of such breach.

10. Ownership Rights

The services provided by the Contractor pursuant to the Agreement shall be “work for hire” and therefore all Work shall be sole and exclusive property of CESER. To the extent that the Services, or any part of them, may not constitute work for hire under the law, Contractor hereby transfers to CESER all right, title, and interest in and to the Work. Without limiting the foregoing, CESER shall have access to the Work at any time during the term of the Agreement.

11. Personnel

Any personnel identified in the Agreement as individuals who will be performing the Services or producing the Work may not be changed without the written approval of CESER.

12. Modification of the Contract

The Agreement may not be modified except by further written agreement signed by the parties.

13. Excusable Delays

The Contractor shall not be liable for damages, including liquidated damages, if any, for delays in performance or failure to perform due to causes beyond the control and without fault or negligence of the Contractor. Such causes include but are not limited to, acts of God, acts of the public enemy, acts of the United States Government, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, or unusually severe weather.

14. Inspection of Services

A. All services shall be subject to inspection by CESER, to the extent practicable at all times and places during the Contract. All inspections by CESER shall be made in such manner as not to unduly delay the work.

B. If any services performed hereunder are not inconformity with the requirements of this Contract, CESER shall have the right to require the Contractor to perform the services again in conformity with the requirements of the Contract, at no additional expense to CESER. When the defective services performed are of such nature that the defect cannot be corrected by re-performance of the services, CESER shall have the right to: (1) require the Contractor to immediately take all steps necessary to ensure future performance of the services in conformity with the requirements of the Contract; and (2) reduce the Contract price to reflect the reduced value of the services performed. If the Contractor fails to perform promptly the services again or to take necessary steps to ensure future performance of the services in conformity with the requirements of the Contract, CESER shall have the right to either (a) by Contract or otherwise have the services performed in conformity with the Contract requirements and charge the Contractor any costs incurred by CESER that is directly related to the performance of such services; or (2) terminate this Contract.

15. Insurance Requirements

The Contractor shall effect and maintain with a reputable insurance company a policy or policies of insurance providing an adequate level of coverage in respect of all risks which may be incurred by the Contractor, arising out of the Contractor's performance of the Agreement, in respect of death or personal injury, or loss of or damage to property. The Contractor shall produce to CESER, on request, copies of all insurance policies referred to in this condition or other evidence confirming the existence and extent of the coverage given by those policies, together with receipts or other evidence of payment of the latest premiums due under those policies.

16. Confidential Information

Any information regarding CESER that is not generally publicly known or available, whether or not such information would constitute a trade secret under statutory or common law, that is disclosed to or discovered by the Contractor during the course of the Agreement (hereinafter, "Confidential Information") shall be considered confidential and proprietary to CESER, and the Contractor shall maintain all Confidential Information in confidence; shall employ reasonable efforts to ensure the security of the Confidential Information; and shall not disclose the Confidential Information to any third party or use the Confidential Information except as necessary to perform the Services or produce the Work. Should the Contractor receive a subpoena directing disclosure of any

Confidential Information, the Contractor shall immediately inform CESER and cooperate fully with CESER in responding to the subpoena.

17. Laws and ordinances

The Contractor shall comply will all applicable laws, ordinances, rules and regulations including Federal, State, and Municipal authorities and departments relating to or affecting the work herein or any part thereof, and shall secure and obtain any and all permits, licenses and consents as may be necessary in connection therein.

18. Limitation of Liability

Notwithstanding any other provision of the Agreement, under no circumstances shall the liability of CESER to the Contractor exceed to the total amount of compensation to be paid to the Contractor.

19. No waiver of conditions

Failure of CESER to insist on strict performance shall not constitute a waiver of any of the provisions of this Contract or waiver of any other default of the Contractor.

20. Public release of information

Unless the prior consent of CESER is obtained, the Contractor shall not, except as may be required by law or regulation, in any manner advertise or publish or release for publication any statement or information mentioning CESER, or the fact that the Contractor has furnished or contracted to furnish to CESER the services required by this Contract, or quote the opinion of any employee of CESER.

21. Taxes

Unless prohibited by law or otherwise stated to the contrary to this contract, the Contractor shall pay and has not included in the price of this contract, any Federal, State or Local Sales Tax, Transportation Tax, or other similar levy which is required to be imposed upon the work or services to be performed.

22. Term and Termination

The Agreement shall be for such term as is set forth in the Agreement. The Agreement may be terminated by CESER prior to the end of any term on fifteen (15) days written notice.

In addition, this Agreement may be terminated by either party on written notice should the other party: (a) fail to cure a material breach within ten (10) days of delivery of written notice; (b) become insolvent; (c) be the subject of a bankruptcy filing; or (d) cease doing business. Upon termination, the Contractor shall deliver to CESER: all Work, whether in final or draft form, that has been produced as of the date of termination; all Confidential Information; and any materials or items previously provided to the Contractor by CESER. Upon receipt thereof by CESER, the Contractor shall be paid for work performed through the date of termination. In all instances of terminations, the Contractor shall use best efforts to not incur new costs and expenses after the notice of termination, and shall cancel as many outstanding obligations as possible.

23. Warranty of Services

The Contractor warrants and represents that: (a) the Services shall conform to the Scope of Services in all respects; (b) the Work shall be original to the Contractor and shall not infringe the copyright or other rights of any party; (c) the Contractor possesses, and shall employ, the resources necessary to perform the Services in conformance with the Agreement; (d) the Services shall be performed, and the Work produced, in accordance with high standards of expertise, quality, diligence, professionalism, integrity, and timeliness; and (e) the Contractor has no interest, relationship, or bias that could present a financial, philosophical, business, or other conflict with the performance of the Work or create a perception of a conflict or a lack of independence or objectivity in performing the Work.

24. Special Damages

Neither party shall be liable to the other for consequential or indirect damages, including lost profits, or for punitive damages, arising from breach of the Agreement.

25. Concerned Funding Agency

This Agreement is subject to the terms of any agreement between CESER and a Concerned Funding Agency and in particular may be terminated by CESER without penalty or further obligation if the Concerned Funding Agency terminates, suspends or materially reduces its funding for any reason.

Additionally, the payment obligations of CESER under this Agreement are subject to the timely fulfillment by Concerned Funding Agency of its funding obligations to CESER.

26. Review and Coordination

To insure adequate review and evaluation of the Services and Work, and proper coordination among interested parties, CESER shall be kept fully informed concerning the progress of the Work and Services to be performed hereunder, and, further, CESER may require the Contractor to meet with designated officials of CESER from time to time to review the same.

27. Entire Agreement

The Agreement constitutes the entire agreement between the parties relating to the subject matter of the contract. The Agreement supersedes all prior negotiations, representations and undertakings, whether written or oral.

28. Flow down Provisions

The Contractor agrees to assume, as to CESER, the same obligations and responsibilities that CESER assumes toward the Concerned Funding Agency under those Federal Acquisition Regulations (FAR), if any, and applicable Concerned Funding Agency acquisition regulations, if any, that are mandated by their own terms or other law or regulation to flow down to subcontractors or subgrantees, and therefore the Agreement incorporates by reference, and the Contractor is subject to, all such mandatory flow down clauses. Such clauses, however, shall not be construed as bestowing any rights or privileges on the Contractor beyond what is allowed by or provided for in the Agreement, or as limiting any rights or privileges of CESER otherwise allowed by or provided for in the Agreement. The Contractor also agrees to flow down these same provisions to any lower-tier subcontractors.

29. Compliance with Applicable Laws

In addition to its general commitment to comply with all applicable laws, the Contractor specifically agrees to the following requirements, to the extent that such requirements are applicable:

A. to comply with the Civil Rights Act of 1964 and all other Federal, State or local laws, rules and orders prohibiting discrimination. Consistent with the foregoing, Contractor agrees to comply with Executive Order 11246,entitled “Equal Employment Opportunity,”

as amended by Executive Order 11375, and as supplemented by U.S. Department of Labor regulations at 41 C.F.R. Part 60;

B. to make positive efforts to utilize small businesses, minority-owned firms and women's business enterprises in connection with the work performed hereunder, whenever possible;

C. to provide for the rights of the Federal Government in any invention resulting from the work performed hereunder, in accordance with 37 C.F.R. Part 401 and any applicable implementing regulations;

D. to comply with all applicable standards, orders, and regulations issued pursuant to the Clean Air Act of 1970 (42 U.S.C. 7401 *et. seq*.) and the Federal Water Pollution Control Act (33 U.S.C. 1251 *et. seq*.), as amended;

E. to comply with the certification and disclosure requirements of the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352), and any applicable implementing regulations, as may be applicable, including: 1) certification that Sub-Contractor has not, and will not, use Federal funds to pay any person or organization for influencing or attempting to influence an officer or employee of any Federal agency; a member, officer, or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352; and 2) disclosure of any lobbying with non-Federal funds that takes place in connection with obtaining a Federal award.

F. to certify that neither it, nor any of its principal employees, has been debarred or suspended from participation in Federally-funded contracts, in accordance with Executive Order 12549 and Executive Order 12689, entitled "Debarment and Suspension," and any applicable implementing regulations.

30. Indemnification

Should one party (the "Indemnified Party") incur or suffer any liability, damage, or expense, including reasonable attorney's fees, in connection with the defense of a legal proceeding brought by a third party arising out of the negligent or other wrongful actions of the other party (the "Indemnifying Party"), then the Indemnifying Party shall indemnify and hold harmless the Indemnified Party for such liability, damage, or expense.

31. Survival

Sections 3, 4, 9, 10, 16, 18, 20, 24, 30, and 31shall survive termination of this the Agreement.

A National Call for Innovation:

Rethinking Reemployment Services for UI Claimants

A Report of the Unemployment Insurance and Workforce System Connectivity Workgroup

September 2010

Acknowledgements

The U.S. Department of Labor and the National Association of State Workforce Agencies would like to thank the members of the UI Connectivity Workgroup for the significant time and energy they invested in this process. Over a four-month period, the group met twice in person and convened regularly through conference calls and virtual meetings to advance their recommendations to improve the connection between the Unemployment Insurance and Workforce systems. The following report documents their work and presents their proposed vision for a seamless and integrated service delivery system serving all job seekers, including those receiving unemployment benefits.

Crafted with pride by:

3535 Route 66
Neptune, NJ 07753
732-918-8000
www.mahernet.com

Contents

I. Executive Summary

The publicly-funded workforce system is in the midst of responding to the most severe recession in decades. As part of this response, the Department of Labor, Employment and Training Administration (ETA), state and local workforce agencies are collaborating to implement new and innovative reemployment strategies to better connect Unemployment Insurance (UI) claimants with the larger publicly-funded workforce system. This is being accomplished using regular formula funds including Workforce Investment Act funds, Employment Services funds, as well as additional sources such as the Reemployment Services funding provided by the American Recovery and Reinvestment Act (ARRA) and the Reemployment Eligibility Assessments (REA) funding.

ETA engaged the National Association of State Workforce Agencies' Center for Employment Security Education and Research (NASWA/CESER), and the Information Technology Support Center (ITSC) to "initiate a two-phased effort to develop a national vision for improving the UI and workforce systems' connection and integration."[1] As part of the first phase, a national workgroup consisting of individuals at the federal, state and local levels of the publicly-funded workforce system was formed (see Appendix A). This workgroup developed a vision statement for improving the UI and workforce systems' connection and integration (hereafter referred to as Emerging National Vision) and addressed approaches for serving UI claimants as a key customer of the workforce investment system. Under Phase I of this initiative, the workgroup goals, as defined in its charter (see Appendix B) were to develop:

- An integrated service delivery vision;
- Recommendations to implement the vision; and
- Recommendations for developing tools and solutions to support the System in achieving the vision.

The Emerging National Vision developed by the workgroup is as follows:

Emerging National Vision for Improving the UI and Workforce Systems' Connection and Integration

We envision a system that is driven by an Integrated Workforce Customer Registration as the entry to the nation's "reemployment system" – and offers a coordinated customer-centric focus with full partner access. The UI claimant process is seen as a part of the broader "job seeking" process and customers are treated as job seekers (their UI claim being just one aspect of the services available to job seekers). Services are available via the Internet as well as other means – but the Internet access is supported by dynamic social networks linking customers, career counselors, employers and educators. Integrated service delivery is focused on customer outcomes. The system is focused on skills transferability, is data driven, measureable and accountable (both to the law and to customer needs).

[1] Taken from Project Task Order

In their approach to Phase I, the workgroup carefully examined the existing "as is" state of the UI and workforce system connectivity. The overriding recommendation of the workgroup was that every UI claimant should be treated as a job seeker. Therefore, in addition to expediting timely and accurate income support benefits, all UI claimants should be provided access to core workforce services – virtually and in-person via One Stop Career Centers. In the process of developing the Emerging National Vision described in this report, the workgroup identified **four transformational areas** that define this vision:

1. **Integrated Workforce Customer Registration**. This represents the ideal goal of offering each customer, whether they are seeking UI benefits and/or workforce services, with a "no wrong door" point of entry to register. In other words, a customer can enter the system as a UI claimant or as a job seeker requesting workforce services. The workgroup recognizes that information management systems vary from state to state and that it may not be practical or appropriate to collect all eligibility information for all programs at the entry point. The Emerging National Vision suggests that common demographic and personal information that are used by all participating programs should be collected from customers just once and shared across programs, thus streamlining the process for the customer and reducing redundancy for specific program staff.

2. **Real time triage**. Current UI claimants are typically profiled once to determine the likelihood that they will exhaust their benefits before becoming reemployed. The Emerging National Vision describes a continuous process, defined by the workgroup as real time triage, where job seekers are linked with job openings, training opportunities and career counseling on a continuous basis while registered in the system. Information and data collected through the Integrated Workforce Customer Registration will be used to better target services and manage resources as well as complete an assessment of job seekers reemployment prospects, link them to employment opportunities tied to their current occupation, work experience and/or skills, and introduce them to workforce services, training programs, support services and education opportunities. Real time triage is intended to assist both the job seeker and the front-line workforce specialist throughout the period the job seeker is registered in the system and actively seeking employment. Throughout the real time triage process, workforce staff use labor market and economic data to inform the customer of the possible jobs and career pathways available to them and, if appropriate, additional education and training they may need to be successful in their job search.

3. **Transferability of Skills/Job Match.** Tied to real time triage is an automated process to link job seekers to job openings in their area based on past work history, education and training including degrees and certifications. There are a number of tools (both self-service and staff-assisted) currently available that have been developed using O*NET occupational data. Among these is ETA's newly unveiled *mySkills myFuture* website (http://www.myskillsmyfuture.org/) that identifies job openings based on past or current occupations. There are existing systems that go beyond occupations and work

history to include specific skills, training, certifications and degrees. The Emerging National Vision describes the use of automated tools to link job seekers with employment opportunities based on a skills match. Ideally, occupational and skills information will be collected in the Integrated Workforce Customer Registration process to support this feature.

4. **Social Networking**. The Emerging National Vision incorporates the power of the Internet to link job seekers with job openings, training and education options, peer networks and general labor market and career information. While the workgroup members did not consider themselves experts in this field, the workgroup recognized the potential of employing social networks and tools to leverage information and contacts available through the Internet. In the Emerging National Vision, social networking tools would be used to complement traditional outreach efforts to the public and raise general awareness of the benefits and services available through the public workforce system. Social networking tools would also serve as a platform to exchange information regarding job opportunities, service offerings, training programs, educational courses, labor market trends (high growth industries and occupations), certifications, apprenticeship programs and links to employers, labor groups and community-based organizations. Recognizing that employing social networking tools may be new to workforce professionals, the workgroup noted the need for investment in front-line staff training and orientation to fully exploit these resources.

Recommendations

The workgroup developed the following recommendations as an approach to implement their Emerging National Vision for improving the UI and workforce systems' connection and integration. They include:

1. The Emerging National Vision contains 10 areas involving the use of currently available or future automated tools to assist UI claimants and job seekers in gaining reemployment and are illustrated in Figures 1 and 2 of this report. The workgroup recommends that ETA serve as an **advocate** to implement the vision and encourage the use of tools to facilitate the four transformational aspects of the vision.

2. The workgroup recognizes that many aspects of the Emerging National Vision involve investments in staff development and system upgrades. They are recommending ETA consider **financial incentives and policy changes** to encourage states and local areas to adopt these changes. The workgroup also recommends that ETA, working in collaboration with the states and local areas, serve as an advocate for more flexible program services between the UI and workforce systems.

3. The Integrated Workforce Customer Registration, Real Time Triage and Transferability of Skills/Job Match transformational areas briefly outlined above and explained in greater detail later in the report would benefit from direct ETA investment. The workgroup is recommending that ETA **fund pilot projects** to develop open source platforms for each feature that could then be adopted by states on a voluntary basis.

This report documents the accomplishments of the workgroup and how their transformational approach to data collection, customer assessment, reemployment services and use of the Internet forms the basis of the Emerging National Vision. It also captures the recommendations of the workgroup for the UI and workforce systems on how they implement proposed improvements in Phase II of this innovative effort.

II. Understanding the Challenge

Since the mid-1990s, State Workforce Agencies have been transitioning UI claims filing from an in-person approach conducted in local UI offices with face-to-face staff service to a primarily virtual system that provides UI claims filing either over the phone or via the Internet with little or no face-to face staff service.

