Modernization Oversight Forum

Employment Department
April 21, 2022

OUR AGENDA TODAY

Welcome and introductions – *Sean McSpaden*

Membership – *Sean McSpaden & Forum members*

OED update & Modernization project highlights – *David Gerstenfeld & Renee Royston*

iQMS report – CSG – *Jayne Martin*

Implementation update – *Maggie Gleason, Renee Royston, Bill Truex*

Frances Online demo – *Maggie Gleason*

Next steps – *Sean McSpaden*

Forum Membership

Sean McSpaden & Forum members

OED Update & Modernization Project Highlights

David Gerstenfeld & Renee Royston

Employment Department Update

- Contributions and Recovery Division stood up 4/4
- Ongoing cross-divisional work
- Community Engagement around Budget Development
- Alvarez & Marsal work across the Agency
- Regional and national invitations to speak about Modernization
  - Planning
  - Stakeholder engagement

- Overall excitement about Frances and modernization progress

iQMS Report - CSG

Jayne Martin

Overall Project Health – Medium

UI Modernization Project Health Indicators by Area								
Budget			Schedule			Scope		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Low	Low	NC	High	High	+	Low	Low	NC
Communication			Quality			Organizational Readiness		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Low	Low	+	Medium	Medium	NC	High	Medium	+
Leadership and Governance			Project Management			Resources		
Previous	Current	Current Trend	Previous	Current	Current Trend	Previous	Current	Current Trend
Medium	Medium	NC	Low	Low	-	High	High	+

Risks Current Status

Schedule Health Indicator – 2 Risks

- #17 – IT Support Tasks Not Defined – Medium Risk
- #6 – UI Modernization Schedule – High Risk

Communications Health Indicator – 1 Risk

- #2 – Lack of Communications to External Stakeholders – Low Risk

Quality Health Indicator – 2 Risks

- #1 – Missing Requirements – Medium Risk
- #18 – Concurrent PFMLI Implementation – Medium Risk

Risks Current Status - continued

Organizational Readiness Health Indicator – 2 Risks

- #17 – IT Support Tasks Not Defined – Medium Risk
- #4 – Staff Not Ready for or Accepting of the Change – Medium Risk

Leadership and Governance Health Indicator – 1 Risk

- #9 – Organizational Changes - High Risk

Project Management Health Indicator – 2 Risks

- #20 – Training Plan Not Including Evaluation Process – Medium Risk
- #19 – Lack of Details in Stakeholder Engagement Plan – Low Risk

