



***Experts in Unemployment Insurance  
System Modernization***



[www.CSGdelivers.com](http://www.CSGdelivers.com)

# About CSG

Founded in 1997, CSG Government Solutions is a national leader in management consulting services, supporting our state government clients in the implementation of new technology and business processes to achieve efficiencies in government operations. We apply our expertise, innovation, and results-oriented approach to optimize complex system and program modernization projects for more than 200 organizations.

Named one of America's Best Management Consulting Firms eight years in a row by Forbes and as one of the Top Consulting Firms by the Consulting Report in 2022, 2024, and 2025, we work with our clients in a spirit of partnership and collaboration to deliver results.

## CSG Government Solutions "At-A-Glance"

### Business:

Government operations consulting

### Clients:

50 state and territory governments

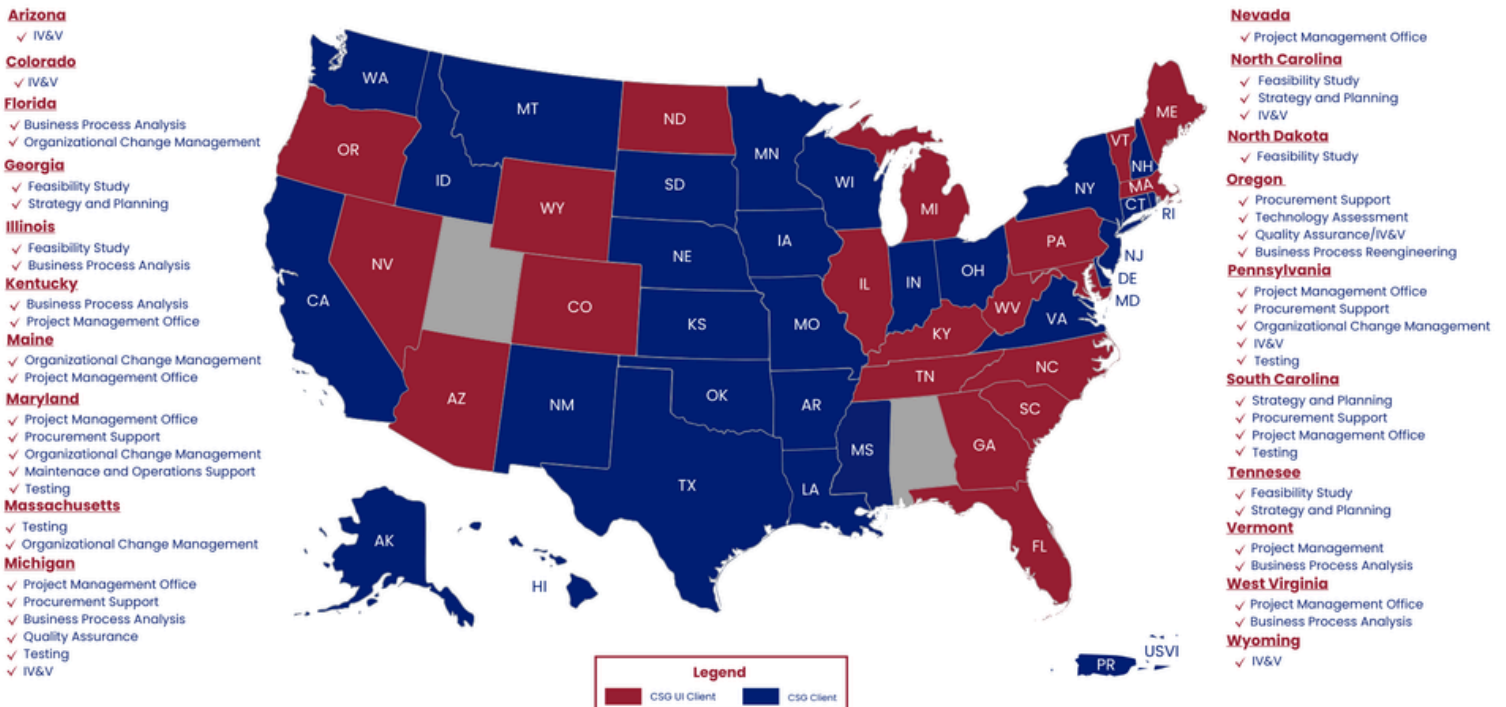
### Program Expertise:

Unemployment Insurance	Healthcare
Workforce	Human Services
Workers' Compensation	Child Welfare
Paid Family & Medical Leave	Child Support
Revenue/Tax	Education
Motor Vehicle	Corrections



# Our Experience

CSG is at the forefront of Unemployment Insurance system modernization efforts. Our experience includes more than 20 Unemployment Insurance modernization projects across the nation, spanning the entire system development life cycle from planning through deployment and into maintenance and operations.



