

## ABOUT CSG

CSG Government Solutions is a national leader in planning, managing, and supporting complex projects that modernize the information technology and business processes of large government programs. We provide high-value strategy, planning, and project assurance services that lead your most challenging modernization projects to successful outcomes.

### CSG GOVERNMENT SOLUTIONS "AT-A-GLANCE"

<b>BUSINESS:</b> Government Operations Consulting	<b>HEADQUARTERS:</b> Chicago, IL	<b>FOUNDED:</b> 1997	<b>EMPLOYEES:</b> 250	<b>CHIEF EXECUTIVE:</b> John Walsworth
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**CLIENTS:**

46 state and territory governments	U.S. Department of Labor
U.S. Department of Health and Human Services	Large municipal governments

**SERVICE OFFERINGS:**

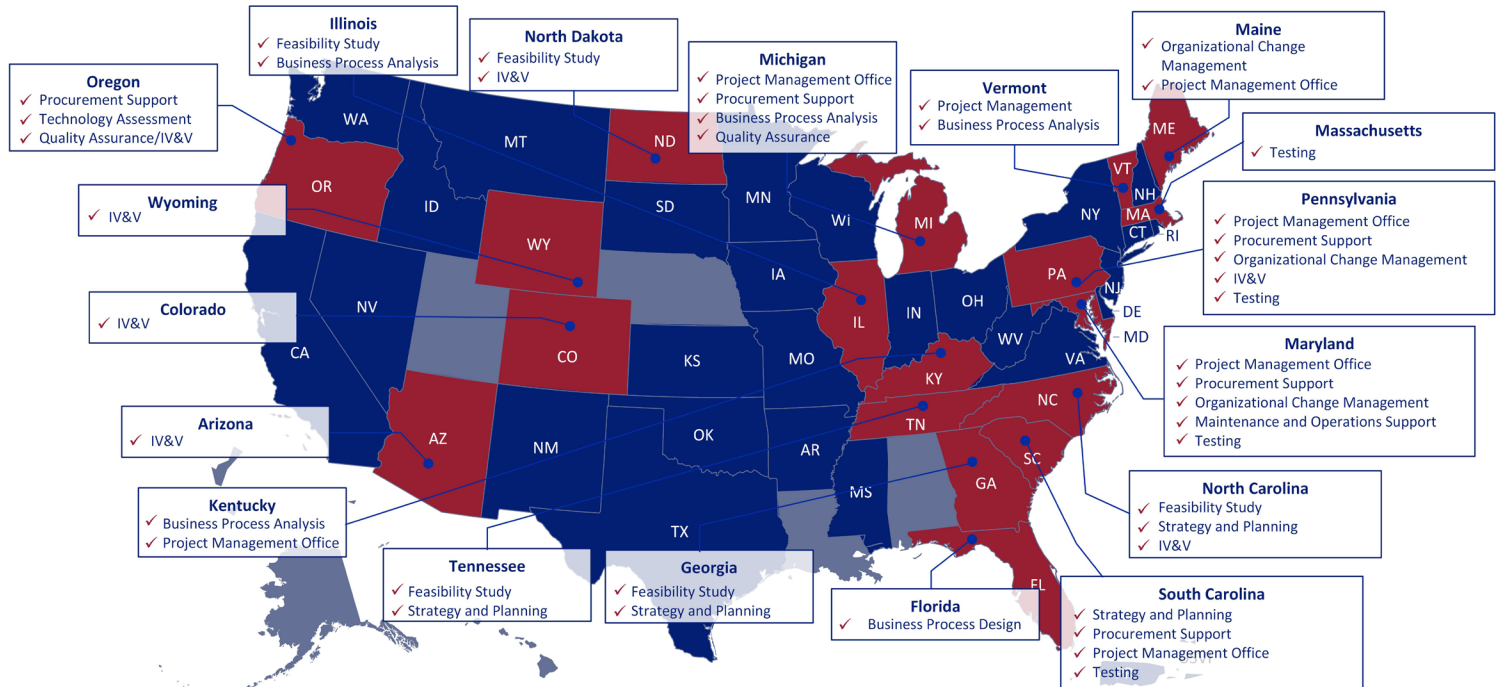
<i>PMO by CSG<sup>SM</sup></i>	<i>IV&amp;V by CSG<sup>SM</sup></i>
<i>QA by CSG<sup>SM</sup></i>	<i>STRATEGY by CSG<sup>SM</sup></i>
<i>OCM by CSG<sup>SM</sup></i>	

**PROGRAM EXPERTISE:**

Unemployment Insurance	Healthcare & Human Services
Workers' Compensation	Child Support
Paid Family & Medical Leave	Revenue/Tax

## OUR UNEMPLOYMENT INSURANCE EXPERIENCE

CSG is at the forefront of Unemployment Insurance system modernization efforts. Our experience includes 18 Unemployment Insurance modernization projects across the nation, spanning the entire system development life cycle from planning through deployment and into maintenance and operations.