Resources – 1 Risk

- #15 – IT Skills and Resources – High Risk

Quality Control Reviews

FAST Implementation Plan

    11 observations and recommendations

Stakeholder Engagement Plan

    21 observations and recommendations - Risk #19

Governance Plan

    CSG developed 9 observations and recommendations

Frances Training Plan

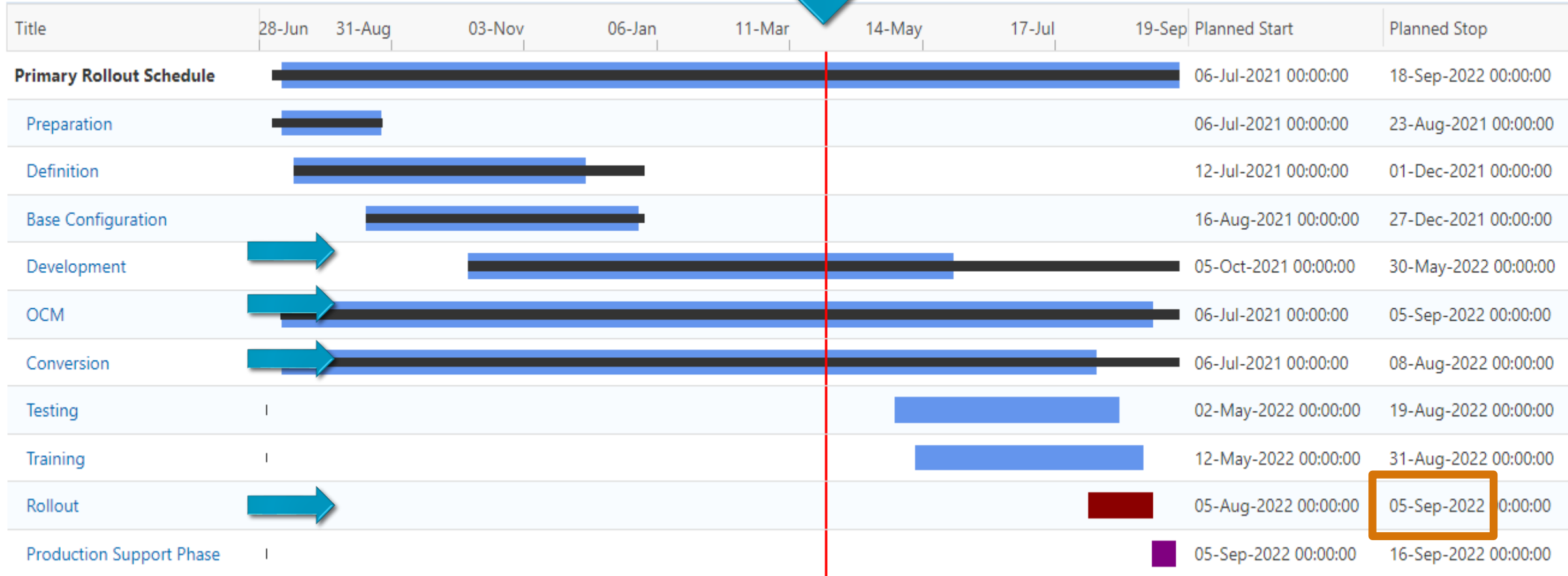   CSG developed 13 observations and recommendations - Risk #20

Implementation Update

Maggie Gleason, Renee Royston, Bill Truex

Timeline

135 Days until Go-live!

Title	Planned Start	Planned Stop
Primary Rollout Schedule	06-Jul-2021 00:00:00	18-Sep-2022 00:00:00
Preparation	06-Jul-2021 00:00:00	23-Aug-2021 00:00:00
Definition	12-Jul-2021 00:00:00	01-Dec-2021 00:00:00
Base Configuration	16-Aug-2021 00:00:00	27-Dec-2021 00:00:00
Development	05-Oct-2021 00:00:00	30-May-2022 00:00:00
OCM	06-Jul-2021 00:00:00	05-Sep-2022 00:00:00
Conversion	06-Jul-2021 00:00:00	08-Aug-2022 00:00:00
Testing	02-May-2022 00:00:00	19-Aug-2022 00:00:00
Training	12-May-2022 00:00:00	31-Aug-2022 00:00:00
Rollout	05-Aug-2022 00:00:00	05-Sep-2022 00:00:00
Production Support Phase	05-Sep-2022 00:00:00	16-Sep-2022 00:00:00

Organization Change Management & Readiness

Readiness Assessment Approach

3 readiness assessments per rollout:

- Baseline: August 2021
- Mid-Point: February 2022
- Go-Live: August 2022

Assesses readiness <u>at the time the survey was taken</u>:

- Reflects the opinions of the respondents
- Points to where our successes are or areas for improvement
- Not meant to compare different areas of the agency
- Minimum of three responses to report at the unit level; otherwise results only included at the section level