> *According to the U.S. Department of Labor, currently 85 percent of UI initial claims and 95 percent of continued claims are processed by telephone and the Internet. Most One-Stop Career Centers across the country have no UI program presence, except for remote access assistance in the form of a telephone or computer for access to Internet claim websites.*

One of the results of the movement to a virtual method of providing UI services is the lack of a strong connection between the UI program and the rest of the services of the publicly-funded workforce system, including reemployment, job search and career counseling services, which have also undergone a major transition from in-person services to primarily self-service. The flat-funding of the Wagner-Peyser Act (Employment Service) over the last three decades has added to this disconnect and has made it difficult for states and local One Stop Career Centers to provide more staff-assisted services to UI claimants and job seekers who need extra help. Limited efforts and funding have been made available by the federal government over the past several years to address the disconnect such as the Worker Profiling and Reemployment Services (WPRS) and/or the Reemployment and Eligibility Assessment (REA) initiatives, however many UI claimants no longer have a clear connection point to the wide array of employment and training services offered through One Stop Career Centers and/or other parts of the workforce system.

However, advances in technology and the wide use of the Internet for job search, career and workforce information and resume-building tools have expanded the reach of the publicly funded workforce system by providing self-service options for UI claimants and other individuals to receive career and workforce information and job openings on-demand. Many of these services are available 24/7, and can be accessed from individuals' homes, public libraries and schools.

While technology adds great customer value, research over the years has shown that worker profiling or early and on-going analysis of UI claimants' skills and experience against the

available job openings, coupled with the receipt of job search assistance, is an effective and efficient way to speed referred claimants' return to productive employment. As part of this project, the workgroup was provided with a Synthesis Paper (**Appendix C**) that summarized currently available research on current practices, methods, and processes states and locals use to connect UI claimants to workforce system services. This document highlighted a number of studies and as well as past policies that were issued by ETA as far back as 1997 that transmitted information and policy recommendations to state workforce agencies that was intended to assist them to improve the quality of reemployment services to profiled and referred UI claimants.

The Synthesis Paper also reviewed the dramatic affects of the Great Recession of 2008 and 2009 and how it resulted in a significant increase in the number of individuals receiving UI benefits across the country and a substantial increase in traffic at the One Stop Career Centers. As a result, states looked at ways to shift staff and processes in an effort to find creative solutions to meet demand at the point of service. The document highlighted the steps undertaken by ETA to assist the workforce system in responding to these challenges including sponsoring a number of Regional Forums on Reemployment and a National Summit in January 2009, which focused on the implementation of the American Recovery and Reinvestment Act (Recovery Act) and increasing reemployment services through the workforce system.

The workgroup took the lessons shared from these forums and previously-cited research and policies to help inform its discussions. Common themes from the forums that the workgroup found particularly useful included:

- Providing flexible service delivery,
- Conducting skills assessment,
- Exploiting technology and electronic tools, and
- Collecting, analyzing and providing access to actionable workforce data.

The findings and recommendations from the Regional Reemployment Forums and National Summit were discussed by the workgroup and helped identify those transformational areas that the workgroup focused on, including:

- minimizing repeat data collection by sharing data between programs
- the need to conduct on-going profiling or real time triage throughout the reemployment process
- the increased use of social networking tools for outreach, job referrals and other services; and
- the increased use and availability online tools such as assessment features, and resume writing and interviewing skills workshops for job seekers who are capable of using these tools

A year and a half has transpired since the Regional Reemployment Forums and National Summit and since that time, ETA and the publicly-funded workforce system has learned a great deal from the recent surge in UI claimants. The additional funds provided to the workforce system under the Recovery Act have allowed for more staff-assisted reemployment and training services to be delivered through the One Stop Career Center system. These resources have also provided the opportunity to explore innovative ways of delivering services to a broad range of UI customers, many of whom are "Internet-savvy" and prefer to receive services via virtual means.

The recent history, the economic downturn, and new, dedicated funding for reemployment services in the Recovery Act, prompted leaders at the Employment and Training Administration to initiate a new collaborative process. The approach taken by ETA was to involve system leaders at the national, state and local levels to help develop a national vision for improving the UI and workforce systems' connection. As highlighted earlier, ETA engaged NASWA, CESER and the ITSC to assist in an effort to develop a national vision for improving the connectivity between the UI and workforce systems.

III. Project Approach

To accomplish the objective of better connecting the UI and workforce systems, a national workgroup made up of individuals at the federal, state and local levels of the publicly-funded workforce system was formed for the purpose of developing a national vision. The following sections of the report provide an overview of the mission given to the workgroup, its organization, the process used to accomplish its work and most importantly, the recommended national vision for better connecting the UI system with the workforce system.

a. Mission

The Mission Statement for the project as agreed upon by the workgroup members was as follows:

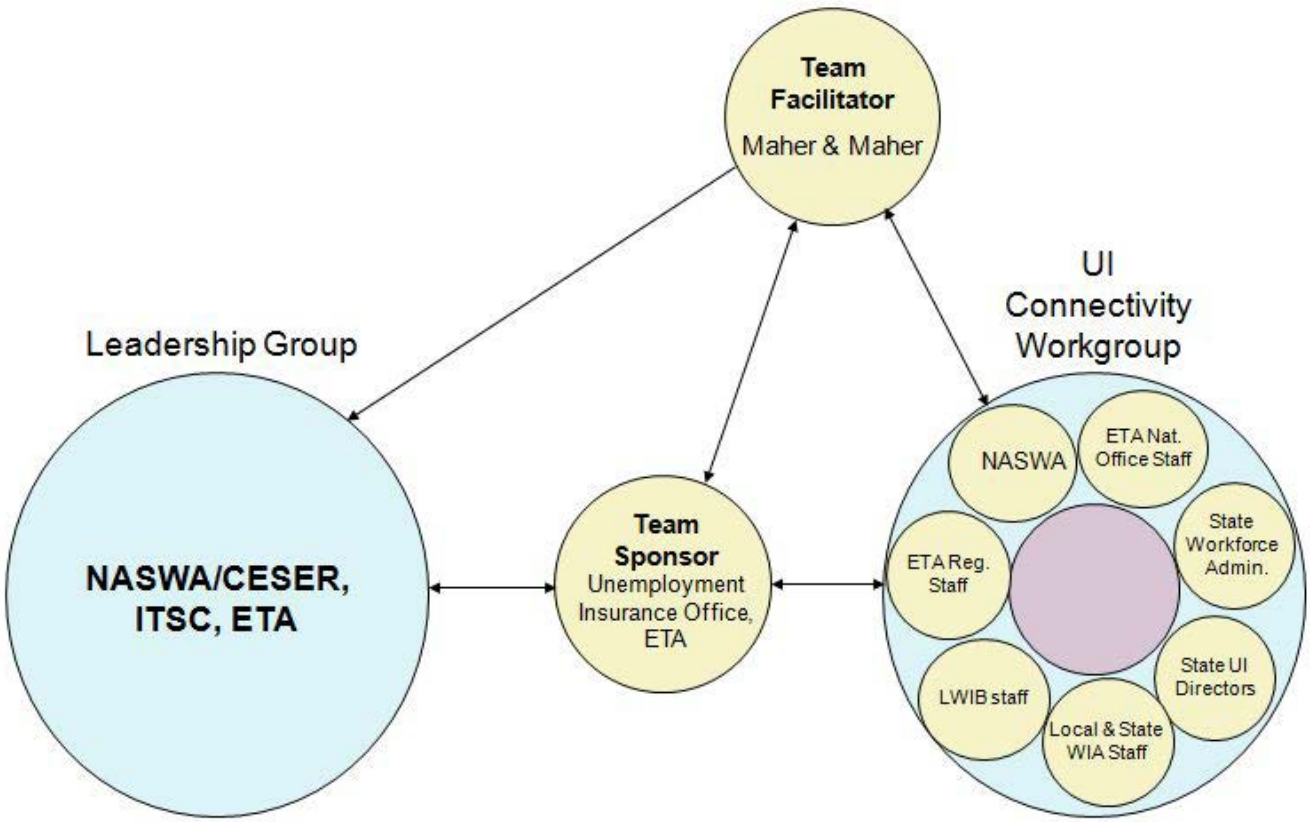
- To support states in developing new strategies to connect and integrate unemployment insurance (UI) claimants into the publicly-funded workforce system, by:

  - Defining and supporting a collaborative federal/state vision for connecting the two systems for the benefit of employers and individual UI customers;
  - Defining the continuum of services available to a UI claimant for reemployment services;
  - Identifying tools and solutions, and informing policy; and,
  - Support the system in achieving that vision.

b. Our Organization

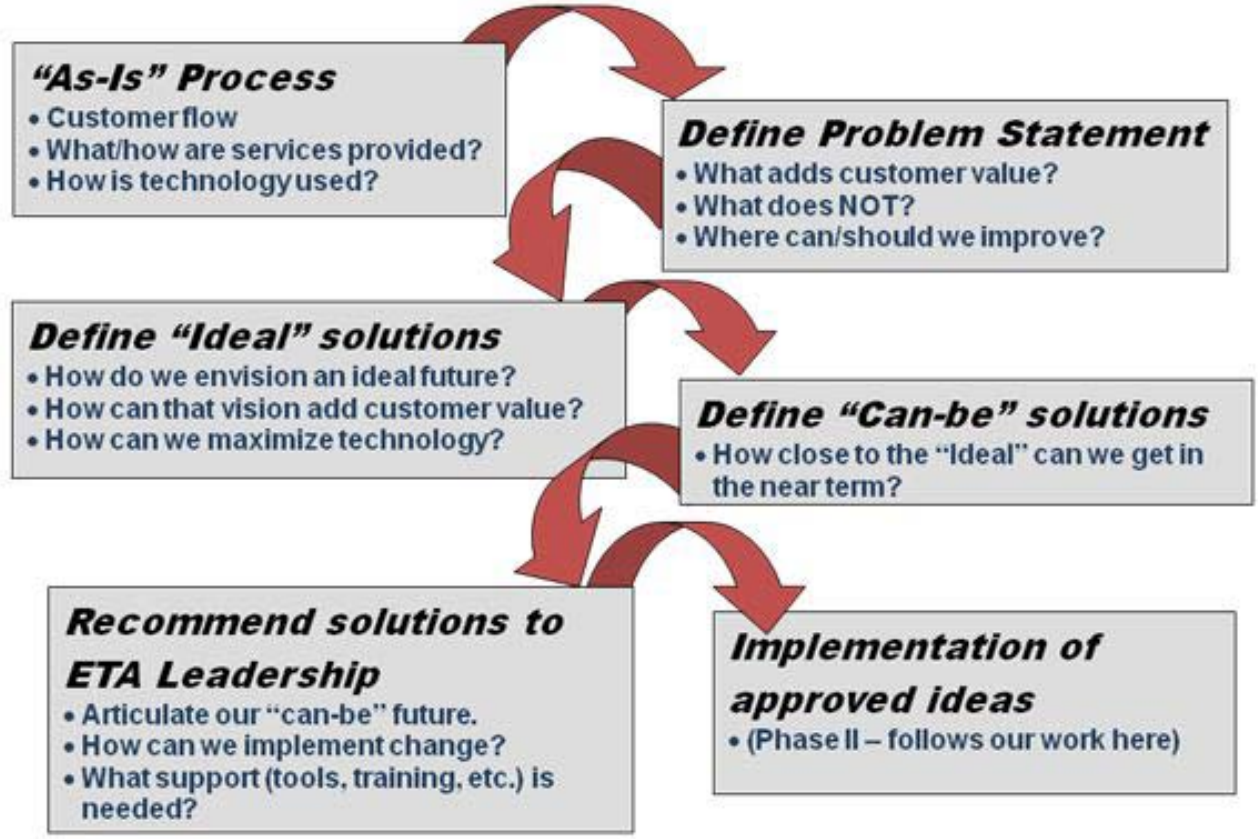
To accomplish our mission, the Office of Unemployment Insurance within the ETA engaged CESER and ITSC to organize a National UI Connectivity Workgroup to develop the vision and an implementation plan of better connecting the UI program with the larger publicly-funded workforce system. CESER/ITSC identified state and local representatives to serve on the workgroup and ETA identified a number of national office and regional office representatives from the UI program as well as the Workforce Investment/ES programs. The state and local members included a diverse mix of representatives including state workforce agency administrators, UI directors, state and local WIA administrators, and local workforce investment board staff. Maher & Maher was hired by CESER/ITSC to provide support and facilitation services during the in-person and virtual meetings (webinars) and to assist in the writing of workgroup's report and recommendations. (See **Appendix A** for list of workgroup members).

Below is an organizational chart that shows the workgroup.



c. Process Used by the Workgroup

The process used by the workgroup facilitator was a change management, collaborative approach that helped the members of the workgroup 1) describe and dissect the current or "as-is" flow of the UI claims process and its connection (or lack thereof) with the One Stop Career System; 2) define and describe an "ideal" vision of how this could be improved; 3) identify how close to ideal is realistic to accomplish in the near term; and, 4) recommend solutions to ETA leadership to accomplish this vision. Below is a visual map of the collaborative process used.



The work was accomplished through a series of three virtual meetings and two, two-day in-person meetings. The entire process lasted four months (June-September 2010).

The first virtual meeting provided workgroup members with an overview of the mission of the project, a brief explanation of the Project Charter (see **Appendix B**) and a description of the team member role(s). The first in-person meeting included a review and acceptance of the charter, and a presentation of the highlights from a "Synthesis Paper" (**Appendix C**) that was produced to provide an overview of currently available research on current practices, methods, and processes states and locals use to connect UI claimants to workforce system services. The

meeting also included a facilitated discussion of the current "As-Is" condition of how a UI claimant enters the system, and the key elements of that process. This facilitated discussion resulted in the creation of a series of problem statements that the project was setting out to address, along with a presentation and discussion about how UI profiling is currently used in the system to identify likely-to-exhaust claimants. This exercise produced an initial process map that was then further refined in subsequent meetings and eventually transformed into the "Emerging National Vision" of how to better connect the UI process to the broader workforce system. Workgroup members also identified examples of some promising practices of how UI claimants are served within their state or local area. This discussion then led to listing of the characteristics of an "ideal" system, along with a draft "ideal vision" statement.

A follow-up virtual meeting was held in-between the two in-person meetings in which the workgroup reviewed and commented on the Emerging National Vision system map and description provided prior to the virtual meeting. The workgroup, through several brainstorming exercises during the second in-person meeting, identified four transformational elements within the “ideal” process map, as well as obstacles and barriers that would need to be overcome and solutions to make these new processes successful. The input received was then used to refine the “can be” process, which the workgroup decided was a realistic goal, so it was adopted as a consensus recommendation as the Emerging National Vision.

Other items discussed and identified in brainstorming sessions during the second meeting was a "Customer Bill of Rights" that listed the rights that all customers should be able to expect when they interact with the public workforce system, as well as a comprehensive list of the menu of services that ideally should be made available to all UI claimants (and job seekers) entering the workforce system. The final brainstorming session held during the second meeting was a discussion about how best to communicate the Emerging National Vision endorsed by the workgroup. At the session, the workgroup also identified the key audiences at the federal, state and local levels as well as methods to get the word out and types of technical assistance needed to aid the system partners in understanding and implementing the vision, as they see fit. A follow-up virtual meeting was held a few weeks after the second meeting to share the revised map and receive input from the workgroup on the outline for the final report (refer to timeline in **Appendix B**).

d. Problem Statements

During the in-person and virtual meetings, the workgroup members were asked to identify the challenges associated with linking the UI program/function with the services of the larger workforce investment system. While there was no set definition of this linkage, the general concept agreed to by the workgroup has UI claimants enrolled to receive workforce services. That is, as UI claimants are receiving UI benefit payments, they are also automatically registered to receive core workforce services in person or virtually, followed by intensive and training services as necessary.

The problem statements identified by the workgroup were as follows:

- The problem is that UI profiling information is not necessarily getting to the right people at the one-stop career centers. In some states this interaction is being completed by the UI program staff, and not necessarily the Reemployment/Employment Service (ES) or Workforce Investment Act (WIA) staff.

- The problem is that current UI profiling models have a limited application. Many states have not updated or managed their models on an on-going basis.

- The problem is that in many places, the publicly-funded workforce system continues to segregate the customers into UI and WIA and ES programs. Not every One Stop Career Center assesses and provides services to all customers. Customers include individuals seeking UI benefits, workforce services (training, counseling, etc.), or job search assistance.

- The problem is that many individuals do not realize all of the services that are available in a One Stop Career Center. To require UI claimants to come to a Reemployment Orientation (RO) may be useful. Some states mandate ROs and find it has worked well. Other states feel they do not have the staff capacity to handle all UI claimants coming into the One Stop Career Centers.

- The problem is that bottlenecks in the interactive voice response (IVR) of the UI claims filing process has resulted in potential UI claimants going to the One Stop Career Centers to get help on their UI claim filing. This causes problems at the One Stops where there are few/no UI staff to answer questions.

- The problem is that individuals not eligible for UI are informed of their appeals rights as described in the Benefits Rights Information or BRI. However, many states do not provide any ES/WIA information for these denied claimants. There is a need for a better connection for these individuals to know where they can go to get some services, even if they are denied UI.

- The problem is that One Stop Career Center staff in some local areas do not receive UI profiling information on a regular basis on those individuals likely to exhaust in their area, and perceive that it inhibits their ability to provide these individuals with earlier interventions that will assist in their reemployment efforts and provide seamless services.

e. The Customer Bill of Rights

As part of its discussions, the workgroup identified the rights that all customers should expect when they interact with the public workforce system. This "Customer Bill of Rights" helped influence the design of the National Emerging Vision.

Any UI customer has the right to receive the following:

- Prompt, high quality and easy-to access services
- Professional, competent, courteous and well-trained staff
- Choice of services
- Fair treatment
- Timely response to questions and benefits
- Information that is understandable —without jargon, and in multiple languages
- Clean/well-equipped facility
- Easy/secure Internet services
- Assurances that their personal information will be kept secure and confidential

IV. Emerging National Vision

a. "Vision for the 21st Century Reemployment System"

Through two in-person meetings and three virtual meetings, the workgroup developed a vision for a reemployment system that effectively connects UI claimants with the services and resources available in the public workforce system. This proposed system was conceived through a process of examining the current system, identifying aspects that needed improvement, proposing ideal characteristics and then through a gap analysis and consensus process, agreeing on the following design. The workgroup collaborated to develop what became known as the "Emerging National Vision" for a future-state system that better links UI claimants with reemployment opportunities and services.

