



## Facilitating services through crisis

Meeting increased need and addressing fraud through workforce, unemployment insurance, and contact center solutions

# Your work brings unique and complex challenges. We're ready to help you meet them.

---

For millions of workers across the world, COVID-19 has disrupted careers and made the future uncertain. From the factory worker unsure their job will come back to the recent graduate trying to navigate an increasingly tight labor market and beyond, people need guidance and assistance. More than ever, they need help from state agencies to find reemployment and career success.

And every crisis creates opportunity. The astonishing toll fraud takes on unemployment insurance has surged as more bad actors exploit system weaknesses to reach into public coffers.

Leveraging data and technology helps agencies find faster, more efficient ways to function securely and effectively so they can get services into the right hands—and protect funds from fraudsters.

We're here to help—through data, technology, and portfolio management expertise devoted to the workforce sector.

# At home in your world

We've been working in the public sector as long as we've been around, meeting complex challenges in education, workforce, and unemployment agencies with profound technical and policy-area expertise.

- The State of Indiana partnered with us to better utilize education, workforce, and services data to inform decision-making and transparency and to improve Indiana's workforce. Working collaboratively across various agencies, we developed a statewide longitudinal data system that provides Indiana stakeholders with crucial data. The project led to a master record of an Indiana resident's lifelong involvement in the educational, workforce, and services databases.
- When Ivy Tech launched a Career Coaching and Employer Connections initiative, they recognized that concrete data is necessary to monitor program effectiveness but also inform students with actionable data to inform decision making. The college wanted to show real value for its students, its industry partners, and community partners with more thorough data on the real-world outcomes of its degree programs. While maintaining student privacy, we established a process for analyzing return on investment for program participation for students, employers, funders, and the college itself so that they could better evaluate program efficacy. Rather than relying on vague nationwide averages, the college can better inform students and the community about return on investment.
- To help another state improve service delivery and oversight, we tackled project management of a Geographic Solutions workforce product including state workforce program (WIOA, WP, TAA) and state program (youth, corrections, adult, etc.) registration, eligibility, case management, and activity management through follow-up services. This undertaking included a labor exchange where employers and citizens register for their own accounts and treat the solution like a state-specific job board, custom interfaces, federal and state program reports, and funding and data conversion.



# Building transformative solutions that support and protect

We partner with workforce entities toward solutions that go beyond technology to transformation that helps efficacy and efficiency soar.

## **Program and Policy Consulting**

Could your workforce program reach further and require fewer resources? We evaluate the efficacy of your existing programs or help you define strategy and build a program that reaches its most productive outcomes by collecting, utilizing, and drawing practical insight from data across agencies.

## **Data and Interoperability**

Leverage data for better decision-making—internally and among your agency partners. We craft effective, secure data solutions and deliver the tools you need to access and utilize reliable data. You get critical information for improving internal processes and secure tools for collaborating across agencies.

## **Modernization**

Your technology projects impact all you do and the people who do it. We work from your current IT, software, and cloud migration challenges to design a solution and carry it through smoothly to ensure change that improves lives and work. None of those efforts succeed without adept project management, so we support every modernization effort with a team that includes specialists in portfolio oversight.



# Root out fraud while supporting service delivery

With as many as 80% of new unemployment claims falsely filed in 2020, detecting fraud is an urgent problem and one that can put hundreds of millions of dollars back into circulation.

Through machine learning and artificial intelligence technologies, agencies can tackle real-time data to handle fraud in real time, detecting new fraud techniques and patterns more quickly. Previously undetectable fraud is caught—and quickly—with systems that constantly improve to identify it accurately. Agencies save significant dollars and, by weeding out false claims, devote resources to the real claims that need it.



| Our services qualify as automation and operational improvement services that can be funded with FY 2020 above-base funding from the Department of Labor.

## True fraud protection requires a broad strategy

Getting benefits to the right people quickly depends on a dizzying number of details coming together just right, which of course is what makes the process susceptible to fraud. A complex system cannot depend on a one-dimensional answer. Fraud identification tools are essential but just one part of an effective solution that must include the following:



### Identity verification tools

The Department of Labor now insists that states block more fraudsters at the front door. Federal funding depends on implementation of ID verification by January 26, 2021. Selecting and especially fully utilizing ID verification tools creates a tough challenge that leaves a lot of states scrambling to understand which tools in the market will achieve the desired results and how much work those tools will require from them to implement.



### More robust initial claims applications and automated fact-finding strategies

The most effective claim applications collect the right information to streamline work and provide more options for automation and workload reductions. Coupled with effective fact-finding strategies, these methods can help states separate the wheat from the chaff in their fraud backlogs.



### Workflow and triage

Detecting fraud is a significant part of the process, but any “solution” falls apart if it stops there. What happens next? Who is responsible for what? In the scramble to address fraud, many agencies have fallen shy of detailing a process that addresses fraudulent claims after they’ve been identified. Wherever timeliness is paramount, a clearly defined process is essential.