Learn more about  
CSG's UI program  
expertise



# Our Services

## Strategy

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

## Project Management

CSG brings you all the expertise and experience you need to establish and operate a “full-service” Project Management Office, including project, portfolio, and program 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.

## Quality Assurance

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.

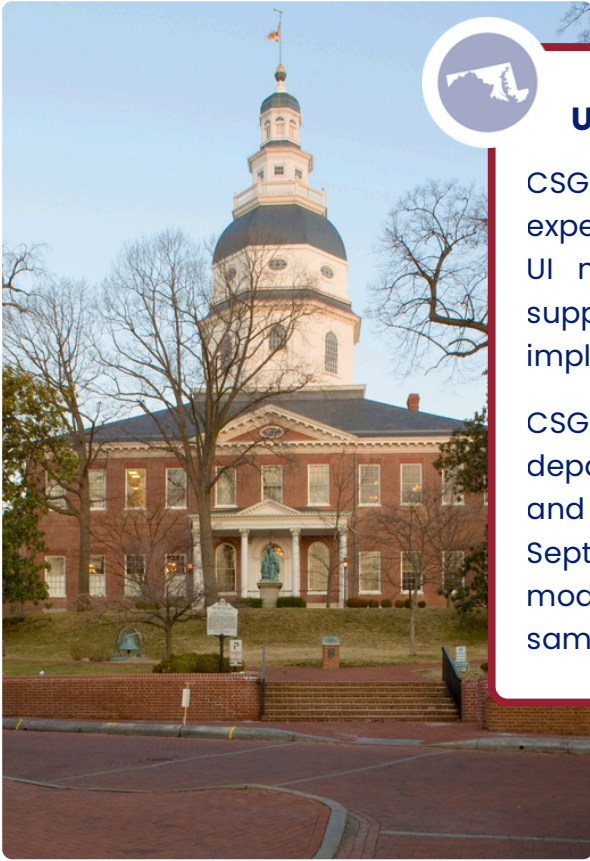
## Organizational Change Management

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.

## Independent Verification and Validation

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.

# Expertise in Action



## **Maryland Department of Labor UI Benefits, Tax, and Appeals System Modernization**

CSG provided PMO, UI business and technical subject matter expertise, and OCM 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 continued to provide PMO and testing services for the department 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.

**Strategy, PMO, OCM and Testing**

## **Pennsylvania Department of Labor and Industry Unemployment Compensation Benefits System Modernization**

CSG provided 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 provided technical oversight, unemployment insurance subject matter expertise, organizational change management, and testing support throughout the program modernization.