The following sections highlight the Emerging National Vision, illustrate the process the customer will follow to receive UI and workforce benefits and services, and describes the menu of services.

Emerging National Vision for Improving the UI and Workforce Systems' Connection and Integration

During its in-person and virtual meetings, the federal, state and local UI and workforce system experts represented on the workgroup came to consensus on a definition of an ideal UI-WF system into the following statement:

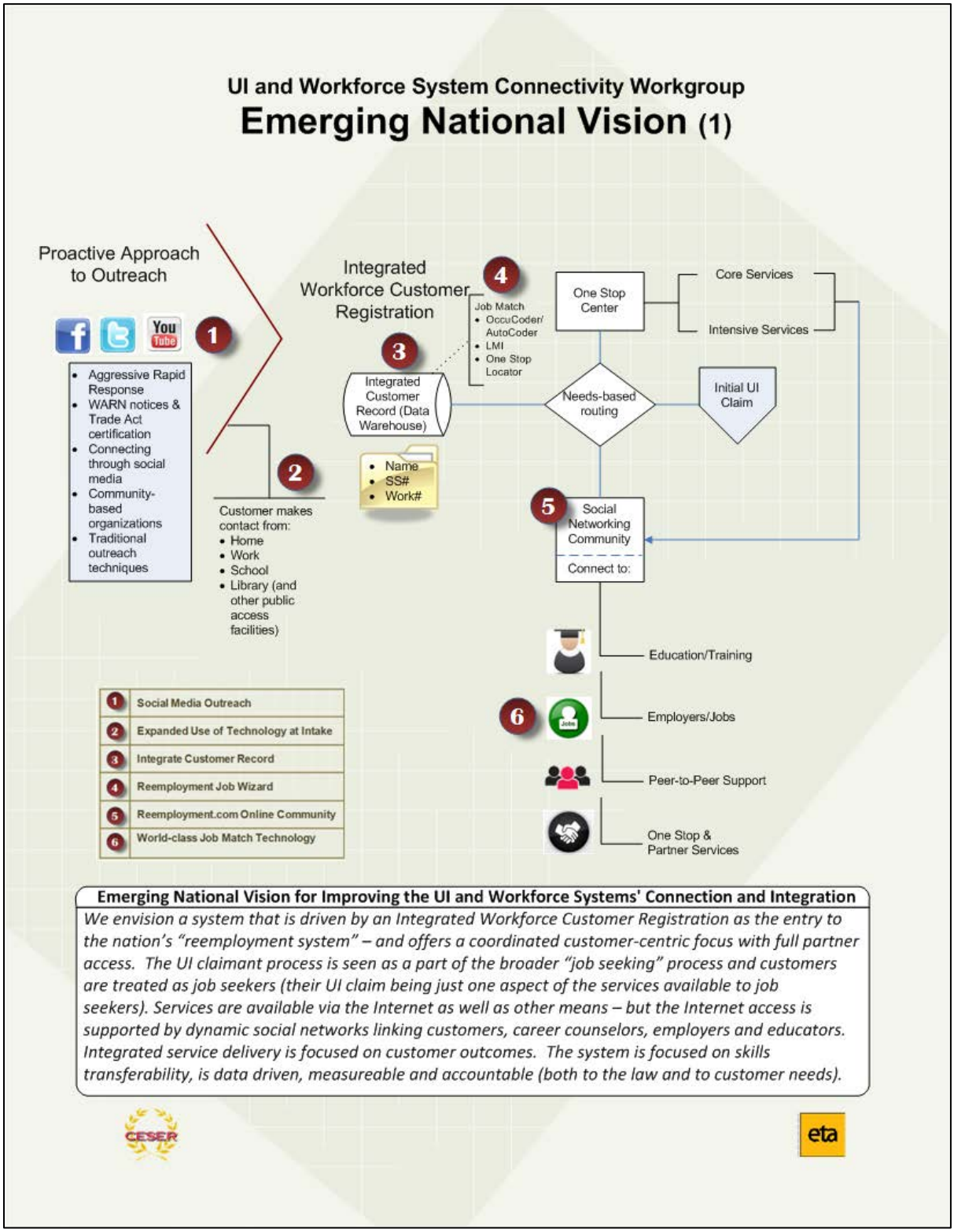
We envision a system that is driven by an Integrated Workforce Customer Registration as the entry to the nation's "reemployment system" – and offers a coordinated customer-centric focus with full partner access. The UI claimant process is seen as a part of the broader "job seeking" process and customers are treated as job seekers (their UI claim being just one aspect of the services available to job seekers). Services are available via the Internet as well as other means – but the Internet access is supported by dynamic social networks linking customers, career counselors, employers and educators. Integrated service delivery is focused on customer outcomes. The system is focused on skills transferability, is data driven, measureable and accountable (both to the law and to customer needs).

It was this statement and subsequent examination of existing and proposed features and services that led to this Emerging National Vision which is illustrated in the next section.

i. The System Map

The following two process maps illustrate the Emerging National Vision as designed by the workgroup. The first map (Figure 1) describes the approach to informing the stakeholders of the evolving system and the services available. It highlights the use of social media tools to not only inform users of available services but also to link them directly to education, training, job listings, workforce services and peer networks. The second diagram (Figure 2) illustrates the steps the customer will follow from registration to applying for benefits, receiving core or intensive or training services through the workforce system, to securing employment. The following subsection (iii) provides descriptions of each of the activities listed in the process maps.

Figure 1. Emerging National Vision (1)



ii. The Emerging National Vision Explained

The Emerging National Vision begins with a proactive approach to outreach – one that uses traditional means (such as public relations and outreach to community organizations), but that also makes better use of social media (such as Facebook and Twitter) to connect with people both before and after separation from a job. This is indicated in Figure 1 (1).

Outreach, including interventions such as rapid response, WARN notices or Trade Act certifications that may occur before separation, will encourage customers to register with the workforce system. In this Emerging National Vision, registration is an integrated registration – combining the needs of system registration used for partners like WIA, ES and UI – so that customers may be registering today for general information about career or educational opportunities – and later coming back to activate a UI claim (if and when separation from a job occurs). This Integrated Workforce Customer Registration houses common data that feeds into or can be accessed by all partners' case management systems. The workgroup recognized that states have a range of case management systems, in most cases with little or no connection between the workforce and UI systems. The Emerging National Vision proposes that states examine options to link core customer information such that a "no wrong door" point of entry is made available to end users.

This proposed approach allows for a number of access points such as from home, from the office, from school, or from public access locations (such as a One Stop Career Center or library) as indicated in Figure 1 (2). The key to the future state vision is a more robust strategy to drive customers to Internet registration and claims. Nearly 50% of all UI claims are processed currently through the Internet. Increasing this percentage is expected to free up resources to allow career counselors and front-line staff to spend more time with phone and in-person customers – typically those job seekers who may need more personal support either due to skill or access issues.

The Emerging National Vision is based on a robust Internet function, based on the priority assigned by the workgroup that the Integrated Workforce Customer Registration (3) allow customers to enter data that could serve both the UI and workforce systems. As the customer enters data (4), the system would access O*NET-SOC information to translate entered employment history to skills data and match claimants and/or job seekers to current employment opportunities. The system would immediately provide the job seeker with a listing of job opportunities in their region. Customers could click to review job openings by accessing a "Job Matching Reemployment Wizard" feature which would be modeled after or built on existing tools in the marketplace and would offer information such as:

- Job opportunities in the customer's region (zip code based) and expandable to further distances away from the "home" zip code based on customer preferences
- LMI information (such as average earnings in my area for my current occupation(s), employment trends, high growth occupations, etc.)

- Other/compatible job openings to explore (based on the customer's past occupation or with minimal additional training)
- An initial assessment of the job seeker's reemployment prospects
- Core services and training opportunities for which the customer might qualify
- Locations (and maps) to local One Stop Career Centers

With this information in hand, customers could select options to:

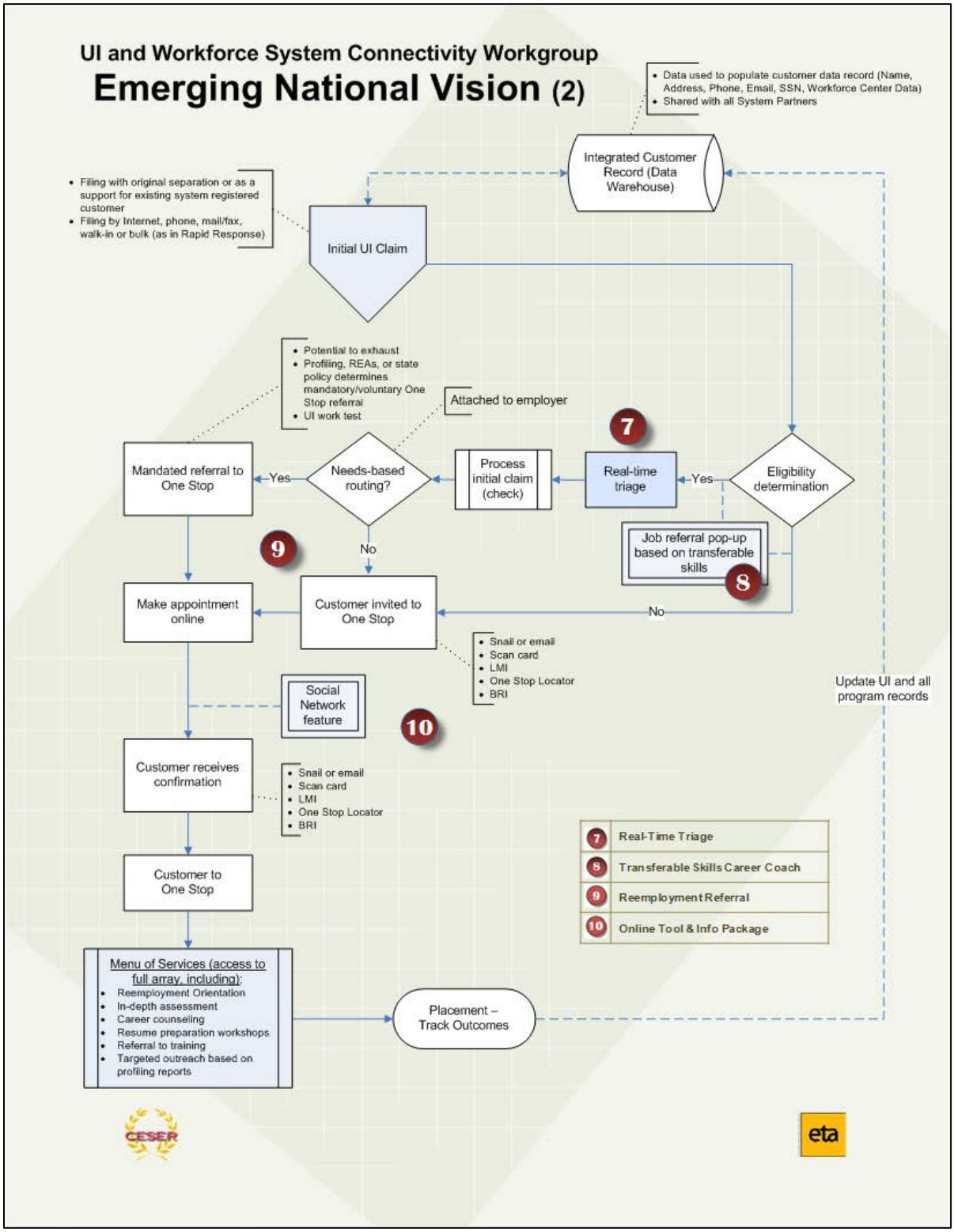
- File their initial UI claim (again, they could do that during an initial visit or at any future time they may become separated from a job and return to the site);
- Continue in self-service mode (online) to investigate employment and career options,
- Make an appointment with a one-stop, OR
- Learn about online social media communities that are focused on job and career search (5). Tutorials would be available on line and front line staff would be trained to help customers with limited computer skills.

The online community will be dedicated to reemployment and is envisioned as a virtual exchange for those seeking employment or educational opportunities. In this case, customers would "opt in" allowing the system to generate a profile for the customer which could be updated similar to personal profiles on popular social media sites. It would contain basic customer data, but also allow for a detailed resume, career and educational interests as well as educational degrees and occupational credentials. With educators, training providers and employers also linked to the site (6), customers would be able to search for employers and training programs, but so too would employers and educators be able to search for and connect with potential "matches" (customers would be given the option of allowing such searches on their profiles). Customers would be able to connect with others for peer-to-peer networking and with professionals from One Stop Career Centers and other partner agencies and service providers who might join and participate in the community. These social media types of services are particularly well suited for younger, Gen X and Y customers who might prefer this activity, but it would be available to all system users.

In this social media service, as with professional services available inside One Stop Career Centers, job matching can be even more focused on skills transferability. This will be based on the more detailed work history and educational records supplied by the job seeker and captured in the workforce system registration. The workgroup envisioned that technology patterned after existing solutions such as those used in Minnesota's MinnesotaWorks.net might make sense to explore and advance here.

Figure 1 illustrates all of the activities that might take place before a customer has actually become a UI claimant or before job separation. Figure 2 illustrates the process each customer will follow through creating the Integrated Workforce Customer Registration to file for benefits and automatically be assessed for mandatory or optional workforce system services.

Figure 2. Emerging National Vision (2)



In the majority of cases, UI benefits are desired. At this point in the process, a customer would return to their workforce system registration and "click" on the feature to file a UI claim. The Emerging National Vision still allows for this to be accomplished by phone or in-person, but as noted above, Internet registrations would be encouraged. Regardless of the point of entry, the same customer record in the data warehouse would be accessed to file a UI claim. (Note: any UI Claim specific information, or Personally Identifiable Information not captured during the initial integrated workforce customer registration would be collected in the specific program eligibility system.)

Once the UI claim feature has been selected, the workgroup envisioned a "Real Time Triage" automated assessment (7) would be set in motion. Traditional UI profiling is done in a "batch process" and is used by some state and local agencies to target at-risk populations to identify those UI claimants most likely to exhaust their benefits before securing employment. In the Emerging National Vision, the workgroup believes such action is not uniform and can be tailored to individual claimant needs by performing a "real time" assessment of each reemployment prospects of each claimant based on such factors as:

- Work history
- Separation history
- Occupational and sector trends (high growth or high demand)
- Skills transferability
- Local market needs/trends and more

So, while the system is determining eligibility, it is also – through the proposed "Real Time Triage" process using currently available assessment tools – determining the prospects for each claimant to become reemployed. Real time triage would continue as long as the claimant was registered in the system and actively seeking employment. As noted above, the system would provide job that are available and occupational information (8) to the claimant as he or she goes through the process of entering employment, education and skills information into the common customer registration. Based on the results of the automated triage (and based on individual state regulations) the customer will be either:

- Invited to connect to a One Stop Career Center – for reemployment services, or
- Mandated to go to the One Stop Career Center for reemployment services.

Whether by mandate or by invitation (9), the proposed process would also include an informational package (10), delivered by email or U.S. Postal Service as indicated by the customer's preference, which could contain:

- The status of their UI claim (approved or denied with relevant benefit rights information)
- Local and regional job opportunities
- Labor market information
- Information on one-stop/reemployment services available

- A "scan card" for identification at the One Stop Career Center
- Information on location of the local One Stop Career Centers
- Confirmation of the date and time of their mandated appointment (if applicable)

Regardless of the point of entry to system services (online, by phone or in person in the One Stop Career Center), the Emerging National Vision calls for proactive and intentional steps to make sure that every UI claimant (whether they are approved or denied benefits) has access to a full array of reemployment services. These will include:

- A reemployment orientation that introduces the job seeker to available resources in the One Stop Career Center (online and in person)
- An in-depth assessment of their skills and work experience to link them to available jobs (provided automatically during registration)
- Career counseling at the One Stop Career Center and via on-line tools
- Resume preparation
- Referral and possible support for training
- Targeted outreach based on real-time triage profiling

b. Key Elements of the Vision

The Emerging National Vision is built on four significant transformational changes to the current UI and workforce system processes. This new model envisions 1) a "no wrong door" point of entry for a combined system; 2) includes initial and continuing assessment to focus services and benefits; 3) provides real-time job matching and labor market information to the customer; and 4) introduces the user to the virtually limitless resources of the Internet through social media channels. The vision of the workgroup for these transformational areas is described below.

c. Four Key Transformation Areas

1. Integrated Workforce Customer Registration

Entry to the integrated system begins with intake where the currently separate and distinct registration processes are combined into a seamless single point for customers. The workgroup emphasized the importance of customer focus and streamlining the registration process. While there was general recognition that a complete overhaul of the information management systems may be cost and time prohibitive, the workgroup recommended that efforts should be made to integrate the front end experience (what the customer sees on their computer screen or discusses over the phone or the information they provide at a One Stop Career Center) so that data entry is not replicated. This is important to driving customers to self service via the Internet. All were in agreement that the automated process be straight forward and intuitive so that individuals with limited computer skills might still feel comfortable using a web-based system.

Data collected through the registration system would be stored in one or more data management systems and would be secured in accordance with current personally identifiable information guidelines. Where appropriate, the necessary memoranda of understanding or other forms of confidentiality and data sharing agreements would be established between agencies within a state to share this information. In accordance with current data privacy laws and regulations, this process change would be effected state by state without inter-state data sharing or storage.

ETA recognized the potential cost of integrating these systems and agreed to examine promising practices and approaches for additional funding. It was suggested by the workgroup that ETA might support developmental grants to select states to test innovative approaches.