## OUR SERVICES

### STRATEGY by CSG<sup>SM</sup>

CSG is your trusted advisor in crafting program modernization strategies and addressing foundational aspects of your projects. From feasibility study, enterprise IT strategy, and technical architecture, to business process reengineering, requirements definition, procurement support, and other critical functions — CSG's high-value resources provide insight into best practices and practical recommendations to help guide your modernization efforts.

[READ MORE ABOUT STRATEGY by CSG<sup>SM</sup>](#)



### PMO by CSG<sup>SM</sup>

CSG brings you all the expertise and experience you need to establish and operate a "full-service" PMO, including project management, risk and issue management, requirements management, architecture assessment, business process reengineering, organizational change management, testing support, and other functions. These services utilize CSG's unmatched expertise in program operations and technology architectures to maximize the value of your PMO.

[READ MORE ABOUT PMO by CSG<sup>SM</sup>](#)



### QA by CSG<sup>SM</sup>

CSG deploys highly experienced teams and innovative methods, knowledge, and tools to assure that complex projects are completed on time and achieve your program objectives. Our quality assurance methodologies are based on industry standards and best practices, and provide a structured approach to quality management, quality assurance, quality control, testing, privacy and security, and operations/maintenance.

[READ MORE ABOUT QA by CSG<sup>SM</sup>](#)



### OCM by CSG<sup>SM</sup>

CSG's OCM methodology operates on the principle that people are the key to realizing the benefits of program modernization. Our approach begins with thorough planning to achieve effective sponsorship, stakeholder engagement, proactive communication, targeted learning and development, and reinforcement of the change. Throughout, we use meaningful metrics to measure change adoption progress to assure our OCM strategies and plans sustain the change needed to achieve your modernization objectives.

[READ MORE ABOUT OCM by CSG<sup>SM</sup>](#)



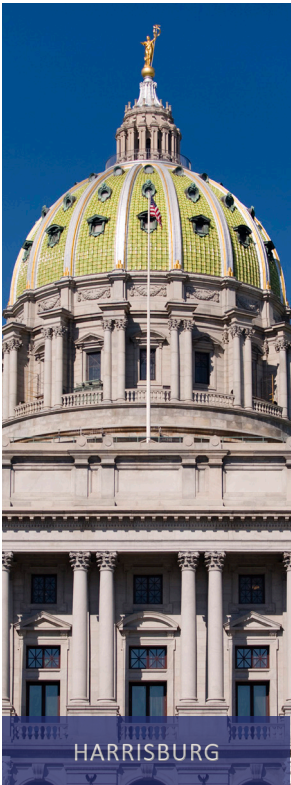
### IV&V by CSG<sup>SM</sup>

CSG serves as your "eyes and ears" into the inner workings of your program modernization effort. Independent of implementation vendors and others, we provide insight into all aspects of the project, with a focus on risk identification, analysis, and mitigation. Our Life Cycle and Periodic IV&V methods are based on IEEE standards and provide a structured approach to assessment, analysis, review, evaluation, and testing throughout the modernization life cycle.

[READ MORE ABOUT IV&V by CSG<sup>SM</sup>](#)



*STRATEGY by CSG<sup>SM</sup> and PMO by CSG<sup>SM</sup>*



**PENNSYLVANIA UNEMPLOYMENT COMPENSATION BENEFIT SYSTEM**

The Pennsylvania Department of Labor & Industry administers employment services to the Commonwealth’s 6.4 million workers and almost 300,000 employers. In an effort to improve services, DLI has launched a strategic initiative to modernize its Unemployment Compensation Benefits System.