### Effective data visualization

Knowledge is power, but not until it can be internalized. Achieving that power gets a lot easier when knowledge is delivered through user-friendly dashboards that display important data points in easy-to-comprehend visualizations. A lot of dashboards look great but provide no value. It takes incredible expertise to develop a dashboard that presents the right information in an effective format. Done right, dashboards provide clarity and insight that enable you to strategize—and progress toward your objectives.



CASE STUDY

## Project turnaround leads to country's first modernized UI system

Over the past several years, many states and state consortiums all across the country have attempted to modernize their unemployment insurance systems to integrate tax, benefits, and appeals into a single cohesive system. We helped Indiana make it happen.

Indiana Department of Workforce Development hired KSM Consulting after having struggled for years to complete its modernization project. Our team crafted a concise project plan with clearly defined benchmarks, including 30-day milestones to track progress, and built a tracking dashboard to enable transparency. Nearly ten years from the project's original initiation, and only one year after KSMC took ownership of the project team, the agency's modernized UI System, Uplink, was successfully launched.

**[Read more.](#)**

# Get more from workforce data, deliver more to workers and employers

Bringing together the missions, teams, technology, and data involved in workforce development means overcoming complex and ever-changing problems. Advanced, forward-looking solutions keep agencies nimble enough to respond to current challenges and be ready for what comes next.

Advanced data analytics, secure data sharing, and secure collaboration improve agencies' efficiency and effectiveness to help bring the results that best serve citizens. As employment, economic, and funding landscapes shift, matching effective services to citizens and employers can help states thrive.



## Developing data solutions to help get people working

Utilizing machine learning and artificial intelligence, the KSM Consulting team has helped support workforce development agencies to address their unique labor market through tailored programs and services.

Our team of data scientists, developers, and project management professionals has experience in designing and executing solutions that enable agencies to

- Build the analytical foundation for a tool that charts a training path for a jobseeker based on individual characteristics
- Link reemployment and workforce recovery efforts to create a comprehensive approach to serving individuals
- Determine the efficacy and return on investment of existing programs and services to expand them across the state
- Deploy strategic approaches to regional workforce development efforts
- Solve complex problems and effectively launch solutions

## Collaborating toward a unique solution

Working with leadership and representative stakeholders, the KSM Consulting team utilizes agency expertise, coordinates with appropriate vendors, and keeps careful project, change, and communication management practices in place to keep projects moving forward to successful completion.

Our experience partnering with government agencies at all levels shows that this approach provides

- Flexibility to change course as new insights are uncovered and project vision is refined
- Ability to fail fast and move on to better options when an approach proves suboptimal for meeting project objectives
- A higher level of engagement with key stakeholders throughout the project, which increases user buy-in and commitment to the end results
- Increased transparency, reducing risk that the final results don't align with stakeholder expectations
- Rapid results for incremental goals rather than a big, end-of-project reveal that might not offer the best solution





CASE STUDY

## Career and Technical Education: Providing insight into a critical statewide workforce system

Career and Technical Education (CTE) in Indiana operates through an incredibly complex system with dozens of discrete governing bodies, including the state’s Department of Workforce Development, the Governor’s Workforce Cabinet, and the Department of Education. Developed over more than a century and administered by 49 separate CTE Districts—collaborations among local school corporations—the program struggled with cohesion, resource allocation, and effectiveness across disparate needs and methods for meeting them. Thinking strategically about the structure of CTE and its return on investment became a priority for the state. First, leaders and policymakers needed to understand as much as possible about how the system functioned.

Indiana enlisted KSM Consulting for our data expertise but also for our experience within the workforce and education sectors. The state needed specialists who could bring the neutral perspective essential for finding clarity within a wide-ranging, political system that involved a dizzying number of stakeholders—often with opposing interests. We helped provide a new, more thorough understanding of how this vital system functions at every level so that stakeholders have the facts they need to determine where the program can go—and to meet new challenges like remote learning and an evolving statewide economy.

**[Read more.](#)**

# Scalable, flexible contact center solutions that connect citizens with services

User experience suffers when contact centers rely on aging infrastructure or patched-together engagement channels that haven't been fully integrated. Data collection and utilization fall short, and organizational effectiveness lags.

A modernized and customized contact center solution improves accessibility, efficiency, reporting, and end-user experience.



## Making connection intuitive for citizens and teams

Making contact easy across the channels users depend on is imperative for service delivery. As citizens have come to expect greater access and transparency from their government, agencies depend on a growing number of communication channels and increased contact.

A contact center platform with multichannel and self-service capabilities helps meet these demands and provides user-friendly interfaces, tools, and dashboards that make data and services easily accessible to agents and management.