2. Real Time Triage

The current UI system includes a profiling process where UI claimant employment histories and occupations are compared to local labor markets to determine the likelihood that the individual will exhaust their UI benefits before reemployment. This process provides workforce system staff with a single data point from which to guide their service strategy. In the Emerging National Vision, the workgroup has recommended the use of automated assessment tools based on available technology. This innovative feature, labeled as real time triage, is intended to provide the customer and workforce system staff with job listings, skills assessments, career information and regional labor market information to guide their job search continuously. It will link the job seeker to available training or education resources and highlight high growth occupations that may match or be complemented by the customer's current skills, certification or education.

The workgroup envisions that this assessment will be continuous as long as the customer is actively engaged with the system. Rather than a single determination based on the potential of a claimant to exhaust his or her benefits – the new approach will include real time feedback based on available job listings, career pathways, training opportunities and benefits programs for which the customer may be eligible. One of the powerful features envisioned is that the triage is automated and will be available to the customer regardless if he or she registers via the Internet or walks into a One Stop Career Center and works with a counselor. In either case, the system will assess continuously the individual circumstances of the claimant and link the claimant to relevant career information (particularly, current job listings).

The workgroup noted that a number of states have updated their profiling models and have changed their policies and practices to use the results of profiling to support reemployment. This approach, consistent with the concept of real time triage, involves using labor market information and automated tools that highlight transferable skills matches to provide individuals with real time information about available jobs, training and related services.

3. Skills Transferability/Job Match

Tied to the real time triage is the skills transferability and job match feature. At the point of intake and throughout the active engagement of the customer or job seeker in the system, the Emerging National Vision includes an automated job match feature. As envisioned by the workgroup, the new system would use available tools to link job seekers to available jobs. The assessment tools would base these matches on the stated occupation, certifications or degrees they possess, or on basic skills information provided by the job seeker during registration or subsequent collaboration with a career counselor at a One Stop Career Center. Several state workforce systems use automated tools such as Occu/Auto-Coder which is based on the O*NET/SOC occupational coding system. A few workgroup members indicated that they had tools that used features that were developed by other vendors that helped facilitate job matches based on past work experience and skills. The workgroup members, while not well-versed in the tools and technology, listed a number of tools and web-based resources that are currently using or investigating. While these are not recommendations or endorsements, they are included to provide examples of what is currently available in the public and private domains. Brief descriptions of each follow below:

- EmployOn (Burning Glass) – Commercial concept based search engine that matches resume and job content.
- In-Demand (NJ product that shares job information with the local job boards)
- MinnesotaWorks.net - MN UI applicants are required to seek employment and receive a series of emails that notify them of additional services, links and resources they can access to help them in their search for work.
- JobFinder (EMSI)- Uses O*NET data to help job seekers find employment in their current field, understand their current competencies (uses O*NET codes) –weights available jobs against O*NET-identified skills of the job seeker.
- Tools for America's Jobseekers
- Wanted Technology (Canada) –works with the Conference Board--Help Wanted On-Line
- I-SEEK (Minnesota based career, education and job website)
- Simply Hired (Commercial database of job listings that includes a social media platform)
- InDeed – Commercial job board listing openings across the country: www.indeed.com
- Direct Employers Association - JobCentral National Labor Exchange (www.jobcentral.com) - An alternative to commercial job boards, developed to increase labor market efficiency and decrease recruiting costs while generating job opportunities for displaced employees.
- America's Job Link Alliance (AJLA) is an affordable information management system to support the operations of one-stop workforce development centers.
- Virtual One Stop (Geographic Solutions) - Comprehensive one-stop operating system providing a full range of one-stop services to individuals, employers, providers and staff via the Internet.

- Skills Matching and Referral Technology (SMART) 2010 program (NY) - Analyzes job seeker resumes for skills and work experience, then electronically matches them with job openings.
- CareerOneStop.org – U.S. Department of Labor's website offering career exploration and assessment, education and training resources, core services such as resume preparation and job search support, and links to state and local resources. Includes Reemployment portal for auto and Census workers.
- mySkills myFuture (released Labor Day 2010 by DOL) helps laid-off workers and other career changers to find and explore new occupations based on past work history and occupations: http://www.myskillsmyfuture.org/.
- TORQ™ (Transferable Occupation Relationship Quotient) - Is a commercially developed analytical tool offered by Workforce Associates, Inc., that links occupations based on the *abilities, skills*, and *knowledge* required by workers.

4. Social Networking

One of the most innovative aspects of the proposed system is its goal of harnessing the power of the Internet to assist job seekers in securing employment. Just as networking with colleagues and friends has propelled job searches in the past, the Emerging National Vision promotes the virtual exchange of information to identify job openings, training and educational opportunities, benefits information and career planning and guidance. This peer-to-peer feature would be eligible to all users but is particularly intended for the Generation X and Y job seekers who increasingly turn to social media sites such as Facebook, My Space, LinkedIn and others to post and exchange information. Among others, New York State's workforce system has enjoyed tremendous success with a dedicated Facebook page and the Secretary of Labor now uses Twitter, Facebook and YouTube to deliver the Department's message. The emerging system will be prepared to support the evolving trend of labor market and career information being shared through the Internet.

V. Recommendations for Implementation

Key Challenges/Barriers to Overcome and Recommendations for Implementation

During its deliberations, workgroup members identified a number of challenges that would need to be addressed in order for the National Emerging Vision to be realized. **The challenges and barriers were organized into four challenge areas: 1) Policy; 2) Resources; 3) Technology; and 4) Cultural.** The workgroup looked at the obstacles in each category and identified proposed solutions to those obstacles and recommendations for action. Below are the key challenges identified by the workgroup and their recommendations for addressing these challenges.

1. Policy Challenges and Recommendations for Action

- **Confidentiality of UI claimant information** was cited as a possible impediment by the workgroup members. In particular, the proposed vision is predicated on a system that is driven by an Integrated Workforce Customer Registration that would include customer identification information such as name, social security information, date of birth, address. This information would be collected only once from the individual and the appropriate customer information would be housed in a data warehouse and made available to individual programs, as needed. Appropriate data sharing agreements and/or memoranda of understandings (MOUs) would need to be developed so that confidentiality of information is secured and maintained and these agreements and MOUs would need to comply with any specific state laws. The benefits of an Integrated Workforce Customer Registration are that individuals are only asked to provide the same basic personal information one time and they are not subjected to multiple requests for the same information from separate program staff. The data warehouse concept is not the same as integrated data systems, which some states may chose or have chosen to develop. Instead, the warehouse system is the repository for customer identification information that can be drawn on by individual programs, as needed for the purposes of providing services to the individual.

  The states are in a better position, based on state law, regulations and funding availability, to decide how integrated these data systems should be among programs. However, ETA, through cross-program policy guidance technical assistance (TEGLs, UIPLs, TENs), can encourage states to share basic customer information for the purposes of improved customer service.

- **Changing the concept of profiling to one of "Real Time Triage"**--The use of profiling of UI claimants to identify those individuals likely to exhaust may be perceived as a punitive method to require UI claimants to report to the One Stop Career Center for reemployment services. However, an increasing number of states have updated their profiling models and have changed their policies and practices to use the results of the profiling in a proactive way, along with real time labor market information and tools that show transferable skills matches to provide individuals with real time information about available jobs, training and related services.

  The workgroup supports and recommends policies that move towards a different type of profiling--one that is centered on a "real time" assessment of the reemployment prospects of individual claimants based on such factors as:

- Work history
- Separation history
- Occupational and sector trends (high growth/high demand)
- Skills transferability
- Local and regional market needs/trends and more.

Federal, state, and local policies and practices should be updated to support the broader use of real time assessments throughout the reemployment process. **The workgroup recommends that these assessments or triages should occur at multiple points in the service delivery process to inform next steps for service delivery.** As much data as practical should be captured from the customer at the first point of contact and identification of any barriers such as language, accessibility, literacy, should be noted in order to target services. The workgroup recommends that policies, practices and tools focus on skills matching and transferability of skills in order to maximize reemployment and career advancement opportunities.

- **Performance measures for the UI program should encourage/support reemployment activities; not just timely and accurate payments –** The key performance measure for the UI program has primarily focused on timely and accurate benefit payments. **Under the Emerging National Vision, UI and reemployment service goals will have to be consolidated so that prompt payment and gaining employment are equally important**. Policies and procedures to support all reemployment activities should be encouraged at the federal and state levels.

2. Resource Challenges and Recommendations for Action

- **Cost allocation issues** and allowances as they pertain to leveraging staff resources from various programs (especially the UI program) present barriers to implementation. The workgroup noted that a more flexible and cross-trained staff would be needed to support a universal workforce registration system. For those customers that register for the system electronically, on their own, this issue is not as problematic. However, for customers that require/desire assistance in the registration process, this issue becomes more complex. Some workgroup members suggested that a small percentage of the various program funding streams be "fungible" to allow staff the ability to assist in this process. This would require legislation at the federal level. In other words, the workgroup recommended that ETA **treat the collection of customer information for the purposes of identifying the most appropriate menu of services as an allowable cost for all programs.**

- **Funding for updated systems, tools and technologies**--The on-going costs for maintaining and improving technology tools and systems was a key challenge identified by the workgroup. Some states are in the process of major modernization efforts for their UI benefit and payment systems, while others have invested a great deal of resources into the development of one-stop operating systems that may or may not

include a connection to the UI program. Beyond the operating systems, new tools and technologies are being produced constantly --but all of these have associated costs for developing, purchasing and maintaining.

The workgroup strongly believes that ongoing investments in tools and technologies will result in improved efficiencies and services to customers.

3. Technology Challenges and Recommendations for Action

- **Creating a common registration interface for multiple systems** was identified as a key challenge to overcome in implementing the vision outlined by the workgroup. Most states have developed separate program registration and reporting systems. To create an integrated workforce registration system may entail substantial costs.

  In the National Emerging Vision, there would be one integrated registration system that all programs use. As a stepping stone to this vision, the workgroup recommends that a data warehouse type of system stores core customer information that would then be available to partner programs within that state. By doing this, a single point of entry would be made available to customers, whether they enter the information themselves, or with staff assistance. This common data warehouse would feed into all partners' case management/registration systems. The extent of this challenge will vary greatly by state, depending on the current level of integration between programs. **The workgroup suggests that ETA could assist in facilitating consortia among states (perhaps facilitated by NASWA/ITSC) to help with the development of technology that would jumpstart these connections.**

- **Guidance and technical assistance on the use of social media tools** was another challenge identified by the workgroup. The use of social media tools such as Facebook, Twitter, MySpace, LinkedIn, webcams, communities of practice, distance learning platforms and other related tools is a new and exciting way for individuals to access the services of the publicly funded workforce system. Some states and local One Stop Career Centers are using and promoting these tools with their customers, while others are in the process of determining how best to use these new tools. **ETA can help build capacity in the workforce system to use social media and facilitate the sharing of the promising practices.**

4. Cultural Challenges and Recommendations for Action

- **Getting beyond the "turf" issues between UI, ES and WIA** was identified by the workgroup members as the largest "cultural" barrier to implementing the National Emerging Vision. This barrier includes changing the mindset of employees and modifying systems so that they work as seamlessly as possible for the benefit of the customer--both individual job seekers (UI claimants) and employers.

This challenge needs to be addressed in multiple ways, including making a case for employees to see the benefits of working together--across programs--for the benefit of the customer. Part of changing this mindset will be through the changing of automated systems and performance measures reward seamless behavior. **ETA can reinforce this issuance of system-wide policies and guidance that span across multiple programs. Similar system-wide policies and guidance should also be adopted at the state and local levels.**

Other solutions recommended by the workgroup to address the cultural challenges include:

- Cross-training of all staff so that they can provide more holistic services**. Customer service training should emphasize reemployment services throughout the process as well as how successfully placing job seekers into reemployment services can positively affect performance measures**. Upper management from all programs at the federal, state and local levels should actively support this cross-training.

- The **adoption of a reemployment measure that is the same for all programs**.

- Create incentives for states and locals to develop joint plans, policies and procedures that incorporate the National Emerging Vision outlined by the workgroup. **These incentives could include the establishment of pilot programs or grant opportunities, as well as peer-to-peer strategies facilitated by pairing "early adopters" with other states.**

- **Development of an outreach plan on UI trust fund solvency** that shows how this approach to serving the customers is a good business practice that will help address solvency problems.

- **Rename Unemployment Insurance to Reemployment Insurance.** This includes changing the customer mindset of the unemployment insurance program by changing the messages and collateral materials that are distributed at the one-stops, and on the websites to focus on reemployment of job seekers. A similar perception change was made when Welfare was rebranded as Temporary Assistance to Needy Families or TANF.

- **Rename and re-engineer UI profiling** and how it is used in the One Stop Career Centers to support a real time triage approach to reemployment.

5. Summary of Workgroup Recommendations

The preceding workgroup recommendations can be summarized into three broad concepts as prioritized by the members. They are:

1. The Emerging National Vision contains 10 areas involving the use of available or future automated tools to assist UI claimants and job seekers in gaining reemployment. **The workgroup recommends that ETA serve as an advocate** to implement the vision and encourage the use of tools to facilitate the four transformational aspects of the vision. Advocacy by ETA will also help overcome any cultural or policy issues that states may encounter in implementing some or all of the proposed system.

2. The workgroup recognizes that many aspects of the Emerging National Vision involve investments in staff development and system upgrades. **They are recommending ETA consider incentives** to encourage states to adopt these changes. This addresses the need for flexibility in cost allocation between the UI and workforce systems and their potential need for additional funding to make infrastructure investments.

3. The Integrated Workforce Customer Registration, Real Time Triage and Transferability of Skills/Job Match areas outlined in this report would benefit from direct ETA investment. **The workgroup is recommending that ETA fund pilot projects** to develop open source platforms for each feature that could then be adopted by states on a voluntary basis. This recommendation addresses the concern of the workgroup regarding implementing new technologies that are proven and accessible to states. Having ETA fund pilot projects will expedite development and reflect the broadest possible spectrum of state needs. Using open source software will also increase the utility of any automated tools by allowing states to modify the systems to meet their specific requirements without incurring licensing or sole-source consulting fees. These pilot products and approaches could be introduced to the broad workforce system through forums or institutes where states would have access to the developers and learn firsthand how to utilize these tools. The forums would also allow for peer-to-peer exchange between state IT managers regarding lessons learned implementing these automated systems.

VI. Communicating the Vision

The National Emerging Vision recommended by the workgroup is not a one-size-fits-all approach to providing seamless services to UI claimants. As outlined in this document, the vision is predicated on the concept of UI claimants as job seekers and a system that is driven by an integrated workforce customer registration as the entry to the nation's "reemployment system" – and offers a coordinated customer-centric focus with full partner access. The UI claimant process is seen as a part of the broader "job seeking" process and customers are treated as job seekers. Services are available via the Internet as well as other traditional means such as in-person and over the phone – but the Internet access is supported by dynamic social networks linking customers, career counselors, employers and educators. Service delivery is driven by fully-integrated staff that is themselves driven by customer outcomes rather than by

separate, funding streams. The system is focused on skills transferability, is data driven, measureable and accountable (both to the law and to customer needs).

State and local workforce system leaders will likely have a variety of different reactions to the recommendations contained in this report. The workgroup had representatives that were in different stages of connecting their UI and workforce systems. However, there was clear consensus among the workgroup on the National Emerging Vision.

Some states and local areas have already adopted many of the suggested recommendations outlined in the report and may even have additional recommendations and tools to share that will help further the vision. Other states and local areas may take issue with some of the recommendations and may have concerns with some of the suggested changes outlined in the report.

In its discussions about communicating the vision, the workgroup identified a number of stakeholders at the national, state and local levels that should potentially be briefed on the efforts to connect UI and workforce programs. Below are the various agencies, offices and interest groups that were mentioned:

- **Department of Labor**: Top management at the U.S. Department of Labor, including the Secretary of Labor and ETA Assistant Secretary will have to play a critical role in announcing and supporting this reengineering process. Other offices within DOL that will play important roles include the Assistant Secretary for Policy, senior staff in ETA's Offices of Workforce Investment and Workforce Security (UI) and the Regional Administrators and their staff working with state and local workforce agencies.

- **Federal and national level**: Other federal offices that may be interested in this include the staff at the Domestic Policy Council, the Office of Management and Budget (OMB), and appropriate program offices at the Departments of Education and Health and Human Services, which have customers that are often customers of the one-stop career center system. In addition to federal agencies, the Congressional Committees with jurisdiction over WIA/ES and the UI programs should be briefed on the vision. These committees include the House Ways and Means Committee, the House Education and Labor Committee and the Senate Finance Committee and Senate Health, Education, Labor and Pensions Committee. The Government Accountability Office (GAO) should also receive information on the vision.

  National intergovernmental organizations such as NASWA, the National Governors Association, National Conference of State Legislatures, the National Association of Workforce Boards, the National Association of Counties and the Conference of Mayors should be briefed. In additional, organizations that represent organized labor (AFL-CIO, AFSCME, SEIU, and UAW) and business (U.S. Chamber of Commerce, National Association of Manufacturers) are important constituent groups that should receive

information on the vision. The National Employment Law Project (NELP), which focuses its efforts on the UI system, would have a special interest in this initiative.

- **State level:** State Workforce Administrators and the state executive staff that oversees and manages the UI, ES and WIA programs should be involved in this initiative. Other key staff that will have a role in implementing the vision at the state level would be IT staff and labor market information directors. States may also wish to involve their governors' offices as well as key staff at the state legislature that oversee workforce and UI programs. Finally, State UI Advisory Councils would have an interest in the vision.

- **Local level:** Local workforce investment boards, community partners, community-based organizations, one-stop operators/managers, local elected officials, local One Stop Career Center staff are also stakeholders to this initiative.