**Strategy, PMO, OCM and Testing**

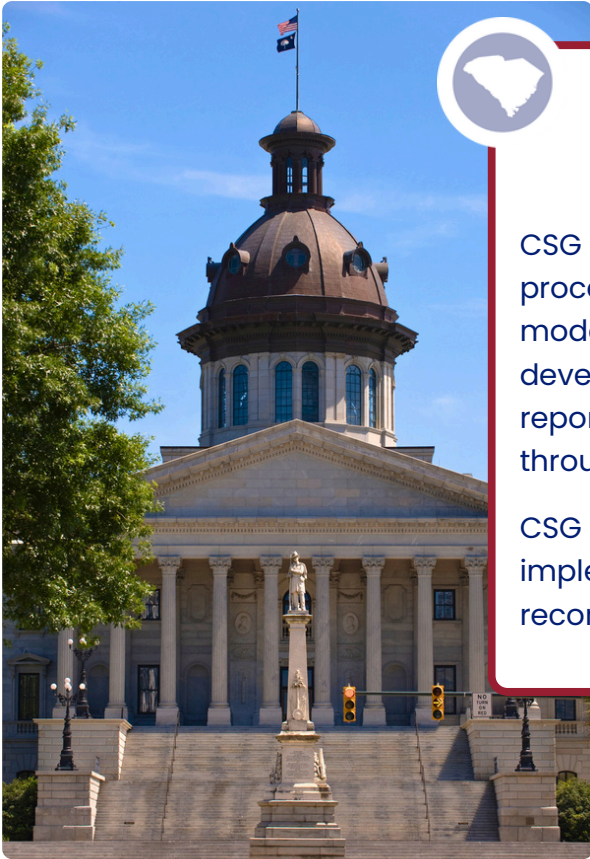


## **South Carolina Department of Employment and Workforce UI Tax System Modernization**

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

**Strategy and PMO**

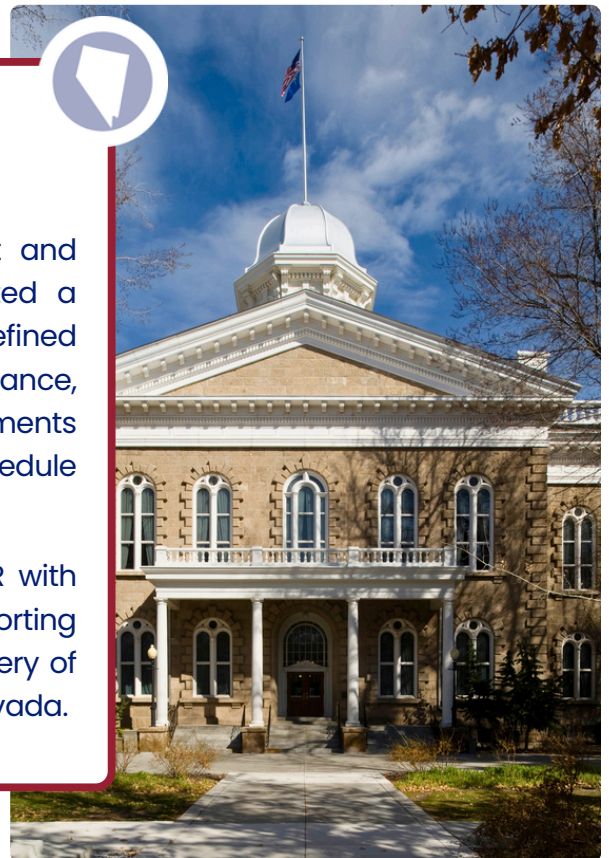


## **Nevada Department of Employment, Training and Rehabilitation UI System Modernization**

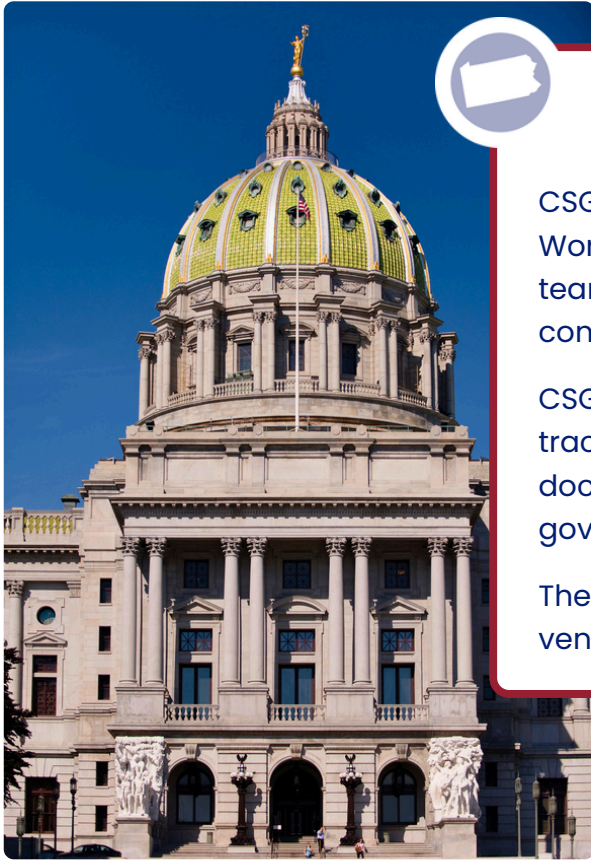
CSG provided PMO services throughout the development and implementation of a modernized UI system. CSG executed a comprehensive, integrated project management plan that defined project controls and processes for project governance, communications, risk and issue management, requirements validation and management, OCM, and cost and schedule management.

CSG led the execution of these plans, which provided DETR with project oversight, information about project progress, reporting structures, and management processes to support the delivery of a modernized UI system that met the needs of the State of Nevada.

**PMO and OCM**



# Expertise in Action



## **Pennsylvania Department of Labor and Industry State Workers' Insurance Fund Modernization**

CSG established a PMO to oversee all aspects of the State Workers' Insurance Fund modernization project. The CSG team managed project risks, issues, changes, communications, and schedule.

