

# ITERATIVE PROJECT REPORT FOR PROGRAMS & MULTI-YEAR PHASED PROJECTS

Submitted to Large Project Oversight on 08/01/2019

## GENERAL INFORMATION

**Program/Project Name:** UI Mod-iUS

**Agency Name:** Job Service North Dakota (JSND)

**Project Sponsor:** Darren Brostrom

**Project Manager:** Heather Raschke

## PROJECT DESCRIPTION

Job Service North Dakota (JSND) has joined the iUS Consortium with Idaho and Vermont. The purpose of the consortium is to develop, maintain, and enhance the iUS System as a consortium to provide maximum functionality at a reduced cost.

Originally developed by Idaho, the iUS System is built in the .Net stack and utilizes a micro-service architecture. The system will be modified and deployed for use by JSND. Multiple projects will be included as part of this program.

## BUSINESS NEEDS AND PROBLEMS

The current JSND UI mainframe system is at a high risk of failure due to the technology used and the lack of available resources for that technology. Should the system fail, JSND may not be able to recover the system which will essentially halt the agency's ability to service its 26,000 employers and 28,000 claimants.

Issues with the current UI system include:

1. **Technology:** Over the years, the UI mainframe system has been upgraded via utility programs through various coding languages and versions of the database. It currently resides on Unisys proprietary hardware, uses a Unisys proprietary database (DMSII), and a Unisys proprietary coding language (AB Suite). Although AB Suite resides in the .NET framework, the coding is still in the proprietary language.
2. **Resources:** The proprietary Unisys hardware and software are not market leaders. It is difficult to find both staff and contractors who are experienced in it. It is difficult to find job candidates willing to learn these tools as they are not marketable skills. Additionally, JSND programming staff are split into two separate groups – mainframe and web. The languages and skills are different, not allowing the teams to be cross-functional. Lastly, two of the three mainframe programming staff have either reached retirement age or the Rule of 85.
3. **Functionality:** The system itself is around 40 years old. It has gone through many code conversions, upgrades, and enhancements over the years. On the positive side, this has allowed the agency to enjoy automation that other states do not have. On the negative side, the system coding has become very complex. Code that would be somewhat easy to develop in modern languages is more difficult to develop on the mainframe. Issues in the system have compounded on themselves over the years due to lack of resources to fix issues. Supplemental applications have been written in other languages and interfaced to, which while providing more functionality, has increased the system complexity and provided multiple points of potential failure.

JSND needs to migrate to a UI system that is on modern technologies which offers long-term support and a large technical resource pool. With this foundational base, JSND will be positioned to administer the UI program with a sustainable UI system that can be built upon in a timely manner despite changing requirements, laws, and guidelines.

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## PROJECT FORMAT

**Program/Project Start Date:** May 1, 2017

**Budget Allocation at Time of Initial Start Date:** \$300,000 for feasibility gap study. (Note: USDOL subsequently decided to fund the program. The initial budget at the time of the signing of the project charter was \$7,814,362.00).

**How Many Phases Expected at Time of Initial Start Date:** 8 phases

**Phased Approach Description:** Multiple projects will be conducted concurrently. Some of the projects are development projects and some are program support projects. Implementation of all development projects will occur at the same time.

**Estimated End Date for All Phases Known at Time of Initial Start Date:** 12/31/2023

## PROJECT ROAD MAP

The project road map shows the high level plan or vision for the program/projects/phases. It is intended to offer a picture of the lifespan of all the effort that is expected to be required to achieve the business objectives.

The project preparation work was managed under the overall program structure versus creating a separate project for those tasks. Timeframe and estimated budget for this work is noted below to provide a total view of the program.

| Project or Phase                | Title               | Scope Statement   | Estimated Duration (months) | Estimated Budget |
|---------------------------------|---------------------|---|-----------------------------|------------------|
| Project Prep: Feasibility Gap   | Feasibility Gap     | Conduct a feasibility gap with the state of ID against the iUS system.  | 6                           | \$300,000        |
| Project Prep: Initiate and Prep | Initiate and Prep   | Create charter and memorandum of understanding between the states to initiate the project. Conduct tasks to prepare for the program (such as purge and prep data from the various applications, document interfaces, identify test scenarios, etc.).                        | 27                          | \$750,000        |
| Project Prep: Purge             | Purge               | Purge mainframe records.  | 2                           | \$20,890.90      |
| Claimant Portal phase 1         | iUS Claimant Portal | Replace the JSND UI ICE application with the iUS Claimant Portal. This application allows unemployment insurance claimants to file and certify online.<br><br>Phase 1 will consist mainly of authoring Product Backlog Items (PBIs), development, and some limited testing. | 12                          | \$1,150,330.11   |
| Containerization                | Containerization    | Containerize the ICON Relay application and one other application. Share those applications with the ReEmploy Consortium. This is largely and Idaho effort.   | 6                           | \$13,552         |
| Governance Model & Distributed  | iUS Gov Model       | Develop a governance model and distributed development approach for the consortium.   | 5                           | \$488,146.00     |