- **Job Seekers/UI Claimants**: The customers (employers and job seekers) who will access the system may be the most important stakeholder in this attempt to reconnect UI and Workforce programs. A less technical and easy to understand campaign will need to be mounted to educate customers on the services and benefits available to them and how to access this support.

The message for each of these audiences would need to be tailored to the group, using business cases to show why the new vision would result in an improved system for the customer. As an example, the business case for House and Senate staff or the Office of Management and Budget would focus on the potential savings to the UI trust funds that could result with a more targeted triaged approach to providing reemployment services to UI claimants. Ultimately, all audiences should understand the context of what the workgroup set out to accomplish and how improvements in technology and customer choice in how services are delivered provide an opportunity to better connect the UI program to the larger publicly-funded workforce system.

The key audiences to educate on the vision are state and local policymakers and staff of the One Stop Career Center system. These individuals are the individuals that will ultimately be responsible for implementing any changes in service delivery and developing policies to support these changes. **Because states and local areas are in different stages of fulfilling the vision, it is recommended that ETA hold regional forums that bring together state teams that represent the all programs to discuss how to better connect these systems. Likewise, states should hold similar forums with local workforce leaders and front-line staff.**

As part of these forums, ETA and states can **assist in communicating the vision by issuing multi-program-wide policy letters that encourage integration of systems and encourage the use of tools to facilitate the four transformational aspects of the vision**. Other steps that could be taken include presenting the ideas set forth in the report at various conferences held at the national, state and local levels.

The workgroup recognizes that many aspects of the Emerging National Vision involve investments in staff development and system upgrades. They are recommending **ETA consider incentives to encourage states to adopt these changes.**

Lastly, the Integrated Workforce Customer Record, Real Time Triage process and Transferability of Skills/Job Match would benefit from direct ETA investment. **The workgroup is recommending that ETA fund pilot projects to develop open source platforms for each feature that could then be adopted by states on a voluntary basis.**

Appendix A – Workgroup Members

Connectivity Workgroup Members	Originating Organization
Elisabeth Buck	State WF Agency
Larry Temple	State WF Agency
Rochelle Webb	State WF Agency
Karen Coleman	State WF Agency
Bonnie Elsey	State WF Agency
Jim Wrobleski	State WF Agency
Scott Eychner	State WF Agency
Jerry Haisler	Local WIB/One Stop
Mike McQuaid	Local WIB/One Stop
Carol Rayburn	Local WIB/One Stop
Jeff Whitehead	Local WIB/One Stop
Scott Sheely	Local WIB/One Stop
Jerry Vitzthum	Local WIB/One Stop
Stephen R. Duval	State UI Director
Hal Bergan	State UI Director
Jerry Pectol	State UI Director
Tom Clendenning	State UI Director
Roy Mulvaney	State UI Director
Project Sponsors	
Gay Gilbert	USDOL
Grace Kilbane	USDOL
Dale Ziegler	USDOL
Mary Alice McCarthy	USDOL
Adriana Lopez	USDOL
Jacqui Shoholm	USDOL
Cheryl Martin	USDOL
Lloyd (Pete) Fleming	USDOL
Tim Martin	USDOL
Steve Narolewski	USDOL
Steve Scott	USDOL

Project Administrators	
Rich Hobbie	NASWA
Bob Simoneau	NASWA
Pam Gerassimides	NASWA
Charlie Terrell	NASWA
Don Wehbey	NASWA
Yvette Chocolaad	NASWA
John Quichocho	NASWA
Joe Vitale	NASWA
Project Support: Maher & Maher	
Rick Maher	Facilitator
Bruce Rankin	Consultant
Katy Cashen	Consultant
Susan Tartaglino	Project Administration
Patty Kosowsky	Knowledge Manager

Appendix B – Project Charter

TEAM CHARTER
for PHASE I

I. MISSION

To support states in developing new strategies to connect and integrate unemployment insurance (UI) claimants into the Workforce System, by:

- Defining and supporting a collaborative Federal/State vision for connecting the two systems for the benefit of employers and individual UI customers;
- Defining the continuum of resources available to a UI claimant for reemployment services; and
- Identifying tools and solutions, and informing policy, to support the UI and Workforce Systems in achieving that vision.

II. UNEMPLOYMENT INSURANCE AND WORKFORCE SYSTEM CONNECTIVITY WORKGROUP (CONNECTIVITY WORKGROUP) STRUCTURE

This newly formed Connectivity Workgroup will use a change management structure that creates a series of roles and responsibilities that will foster collaboration and consensus.

The **CONNECTIVITY WORKGROUP SPONSOR** is ETA's Office of Unemployment Insurance (OUI). Their role is to guide the project and ensure that final recommendations are gathered and supported through implementation. The Sponsor is responsible for:

- Ensuring that the mission is adopted and pursued by all parties to the project
- Providing guidance, access to information, and timely feedback
- Addressing roadblocks and process obstacles that cannot otherwise be resolved
- Attending Connectivity Workgroup meetings when and if necessary
- Ensuring Connectivity Workgroup members' availability to serve and support the project
- Receiving, reviewing and refining the Connectivity Workgroup's recommendations
- Ensuring that ETA Offices work collaboratively, in an integrated fashion, to support the System Integration Vision as adopted and approved.

The **CONNECTIVITY WORKGROUP** is the core work group for the project. It is comprised of representatives from ETA's national and regional offices, State Workforce Administrators and UI Directors (and staff) and representatives of Local Workforce Investment Boards. Its role is to work collaboratively to develop:

- The vision for connecting UI claimants to the Workforce System;
- Recommendations to implement the vision; and
- Recommendations for developing tools and solutions to support the UI and Workforce Systems in achieving that vision.

Connectivity Workgroup Members	Originating Organization
Elisabeth Buck	State WF Agency
Larry Temple	State WF Agency
Rochelle Webb	State WF Agency
Karen Coleman	State WF Agency
Bonnie Elsey	State WF Agency
Jim Wrobleski	State WF Agency
Scott Eychner	State WF Agency
Jerry Haisler	Local WIB/One Stop
Mike McQuaid	Local WIB/One Stop
Carol Rayburn	Local WIB/One Stop
Jeff Whitehead	Local WIB/One Stop
Scott Sheely	Local WIB/One Stop
Jerry Vitzthum	Local WIB/One Stop
Stephen R. Duval	State UI Director
Hal Bergan	State UI Director
Jerry Pectol	State UI Director
Tom Clendenning	State UI Director
Roy Mulvaney	State UI Director
Project Sponsors	
Gay Gilbert	USDOL
Grace Kilbane	USDOL
Dale Ziegler	USDOL
Mary Alice McCarthy	USDOL
Adriana Lopez	USDOL
Jacqui Shoholm	USDOL
Cheryl Martin	
Lloyd (Pete) Fleming	USDOL
Tim Martin	USDOL
Steve Narolewski	USDOL
Steve Scott	USDOL

Project Administrators	
Rich Hobbie	NASWA
Bob Simoneau	NASWA
Pam Gerassimides	NASWA
Charlie Terrell	NASWA
Don Wehbey	NASWA
Yvette Chocolaad	NASWA
John Quichocho	NASWA
Joe Vitale	NASWA
Project Support: Maher & Maher	
Rick Maher	Facilitator
Bruce Rankin	Consultant
Katy Cashen	Consultant
Susan Tartaglino	Project Administration
Patty Kosowsky	Knowledge Manager

Connectivity Workgroup members will also be expected to:

- Attend all virtual and in-person Connectivity Workgroup meetings as collaborative team members (rather than representing a certain rank or office);
- Perform anticipated additional work in between meetings;
- Design and map the Ideal and "Can Be" processes;
- Present recommendations for the vision and tools to the Project Sponsors; and
- Assist in implementing recommendations by serving as connectivity champions throughout the Federal/State system.

The **PROJECT ADMINISTRATOR** is NASWA/ITSC. The role of the Project Administrator is to:

- Appoint a single Point of Contact (SPOC) to coordinate project logistics and day-to-day communications;
- Provide full project management services, from the beginning of the project through completion and presentation of the final report;
- Identify research materials and work with the Project Facilitators to synthesize research materials; and
- Provide guidance and support to the Project Facilitators and the Connectivity Workgroup.

The role of the **PROJECT FACILITATORS** (Maher & Maher) is to work under the direction of NASWA/ITSC to synthesize research materials, facilitate the Connectivity Workgroup meetings and to provide ongoing subject matter expertise to the overall Workgroup. From the beginning, facilitators will emphasize that the relationships within and between the Connectivity Workgroup's organizational elements are to be collaborative and dedicated to quality "dual customer" service.

The Connectivity Workgroup Facilitators will:

- Maintain a Collaborative Workspace (CWS) for all project personnel;
- Facilitate all Connectivity Workgroup virtual and in-person meetings;
- Maintain continuous contact with the Project Administrator as to project progress and status;
- Maintain communication with the Connectivity Workgroup between its virtual and in-person meetings;
- Conduct status check and decision point meetings with the Team Sponsor as required; and
- Prepare a final report that will include consensus-based recommendations for the key elements listed in the Mission Statement.

The Connectivity Workgroup may recruit **EXTERNAL STAKEHOLDERS** to contribute specific subject matter expertise to the Workgroup's work on an as-required basis.

III. Deliverables

We anticipate the following deliverables in achieving the Connectivity Workgroup's mission:

1. Create and maintain a detailed Project Plan
2. Provide monthly status reports
3. Assist in migrating content from the CWS to ETA's Reemployment Community of Practice (COP) at the completion of Phase I
4. Deploy a project Collaborative Workspace (CWS)
5. Collect, review and synthesize currently available related research from various sources
6. Facilitate the Connectivity Workgroup through the entire process described above
7. Prepare final report as described above

IV. TIMELINE

Approx. Date	Activity	Comment
5/11	Project Kick-off Meeting (ITSC – ETA)	Finalize project approach and project plan. Other set-up activities. Complete Project Charter (defines roles, mission, and timeline).
6/1	Review & Synthesis of existing materials complete	Two man-weeks of consulting/analyst time to review and synthesize materials, brief principles and prepare summary report for the workgroup.
6/10	Kick off Webinar	Meet with workgroup. Define mission and discuss Project Charter and team member role(s).
6/22-23	In Person Meeting # 1	Review and accept Charter Discuss Process Define "As-Is" Condition Create Problem Statement
7/1	Report of First Meeting Delivered	
7/12	Webinar # 2	Present findings of emerging "best and promising practices" (Fuels visioning of an ideal system)
7/20	Webinar # 3	Brainstorm "Characteristics of an Ideal System" (defines benchmarks for Ideal system discussion)
7/27-28	In Person Meeting # 2	Create the Ideal Vision Define customer value statement Define the "Can-Be" Process
8/16	Webinar # 4	Review the Can-Be Vision in final form List of Recommendations
9/15	Final Report – Draft 1 Completed to ITSC	
9/22	Webinar # 5	Review Draft Report and gather comments from workgroup
9/30	Final Report Submitted	

Appendix C – Synthesis Paper

Unemployment Insurance and Workforce System Connectivity Initiative

Synthesis Paper of currently available research on current practices, methods, and processes states and locals use to connect Unemployment Insurance (UI) claimants to workforce system services

Crafted with pride by:

Maher & Maher
www.mahernet.com

June 2010

Contents

I. Scope

The publicly-funded workforce system is in the midst of responding to the most severe recession in decades. As part of this response, many states have developed new and innovative strategies to better connect Unemployment Insurance (UI) claimants with the Workforce system using fund sources such as the Reemployment Services funding provided by the American Recovery and Reinvestment Act (ARRA) and REA funds.

The Employment and Training Administration (ETA) engaged the Center for Employment Security Education and Research, Information Technology Support Center (CESER/ITSC) to initiate a two-phased effort to develop a national vision for improving the UI and Workforce systems' connection. Phase I includes the organization of a national vision and an implementation plan. As part of this first phase, a National Workgroup made up of individuals at the Federal, State and Local levels of the publicly-funded workforce system has been formed for the purpose of developing a national vision and models for serving UI claimants as a key customer of the workforce development system. Phase II will be the development of the systems, tools and processes identified in Phase I that are necessary to implement this plan.

As part of Phase I, this synthesis of currently available research has been prepared. It summarizes findings from the Reemployment Summit and Regional Forums held in 2009 as well as current practices, methods, and processes states and locals use to connect UI claimants to workforce system services. This synthesis is meant to inform the National Workgroup as it embarks on its mission to develop a national vision and models.

II. Background and History

Since the mid-1990s, State Workforce Agencies have been transitioning from an in-person unemployment insurance (UI) claims system that was provided in local UI offices to a virtual system that provides these services either over the phone or through the Internet.

According to the U.S. Department of Labor, currently 85 percent of UI initial claims and 95 percent of continued claims are processed by telephone and the Internet. Most One-Stop Career Centers across the country have no UI program presence, except for remote access assistance in the form of a telephone or computer for access to Internet claim websites.

One of the results of the movement to a "virtual" way of providing UI services is the lack of a strong connection between the UI program and the rest of the services of the publicly-funded workforce system including reemployment, job search and career counseling. The flat-funding of the Wagner-Peyser Act (employment services) over the last decade has added to this disconnect and has made it difficult for states and local one-stop centers to provide more staff-assisted services to UI claimants. Various efforts
and funding have been made available by the federal government over the past several years to address the disconnect such as the Worker Profiling and Reemployment Services (WPRS) and/or the Reemployment and Eligibility Assessment (REA) initiatives, however many UI claimants no longer have a clear connection point to the wide array of employment and training services offered through One-Stops and/or other parts of the workforce system.

However, advances in technology and the wide use of the Internet for job search, career/workforce information and resume-building tools have expanded the reach of the publicly funded workforce system by providing self-service options for UI claimants and other individuals to receive career and workforce information and job openings on-demand. Many of these services are available 24/7, and can be accessed from individuals' homes, public libraries and schools.

While technology adds great customer value, we also know that research over the years has shown that worker profiling, coupled with the receipt of Job Search Assistance (JSA), is an effective and efficient way to speed referred claimants' return to productive employment. As far back as October 17, 1997, ETA issued Employment Service Program Letter (ESPL) No. 01-98: **Reemployment Services for Unemployment Insurance (UI) claimants through State Worker Profiling and Reemployment Services (WPRS) Systems. This ESPL** transmitted information and policy recommendations to State Workforce Agencies that was intended to assist them to improve the quality of reemployment services to profiled and referred UI claimants.

The following recommendations, taken from various Departmental studies and reports at the time, were provided to states to help improve the quality of reemployment services and speed claimants' transition time from unemployment to reemployment. Later in this report more recent recommendations and ideas will be highlighted, but it is clear from the research that many of the recommendations made back in 1997are important context – even in today's environment. Key recommendations from the 1997 ESPL include:

- **Provide JSA Early.** Those claimants who have the skills and experience required to fill suitable job openings should receive immediate job referrals; other claimants need to be quickly referred to other reemployment services necessary to become reemployed. Early intervention accelerates job finding and increases the likelihood of rapid reemployment.

- **Individualize Services and Customize Service Plans.** In order to supply each claimant with the blend of services that optimizes his or her likelihood of attaining rapid reemployment, it was recommended that States provide referred claimants with customized service plans, as well as individualized services that use either person-to-person or group methods. Rather than a "one size fits all" approach, services should be tailored to claimants' individual reemployment needs. In this way, the value of the reemployment services provided to referred claimants can be maximized, and cost efficiency in service provision may be realized.

- **Provide More and Better Services.** Ultimately, the objective of reemployment services for referred claimants is to help them find suitable jobs as quickly as possible. To do this, the reemployment services offered should be extensive, and participation requirements ought to be tailored to the individual's needs. The existing menu of reemployment services in 1997 included resume preparation, information on interviewing techniques, counseling, and aptitude and interest testing. Expanded services recommended at the time included:

  - Workshops that include employer representatives to provide "real world" job hunting techniques and information about jobs and occupations;

  - Job Clubs that encourage peer-to-peer job networking;

  - Reevaluation of claimants' service plans after participation in Job Search Workshops or Job Clubs;

  - Job loss counseling to help claimants adjust to the devastation of unemployment;

  - Financial counseling to provide advice on such topics as spending priorities and maintaining medical insurance while unemployed; Seminars or workshops that teach tools and techniques for utilizing computer-based JSA and other State job bank aids; and

  - Technology that uses continued-claim voice response units to link claimants to State job banks and America's Job Bank.

- **Increase Service Capacity.** States were encouraged to seek ways to increase their flexibility to match local need for reemployment services to local capacity for providing these services. Recognizing that in some States, increasing the number of front-line staff may not be an option within their current budgets, ETA encouraged States at the time to consider other options for ensuring that referred claimants receive the reemployment services that they need in order to attain employment. This included collaborating with other workforce development service providers who provide reemployment services.

- **Automate Service Plans.** In order to facilitate the tracking of referred claimants' service participation, ETA recommended that States automate service plans for referred claimants. According to Departmental studies, numerous States report using an automated tracking system in which each claimant's individual service plan is entered into a computer system so that the claimant's progress in services can be automatically tracked against the plan.

Clearly, the one biggest change from 1997 is the impact that technology has had on all aspects of services--both the UI claim process as well as the kinds of reemployment services that are provided to UI claimants to help them return to work. But as the following sections in this paper will show, many of the interventions that have been successful in the last few years are very similar to the recommendations made nearly 15 years ago.

III. Overview of States/Locals Practices in Connecting UI Claimants to Workforce System/Reemployment Services

During the summer of 2008 and into the first quarter of 2009, ETA sponsored a series of Regional Forums on Reemployment. These culminated in a national summit conducted in Baltimore in January 2009. These events focused on the implementation of the American Recovery and Reemployment Act and increasing reemployment services through the workforce system.