Readiness Assessment Comparison
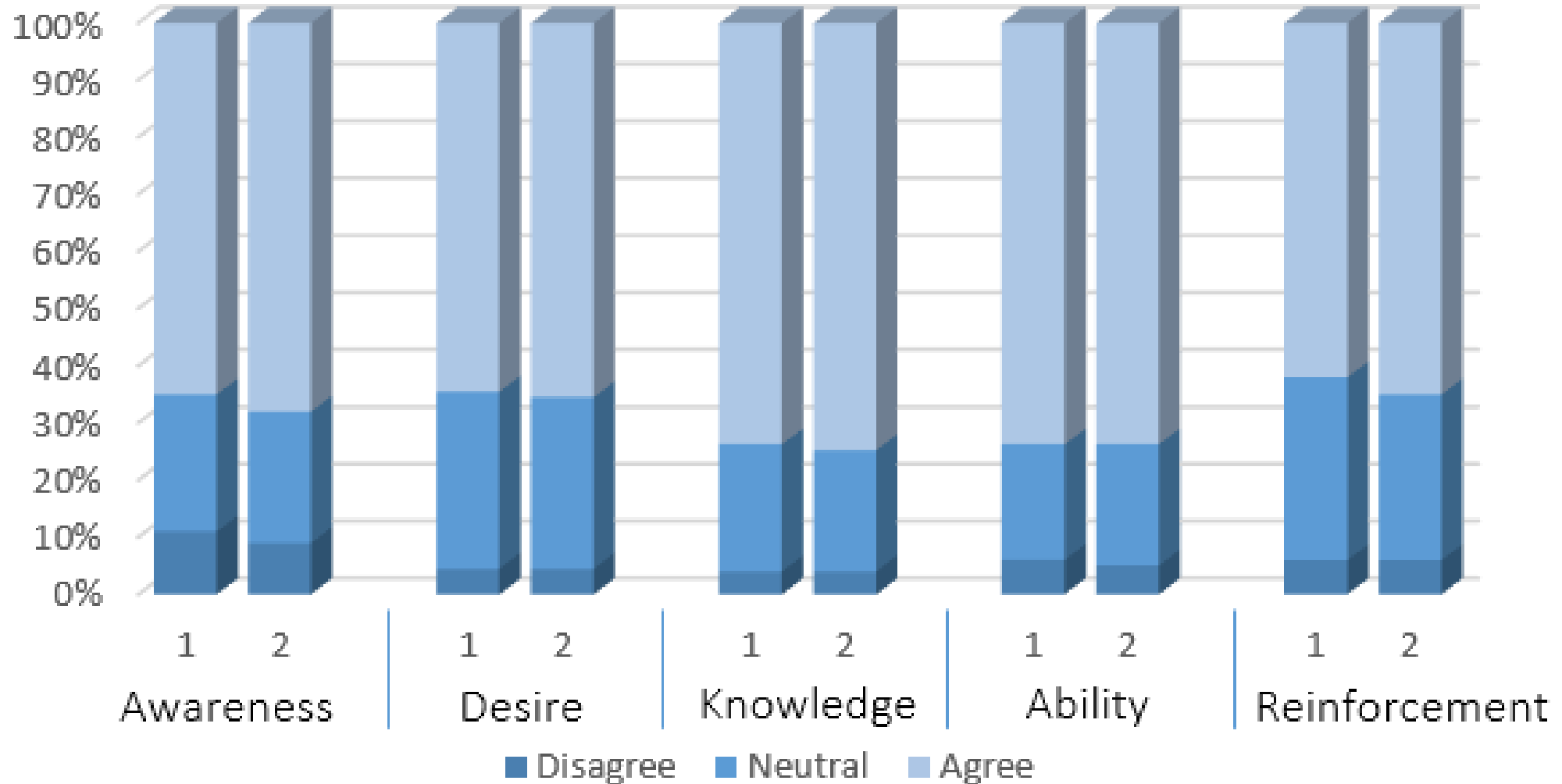
Mid-point Readiness Survey Results

Common themes throughout the Agency

- Specific, detailed training with more hands-on opportunities. Include training that accommodates different learning styles
- Want to know more information about impacts to job roles or changes to business processes
- Want specifics on timelines and what systems are being replaced or merged with other systems
- Concerned about the impact of Frances Online services
- Support plan after go-live including process for answering staff questions quickly

Information Sessions Conducted

- 5 areas of OED
- 50 staff invited; 41 participated

Business Process Changes

49 identified and tracking:

