Annual
Report
2025

UI ITSC

Unemployment Insurance IT Support Center | In Partnership with USDOL

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LETTER FROM THE DIRECTOR

Dear Colleagues,

As we reflect on the past year, I am proud of the progress the Unemployment Insurance Information Technology Support Center (UI ITSC) team, in partnership with United States Department of Labor (USDOL), has made in strengthening our support for state workforce agencies and advancing our shared mission to modernize and improve unemployment insurance (UI) systems nationwide. Together, we've continued to build momentum—expanding our services, deepening partnerships, and enhancing the tools and knowledge that help states deliver efficient and reliable service to the public.

This year, UI ITSC expanded its advisory services to provide more customized, hands-on guidance to states at all stages of their modernization journey. Our team delivered a mix of onsite and virtual advisory support services, helping agencies navigate complex system challenges and identify practical solutions that fit their unique needs. We also continued to update and refine cornerstone resources—such as the UI IT Modernization Guidebook—to reflect emerging best practices, lessons learned, and evolving technologies in the UI ecosystem.

Through collaborative forums and peer exchanges, we've created new opportunities for states to share experiences, learn from one another, and strengthen the collective capacity of the UI community. In partnership with the United States Department of Labor, we remain committed to being a trusted partner as states work to modernize systems, increase efficiencies, and improve program performance.

With appreciation,

Brett Flachsbarth
Director, UI ITSC

ABOUT UI ITSC

Introduction

The UI ITSC promotes the development of information technology solutions and information sharing among state UI agencies. The UI ITSC is a unique national collaboration between the U.S. Department of Labor, state of Maryland, National Association of State Workforce Agencies (NASWA), and all state workforce agencies. This annual report highlights the activities of UI ITSC from October 2024 to September 2025.

MISSION

UI ITSC fosters partnerships to advance the continuous improvement of the modernization of unemployment insurance and collaboration with workforce programs.

UI ITSC facilitates the exchange of ideas and practices among states, and provides products, services, and training that help states leverage technology to meet evolving needs.

HISTORY

In 1994, UI ITSC was founded through a grant from USDOL. Since 2009, NASWA has operated UI ITSC with funding from USDOL through an agreement with the State of Maryland.

STEERING COMMITTEE 2024-2025

The UI ITSC Steering Committee provides strategic guidance and direction for UI ITSC. Membership is comprised of state and federal representatives.

WHAT WE DO

UI IT MODERNIZATION
- Support states on UI business process improvement and IT modernization.
- Identify and share state practices and facilitate communication among states.
- Provide support from planning, through go-live, and into stabilization and maintenance.

TECHNICAL ASSISTANCE
- Support state technical projects including application support, technical standards and guidelines development, domain specific staff augmentation, and assessment services.

PRODUCTS & TOOLS
- Provide cost-effective products and tools that states can leverage.
- Develop, distribute, and support products and tools, such as: shared UI components and modules; model projects and prototypes; project management portals; and other tools.

EDUCATION & TRAINING
- Develop educational materials and training programs for UI agencies on UI IT systems, processes, and the modernization life cycle.
- Deliver training as interactive self-paced online lessons and as instructor-led classes conducted by UI and IT subject matter experts.

2024-25 STEERING COMMITTEE MEMBERS

State Workforce Administrators

Matthew Hankins	MO
Katie Thurber	NE
Kevin Burt, Vice Chair	UT
David Gerstenfeld[1]	OR

State Unemployment Insurance Directors

Glen Hughes	WV
Rachel Torres, Host State	MD
Maria Macus	PA
Katie Dishnica	MA

State Information Technology Directors

Heather Hall	TX
Lisa Kissler	WA
Raju Gadiraju, Chair	NC

U.S. Department of Labor Representatives

Michelle Beebe	USDOL
Dennis Austin	USDOL

[1] Served until June 2025.

UI IT MODERNIZATION & TECHNICAL ASSISTANCE

UI ITSC supports states on UI business process improvements and IT modernization by identifying state practices, facilitating communication, sharing information among states, and providing advisory services.

Assessment to Action: UI ITSC's Advisory Impact

Over the past year, UI ITSC has continued to expand and refine its advisory support services to better assist states in navigating modernization and operational challenges. We now offer a comprehensive catalog of services designed to meet a wide range of needs, from strategic planning to technical assessments. Our team provides both onsite visits and virtual assessments, allowing us to engage directly with states to understand their current projects, identify modernization opportunities, and offer tailored recommendations. These engagements are structured to assess each state's unique environment and provide actionable insights that align with their goals.