CSG employed industry best practices for managing, tracking, and controlling project activities and documentation, assuring SWIF maintained a strong project governance framework, and utilized resources effectively.

The CSG team also performed quality assurance reviews of vendor work products.

**PMO and QA**

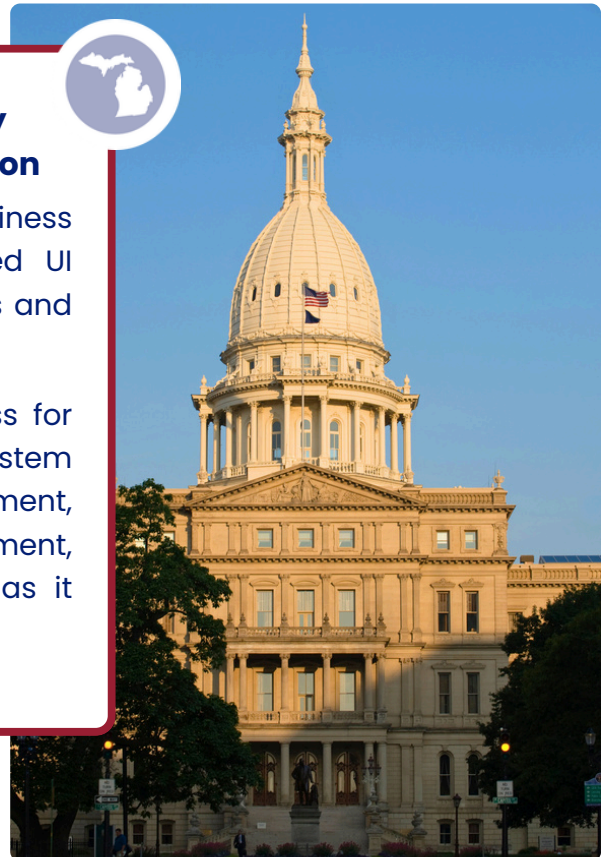
## **Michigan Department of Labor and Economic Opportunity, Unemployment Insurance Agency Unemployment Insurance Solution Implementation**



CSG is providing business and operational readiness consulting services for the MiUI Project, a modernized UI solution that supports current and future business needs and delivers improved customer experience.

CSG is assessing technical and organizational readiness for implementation. CSG is supporting assessments of system and user acceptance testing, requirements management, data management, organizational change management, training, and vendor performance to assist the State as it prepares for implementation.

**PMO and Testing**





## **Oregon Employment Department UI System Modernization and Paid Family Medical Leave Integration**

CSG provides independent quality management services for the planning, procurement, and implementation of the new UI system, including integration of Paid Family and Medical Leave Insurance functionality.

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 solutions' adherence to ISO standards. CSG delivered monthly Quality Assurance Status and Improvement Reports that provided OED with observations on overall project health and actionable recommendations for process improvement and risk mitigation.

**Quality Assurance**

## **Oregon Employment Department Workforce System Modernization**

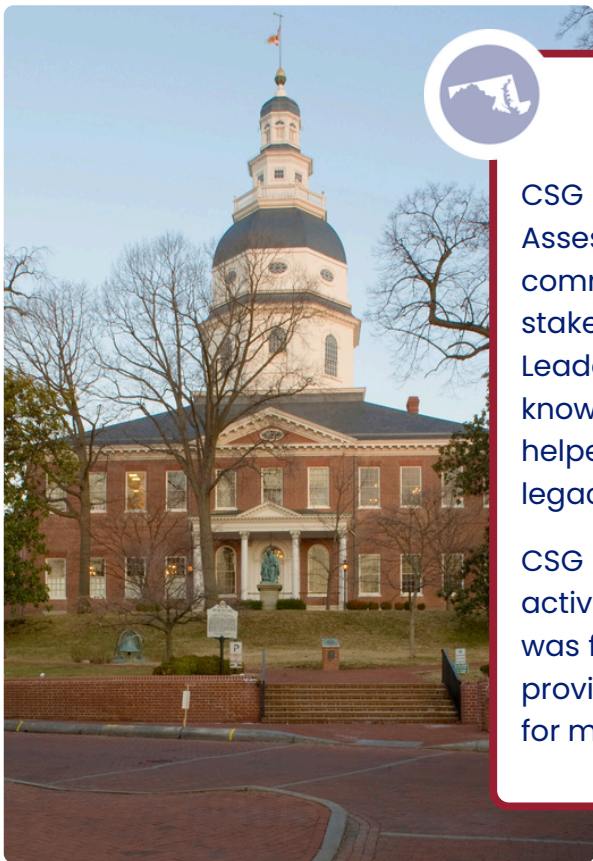
Following the successful implementation of the UI and PFMLI solution, Oregon extended CSG's contract to continue providing independent quality management services for the procurement and implementation of a modernized Workforce Integrated Labor Exchange and Case Management Solution.