- 26 in Implement Actions stage
- 4 are in the Analyze stage
- 8 OCM Team Review
- 11 are in the Draft stage

BPC Stage	Count
Implement Actions	26 (+4)
Analyze	4
OCM Team Review	8 (+2)
Draft	11 (-7)

Business Process Changes – Recent Activities

Meetings

- Monthly Manager
- Contributions and Recovery Leadership
- Division Leadership Working Group
- MODist Open House

Other Activities

- 11 Infographics released to be shared with staff
- Shared 2 Manager Talking Points documentation
- Conducted 4 job shadows

Testing and Training

Testing Update

Business Testing

- Begins May 2, 2022
- Testers will OED business staff (minimum of 2 per scenario)
- All OED Business Testers have been named (30 resources)
- Currently 601 scenarios have been developed
- Modernization Team Pre-Testing (cross-functional testing) – started April 11th

Tester Meet and Greet scheduled: April 20th

- Tester Training scheduled (2 sessions)

Business Testing Update

Business Test Schedule — 5/30 Holiday (above Week 5) · 6/4 Holiday (above Week 10)

Functional Area	Scenario Due Date	Cross-Team Pre-Testing	Week 1 2-May	Week 2 9-May	Week 3 16-May	Week 4 23-May	Week 5 31-May	Week 6 6-Jun	Week 7 13-Jun	Week 8 20-Jun	Week 9 27-Jun	Week 10 5-Jul
Registration	4/1/2022	4/13-4/19	2	2	2							
PFMLI Self-Employed	4/8/2022	4/20 - 4/25	2	2								
Wage Reports (Qtrly/Annual)	4/5/2022	4/18 - 4/25	2	2	2							
e-Svcs Wage Reports	4/8/2022	4/18 - 4/27	2	2	2							
PFMLI Equiv Plans	4/29/2022	5/11 -5/18				2	2	2				
e-Svcs Maintenance	5/13/2022	5/25 - 6/1						2				
Payments & Transactions	4/15/2022	5/2 - 5/11				2	2	2	2			
Refunds	5/6/2022	5/18 - 5/24					2	2	2			
Transaction Adjustments	5/20/2022	6/1 - 6/8							2			
Rating 1	4/22/2022	5/4 - 5/11			2	2	2					
Investigation Requests	4/22/2022	5/4 - 5/11			2	2	2					
Audit	4/29/2022	5/11 -5/18				2	2					
Appeals/Hearings	5/6/2022	5/18 - 5/24					2	2				
Nonfiler/Estimates	5/13/2022	5/25 - 6/1						2	2			
Billing	5/13/2022	5/25 - 6/1						2	2			
Rating 2	5/20/2022	6/1 - 6/8							2			
Collections	5/20/2022	5/31 - 6/8							2	2		
Bankruptcy	5/27/2022	6/7 - 6/13								2	2	
Responsible Parties	5/25/2022	6/8 - 6/14								2	2	
TOP	5/25/2022	6/9 - 6/15								2	2	
Discovery	6/3/2022	6/15 - 6/22									2	2
Trust Fund Accounting	5/27/2022	6/8 - 6/15								2	2	2
ETA Reports	6/3/2022	6/15 - 6/22									2	2
Scanning and Imaging	5/20/2022	6/1 - 6/8							2	2		

Training Team Update

Trainer Academy Has Started!

- Ten new Trainers have joined the team
- Week 1: Hands-on Soft Skills & Personal Development Workshops
  - Presentation and Driving Skills
  - Receiving and Providing Feedback
  - Classroom Management
  - Technical Writing
  - Curriculum Design
- Week 2: Frances Functional Overviews
- Data building exercises
- Presentations every week
- Lots of team building activities

Next Up:

- Prepare for Super User training (begins 6/13)
  - Outline
  - Full script
  - Data build
  - Walk-throughs
- Create & Distribute Demo Module Videos
  - Frances Online
  - Letters
  - Task Management
- Part 3 of Training Needs Assessment
  - Task verification
  - Share Super User training outline with Managers
- Begin Help development process
- Continue to attend Go Back meetings

Employer Engagement

Employer Survey – February 2022

Purpose

- The survey helped our team gauge employer's responsiveness to the Modernization Project and requested feedback that may assist the agency in successfully implementing Frances.
- We also asked questions about their current filing method and system use, and importantly, for their interest in the coming focus groups and sandbox time.