We've successfully completed several advisory visits and reviews with states including Georgia, Maryland, and Iowa, among others. These sessions have helped states evaluate their current systems, prioritize modernization efforts, and identify areas where UI ITSC can provide targeted support. Whether through in-depth assessments or collaborative planning discussions, our advisory services continue to play a critical role in helping states advance their UI programs with confidence and clarity.

Advisory Support Services

In 2025, UI ITSC partnered with multiple states at different stages of their UI modernization journeys (see map). Much of this support focused on providing testing resources and assistance to states to ensure readiness and improve implementation outcomes.

States Contracted with UI ITSC, 2025
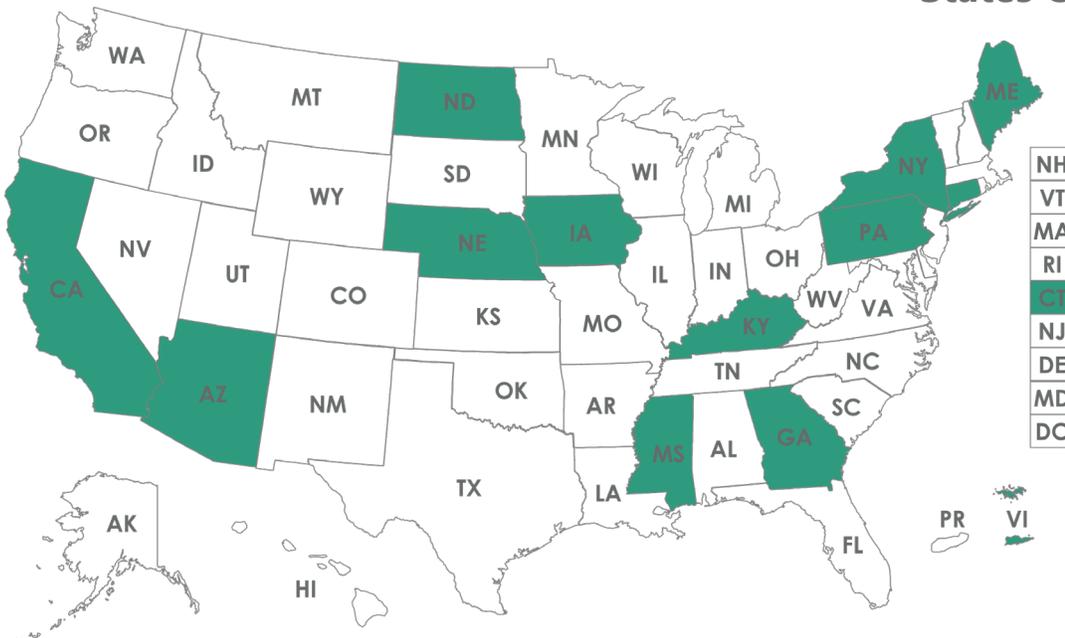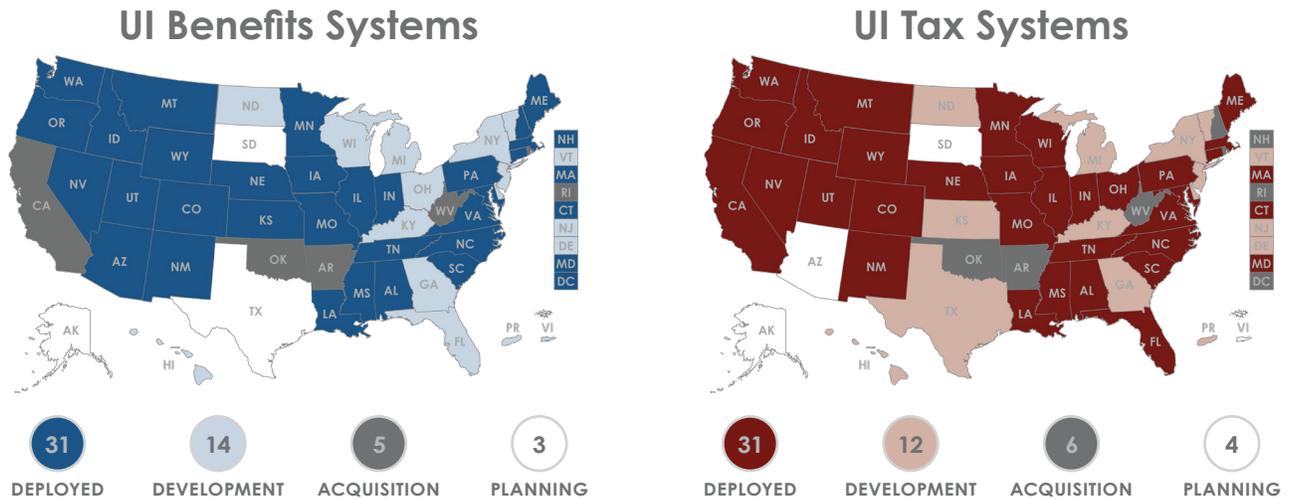
UI IT MODERNIZATION & TECHNICAL ASSISTANCE