CSG assesses project planning activities and procurement documents to ensure adherence to quality standards and alignment with the State's vision for the new solution. Our team identifies and analyzes potential project risks as well as deficiencies in artifacts and processes, and provides recommendations for mitigation and improvement. As the project moves into the implementation phase, our comprehensive quality assurance services help ensure project activities and deliverables result in a high-quality solution that meets the State's needs.



**Quality Assurance**

# Expertise in Action



## **Maryland Department of Labor UI Benefits, Tax, and Appeals System Modernization**

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 Leadership Alignment Plan, 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.

CSG also participated in business process re-engineering activities during the transition to the new system. The system was fully implemented in September 2020 and CSG continued to provide post project implementation PMO and testing support for maintenance, operations, and enhancement activities.

**OCM**

## **Michigan Department of Labor and Economic Opportunity Unemployment Insurance Solution Implementation**



CSG provides IV&V services for this complex, multi-year effort to implement a modernized UI tax and benefits solution.

Throughout the implementation, CSG is reviewing, analyzing, and evaluating the project's artifacts, processes, and vendor deliverables to provide the State with an independent perspective on project activities and support adherence to the new human-centered design approach. The CSG team also assists with management and mitigation of project risks and monitors, assesses, and reports on project health metrics.

**IV&V**



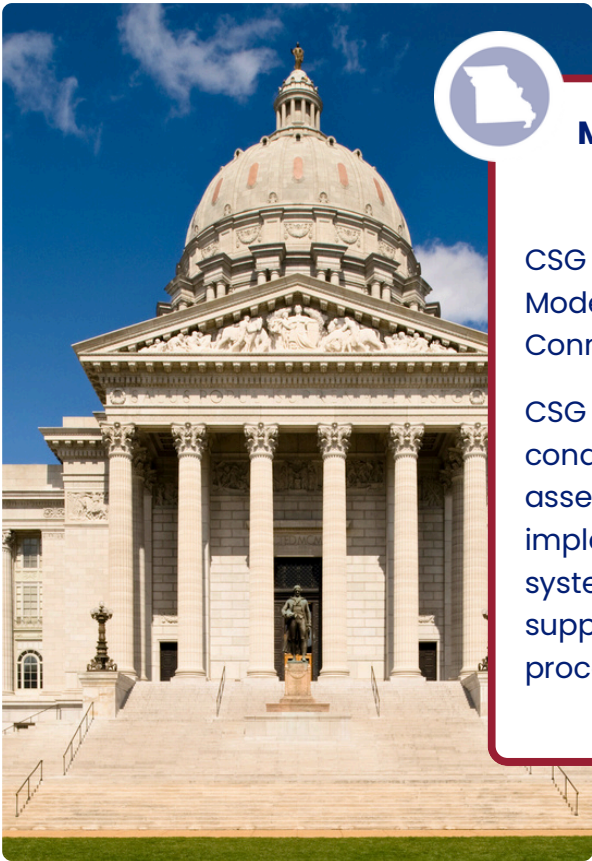


## Missouri Department of Labor and Industrial Relations Workers' Compensation System Modernization

CSG provides comprehensive IV&V services for their Modernization Program, including oversight of the Work Comp Connect system implementation.

CSG is providing ongoing risk and issue management, conducting reviews of solution vendor deliverables, and assessing project processes and progress to assure the implementation is successful and the new Work Comp Connect system meets the Division's needs and objectives. CSG is also supporting the state in analyzing and modernizing its business processes and systems to support the program's goals.