Audience

- Single BIN and Multi-BIN filers registered with OPRS
- UI Tax Wage data contacts
- iMatchSkills (iMS) Job Listing Representatives database
- Contacts from PFMLI stakeholder registry

Employer Focus Groups

Focus Groups

- Large
- Small
- TPA's
- Under Represented
- Reimbursing
- Paper Filers

- OPRS Users
- Bulk filers
- Self-employed employers
- Under-represented employers

National Payroll Reporting Consortium (NPRC) – April 26

Existing Systems and Cutover Planning

An Overview of Cutover

◇ Preparations for the rollout cutover are captured in a series of cutover checklists created and managed within Delivery Workbench for ease of task assignments.

◇ Cutover checklists provide a list of interrelated steps and activities that must be coordinated to ensure a smooth and successful rollout, such as :

Which business activities need to stop:
❖ When to hold certain work.
❖ When to send particular communications.

Which batch jobs to run or cancel:
❖ When the last run of cancelled jobs will occur
❖ When the first run of Frances jobs will occur

Which systems to shut down:
❖ When shutdown should take place.

Which external interfaces to redirect:
❖ When the OPRS →MF interface will be turned off
❖ When the Frances →MF interface will become active

Decommissioning versus Bridging

Mainframe

B
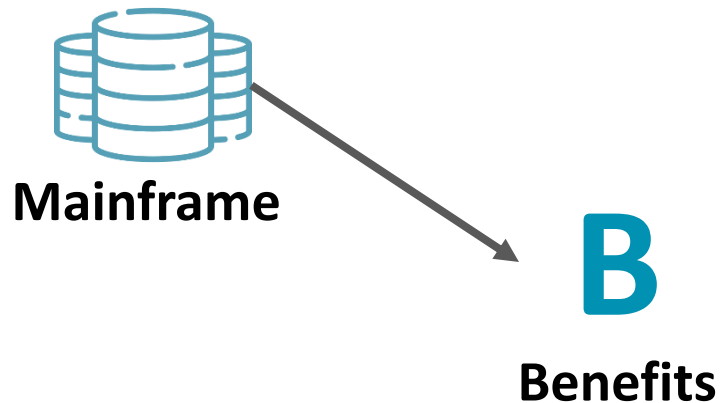
Benefits

Currently, the Tax mainframe is providing multiple files and data elements to benefits systems.

As part of **DECOMMISSIONING** mainframe jobs, files, and screens in Rollout 1, the Tax mainframe will:
◇ No longer be editable, making the existing data static,
◇ No longer be a system of record for Employer records, and
◇ No longer remit data to any benefits system.

REQUIRES BRIDGING

Decommissioning versus Bridging

Mainframe

❌

F

Frances

B
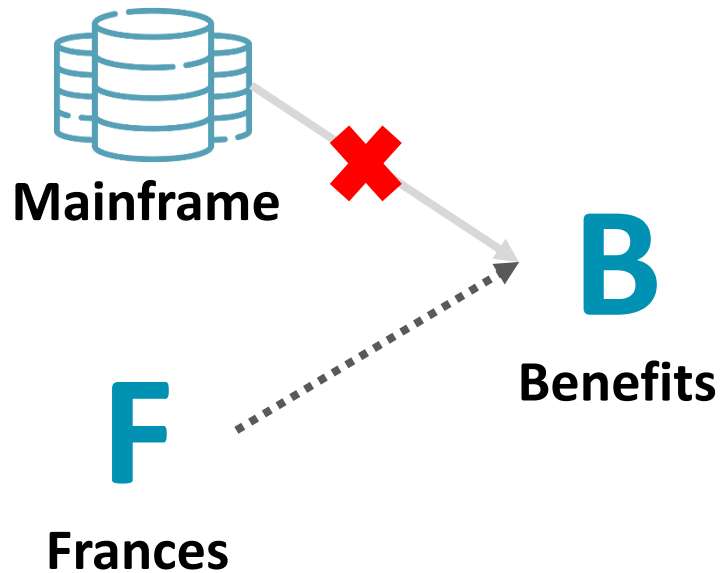
Benefits

To facilitate BRIDGING, Frances will become the system of record for Contribution data and remit information necessary for the administration of benefits.