Modernization Momentum: Building Community and Sharing Solutions Across State Vendor Groups

In 2025, UI ITSC continued to facilitate collaboration and knowledge sharing among states modernizing their unemployment insurance systems with common vendors. Through a series of quarterly meetings grouped by vendors, states were able to openly discuss project milestones, challenges, and best practices. Recognizing the value of these insights, UI ITSC worked with participants to create a shared "Common Themes and Lessons Learned" document, capturing practical guidance and real-world experiences that benefit all states on their modernization journeys.

To further strengthen these collaborations, UI ITSC launched dedicated SharePoint sites and discussion boards for each state group. This platform provides a hub for states to post questions, share documents, and continue conversations between meetings. By providing a space for ongoing dialogue and resource sharing, the discussion boards have accelerated problem-solving and helped states avoid common pitfalls. This collaborative approach aims to improve project outcomes and build lasting connections among state teams, ensuring that modernization efforts are informed by collective experience and continuous learning.

Status of UI IT Modernization | *October 2025*

Below is a snapshot of current unemployment insurance modernization efforts nationwide, reflecting an ongoing process that continues to evolve to meet user needs and adopt new technologies.

UI Benefits Systems

31	14	5	3
DEPLOYED	DEVELOPMENT	ACQUISITION	PLANNING

UI Tax Systems

31	12	6	4
DEPLOYED	DEVELOPMENT	ACQUISITION	PLANNING

2025 UI IT System Deployments

KS	TN	MA	IA	NV	AZ
Benefits, Tax	Tax	Benefits	Benefits	Benefits	Benefits
TCS	FAST	FAST	GSI	FAST	GSI
NOV 2024	MAY 2025	MAY 2025	JUN 2025	JUL 2025	SEP 2025

PRODUCTS & TOOLS

UI ITSC provides cost-effective products and tools that states can leverage. It also develops, distributes, and supports these products, which include UI components and modules, model projects and prototypes, project management portals, and various other tools.

Products Update

The UI ITSC continues to support two key products for state workforce agencies: the SUTA Dumping Detection System (SDDS) and OccuCoder.

SUTA Dumping Detection System (SDDS)

SDDS is an automated tool that helps detect potential UI tax rate manipulation by employers. The system uses predefined and customized searches to generate intuitive snapshots of changes in employment, wages, taxes, and benefits charged to employer accounts with employee movements. Currently, 28 states actively use SDDS, which is now on version 4.5.

OccuCoder

OccuCoder is an automated job-matching application that assigns occupational codes to job listings, resumes, and UI claims. It processes queries using job titles and optional descriptions and matches them to O*NET-SOC standard occupations. OccuCoder also supports Spanish and is now used by 11 states, which is now on version 2.92.

UI IT Modernization Guidebook 2.0

The UI Business Process and IT Modernization Guidebook, introduced in 2013, serves as a comprehensive resource for state workforce agencies. It provides practical guidance, illustrative state case studies, and established best practices to assist with the complexities of unemployment insurance technology projects. Developed with support of the U.S. Department of Labor, the Guidebook is continuously maintained and updated by UI ITSC to ensure that states benefit from the most current insights and tools necessary for successful modernization efforts.

This year, UI ITSC began a comprehensive revision to enhance both usability and relevance of the Guidebook. The latest refresh introduces an improved structure, more intuitive navigation, and incorporates new insights derived from recent state initiatives. Expanded and updated sections covering staffing, user training, and vendor management, with more to come on an ongoing basis. Each article covers effective strategies, challenges faced, and state examples to help state agencies make informed decisions and address common issues. The Guidebook's refined layout and improved readability establish it as a valuable resource for both new and seasoned state project teams.