**PROCUREMENT SUPPORT AND PMO by CSG<sup>SM</sup>**

DLI selected CSG to provide procurement support and PMO services throughout the Unemployment Compensation Benefits System implementation. CSG analyzed existing systems and workflows, developed the project strategy and technology roadmap, and gathered business and technical requirements to develop an RFP. CSG also established a full-service PMO and is providing technical oversight, Unemployment Insurance subject matter expertise, requirements management, and testing support throughout the program modernization.

DLI is committed to delivering timely and accurate Unemployment Compensation benefits to Pennsylvania’s unemployed workers. CSG is here to help the Commonwealth achieve its program modernization goals.

HARRISBURG

**MARYLAND UI TAX, BENEFITS, AND APPEALS MODERNIZATION**

The Maryland Department of Labor supports the economic stability of the State by providing businesses, the workforce, and the consuming public with high quality customer-focused regulatory, employment, and training services. To better provide its constituents, businesses, customers, and stakeholders with more timely, accurate, accessible, and transparent services, DOL embarked on an effort to replace its core legacy systems that support the Unemployment Insurance Benefits, Tax, and Appeals functions.

**STRATEGY by CSG<sup>SM</sup> AND PMO by CSG<sup>SM</sup>**

The Maryland Department of Labor selected CSG to provide Project Management Office, UI business and technical subject matter expertise, and organizational change management services to support the State throughout the UI modernization project life cycle, including procurement support and transition to the design, development, testing, and implementation phases of the project. CSG has continued to provide PMO and testing services for DOL through system implementation and maintenance and operations. The new UI solution was implemented in September 2020, making Maryland the first state to have their modernized Benefits, Tax, and Appeals systems go live at the same time.

Maryland is committed to realizing the benefits of a modernized UI system to best support its workers and employers. CSG is here to help.

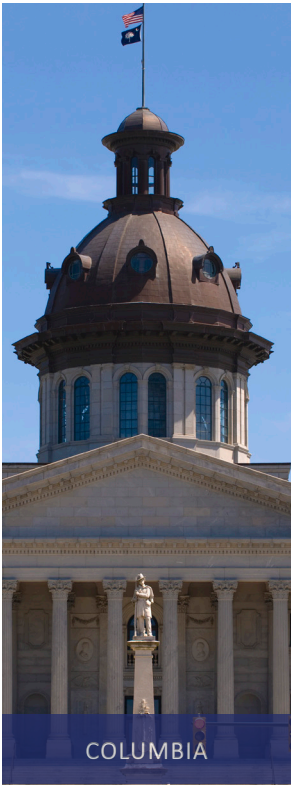


ANNAPOLIS

READ MORE ABOUT STRATEGY by CSG<sup>SM</sup>.



**STRATEGY by CSG<sup>SM</sup> and PMO by CSG<sup>SM</sup>**



**UI TAX SYSTEM ANALYSIS IN SOUTH CAROLINA**

The South Carolina Department of Employment and Workforce administers UI benefits, collects unemployment taxes, and provides job matching support for the State's 2.2 million workers and 70,000 employers. In order to better serve the State's workforce and businesses, DEW is modernizing its UI Tax System.

**CSG PROVIDES IMPLEMENTATION ANALYSIS AND OVERSIGHT**

DEW selected CSG to provide planning and procurement support, business process analysis, and PMO services throughout its UI Tax System modernization. CSG created the project management plan, developed a business and operational process improvement report, and provided RFP development and evaluation support throughout the procurement of the new system.

CSG then provided project monitoring and control and implementation oversight of the DDI vendor to assure the system recommendations were properly implemented.

South Carolina is committed to a customer-driven UI program that facilitates financial stability and economic prosperity for employers, individuals, and communities. CSG is here to help assure the State's program meets these objectives.



**SUPPORTING THE MICHIGAN UNEMPLOYMENT INSURANCE AGENCY**

The Michigan Unemployment Insurance Agency supports the State's 4.7 million-person workforce and over 200,000 employers in a challenging and dynamic economic environment. UIA launched an ambitious multi-year effort to modernize the systems and processes of their UI program. They implemented an integrated Benefit and Tax System using a modified commercial off-the-shelf (COTS) solution, a first for this approach in the country. The modernization also included the upgrade of the Interactive Voice Response System and implementation of Collection and Fraud Detection products.