Most of these BRIDGING efforts will be temporary between Rollouts 1 and 2.

Identified Areas Requiring Bridging

- Wages
- Charges
- SIF File – Employer Account Information
- SOA File – Other Addresses
- Refunds
- Status Transfer File (STF) / Status Relationship File (SRF)

- SIDES Broker ID's
- Authorized Representatives
- TPS Universes
- CAF – Collection Activity
- SOO – Owners and Officers

Conversion and Purification

Data Conversion

Full Mock Conversion #6 Complete (#6 of 12)

Conversion Process currently running around 14 hours (just processing)

483,000 Employers

Other Customer Types:
- 42 Banks
- 37 Counties
- 55 Out of State Employers
- 167 Federal Employers
- 7 Military Employers
- 172 Authorized Reps

493,000 Contributions Accounts

25,000 Predecessor-Successor Links

3.5 Million returns

54 Million wage records

Financials:
- $6.1 Billion in Tax
- $80 Million in Penalty
- $40 million in Interest

15,000 Collections

4,500 Warrants

Data Conversion

10 full mocks performed

6 scheduled
- One verification session
- 4 million customer iterations (based on volume and number of mock runs)

Since August 24th 2021, legacy data has been refreshed every week (> 30 weeks) which entails:
- New legacy data extracts
- Bulk loads of legacy data
- Data transformations scripts run (usually multiple times per week)
- Weekly randomized slices of 500+ employers and more accounts
- Additional slices upon request from Project Members

Data Purification

Purification Issues
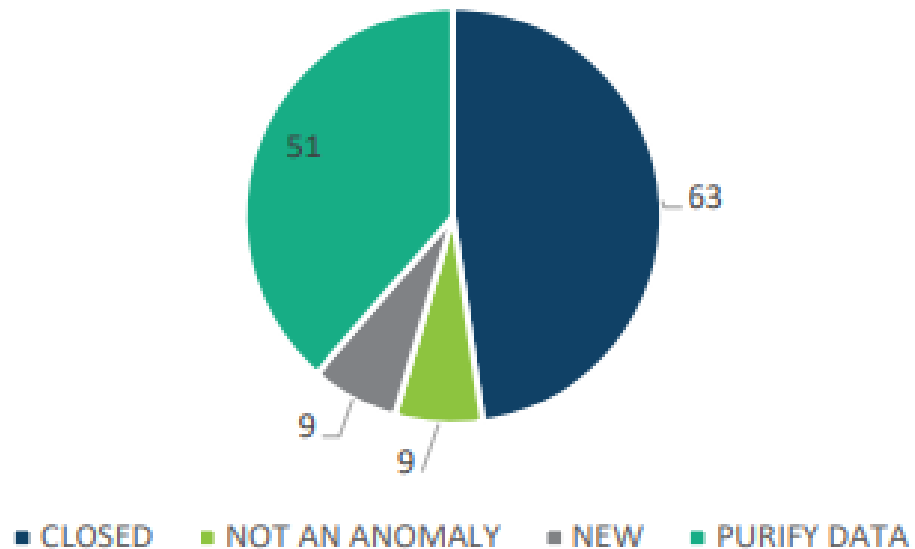
Stage	Count
CLOSED	63 (+20)
PURIFY DATA	51 (-3)
NOT AN ANOMALY	9 (+1)
NEW	9

Frances Online Demo

Forum Next Steps

- Next meeting – discussion
- Additional topics

Questions?