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|  |  |  |    |                |
|--|--|--|----|----------------|
| Development Approach                       |  |  |    |                |
| ID/ND Onboarding phase 1                   | ID/ND Onboarding phase 1                   | Replace the JSND UI mainframe with the iUS Core system. Version 2.0 of the iUS System, developed during the Vermont on-boarding project, will serve as the base code for the Idaho and North Dakota.<br><br>Phase 1 will consist of PBI authoring and some limited development | 20 | \$1,316,154.16 |
| Employer Portal                            | Employer Portal                            | Replace the JSND UI EASY application with the iUS Employer Portal. This application allows unemployment insurance employers to file reports and pay taxes online.  | 12 | \$1,300,000    |
| ID/ND Onboarding / Claimant Portal Phase 2 | ID/ND Onboarding / Claimant Portal Phase 2 | Develop the finalized scope of the system. System will be tested and implemented in this phase along with the employer portal.   | 43 | \$2,829,731.44 |

**Notes:**

## PROJECT BASELINES

The baselines below are entered for only those projects or phases that have been planned. At the completion of a project or phase a new planning effort will occur to baseline the next project/phase and any known actual finish dates and costs for completed projects/phases will be recorded. The startup report will be submitted again with the new information.

| Project or Phase              | Program/ Project Start Date | Baseline Execution Start Date | Baseline End Date | Baseline Budget | Actual Finish Date | Schedule Variance | Actual Cost | Cost Variance |
|-------------------------------|-----------------------------|-------------------------------|-------------------|-----------------|--------------------|-------------------|-------------|---------------|
| Project Prep: Feasibility Gap | 05/01/2017                  | n/a                           | n/a               | n/a             | 10/30/2017         | n/a               | \$299,044   | n/a           |
| Project Prep: Initiate & Prep | 11/1/2017                   | n/a                           | n/a               | n/a             |                    | n/a               | \$584,934   | n/a           |
| Project Prep: Purge           | 8/14/2018                   | n/a                           | n/a               | n/a             | 10/1/2018          | n/a               | \$20,891    | n/a           |
| iUS Claimant Portal Phase 1   | 05/01/2017                  | 01/23/2019                    | 12/31/2019        | \$1,150,330.11  |                    |                   |             |               |
| iUS Gov Model                 | 03/11/2019                  | 06/25/2019                    | 08/13/2019        | \$488,146.00    |                    |                   |             |               |

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Notes:

## OBJECTIVES

| Project or Phase | Business Objective  | Measurement Description  | Met/ Not Met | Measurement Outcome |
|------------------|---|--|--------------|---------------------|
| Program          | 1.1 Have a sustainable UI system  | <p>1.1.1 At point of implementation, the UI system utilizes modern technology in the .Net stack which has long-term support from Microsoft.</p> <p>1.1.3 At point of implementation, the solution provides a cloud hosting option.</p> <p>1.1.4 Increase pool of programming resources to be over 30 at time of implementation.</p> <p>1.1.4a Current pool of known resources to JSND is 7 (3 FTE &amp; 4 known contractors)</p> |              |                     |
| Program          | 1.2 Ability to rapidly respond to changing economic conditions, changes to federal programs, and legislative mandates | 1.2.1 Decrease from current level of 600 backlogged system support tickets to 50 within 6 months of implementation.  |              |                     |

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## POST-IMPLEMENTATION REPORT

Post-Implementation Reports are to be performed after each project or phase is completed. A “PIR” is a process that utilizes surveys and meetings to determine what happened in the project/phase and identifies actions for improvement going forward. Typical PIR findings include, “What did we do well?” “What did we learn?” “What should we do differently next time?”

| <b>Project or Phase</b> | <b>Lesson learned, success story, idea for next time, etc.</b> |
|-------------------------|--|
| Project 1 Phase 1       |  |
| Project 2 Phase 2       |  |
| Project 3 Phase 3       |  |

## COST BENEFIT ANALYSIS

The iUS program is not being conducted as a measure to save funds. It is instead being done to continue operations of the unemployment insurance program.

## KEY CONSTRAINTS AND/OR RISKS

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| Risk   | Impact                 | Response  |
|--|------------------------|---|
| JSND does not have enough resources to perform the various projects.   | Project delays         | Mitigate – Obtain backfill. Be proactive in positioning the agency for the projects to reduce resource requirements (e.g. ensure purges are running and documentation is up to date).     |
| JSND may not be able to keep up with the workload in an operational environment considering JSND will likely go live (initial implementation) with less functionality than the current system has. | Slowed response times  | Mitigate – Plan temporary workarounds for functionality not yet automated. Pursue funding opportunities as they become available. Utilize consortium business resources where applicable. |
| There may not be enough grant funding to accomplish everything JSND would like to have done.   | Program cannot finish. | Manage scope against the budget. Identify alternative funding sources.  |