The backdrop to these forums was that there was a significant increase in numbers of individuals receiving UI across the country and a huge increase in traffic at the One-Stop Centers. As a result, States looked at ways to shift staff and processes in an effort to find creative solutions to meet demand at the point of service.

ETA's ongoing effort to redesign reemployment functions and services include meeting the needs of unemployed workers, linking workforce and economic development functions, and developing and implementing strategies to support a workforce that is competitive in the global economy. Common themes across all the forums included:

- providing flexible service delivery,
- conducting skills assessment,
- exploiting technology and electronic tools, and
- collecting, analyzing and providing access to actionable workforce data.

A significant portion of the Reemployment Forums focused on the growing gap between the UI system and the rest of the publicly-funded workforce system and how best to reconnect them.

The following highlight findings and recommendations from the summit and forums as they relate to strengthening the UI-Workforce connection. All of these findings and recommendations have been or are being implemented to some extent in states and local areas.

Summary of Reemployment Summit and Forums Findings and Recommendations

- Many states have increased the use of profiling to identify UI claimants likely to exhaust their benefits and link them with job openings that match their skills and experience.

- States have increased collaboration and integration in One-Stop Centers by cross-training staff.

- States are integrating labor market information into career counseling to more efficiently link job seekers with openings.
- States are minimizing repeat data collection by sharing data between programs (where appropriate).

- Transition teams or Rapid Response teams for large layoffs have increased to mobilize resources to serve affected workers and introduce them to the workforce system sooner into the layoff process.

- States are increasing the use of data mining to link job seekers with employers who are not engaged with the workforce system.

- Web 2.0 tools such as Twitter, social and business networking sites and text messaging are increasingly being used in some states and local areas for outreach, job referrals and available services.

- States are beginning to add mapping and Geographical Interface Systems (GIS) features to labor exchanges.

- States have increased their on-line tools such as assessment tools, and resume writing and interviewing skills workshops for job seekers

Survey of State Workforce Agency Administrators

The National Association of State Workforce Agencies (NASWA) commissioned a series of surveys in 2009 and 2010 to assess the state of the publicly-funded workforce system as it responds to the recession of 2008/2009. Among these reports are several surveys of State Workforce Administrators on the outcome of the efforts put into place as the result of Recovery Act funding and a comprehensive examination of One-Stop Career Centers.

In one survey, NASWA reported the following observations or achievements following implementation of the Recovery Act workforce provisions/funding:

- There was increased and improved coordination between UI and workforce systems (reemployment and job training services).

- Recovery Act funding allowed for improved triage of job seekers and expanded staff capacity to assess customers and conduct skills transferability analysis.

- Most states indicated a priority of linking reemployment services (RES) to UI claimants including: job finding and placement services; job search workshops; assessment and career counseling; making available LMI; and, integration of Employment Service and UI information technology to better serve customers.

This same survey indicated that the majority of states reported that their number one priority was to use Recovery Act funds to expand services to UI claimants. These services were guided, in large measure, by the use of UI profiling systems to identify job seekers most likely in need of additional assistance. A general strategy reported by the states through the survey was better coordination of WIA, RES and Wagner-Peyser funding to provide UI claimants with a full array of services. Examples of expanded services to UI claimants found in the survey included:

- Use UI profiling to prioritize services
- Increase in the number of job search/assistance workshops
- Increased use of assessment and career counseling services, including more staff assisted and one-on-one career guidance and counseling
- More referrals to job training and/or job openings
- Increased integration of ES and UI information technology systems resulting in immediate and automated job openings being sent to UI claimants
- Increase in the number of UI claimants receiving on-site, in-person support
- Increased oversight and use of the UI work test which ensures that UI claimants are actively looking for work
- Increased use of Individual Reemployment Plans
- Increasing the capacity of staff to employ technology tools (profiling, AutoCoder, LMI, etc.) to link reemployment services to UI claimants.

Nearly all states that responded to this survey indicated that the Recovery Act funding had allowed for closer coordination between UI and One-Stop services. In the same survey, states reported that they had exhausted, or were about to exhaust their Recovery Act funds for workforce programs. The results indicated that many of the coordination activities would not be sustainable without continued funding.

Examination of One Stop Career Centers and Workforce Services

The Brookings Institution, with support from the Hamilton Project, completed an assessment of the One-Stop Career Center system in April 2009. It provided detailed information on the cost of providing core services (career counseling, skills workshops, LMI, job matching and training) and who receives support. With respect to this project it discusses various strategies and approaches that help transition UI claimants back into the workforce.

The first recommendation made in the report was the need to improve UI claimant job search assistance and work search screening. The author cites research that shows high quality and intensive job search assistance results in faster job placement without an appreciable decrease in future earnings. A similar improvement in job placement can be traced to increased work-test enforcement (ensuring that UI claimants are actively seeking employment and/or training). The author posits that additional funding for expanded core services to UI claimants would be more than offset by decreases in UI outlays.

The author highlights a pilot program conducted in Washington State which demonstrated the increased return on investment tied to more intensive services and direct engaging UI claimants. The study showed that self reporting resulted in increased periods of income support while requiring in-person reporting of work-search results reduced payments. A similar improvement was shown in a pilot where

UI claimants were offered a cash bonus for quickly returning to work. These results indicate that more intensive screening and services reduce the period of income support.

Tied to improved and expanded services are investments in information technology infrastructure. State-of-the-art systems in use in several states continuously monitor job listings and automatically notify job seekers via e-mail of potential job openings. These systems include easy to use on-line sites to collect information and allow job seekers to link with public labor exchanges. Besides providing a critical service, these automated systems free up staff to provide more complex and intensive services yielding a double benefit.

The report summarizes its findings by highlighting five recommended actions to expedite the job search and placement process:

1. Increase the frequency of UI claimant call-ins for work-search screening
2. Provide high-quality job search assistance
3. Expand job listings in public labor exchanges to increase the possibility of a match between an opening and job seeker
4. Provide more thorough assessment and counseling for prospective trainees
5. Make additional investments in job training programs

In summary, the Brookings study recommends a $4 billion increase in One-Stop funding to expand services, particularly to UI claimants. It goes on to suggest a revamping of performance measures to more effectively allocate limited training resources. This approach would fund the hiring of nearly 40,000 staff members at One-Stops to provide expanded job search assistance and training. The author estimates a 3.9 to 1 return on investment through reduced income support and higher tax revenues.

IV. Promising/Proven Practices

The research and findings presented above have identified a number of promising practices to facilitate the connection of UI claimants to core workforce services. These practices can be separated into three broad categories: Information Technology, Policies and Procedures, and Capacity Building. In this section are presented recommendations that could improve connectivity between the UI and Workforce systems.

Information Technology

A number of states have addressed the challenges of the recent recession by employing technology systems to serve more customers with limited staff and declining budgets. A good example is how one state has implemented an automated system that allows UI claimants to schedule return calls when there is heavy call volume. The system allows individuals who will have a wait time of more than two minutes to elect to opt out of the call. While similar to systems used by airlines and other high traffic

call centers, it goes further by allowing users the option of leaving a call-back number and the ability to specify the day and time for the return call.

This system has been quickly embraced by individuals seeking information on UI benefits as well as workforce system information. An added bonus is that it is expected to save money by more efficiently using existing phone systems.

Another state has set out to design a centralized data management system that will serve as a point of intake for all residents seeking support. It will expedite case management, facilitate service delivery, and allow for efficient reporting. This system builds on the One-Stop premise of providing customers with all of the program services that they are eligible for at one location and with one application. The old business model forced customers to apply for program services multiple times at multiple locations, physically as well as virtually. This resulted from each of the employment and training programs and benefit providers having their own offices and information systems that didn't "talk" to any of the other ones. This “siloed” approach leads to increased customer frustration, inefficient staff workload, and data redundancy and degraded data integrity.

In response, several states are in the process of linking labor exchanges and unemployment insurance systems, and including the human services agencies that serve TANF participants. The general approach of these systems is to share information in real time so that the activities of mutual or co-enrolled customers are also present in the real-time reports. This data is then available to front line staff to allow for connection of UI claimants to workforce services. This new business model of a centralized point of intake, case management, service delivery, and reporting will enable One-Stop center staff to enter intake information for customers just once for multiple employment and training programs and to retrieve it statewide. These systems also include functionality allowing One-Stop center staff to query and retrieve information from legacy systems - Employment Services (ES), Unemployment Insurance (UI), and social service support programs such as Food Stamps, Temporary Assistance to Needy Families (TANF), and SSI (Supplemental Security Income).

Another state has reduced administrative costs associated with records management and increase productivity by more efficiently processing cases. The state engaged stakeholders to design and create a central document management system, which includes a web-based user interface, custom search, scalable infrastructure and applications. The system has increased process performance, reduced cycle times and improved productivity.

A number of states have implemented automated systems to match UI claimants with job listings. Notable among these systems are AutoCoder and OccuCoder. These are software applications that do automated occupational coding using the O*NET-SOC occupation codes. These software tools are used to help identify the appropriate occupational code for individuals looking for a job or applying for Unemployment Insurance. Job openings in online job banks are also coded with the closest O*NET occupational code describing the job. Job seekers can then be easily matched with job openings through the use of these tools. CESER/ITSC has just completed development of OccuCoder, which is the next generation of automated occupational coding. These systems provide workforce system staff a head start in helping job seekers identify opportunities. The practice of linking UI claimants to job openings has contributed to reducing UI claims duration.

Policies and Procedures

A number of states have integrated UI and workforce services to better serve job seekers and to reduce administrative costs. The integration of services among multiple workforce development programs is accomplished by such means as co-enrollment, staff cross training, common MIS, or other means at the One-Stop level; or through cross-program performance measures.

A 2006 evaluation study conducted by SPRA examined six states (Florida, Michigan, Oregon, Pennsylvania, Texas, and Utah) that have made workforce services integration a priority. In the study they identified key leadership elements that were necessary for successful implementation.

These included engaging multiple state levels of leadership:

- Governor's leadership is critical.
- Bipartisan support can smooth the way for changes requiring legislative action and reduce the risk posed by partisan shifts in the governorship and legislature.
- Governor's cabinet must also be committed to the change. High-level gubernatorial appointees across the spectrum of changing agencies and programs must be committed to the proposed change.
- Local leaders must be empowered to make decisions that allow them to tailor the change to their areas, in the context of strong state leadership. Thus, the state must provide training and evaluate efforts in order to maintain adherence to the change.
- Local supervisors and line staff must be "brought on-board" to support the change. Supervisors are a critical link between administration and front line staff. They have the potential to support or derail the process.

The researchers found that the local system should be operated with the state's imprimatur. Survey respondents had different opinions on the importance of local level involvement and leadership in change efforts, but all supported a strong state role.

Capacity Building

Several of the cited studies address the issue of staff capacity and training. Pilot programs expanding workforce services to UI claimants called for flexible, creative, and enthusiastic staff experienced in serving job seekers likely to exhaust their benefits. Implement new approaches to serving customers will require an investment in change management. This could include defining and instilling new values, attitudes, norms, and behaviors within an organization; building consensus among customers and stakeholders on specific changes designed to better meet their needs; and planning, testing, and implementing all aspects of the transition from one organizational structure or business process to another.

V. Summary

The studies cited in this report all indicate that worker profiling linked to core workforce services yields shorter duration claims histories and higher average wages for placed workers. To achieve these outcomes states must consider investments in Information Technology infrastructure, process improvements and/or staff training and development. The obvious challenge is how to implement these changes in the face of declining budgets. The goal of the UI Connectivity Work Group will be to examine these options, apply the membership's extensive insight, and formulate options for the greater workforce system to consider.

Bibliography

1. Martin, C., Kolodny, E., Dang, C. & Malui, O. (2009). "Regional Recovery and Reemployment Forums – Final Report." TATC Consulting.
http://www.doleta.gov/pdf/Regional_Forums_Final_Report_062609.pdf

2. Benus, J., Poe-Yamagata, E., Wang, Y. and Blass, E. (2008). "Reemployment and Eligibility Assessment (REA) Study." IMPAQ International.
http://wdr.doleta.gov/research/FullText_Documents/Reemployment%20and%20Eligibility%20Assessment%20(REA)%20Study%20Final%20Report%20March%202008.pdf

3. Jacobson, L. (2009). "Strengthening One-Stop Career Centers: Helping More Unemployed Workers Find Jobs and Build Skills." The Hamilton Project/The Brookings Institution.
http://www.brookings.edu/papers/2009/0402_jobs_skills_jacobson.aspx

   Chocolaad, Y. (2010). "Results of a Survey of State Workforce Administrators on Early Implementation of the Workforce Provisions of the Recovery Act." National Association of State Workforce Agencies.
http://www.workforceatm.org/sections/pdf/2010/NASWAFinalWorkforceSurveyResults.pdf

4. Wadner, S.A. (October 2008). "Employment Programs for Recipients of Unemployment Insurance." *Monthly Labor Review*, 17-27.
http://www.bls.gov/opub/mlr/2008/10/art2full.pdf

   O'Leary, J.C. (June 2006). "State UI Job Search Rules and Reemployment Services." *Monthly Labor Review*, 27-37. http://www.bls.gov/opub/mlr/2006/06/art3full.pdf

5. Employment Service Program Letter No. 01-98: ***Reemployment Services for Unemployment Insurance (UI) Claimants Through State Worker Profiling and Reemployment Services (WPRS) Systems,*** **October 17, 1997**

6. Almandsmith, S., Ortiz Adams, L., Bos, H. (2006). "Evaluation of the Strengthening the Connections Between Unemployment Insurance and the One-Stop Delivery Systems Demonstration Project in Wisconsin." Berkeley Policy Associates.
http://www.workforceatm.org/recovery/WI%20Evaluation%20of%20the%20Strengthening%20the%20Connections%20Between%20Unemployment%20Insurance%20and%20the%20One-Stop%20Demonstration%20Project%20in%20Wisconsin%20-%20Final%20Report%20(2).pdf

7. Strategies for Integrating the Workforce System: Best Practices in Six States, (2006), Social Policy Research Associates (SPRA)
http://www.spra.com/pdf/Workforce_Integration_Strategies_in_Six_States_3415.pdf

Appendix D – Glossary of Terms

As-Is: existing state of the UI and workforce systems' connection

BRI: Benefit Rights Information - information on their right to appeal that is provided to individuals denied UI benefits due to lack of meeting the eligibility requirements.

CESER: Center for Employment Security Education and Research

Customer Bill of Rights: Rights, as proposed by the workgroup, that a customer should be able to expect when they interact with the public workforce system

DOL: U.S. Department of Labor

Emerging National Vision: Vision for a future-state system that better links UI claimants with reemployment opportunities and services

ES: Employment Service

ESPL: Employment Service Program Letter

ETA: Employment and Training Administration

Ideal Vision: "Can-Be" vision statement developed by the workgroup for improving the UI claims process and delivery of reemployment services

ITSC: Information Technology Support Center

IVR: Interactive Voice Response

Menu of services: Services that ideally should be made available to all UI claimants (and job seekers) entering the workforce system

mySkills myFuture: New ETA website that identifies job openings based on past or current occupations

NASWA: National Association of State Workforce Agencies

National Workgroup: Individuals at the federal, state and local levels of the publicly-funded workforce system that developed the Emerging National Vision and recommendations.

NLX: National Labor Exchange

Occu/Auto-Coder: Automated tool for job searching

One Stop Career Center: Locally-operated career center offering publicly-funded workforce services for job seekers and employers.

O*NET/SOC: Occupational Network coding system/Standard Occupational Codes

PII: Personally Identifiable Information

REA: Reemployment and Eligibility Assessments

Real time triage: Process that uses currently available assessment tools to determine the prospects for each claimant to become reemployed and to direct job seekers to appropriate workforce services

RO: Reemployment Orientation

Social networking: Use of electronic tools to build relationships between people with shared interests or activities – in this case, to secure employment. Such tools include Facebook, My Space, LinkedIn, Twitter and YouTube.

Synthesis Paper: Overview of currently available research on current practices, methods and processes used by states and locals to connect UI claimants to workforce system services

UI: Unemployment Insurance

Virtual system: Provides services over the phone or through the Internet

Wagner-Peyser Act (of 1933): Federal law that provides for the establishment of a national employment system and for cooperation with states in the promotion of such system. This Act was amended by the Workforce Investment Act of 1998.

WIA: Workforce Investment Act (of 1998), Federal law that encompasses public workforce programs. It amended earlier law (Job Training Partnership Act) in order to increase business participation in the local delivery of Workforce Development Services, as well as seamless services.

WPRS: Worker Profiling and Reemployment Services

IWR User Personal Profile Page:

Description: The Integrated Workforce Registration (IWR) User Profile Page was originally defined as part of the UI/ ES Workforce Connectivity pilot state requirement definition process. The page was developed as a solution to address the void that was identified in attempting to synthesize and centralize the three transformational elements being defined and developed as part of this initiative, for the job seeker. The profile page acts as a two way communication channel between the state's workforce systems, UI/ES/WIA agencies, and the job seeker, providing relevant real time information. In short the profile page standardizes the information contained within the workforce systems (UI, WIA, and ES) as well as the information gathered from the job seeker during the IWR process..

The job seeker will initially arrive at a common profile page, which will introduce the job seeker to general workforce (UI/ES/WIA/LMI) information, and the opportunity to search for jobs based on zip code and job title. The job seeker will be provided the opportunity to register via IWR , which will be required to proceed in filing an initial and continued (log in)UI claim, register for employment services, or receive WIA services. Once the job seeker registers and logs in, the Page will populate customized information based on the data provided during the registration process as well as data previously obtained within the workforce system.

Functionality of the IWR User Profile Page will be standardized in some areas, yet flexible to accommodate states' existing and future real time triage and job match tools, and systems. Although this will act as an interface for the IWR system, the page itself has to be dynamic and customizable based on the hosting state's existing external facing web interfaces. Additionally, the job seeker will have the ability to customize their page to turn on or off functionalities (modular profile page).