IV&V

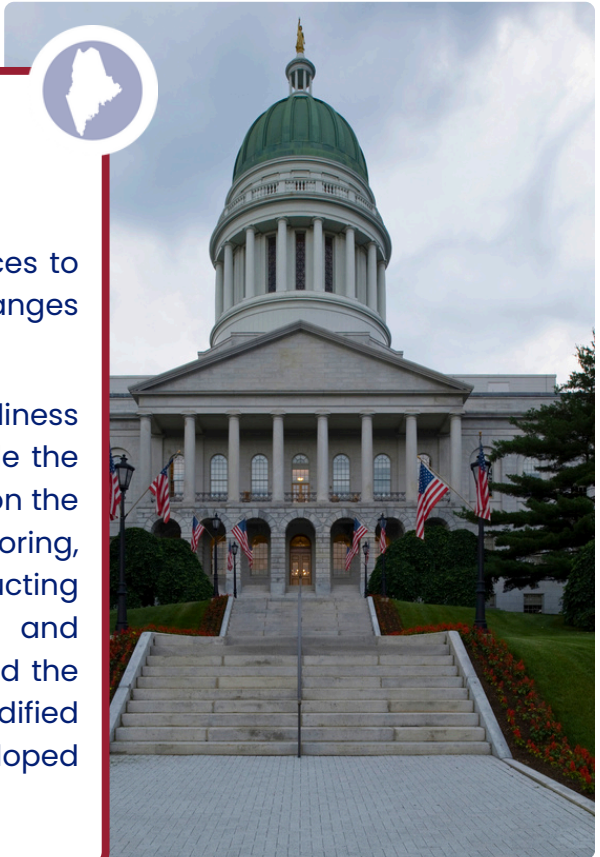


## Maine Department of Labor Unemployment Compensation Tax and Benefits System Implementation

CSG provided OCM and organizational development services to prepare State staff for the management and cultural changes related to implementing a new unemployment system.

The CSG team conducted an Organizational Change Readiness Assessment and developed a multi-year plan to help guide the State. We assessed the impact of new business processes on the organization, providing leadership coaching and mentoring, delivering training, establishing a training program, conducting detailed communication planning and implementation, and facilitating stakeholder communications. CSG also assessed the impact on current job functions; identified new and modified positions needed for successful implementation; and developed governance programs to prepare staff.

OCM



# Expertise in Action



## **Pennsylvania Department of Labor and Industry Unemployment Compensation Benefits System Modernization**

CSG to delivered full life cycle IV&V for the replacement of Pennsylvania's 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 project's risk and issue processes, including ensuring risks and issues were 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.

**IV&V**

## **U.S. Department of Labor**

### **UI Interstate Connection Network Implementation**

CSG provided periodic IV&V services to assess the Interstate Connection Network (ICON) operations in order 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 review of all associated documentation, applications, and vendor processes. CSG then evaluated operations and management processes against the baseline assessment to identify new risks, provide pragmatic risk mitigation strategies, and identify areas for improved operational efficiencies.



**IV&V**

# Automated TeamCSG<sup>SM</sup> Tools

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.



Our TeamCSG<sup>SM</sup> UI tools include:

**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> 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. It also provides configurable real-time management reports reflecting the status of project risks, as well as powerful trending reports for analyzing the ongoing progress and effectiveness of risk response plans.

**TeamCSG<sup>SM</sup> Risk Assessment Model:** Assures complete identification, tracking, and reporting of project risks and issues and is fully integrated with TeamCSG<sup>SM</sup> Project Management. Contains nearly 450 potential risks across 22 risk categories. Also contains IV&V checklists, based on industry standards and federal requirements, that are 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> 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> 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> 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.

# Our Clients

The CSG story is the story of our clients. We are totally dedicated to their success. For nearly 30 years, we have applied our expertise, innovation, and results-oriented mindset to the most complex program modernization projects of hundreds of government organizations. We work with our clients in a spirit of partnership and collaboration to deliver high-quality results.



“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, Former UI Division Director  
State of Oregon



“CSG provides a highly qualified team with IV&V, UI, and technical expertise for our UI tax and benefits system modernization project. Their program and system knowledge helps us proactively identify and address project risks, and their experience on similar engagements with other states provides insight and lessons learned that keeps our project progressing.”

Brett Gleason, Chief Operating Officer, Unemployment Insurance Agency  
Michigan Department of Labor and Economic Opportunity



“CSG has been a fantastic partner throughout Nevada’s UI Modernization project. They worked hand-in-hand with our team and brought strong project management, clear communication, and helpful oversight that kept everything moving smoothly. Their understanding of the process and coordination with our DDI vendor helped us stay on track and deliver a successful, on-time launch.”

Patricia Allander, UI Deputy Administrator  
Nevada Department of Employment, Training and Rehabilitation



“CSG’s organizational change management and implementation readiness services have helped our team proactively address the major changes that come with an implementation. Our team feels prepared for this major undertaking thanks to CSG’s partnership and experience.”

Julie Flemmig, Program Director  
State of Connecticut



**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@csghdelivers.com](mailto:info@csghdelivers.com).

[www.CSGdelivers.com](http://www.CSGdelivers.com)