By continuously evolving this resource, UI ITSC ensures that state agencies are equipped to collaborate, share knowledge, and drive continuous improvement. The Guidebook not only supports informed decision-making but also fosters a culture of innovation and peer learning across the UI community.

PRODUCTS PORTFOLIO

The UI ITSC Product Portfolio highlights the products available to all states. This portfolio describes each product and the benefits to state UI agencies.
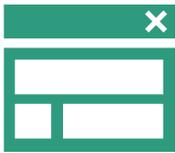
UI ITSC's WEBSITE
A unique online resource for the UI community to access information on UI IT tools, solutions, and resources.

Benefits of the UI ITSC Website
- Share UI and IT information with the UI community.
- Learn online and in-person on a wide range of UI program and technical topics.
- Access product information, documentation, security information and other useful resources.

PROJECT PORTALS
A collaborative environment for state project teams to interact and share information during the IT project lifecycle.

Benefits of Project Portals
- Create and manage state specific portals for UI IT Modernization projects.
- Interact with the UI Community, UI ITSC, NASWA through document sharing and discussion boards.
- Secure SharePoint Environment.

OCCUCODER
A job code matching software application developed to automatically assign occupational codes to UI claims, job orders, resumes, and more.

Benefits of OccuCoder
- Assigns O*NET-SOC Codes to job titles and descriptions.
- Provides a user interface for users to choose the best job code result from OccuCoder.
- Support for Spanish Language queries.

SUTA DUMPING (SDDS)
The SUTA Dumping Detection System (SDDS) is an automated system designed to help states detect employers who may be engaged in SUTA dumping.

Benefits of SDDS
- Quick access and easily interpreted snapshots of employment, wages, and tax data.
- Snapshots help UI staff, analysts, and auditors analyze employer accounts and movements.
- Predefined and customized queries to drill down into the data snapshots.

UI IT GUIDEBOOK
The "UI Business Process and IT Modernization Guidebook" is a collection of best practices and lessons learned from state projects.

Benefits of the Guidebook
- Snapshot of UI IT Modernization projects across the nation.
- Compilation of best practices and lessons learned from state projects with references and examples.
- Resource for states at any stage of their projects from strategic planning to go-live.

Visit **www.itsc.org** for more information.

UI ITSC develops educational materials and training programs for state UI Agencies focused on UI IT systems, processes, and the modernization life cycle. Training is delivered as interactive, self-paced, online lessons and as instructor-led classes conducted by UI and IT subject matter experts.

UI IT Modernization Training

In 2025, UI ITSC delivered targeted training initiatives to assist state agencies in developing their workforce and preparing for modernization efforts. The **Business Analyst (BA) Boot Camp** provided instructor-led sessions, delivering practical business analysis skills to business analysts and UI Subject Matter Experts (SMEs), with an emphasis on optimizing UI processes, documenting requirements, and fostering vendor collaboration. This program was conducted for teams in South Carolina in March and Colorado in July. Participants received comprehensive training in business analysis methods, effective documentation practices, and collaborative techniques. Furthermore, the **UI 101 Training for IT Professionals**, which provides an overview of fundamental unemployment insurance concepts for individuals who are not acquainted with UI, took place in-person for Hawaii in July and virtually for South Carolina in September. These training courses equipped staff with the necessary competencies to effectively collaborate with both business and technical teams during the implementation of a UI IT system.

UI ITSC will keep up its training efforts in early FY2026. **BA Boot Camp** and **User Acceptance Testing (UAT)** training sessions are planned in Texas and Georgia for business analysts, subject matter experts, and project managers, ensuring they're ready to validate new systems and report results accurately. By offering a mix of interactive, instructor-led, and self-paced learning options, UI ITSC shows its commitment to helping states modernize their UI IT, encouraging ongoing improvement, stronger teamwork, and excellence in operations.

UI ITSC provides both in-person and virtual training sessions. If your state is working on a modernization initiative or a major IT project, these training courses are a valuable way to get your business and technical teams ready. To find out more about UI ITSC training options, visit **itsc.org**. For questions about UI IT Modernization training, email **learning@naswa.org**.