Potential Personal Profile Page Breakdown:

1. **Job Posting:** The online job match section will be used to provide the job seeker with available job openings, harnessing the job match functionality of the state system (i.e. O*Net code or skills-based,), , provided real time. If a a job-seeker clicks on a specified job posting, the Profile Pagewill capture the "click" the job seeker accessed and prompt the job-seeker next visit for additional information (i.e. applied, interviewing, didn't get it, not interested)
    a. Interfaces: A generic interface will be created to pull the data from the state job bank. The job seeker will have the option to specify how many postings will be displayed with a lower and upper limit. This function will be updated real time.
    b. Data provided from initial registration (ONet code, education level, skills, etc….) will feed and inform the state job bank to return the postings. The quality of the job matches will be determined by the amount and quality of information the job seeker provides, which will be stressed to the jobseeker.

2. **Navigation to Services:** Using the information that is provided by both the initial registration and data stored within the workforce systems that is gathered as part of triage component, recommendations of services (online training, including free training, OR's NRCC training) will be provided to the job seeker. The services will be dynamically analyzed based on listed information and qualifications of the job seeker. (The ability to navigate to appropriate programs and services they are eligible for. The system ("intelligence") will provide recommendations and push people to services. Conducts gap analysis of the job seeker based on skill set, education level, and job experience. . All recommendations within this section are solely based on online self service capabilities provided by the state's online system.
    a. As part of the overall UI / Workforce Connectivity Project, the states are developing a real time triage component that would interact with this section. The triage component will analyze the information provided as part of registration against the services that the state is offering and provide prioritization of self-service steps.
3. **Profile Summary:** All information that is gathered from the job seeker will make up a combination of the job seeker registration personal profile. The more information the job seeker provides, the richer the Profile Page experience. The IWR system will be used to gather initial common data elements that will be fed to the interfacing workforce systems. Once initial registration occurs, a polling of the workforce systems will occur to determine the overall progress the job seeker requires for full registration and availability for other services provided by workforce agencies. All progress will be determined by the services, defined by the workforce agencies, in which the job seeker is available to receive. (UI/ES registration component, automating certain pieces to populate other components on page. "Complete registration and we can tell you information pertinent to you.").
    a. An interface to the different workforce systems will provide the state system data information. The IWR system is not the system of record for any of the collected data except for the initial registration of a job seeker. Once the other workforce system eligibility process is completed, it will maintain the system of record for the job seeker.
    b. The state will provide the appropriate interface to their systems to gather and disseminate the information to and from the different workforce systems.
4. **Message Center:** This section of the Profile Page is provided to the job seeker to act as the primary contact channel between the job seeker and the agencies (WIA, ES and UI). This section will allow Real Time Triage components (identified and developed by states) as well as other Workforce systems to send automated messages and receive messages from the job-seeker. Additionally, information from this section shall be routed to the appropriate groups within the hosting agencies email list. The information in this section may not be enabled by all agencies if there is no current email routing solution established to the different workforce partners.
    a. Basic email interface shall be developed to handle both input (receipt) and output (sending) of information by the job seeker.

   b. Internal users will use the existing interface to respond to all messages from the jobseeker.
   c. A question based routing process shall be developed to understand the appropriate user/agency to receive the correspondence. This process shall take place prior to allowing the user to enter in specific information or a question.
   d. Templates for information provided could change based on destination of the correspondence(i.e. if info is provided to UI, identification information may be required)
5. **Agency Messaging Center**: This section will be used to provide agency generic or directed messages from the workforce agencies to the job seekers. Based on information that the profile page will know about the job seeker (i.e. veteran, recently unemployed, etc.) directed messages could be posted by the agency as a broader group. Information in the section will be different for each state.
6. **User Chat**: This section will be used to allow for the job seeker to initiate a live chat session (two way communications) with a UI Call Center Agency or customer service representative within the agency. This portion of the page would be utilized by the agencies that have already implemented this functionality within their internet sites, or intend to implement in the future.
7. **Training and Activities**: The information and content in this section will be populated based on the job seeker's local One Stop calendars, providing information on upcoming workshop sessions (i.e. resume building, interviewing, dressing for success, etc.), job fairs, employer recruitments, job clubs etc., that job seekers can attend. The information that is populated in this section must be pulled in to the Profile Page based on the One Stop system's current and future capabilities. (Localization area to allow different regions to put/list/feed what's important to them).
   a. The information in this section will only provide events that the job-seeker qualifies for within their local area.
   b. Once a job seeker selects to participate in an event then the appropriate information will be captured within their personal calendar discussed in section 10 as well as register the job seeker for the event.
8. **UI Claim Info:** Provided by the state UI Agency, this section will act similarly to an Inquiry screen providing real time summaries of information relevant to the job seeker's UI claim. All data/information that is provided in this section shall be defined by the implementing state and could change, based on that state's UI communications needs with the job-seeker (claimant). This section will provide and update the status of the job seeker's UI claim in real time. Also, the ability to recognize and inform the appropriate next steps for a UI claimant.
   a. The state agencies will provide the appropriate interface to gather the appropriate data elements needed to populate this section.
   b. Although this may provide a small sub-set of information available based on state's existing configuration, a link to the state's UI self-service web UI inquiry may be provided in this area.

9. **LMI/Job Forecast**: Featuring local employers that are potentially hiring and regional labor market information. Information on wage information and in demand job projections from employers. Using some of the national tools (e.g. MySkillsMyFuture) that are available job forecasting for a specific area could be provided.
10. **Calendar:** Ability to track next steps of the job seeker. Show classes/workshops/services that jobseeker signed up for (in Section 7b?). Including REA participants' appointments. Any local events that are established by the calendar defined in section 7 will automatically populate this calendar for the job-seeker.
    a. Notification can be enabled for the job-seeker to receive upcoming event notices based on their preferred communication and state defined communication channels (i.e. text messages, emails, phone reminders)
11. **Job Seeker National Tool Resources**: USDOL provides a collection of web services that would provide reemployment information to the job-seeker and assist in their approach to job seeking and path to reemployment. Interfaces to these national tools shall be established for each user's profile page. (National Tools---MySkillsMyFuture; MyNextMove)
12. **Motivational Job Seeker Tips:** Populated by employment services this section will provide different tips in gaining employment motivating the job-seeker within their concentrated area of search.
13. **How about social media links for local/agency sponsored job clubs?**

Profile Page Non-Functional Requirements	
1	The page must be customizable for each implementing state. Although template or other layouts can be provided a customization guideline shall be provided to the pilot states.
2	The information that is displayed will be populated on a real time basis from external interfacing workforce systems
3	All data that is captured as part of the IWR process will be fully manageable from the profile page once initial registration has been completed.
4	Mobile friendly.
5	Although the overall profile page shall be customizable by the job seeker certain areas will be required to maintain a certain presence on the page.

Project Management Plan Outline

ITSC

Date: 02/28/2012

Introduction

At start of each project vendors must create a project management plan for ITSC approval, including, at a minimum, the sections described in this document.

Project Management Plan Outline

1. PROJECT SCOPE SUMMARY / DELIVERABLES LIST
    a. Provide a description of the project and its goals. (Approximately one page.)
    b. State all agreed to deliverables in the vendor contract, along with the price for each deliverable and the start and completion dates from the first schedule baseline for the project.

2. PROJECT COMMUNICATIONS
    a. Identify all Project Points of Contact (POCs) and rolls.
    b. Methods of communications, email, phone, face to face, etc.
    c. Escalations, and escalation criteria.
    d. Format and Frequency of regular team meetings.
    e. Format of weekly status reports.

3. SCHEDULE MANAGEMENT
    a. Use MS Project to create project schedules. Structure each project schedule by the 'PMI' process groups – Initiate, Plan, Execute, Close, Monitor-Control (this contains recurring meetings etc), and have a short header a the top for dates and three blank lines where comments can be added later if needed. (See ITSC provided template.)
    b. All deliverables in contract must be on the schedule, and named the same. Add any additional detail and dependencies as necessary for project tracking.
    c. Include a project kick-off meeting.
    d. Include a milestone (a zero length task) for each deliverable, and also for each sign-off on each deliverable for tracking purposes. Keep schedule in sync with weekly project status reports.
    e. Assign a resource to each task for tracking and leveling purposes, use 'duration' for putting in time estimates, unless otherwise agreed to with ITSC.
    f. Baseline the project schedule upon agreement with ITSC, for project tracking purposes.
    g. The schedule is updated weekly, for issue with the weekly report, but any schedule issues must be reported immediately without waiting until the next report.

4. COST MANAGEMENT
    a. Provide project budget at start of project, identify price for each deliverable.
    b. Provide weekly planned/actual/forecast update in weekly report (highlight any current or upcoming issues).

5. PROJECT SCOPE MANAGEMENT
    a. This is a fixed price contract so no changes to project scope are anticipated. See change management if a scope change is required.

6. CHANGE MANAGEMENT
    a. If a schedule change is required the proposed updated schedule must be submitted to the ITSC for sign-off.
    b. The period of performance of the contract should be written to be 4 weeks longer than the first baseline schedule, so that there is some flexibility in making schedule changes without having to update vendor contract. Note the period of performance is a separate item from the agreed to scheduled project completion date.
    c. If a scope change is required that does, or does not, incur a cost to the ITSC then the change must be discussed verbally in advance of submitting a formal change request to ITSC.

7. QUALITY MANAGEMENT
    a. Propose deliverable review process for use on this project and include in the schedule. Iterative review process may be beneficial for some deliverables, if agreed to with the ITSC.
    b. Propose process for agreement of acceptance criteria for each deliverable with ITSC, at the start of the project.

8. RISK MANAGEMENT
    a. Identify all risks (scope/schedule/cost/staffing/etc) at outset of project, together with a mitigation or avoidance strategy for each negative risk.
    b. Also identify any possible opportunities (‘positive risks’) that may exist and how these may be exploited.
    c. Monitor risks during course of project and report status and update of each in the weekly status meeting. Newly arising serious risks must be reported immediately.

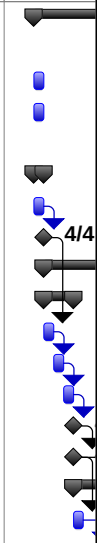
9. STAFFING
    a. ITSC must approve the staff to be used by the vendor at the start of the project.
    b. ITSC must be notified well in advance of any proposed vendor staffing changes, and a seamless transition to the new staff member be performed by the client.

c. ITSC must approve the new vendor staff prior to them joining the project.

10. PROJECT CLOSING
    a. Assist ITSC in finalization of all deliverable sign-offs, final invoice submissions, and any project and contract completion sign-offs.
    b. Review and contribute to ITSC lessons learned log for project (and participate in a review meeting if time is available).

Appendix J: ITSC Project Schedule Template

ID	ID	Task Name	Duration	% Complete	Start	Finish	Predecessors
1	**1**	**ITSC Project Name**	**128 days**	**0%**	**Mon 4/4/11**	**Wed 9/28/11**	
2	2						
3	3	Baseline Date: to be completed	1 day	0%	Mon 4/4/11	Mon 4/4/11	
4	4	Status Date: to be completed	1 day	0%	Mon 4/4/11	Mon 4/4/11	
5	5						
6	**6**	**Initiate Project**	**1 day**	**0%**	**Mon 4/4/11**	**Mon 4/4/11**	
7	7	Contract Signed	1 day	0%	Mon 4/4/11	Mon 4/4/11	
8	8	Initiate Project Complete	0 hrs	0%	Mon 4/4/11	Mon 4/4/11	7
9	**9**	**Plan Project**	**7 days**	**0%**	**Tue 4/5/11**	**Wed 4/13/11**	
10	**10**	**Deliverable - Project Management Plan (PMP)**	**3 days**	**0%**	**Tue 4/5/11**	**Thu 4/7/11**	
11	11	Prepare PMP	1 day	0%	Tue 4/5/11	Tue 4/5/11	8
12	12	Review PMP	1 day	0%	Wed 4/6/11	Wed 4/6/11	11
13	13	Refine PMP per feedback	1 day	0%	Thu 4/7/11	Thu 4/7/11	12
14	14	Deliverable: Deliverable PMP - Complete	0 days	0%	Thu 4/7/11	Thu 4/7/11	13
15	15	Signoff: Deliverable PMP	0 hrs	0%	Thu 4/7/11	Thu 4/7/11	14
16	**16**	**Deliverable - Project Schedule**	**4 days**	**0%**	**Fri 4/8/11**	**Wed 4/13/11**	
17	17	Identify State Dependencies	1 day	0%	Fri 4/8/11	Fri 4/8/11	15
18	18	Prepare Schedule	1 day	0%	Mon 4/11/11	Mon 4/11/11	17
19	19	Review Schedule	1 day	0%	Tue 4/12/11	Tue 4/12/11	18
20	20	Refine Schedule per feedback	1 day	0%	Wed 4/13/11	Wed 4/13/11	19
21	21	Deliverable: Deliverable Schedule - Complete	0 days	0%	Wed 4/13/11	Wed 4/13/11	20
22	22	Signoff: Deliverable Schedule	0 hrs	0%	Wed 4/13/11	Wed 4/13/11	21
23	23	Plan Project Complete	0 days	0%	Wed 4/13/11	Wed 4/13/11	15,22
24	**24**	**Monitor and Control Project**	**126 days**	**0%**	**Mon 4/4/11**	**Mon 9/26/11**	
25	**25**	**Project Status Conf Calls**	**120.13 days**	**0%**	**Mon 4/11/11**	**Mon 9/26/11**	
26	26	Project Status Conf Calls 1	1 hr	0%	Mon 4/11/11	Mon 4/11/11	
27	27	Project Status Conf Calls 2	1 hr	0%	Mon 4/25/11	Mon 4/25/11	
28	28	Project Status Conf Calls 3	1 hr	0%	Mon 5/9/11	Mon 5/9/11	
29	29	Project Status Conf Calls 4	1 hr	0%	Mon 5/23/11	Mon 5/23/11	
30	30	Project Status Conf Calls 5	1 hr	0%	Mon 6/6/11	Mon 6/6/11	
31	31	Project Status Conf Calls 6	1 hr	0%	Mon 6/20/11	Mon 6/20/11	
32	32	Project Status Conf Calls 7	1 hr	0%	Mon 7/4/11	Mon 7/4/11	
33	33	Project Status Conf Calls 8	1 hr	0%	Mon 7/18/11	Mon 7/18/11	
34	34	Project Status Conf Calls 9	1 hr	0%	Mon 8/1/11	Mon 8/1/11	



Project: Untitled Gantt Project
Date: Mon 9/24/12

Task		External Milestone		Manual Summary Rollup	
Split		Inactive Task		Manual Summary	
Milestone		Inactive Milestone		Start-only	
Summary		Inactive Summary		Finish-only	
Project Summary		Manual Task		Progress	
External Tasks		Duration-only		Deadline	

Appendix J: ITSC Project Schedule Template

ID	ID	Task Name	Duration	% Complete	Start	Finish	Predecessors	2nd Quar
								E B
35	35	Project Status Conf Calls 10	1 hr	0%	Mon 8/15/11	Mon 8/15/11		
36	36	Project Status Conf Calls 11	1 hr	0%	Mon 8/29/11	Mon 8/29/11		
37	37	Project Status Conf Calls 12	1 hr	0%	Mon 9/12/11	Mon 9/12/11		
38	38	Project Status Conf Calls 13	1 hr	0%	Mon 9/26/11	Mon 9/26/11		
39	**39**	**Deliverable - Weekly Project Status Report**	**126 days**	**0%**	**Mon 4/4/11**	**Mon 9/26/11**		
40	40	Deliverable - Weekly Project Status Report 1	1 day	0%	Mon 4/4/11	Mon 4/4/11		
41	41	Deliverable - Weekly Project Status Report 2	1 day	0%	Mon 4/11/11	Mon 4/11/11		
42	42	Deliverable - Weekly Project Status Report 3	1 day	0%	Mon 4/18/11	Mon 4/18/11		
43	43	Deliverable - Weekly Project Status Report 4	1 day	0%	Mon 4/25/11	Mon 4/25/11		
44	44	Deliverable - Weekly Project Status Report 5	1 day	0%	Mon 5/2/11	Mon 5/2/11		
45	45	Deliverable - Weekly Project Status Report 6	1 day	0%	Mon 5/9/11	Mon 5/9/11		
46	46	Deliverable - Weekly Project Status Report 7	1 day	0%	Mon 5/16/11	Mon 5/16/11		
47	47	Deliverable - Weekly Project Status Report 8	1 day	0%	Mon 5/23/11	Mon 5/23/11		
48	48	Deliverable - Weekly Project Status Report 9	1 day	0%	Mon 5/30/11	Mon 5/30/11		
49	49	Deliverable - Weekly Project Status Report 10	1 day	0%	Mon 6/6/11	Mon 6/6/11		
50	50	Deliverable - Weekly Project Status Report 11	1 day	0%	Mon 6/13/11	Mon 6/13/11		
51	51	Deliverable - Weekly Project Status Report 12	1 day	0%	Mon 6/20/11	Mon 6/20/11		
52	52	Deliverable - Weekly Project Status Report 13	1 day	0%	Mon 6/27/11	Mon 6/27/11		
53	53	Deliverable - Weekly Project Status Report 14	1 day	0%	Mon 7/4/11	Mon 7/4/11		
54	54	Deliverable - Weekly Project Status Report 15	1 day	0%	Mon 7/11/11	Mon 7/11/11		
55	55	Deliverable - Weekly Project Status Report 16	1 day	0%	Mon 7/18/11	Mon 7/18/11		
56	56	Deliverable - Weekly Project Status Report 17	1 day	0%	Mon 7/25/11	Mon 7/25/11		
57	57	Deliverable - Weekly Project Status Report 18	1 day	0%	Mon 8/1/11	Mon 8/1/11		
58	58	Deliverable - Weekly Project Status Report 19	1 day	0%	Mon 8/8/11	Mon 8/8/11		
59	59	Deliverable - Weekly Project Status Report 20	1 day	0%	Mon 8/15/11	Mon 8/15/11		
60	60	Deliverable - Weekly Project Status Report 21	1 day	0%	Mon 8/22/11	Mon 8/22/11		
61	61	Deliverable - Weekly Project Status Report 22	1 day	0%	Mon 8/29/11	Mon 8/29/11		
62	62	Deliverable - Weekly Project Status Report 23	1 day	0%	Mon 9/5/11	Mon 9/5/11		
63	63	Deliverable - Weekly Project Status Report 24	1 day	0%	Mon 9/12/11	Mon 9/12/11		
64	64	Deliverable - Weekly Project Status Report 25	1 day	0%	Mon 9/19/11	Mon 9/19/11		
65	65	Deliverable - Weekly Project Status Report 26	1 day	0%	Mon 9/26/11	Mon 9/26/11		
66	66	Sign-off: Task 5 Deliverable 3	0 days	0%	Mon 9/26/11	Mon 9/26/11	65	
67	67	Monitor and Control Complete	0 days	0%	Mon 9/26/11	Mon 9/26/11	38,66	
68	**68**	**Execute Project**	**9 days**	**0%**	**Thu 4/14/11**	**Tue 4/26/11**		