***PMO by CSG<sup>SM</sup>***

One of Michigan's strategies for completing the modernization project was the establishment of a Project Control Office. CSG served as the State's trusted adviser in establishing the Project Control Office. Our capabilities went beyond the core functions of project coordination, control, and reporting. Early in the project, the CSG team documented functional and technical requirements, prepared the implementation RFP, and assisted in coordinating the procurement process. As the project progressed, CSG oversaw the work of the implementation vendor, traced business requirements to system functions, evaluated technical architectures, and enforced State standards.

Michigan is dedicated that its UI program effectively meets the needs of the State's workers and employers.

**READ MORE ABOUT *PMO by CSG<sup>SM</sup>*.**



## PMO by CSG<sup>SM</sup>



### SUPPORTING THE VERMONT DEPARTMENT OF LABOR

The Vermont Department of Labor administers UI benefits and collects unemployment to support Vermonters who find themselves unemployed through no fault of their own. In an effort to improve services, DOL has explored strategic initiatives to modernize its UI System through a consortium with the States of Idaho and North Dakota.

#### *PMO by CSG<sup>SM</sup>*

The State of Vermont selected CSG to provide project management services related to the integration planning and analysis of transferring the State of Idaho's UI system. CSG provided planning, scheduling, coordination, tracking, and reporting for the process of designing, developing, testing and integrating the UI System with Vermont specific software. CSG provided overall project plans, coordination of activities and scheduling of resources, support of project leadership, risk assessment, and reporting on project progress.

DOL works to protect and grow Vermont's working landscape. CSG was there to help DOL promote its goals.



### ASSISTING KENTUCKY IN ADMINISTRATION OF STATE WORKFORCE PROGRAMS

The Kentucky Department of Workforce Investment faced a large number of program and technology modernization challenges across the enterprise including upgrading to a new technology platform, designing a common registration application, and implementing other strategic business process improvements. In order to assure the success of these efforts, DWI turned to CSG.

#### *PMO by CSG<sup>SM</sup>*

CSG established a full-service PMO with integrated CSG and Commonwealth resources. The PMO staffs projects, supports operations, manages vendor contracts, and provides executive insight into mission critical projects. CSG provided UI/Workforce expertise, monitored staff resource allocation, oversaw testing efforts, and assured the success of program modernization activities.

DWI connects Kentucky residents to employment, workforce information, education, and training. CSG helped assure DWI's services meet the needs of the workers and employers who depend on them.

READ MORE ABOUT *PMO by CSG<sup>SM</sup>*.



**OCM by CSG<sup>SM</sup>**



ANNAPOLIS

**ORGANIZATIONAL CHANGE MANAGEMENT FOR MARYLAND**

The Maryland Department of Labor recently implemented a new UI Benefits, Tax, and Appeals system. CSG has worked with the State throughout the implementation to provide a range of services to ensure successful implementation, from procurement support and project management, to operational oversight, testing, and organizational change management.

**OCM by CSG<sup>SM</sup>**

CSG conducted an Organizational Change Readiness Assessment, developed plans and roadmaps to guide OCM and communications activities, assured engagement from project stakeholders, completed a Job Classification Analysis, and supported training and knowledge transfer activities. Our Job Classification Report helped map job titles, roles, and responsibilities from the current legacy systems to the new modernized systems.

The new UI solution was fully implemented in September of 2020, making Maryland the first State to have their modernized Benefits, Tax, and Appeals systems go live at the same time. CSG's OCM services assured the people of DOL were ready.

Maryland is committed to safeguarding and protecting Marylander workers. CSG is there to assure they realized the full benefits of their modernized system.



AUGUSTA

**THE MAINE DEPARTMENT OF LABOR AND THE MRM CONSORTIUM**

The Maine Department of Labor Bureau of Unemployment Compensation, along with the States of Rhode Island and Mississippi, formed the MRM Consortium - a collaborative effort to share the costs and benefits of a new UC Tax and Benefits System. The new UC System affects the work processes of hundreds of employees, and as it is put in place, BUC is preparing staff for the transition.

**CSG PROVIDES ORGANIZATIONAL CHANGE MANAGEMENT**

The State selected CSG to provide organizational change management and development services to prepare BUC staff for the management and cultural changes related to the new UC System. CSG assessed the impact on current job functions; identified new and modified positions needed for successful implementation; and developed communication, training, and governance programs to prepare staff.

Maine has made a large investment in their UC program to promote the safety and economic well-being of the workforce and businesses in Maine. CSG is here to help the State achieve their program modernization goals.