## Your effective contact center solution

- Facilitates multichannel engagement to meet the citizen at their preferred point of contact
- Standardizes service for reliable, consistent end-user experience
- Improves customer satisfaction, increases efficiency, and cuts response times
- Enables greater accessibility anywhere, anytime
- Collates disparate data sources for accurate, unified comprehensive reporting
- Provides efficient, intuitive, and customizable agent dashboards
- Gives agents more reach and improves productivity
- Delivers intuitive and useful information to better inform decisions

WE BUILD COMMUNICATIONS SOLUTIONS WITH THESE AND OTHER PARTNERS





**CASE STUDY**

## Bringing workforce aid efficiently to citizens

An Office of Workforce Development client facilitates events to engage individuals who have been or soon will be affected by an employer layoff. Our team worked with multiple groups within that office to design, develop, and implement a multichannel mobile application to enable workforce specialists to automate and efficiently collect data and help affected workers.

The registration mobile application project enables the OWD to provide employment services more efficiently and, because automated data capture enables real-time registration for critical assistance and advanced reporting and tracking capabilities, the office can help affected workers get trained and reemployed faster. New reporting capabilities also enable it to more easily identify opportunities for process improvements and evaluate program effectiveness.

**[Read more.](#)**

# Our team knows workforce

Where other consultants see limitations, we find opportunity. Within every regulation, every data-sharing blockade, every entrenched process lies the chance to innovate. These and other KSM Consulting experts help the agencies we work with find every opportunity to bring their intended program outcomes, no matter how complex their problem or environment.



# Kate Shelby, J.D.

## Senior Delivery Leader, Public Sector Services

Kate Shelby has twelve years of experience helping state governments and their agencies with the toughest challenges. As Chief Operations Officer at the Indiana Department of Workforce Development, Kate oversaw a \$50+ million budget made up of federal funds with complex regulations and funding calculation mechanisms, state funds, and economic recovery funds. Kate added to that budget yearly through grant awards and legislative lobbying efforts. During her tenure as Chief Operations Officer, Kate saved the State of Indiana more than \$450 million by implementing financial tracking, management, and anti-fraud programs to draw down and maximize the use of all available funds. The strategic and technical solutions Kate implemented had a minimum return on investment of 5:1 and a maximum return on investment of 78:1.

As a leader of a large state program, Kate implemented at least two major public-facing strategic initiatives each year, managed a staff of more than 450 employees of varying skills and jobs, and passed legislation to further the State's goals for her programs.

As a Deputy Attorney General at the Office of the Indiana Attorney General, Kate represented all state agencies during the Great Recession in class action lawsuits and with regard to stimulus programs implemented or affected during that time. A national leader in state program integrity, Kate has spoken at a variety of national conferences and has served on committees aimed at driving federally funded state-administered programs forward. Kate has also worked as a senior leader at a Fortune 500 Company with a \$20 billion contract and project management portfolio. Her passion for working with state governments has, most recently, led Kate to assist her government clients in implementing strategic initiatives to address the pandemic. Kate is committed to helping government organizations realize their strategic visions, leveraging her extensive experience to deliver enterprise-level tangible and impactful outcomes.

## Todd Hurst, Ph.D.

---

Todd began his career as a high school teacher but learned his passion lies in effecting complex change at a state and regional level. After earning a Ph.D. in educational leadership with a focus on school technology leadership, Todd served as director of education and workforce innovation for University of Indianapolis and vice president for education and workforce for Regional Opportunity Initiatives.

A senior consultant with KSM Consulting since 2019, Todd applies technical and practical experience in workforce programming to solving problems that leverage data to inform workforce efforts, develop strategy, and measure effectiveness. He leads a team that delivers data science, technical solutions, and strategic vision to workforce projects.

# Josh Wakefield

**VP, Public Sector Services**

---

Josh Wakefield serves the public sector through the management of large-scale technology projects and his leadership of the project oversight practice.

With an extensive technical and business knowledge base, Josh's skillful oversight has driven the successful completion of many technology projects, including those previously considered abandoned or out of compliance. Josh served as project executive when Indiana's Department of Workforce Development integrated case management and labor exchange solutions, and he helmed the complex project turnaround that implemented Indiana's first-of-its kind UI modernization project, bringing the state's tax, benefits, and appeals functions into a single, cohesive system.

Josh began his career in the IT industry, owning and operating his own consulting firm in downtown Indianapolis. He was the lead consultant on a multitude of network implementations where he provided ongoing support to clients through service contracts. With hands-on technical knowledge and advanced project management experience, Josh provides a unique and valuable perspective to KSMC clients and their projects.



## Bring us your challenges

Meet with one of our workforce experts for an ideation session and find out what's possible for workforce service delivery in your state. There's no cost to you, and we think you'll be surprised by what you'll learn.

.....

**CONTACT KATE TO GET STARTED.**

**Kate Shelby**

**Senior Delivery Leader, Public Sector Services**

[kshelby@ksmconsulting.com](mailto:kshelby@ksmconsulting.com)

.....

KSM Consulting partners with clients to build data, tech, and management solutions that improve lives and work. We aren't here to shoehorn clients into our ideas but to collaborate toward your best solution, walking alongside you to turn potential into action without pain.

**Find out more at [ksmconsulting.com](https://ksmconsulting.com).**

.....