Project: Untitled Gantt Project
Date: Mon 9/24/12

Task		External Milestone		Manual Summary Rollup	
Split		Inactive Task		Manual Summary	
Milestone		Inactive Milestone		Start-only	
Summary		Inactive Summary		Finish-only	
Project Summary		Manual Task		Progress	
External Tasks		Duration-only		Deadline	

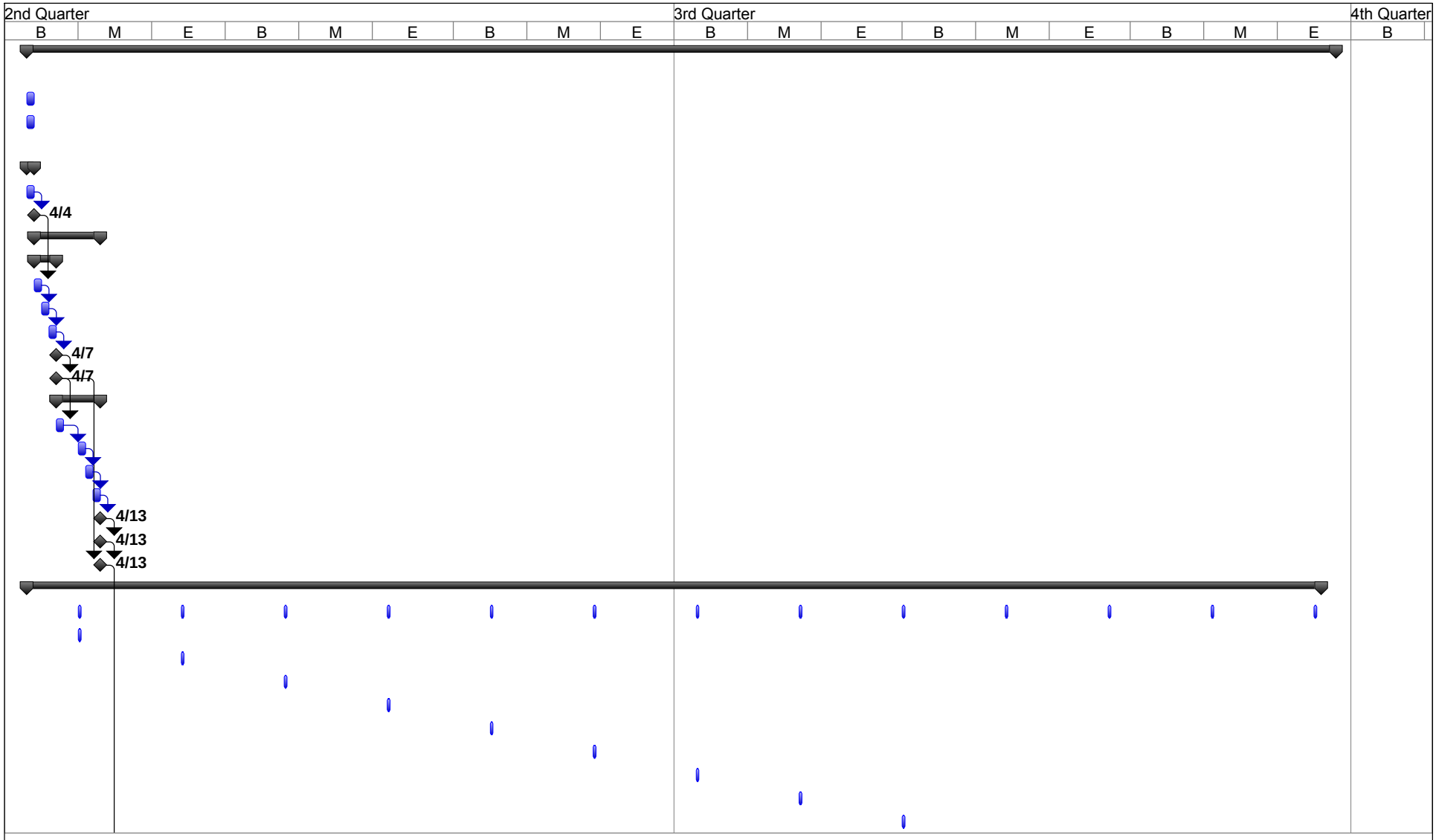
Appendix J: ITSC Project Schedule Template

ID	ID	Task Name	Duration	% Complete	Start	Finish	Predecessors	2nd Quar
								E B
69	69	Kick-off Meeting	1 day	0%	Thu 4/14/11	Thu 4/14/11	23	
70	**70**	**Deliverable x1 - as described in RFP**	**2 days**	**0%**	**Fri 4/15/11**	**Mon 4/18/11**		
71	71	Sub Task 1…	1 day	0%	Fri 4/15/11	Fri 4/15/11	69	
72	72	Sub Task 2…	1 day	0%	Mon 4/18/11	Mon 4/18/11	71	
73	73	Deliverable: Deliverable x1 - Complete	0 days	0%	Mon 4/18/11	Mon 4/18/11	72	
74	74	Sign-off: Deliverable x1	0 days	0%	Mon 4/18/11	Mon 4/18/11	73	
75	**75**	**Deliverable x2 - as described in RFP**	**2 days**	**0%**	**Tue 4/19/11**	**Wed 4/20/11**		
76	76	Sub Task 1…	1 day	0%	Tue 4/19/11	Tue 4/19/11	74	
77	77	Sub Task 2…	1 day	0%	Wed 4/20/11	Wed 4/20/11	76	
78	78	Deliverable: Deliverable x2 - Complete	0 days	0%	Wed 4/20/11	Wed 4/20/11	77	
79	79	Sign-off: Deliverable x2	0 days	0%	Wed 4/20/11	Wed 4/20/11	78	
80	**80**	**Deliverable x3 - as described in RFP**	**2 days**	**0%**	**Thu 4/21/11**	**Fri 4/22/11**		
81	81	Sub Task 1…	1 day	0%	Thu 4/21/11	Thu 4/21/11	79	
82	82	Sub Task 2…	1 day	0%	Fri 4/22/11	Fri 4/22/11	81	
83	83	Deliverable: x3 - Complete	0 days	0%	Fri 4/22/11	Fri 4/22/11	82	
84	84	Sign-off: Deliverable x3	0 days	0%	Fri 4/22/11	Fri 4/22/11	83	
85	**85**	**Deliverable xx...etc...**	**2 days**	**0%**	**Mon 4/25/11**	**Tue 4/26/11**		
86	86	Sub Task 1…	1 day	0%	Mon 4/25/11	Mon 4/25/11	84	
87	87	Sub Task 2…	1 day	0%	Tue 4/26/11	Tue 4/26/11	86	
88	88	Deliverable: Deliverable xx: Complete...etc...	0 days	0%	Tue 4/26/11	Tue 4/26/11	87	
89	89	Sign-off: Deliverable xx...etc...	0 days	0%	Tue 4/26/11	Tue 4/26/11	88	
90	**90**	**Close Project**	**2 days**	**0%**	**Tue 9/27/11**	**Wed 9/28/11**		
91	91	Confirm all Deliverable Sign-offs	1 day	0%	Tue 9/27/11	Tue 9/27/11	67,89	
92	92	Document Lessons Learned	1 day	0%	Wed 9/28/11	Wed 9/28/11	91	
93	93	Project Sign-off	0 days	0%	Wed 9/28/11	Wed 9/28/11	92	
94	94	Close Project Complete	0 days	0%	Wed 9/28/11	Wed 9/28/11	93	

Project: Untitled Gantt Project
Date: Mon 9/24/12

Task		External Milestone		Manual Summary Rollup	
Split		Inactive Task		Manual Summary	
Milestone		Inactive Milestone		Start-only	
Summary		Inactive Summary		Finish-only	
Project Summary		Manual Task		Progress	
External Tasks		Duration-only		Deadline	

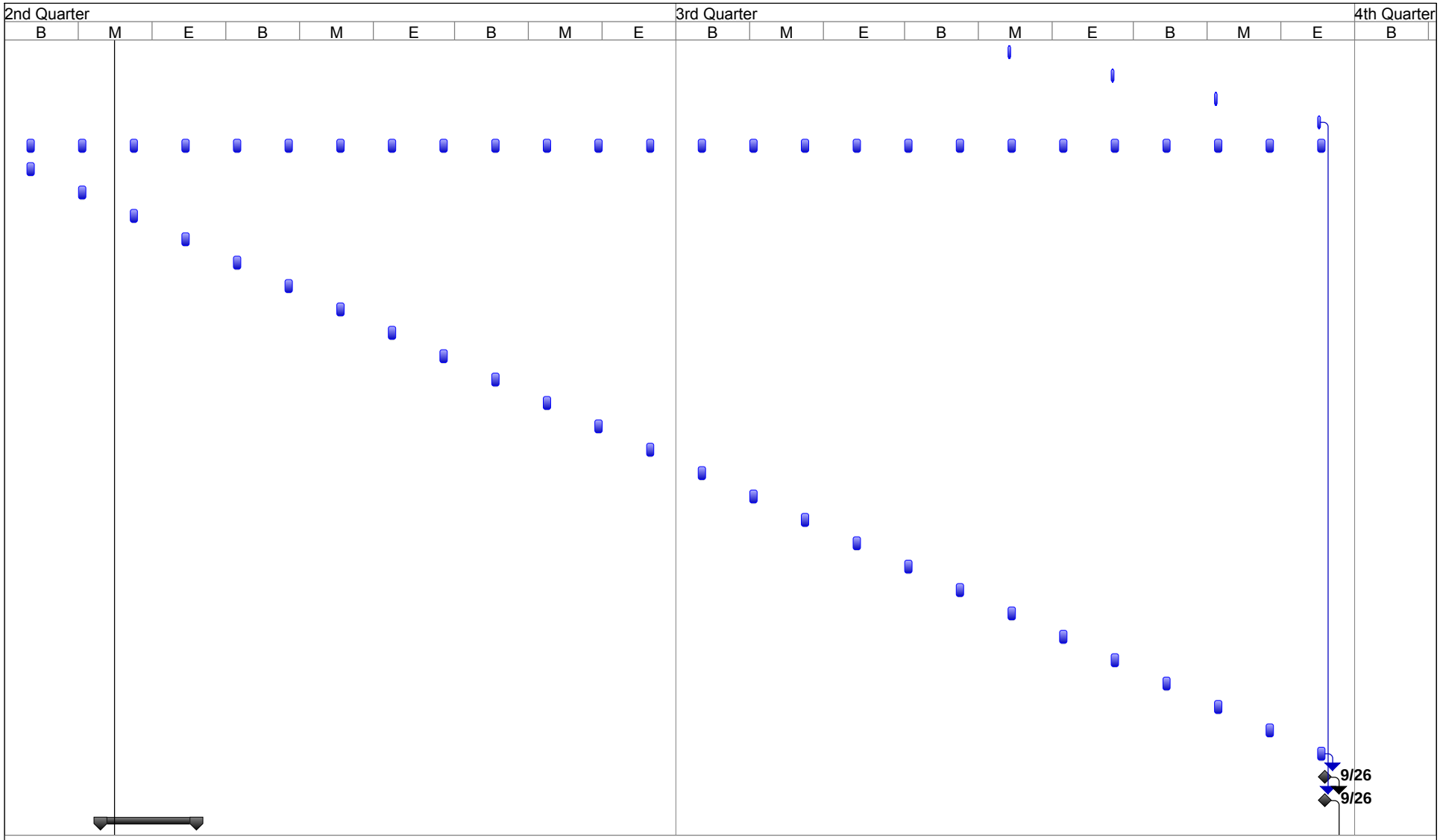
Appendix J: ITSC Project Schedule Template



Project: Untitled Gantt Project
Date: Mon 9/24/12

Task	External Milestone	Manual Summary Rollup
Split	Inactive Task	Manual Summary
Milestone	Inactive Milestone	Start-only
Summary	Inactive Summary	Finish-only
Project Summary	Manual Task	Progress
External Tasks	Duration-only	Deadline

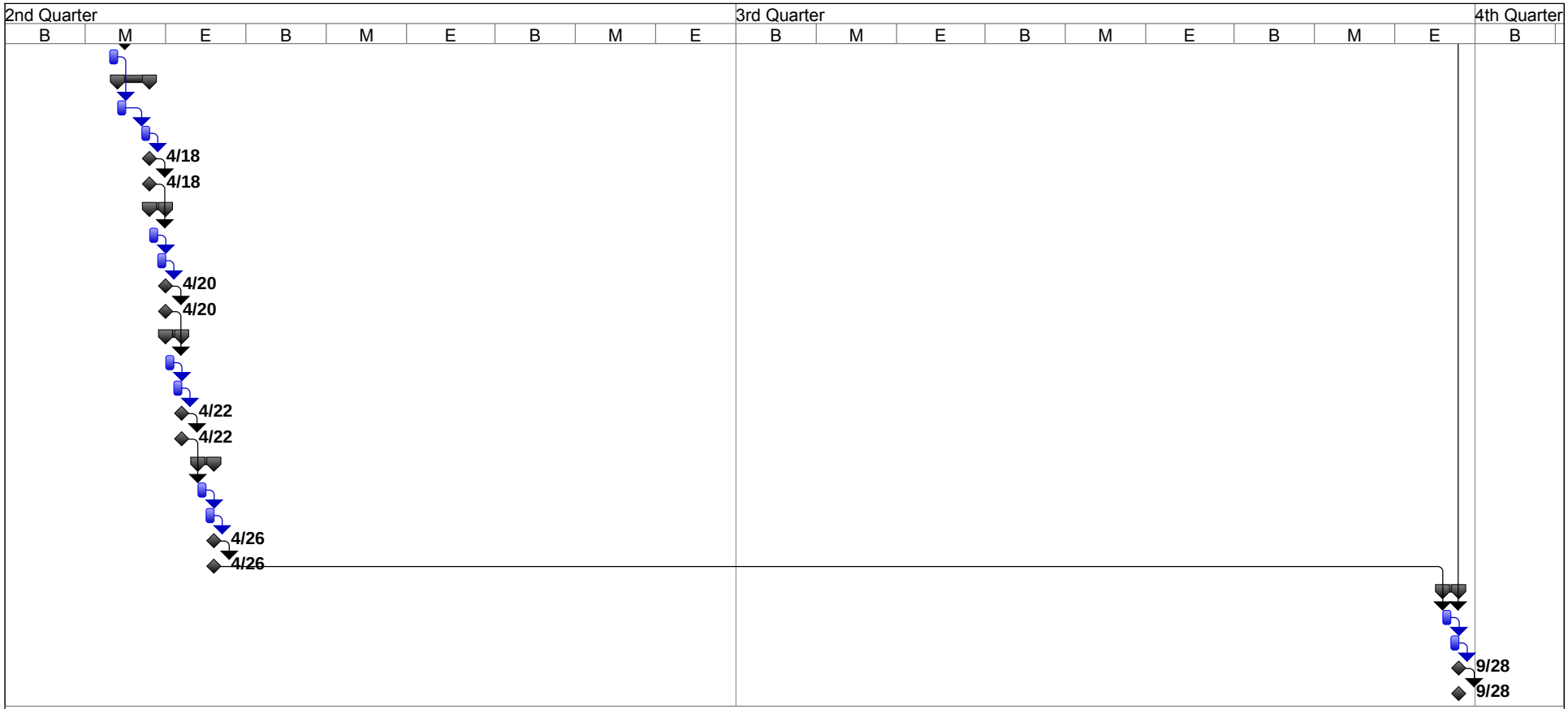
Appendix J: ITSC Project Schedule Template



Project: Untitled Gantt Project
Date: Mon 9/24/12

Task	External Milestone	Manual Summary Rollup
Split	Inactive Task	Manual Summary
Milestone	Inactive Milestone	Start-only
Summary	Inactive Summary	Finish-only
Project Summary	Manual Task	Progress
External Tasks	Duration-only	Deadline

Appendix J: ITSC Project Schedule Template



Project: Untitled Gantt Project
Date: Mon 9/24/12

Task	External Milestone	Manual Summary Rollup
Split	Inactive Task	Manual Summary
Milestone	Inactive Milestone	Start-only
Summary	Inactive Summary	Finish-only
Project Summary	Manual Task	Progress
External Tasks	Duration-only	Deadline