**READ MORE ABOUT OCM by CSG<sup>SM</sup>.**



## QA by CSG<sup>SM</sup>



### OREGON UNEMPLOYMENT INSURANCE SYSTEM MODERNIZATION

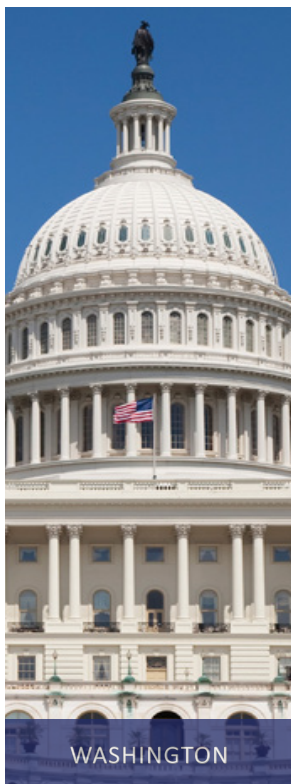
The Oregon Employment Department has launched their Modernization Program effort, a multi-year initiative focused on transforming business processes and core technology systems. OED is replacing its 30-year-old UI system with a configurable COTS solution that integrates multiple UI business and tax functions. It is also creating a new system for Paid Family and Medical Leave contributions. These new systems will improve UI benefits payments and delivery of employment services through transformed business processes and system capabilities.

#### QA by CSG<sup>SM</sup>

OED selected CSG to provide full life cycle independent quality management services for the planning, procurement, and implementation of the new system. During the planning phase, CSG conducted reviews of procurement documents, requirements, and project management plans. CSG also performed a maturity assessment on proposed solutions to provide the State with a rating of each solution's adherence to ISO standards, providing independent and objective insight into the proposed solutions. CSG continues to provide monthly Quality Assurance Status and Improvement Reports that provide OED with observations on overall project health and actionable recommendations for process improvement and risk mitigation.

OED supports the State's diverse people and businesses to realize their full potential. CSG is here to help.

## IV&V by CSG<sup>SM</sup>



### U.S. DEPARTMENT OF LABOR UI ICON

The U.S. Department of Labor established the UI Interstate Connection Network (ICON) to enable the 53 State Workforce Agencies to electronically exchange information to enable making timely, accurate UI benefit payments and tax collections, and to assure displaced workers who have moved to another state are able to continue receiving UI benefits while looking for work.

#### IV&V by CSG<sup>SM</sup>

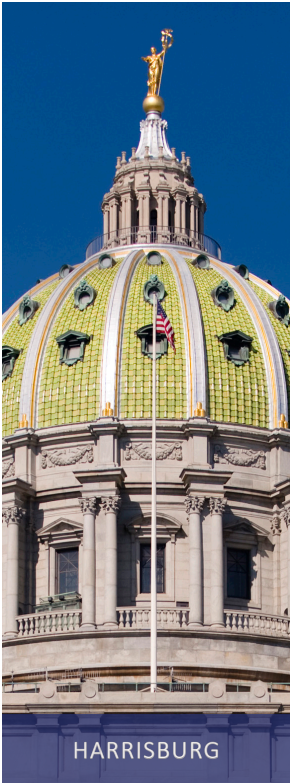
U.S. DOL selected CSG to provide periodic IV&V services to assess current ICON operations to reduce risks and provide recommendations and requirements for maintaining the system. CSG completed an initial baseline assessment to gauge the health, efficiency, and effectiveness of current ICON operations and maintenance processes, including careful review of all associated documentation, applications, and vendor processes. Going forward, CSG will assess operations and management processes against the baseline assessment to identify new risks, provide pragmatic risk mitigation strategies, and identify areas for improved operational efficiencies.

The U.S. DOL is committed to providing a seamless exchange of information among its participating state and federal agencies. CSG is here to assure these goals are achieved.

[READ MORE ABOUT IV&V by CSG<sup>SM</sup>.](#)



*IV&V by CSG<sup>SM</sup>*



HARRISBURG

**INDEPENDENT VERIFICATION AND VALIDATION FOR PENNSYLVANIA**

The Commonwealth of Pennsylvania invested in independent oversight to support the successful implementation of a new Unemployment Compensation system.