Business Analyst Boot Camp for UI SMEs
OVERVIEW OF AGENDA AND ACTIVITIES

Transitioning from the Role of UI SME to UI BA

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

Activities
- Participate in a Group Session to Elicit and Document Requirements

Improving UI Business Processes

Agenda
- Business Processes and How to Improve Them
- Top-down Methodology
- As Is vs. To Be Requirements
- Business Process Improvement Methodologies
- Other State's Processes

Activities
- Lighthearted look at a large organization improving its business processes

Requirements Basics

Agenda
- Eliciting Requirements
- Characteristics of Quality Requirements
- Business Rules and What Drives Them
- Functional versus Nonfunctional Requirements
- Tracing Requirements

Activities
- Identify Good Requirements
- Writing Requirements for a UI Process
- Evaluate Business Rules
- Identify Functional from Non-functional Requirements
- Tracing Business Rules to Functional Requirements

Writing Effective UI Use Cases and Requirements

Agenda
- Leveraging Other States' Work
- What is a Use Case?
- Identifying and Writing an RFP-ready Use Case
- Other RFP Requirements Methods
- Documenting, Validating, Packaging, and Managing Requirements

Activities
- Identifying Alternate Flows
- Compare and Contrast Use Cases from Other States
- Modifying an Existing Use Case
- Write a Use Case

Selecting and Working with Vendors

Agenda
- The Role of the UI BA in Modernization Readiness
- UI BA Contributions to the RFP Process
- Using Vendors in the Modernization Development Effort
- Development Methodologies
- UI BA Role in the Software Development Life Cycle

Activities
- Compare Design-ready Requirements from States & a Consortium
- Participate in a Vendor-led JAD Session
- Writing Test Scenarios Traced to Requirements

UI 101 Training
OVERVIEW OF AGENDA AND ACTIVITIES

The Basic UI System
- History of Unemployment Insurance
- How UI is Funded
- Legislative Changes
- A National View of UI IT Systems

UI Tax
- Employer Registration and Status Determination
- Report Submission and Processing
- Payment Processing
- Employer Rating and Benefit Charging
- Report Delinquency
- Tax Enforcement Activities
- Field Audit
- Employer Account Maintenance
- Trust Fund Accounting
- Common Tax Interfaces
- Technical Takeaways

Activity
- New Employer Registration and Liability Determination

UI Benefits
- Initial Claims
- Claim Entitlement Types
- Interstate Benefits and UI ICON Applications
- Monetary Determinations
- Connection to the Workforce System
- Tools available to access UI and reemployment services for job-seekers
- Filing and Payment of Weekly Benefits
- Continued Eligibility Requirements
- State variations allowed in the UI program
- Common Benefit Interfaces
- Technical Takeaways

Benefit Payment Control (BPC)
- Preventing, Detecting and Establishing Overpayments
- Overpayment Recovery Methods
- Technical Takeaways

Activity
- New Hire Cross Match Considerations

Adjudication
- Nonmonetary Eligibility
- Separation vs Non-separation Issues
- Identifying, Scheduling, and Resolving Issues

Appeals Process
- Conducting Hearings
- Impact of Reversals

Activity
- Consequences of a Wage Correction

Other Benefit Programs
- Extended Benefit Programs
- Trade Programs
- Disaster Unemployment Assistance

UI Reporting, Performance Measures, Performance Management
- Benefit Accuracy Measurement (BAM)
- Benefit Timeliness & Quality (BTQ)
- Lower Authority Appeals Quality
- Tax Performance System (TPS)
- Data Validation
- Technical Takeaways

UI ITSC OUTREACH

Through regular participation in meetings, workshops, webinars, and technical sessions, UI ITSC staff and subject matter experts provide hands-on guidance and training, offering valuable insights into both UI policy and IT implementation strategies. These efforts strengthen the knowledge base of state UI professionals, encourage the exchange of innovative ideas, and support states as they work toward successful modernization outcomes. UI ITSC actively engages states through comprehensive outreach at NASWA's conferences, the UI Committee, Technology Committee, the NASWA Board of Directors, and other key venues, fostering collaboration and sharing best practices to help agencies to tackle the challenges of UI IT modernization.

NASWA SUMMIT Workshop "Ride Together, Win Together: Strengthening State–Vendor Partnerships," moderated by John Quichocho, UI ITSC Product Manager. Presenters included Brett Flachsbart, UI ITSC Director, Tanya Campbell, Supplier Engagement Manager, NASPO, and state member, also members of the UI ITSC Steering Committee: Heather Hall (TX), Lisa Kissler (WA), and Matthew Hankins (MO)

Members of the UI ITSC team, Colin Lennox, KK Raghavan, and John Quichocho, attending the NASWA SUMMIT in Dallas, TX.

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