*IV&V by CSG<sup>SM</sup>*

The Pennsylvania Department of Labor & Industry contracted CSG to deliver full life cycle IV&V for the replacement of their Unemployment Compensation legacy IT systems with a COTS solution. CSG provided monthly assessments to track and trend progress and project health. The CSG team provided proactive, independent observations and recommendations to leadership to assure risks and issues were identified early, and provided insight into quality concerns with practical, actionable recommendations. CSG managed the UC project's risk and issue processes, including assuring risks and issues are proactively identified, evaluated, planned for, and responded to timely. In addition, CSG was contracted to provide independent testing services. This system was successfully implemented in September 2020.

The Department of Labor & Industry works to help Pennsylvania's workforce remain world-class and globally competitive. CSG was there to support its goals.



CHEYENNE

**WyCAN CONSORTIUM AND CSG**

The States of Wyoming, Colorado, Arizona, and North Dakota (the WyCAN Consortium) joined in a collaborative effort to modernize their UI Tax and Benefits Systems. The Consortium selected CSG to provide IV&V services throughout the system development life cycle of the new multi-state system.

*IV&V by CSG<sup>SM</sup>*

CSG implemented a rigorous IV&V process across all phases of the WyCAN implementation project. Our team assured the project produced high-quality deliverables and achieved its core objectives within tight budgetary and schedule limitations. CSG also provided ongoing risk assessments and mitigation strategies to WyCAN executives. We utilized our Unemployment Insurance Center of Excellence and CSG REALize<sup>SM</sup> tools to assure the WyCAN project benefited from our national expertise and best practices in IV&V and multi-state consortia.

The WyCAN States set out on an ambitious project and CSG was there to help.

[READ MORE ABOUT IV&V by CSG<sup>SM</sup>.](#)





# TEAMCSG<sup>SM</sup> TOOLS

## TEAMCSG<sup>SM</sup> PLATFORM

CSG deploys our automated suite of high-value TeamCSG<sup>SM</sup> tools on all of our projects. These integrated tools maximize the quality of CSG's services and the productivity of our teams. Our tools incorporate CSG's accumulated knowledge and experience on similar projects around the country, enhanced by our own research.

CSG deploys TeamCSG<sup>SM</sup> tools on a SharePoint, web-based collaboration platform that is supported by our internal technology organization, CSG Tech.

## TEAMCSG<sup>SM</sup> TOOLS

### ✓ TeamCSG<sup>SM</sup> UI Maturity Model

Provides a valuable guide for validating the UI program goals and objectives and business process strategies along with assuring the modernization objectives align with targeted areas of increased program maturity.

Functional Attribute: General			
Functional Question	Level 1	Level 2	Level 3
How does the claimant complete and submit the application?	Paper submissions being faxed, hand-delivered or mailed.	Claimants can utilize call centers to file UI claims over the phone or one-stop centers to file a claim in person. Claims transferred to the call center require staff to reenter or query for information entered on the IVR. Limited internet filing of claims but only for "clean" regular UI claims.	Claimants can complete and submit applications via an IVR system or utilizing an internet portal for all covered programs. Claims filed through IVR are routed to call center staff when an issue arises that needs staff assistance.
How is the claim program type determined?	SWA staff must manually determine the type of claim.	The system can determine claim type for initial, reopened and continued claims; but SWA staff	The benefits system automatically determines the claim program type.

*TeamCSG<sup>SM</sup> UI Maturity Model*

### ✓ TeamCSG<sup>SM</sup> Cost Benefit Analysis

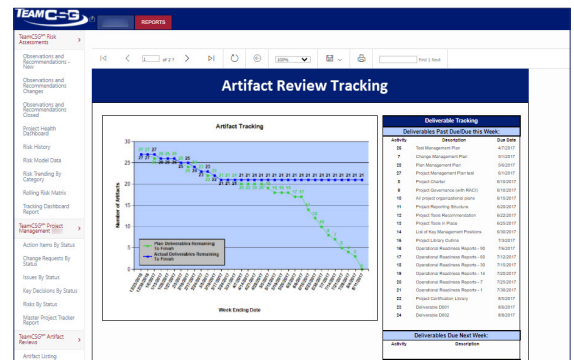
Supports the detailed analysis of quantitative and qualitative assessment of each of the viable alternatives to determine the estimated costs of developing and operating each feasible alternative and the benefits to be derived from each. Supports the analysis to identify the optimal solution for your modernization initiative and incorporates all applicable federal system requirements.

### ✓ TeamCSG<sup>SM</sup> UI Requirements Management

Provides a requirements repository that supports capturing and approving business and technical requirements and traceability to multiple RFPs, contracts, and ultimately to the deployed solutions.

### ✓ TeamCSG<sup>SM</sup> Artifact Reviews

Facilitates review and tracking of vendor artifacts and deliverables, including key artifact attributes such as due date, delivery date, reviewing authority, review status, and final sign-off. Includes reports that identify past due artifacts and upcoming artifacts for review to support proactive planning for subject matter experts.



*TeamCSG<sup>SM</sup> Artifact Reviews*



Schedule your TeamCSG<sup>SM</sup> tool demo today! E-mail [info@csgdelivers.com](mailto:info@csgdelivers.com).

**TEAMCSG<sup>SM</sup> TOOLS**

**TEAMCSG<sup>SM</sup> TOOLS**

✓ **TeamCSG<sup>SM</sup> Project Management**

Provides full-featured tracking and reporting on scope and change management, issues, risks, key decisions, and action items. Includes multiple dashboard and trending reports that provide deep insight into key areas such as schedule, budget, scope, quality, and organizational readiness.

✓ **TeamCSG<sup>SM</sup> Operational Readiness**

Provides tracking and reporting capabilities for monitoring and assessing readiness for operations and implementation of a system, including powerful dashboard reporting capabilities to support decision-making.

✓ **TeamCSG<sup>SM</sup> Risk Assessment Model**

Provides a range of powerful capabilities and features to support IV&V assessments. The Model contains the IV&V checklists, developed based on industry standards and federal requirements, and customized for the system modernization project. The IV&V checklists guide IV&V assessments and support the identification of project risks.

✓ **TeamCSG<sup>SM</sup> Risk Assessment Tracking and Reporting**

Provides the ability to capture and track risks, observations, and recommendations across all assessment efforts and to determine increasing or decreasing risk levels and project health not only at an item level, but also within categories. Provides configurable real-time management reports reflecting the status of all project risks, as well as powerful trending reports for analyzing the ongoing progress and effectiveness of risk response plans.



*TeamCSG<sup>SM</sup> Project Management and TeamCSG<sup>SM</sup> Operational Readiness*



*TeamCSG<sup>SM</sup> Risk Assessment Tracking and Reporting*



**Schedule your TeamCSG<sup>SM</sup> tool demo today! E-mail [info@csgdelivers.com](mailto:info@csgdelivers.com).**

## OUR CLIENTS

The CSG story is the story of our clients. We are totally dedicated to their success. For more than 20 years, we have applied our expertise, innovation, and results-oriented mindset to the most complex program modernization projects of over 200 government and other organizations. We work with our clients in a spirit of partnership and collaboration to deliver the right results at the right time, for the right price.

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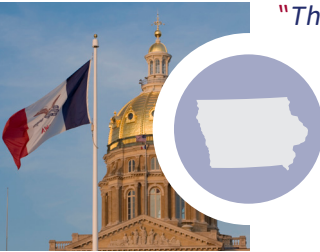
*"CSG was very good to work with in planning and executing our project. CSG excelled at working with us to devise the project scope, timeline, and approach and transitioning knowledge and expertise to our internal teams. Throughout, they maintained excellent communication, and were responsive to agency staff."*

David Gerstenfeld, UI Division Director  
State of Oregon



*"CSG's IV&V reporting is timely and informative. Their national experience serves them well in developing reporting that is both clear and concise and that provides us with well-defined, actionable items that move our project forward."*

Sharon Roberts, Senior Project Manager  
State of Colorado



*"The CSG PMO Team collaborates and works closely with State staff as part of the PMO on a daily basis and they also work effectively with our implementation vendors. CSG is a good partner and they share the same goal as the State, which is a commitment to the success of our program modernization."*

Lorrie Tritch, Chief Information Officer  
Iowa Department of Human Services



*"CSG's expertise enabled the modernization of our system and moving to shared-services in a Service Oriented Architecture. Their knowledge of requirements definition, alternatives analysis, and feasibility studies positioned them well to help us achieve our goals. I recommend CSG as a strong partner in modernization strategy and planning."*

Debra Meier, Program Manager  
State of Minnesota



**PUT CSG TO WORK FOR YOU TODAY.**

For more information or to discuss the challenges you face and how CSG can help, e-mail us at [info@csgdelivers.com](mailto:info@csgdelivers.com).



***EXPERTISE IN ACTION.***