

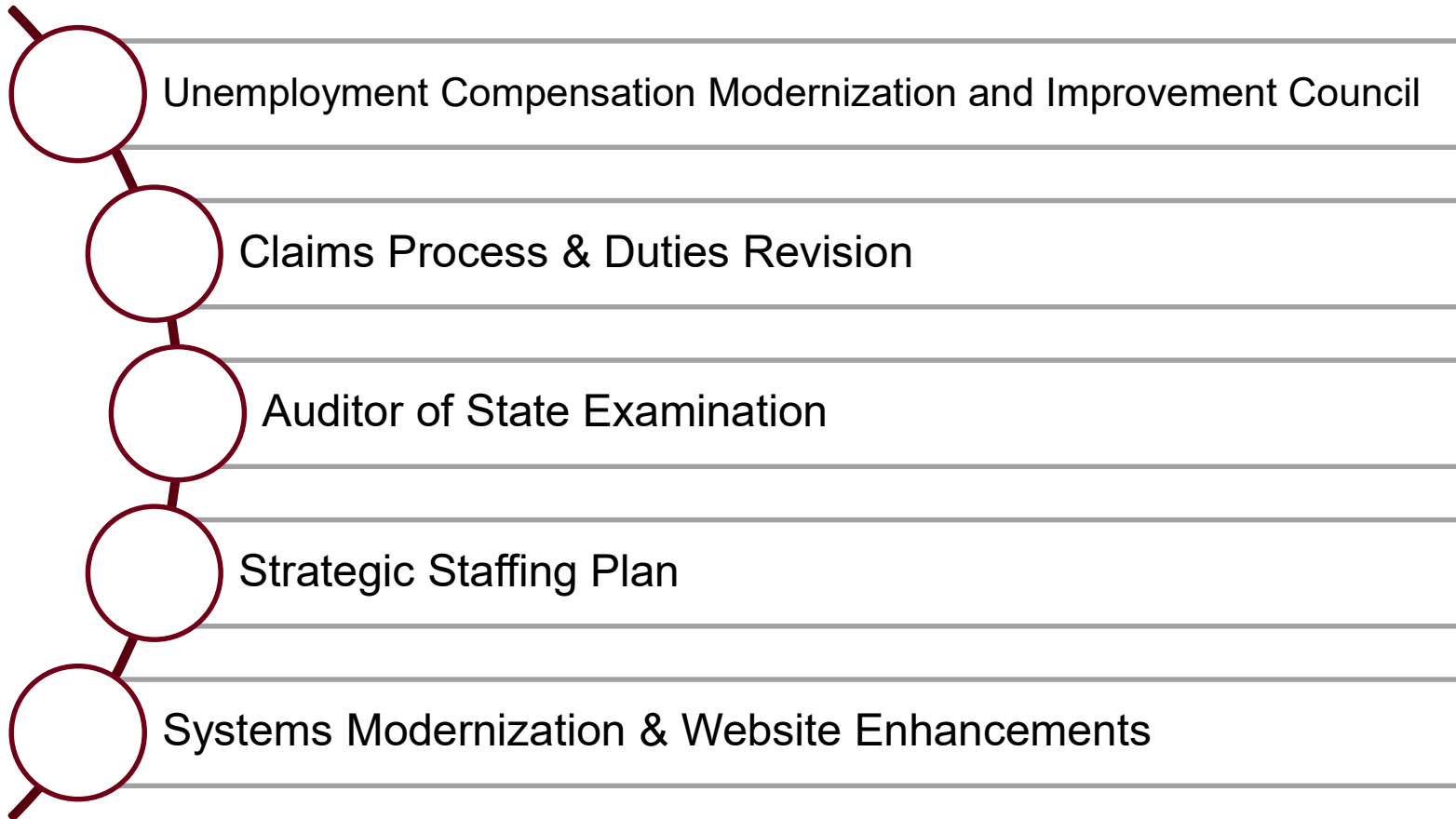
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# Unemployment Compensation Modernization and Improvement Council

**February 11, 2021**

# HB 614 Overview - Signed 10/01/2020

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# Unemployment Compensation Modernization and Improvement Council

# Unemployment Compensation Modernization and Improvement Council

<b>Modernization and Improvement Council</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
11 Members (2-year terms) including Director Henderson	In Progress	
Director to maintain a consolidated list of contacts related to inquiries about unemployment benefits	In Progress	
Director to post all testimony and relevant information publicly	Completed	
Director to notify chair/co-chair within 5 days of any unauthorized access to UI system	Ongoing	Ongoing
Director to notify Council of any substantial disruption to UI application/processing systems	Ongoing	Ongoing
Provide to Council as requested – for duration of the Council Technical infrastructure updates Experience of Claimants and Employers Data sharing methods Other information related to UC	Ongoing	Ongoing
Council may call Director, JFS staff, Employer/Employee to appear	Ongoing	Ongoing

# Unemployment Compensation Modernization and Improvement Council

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<b>Modernization and Improvement Council</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Director to adopt rules creating a system that participants in the unemployment benefit application process can use to make customer service complaints.	In Progress	Mar/April 21
Director to develop, and periodically review, a written staffing plan to be implemented whenever there is a substantial increase or substantial decrease in inquiries or in the number of claims for unemployment benefits. (The initial plan must be developed no later than six months after the first Council meeting.	In Progress	June/July 21 and annually reviewed
Director to cooperate with Auditor Faber's office on unemployment benefit claims process audit, which must be published within 9 months.	In Progress	June 2021
Director to revise the process by which an applicant for unemployment benefits is notified of eligibility issues.	In Progress	TBD
Report from Council due 6 months after 1st meeting of Council; Council may allow public testimony once per year.	Future Work	Est. July 2021

# Claims Process & Duties Revision

# Claims Process & Duties Revision

<b>Claims Process &amp; Rules Revision</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Kaizen study of OUIO Adjudication Process <ul style="list-style-type: none"> <li>• Completed 2018-2019 – Revisiting</li> <li>• System enhancement required</li> <li>• Using this as a baseline going forward</li> </ul>	In Progress	TBD/2021
Adopt rules with respect to the collection, maintenance and disbursement of the unemployment and administrative funds	In Progress	TBD
Adopt rules with respect to the process of requests/complaints from claimant, employer, 3rd party recipients	In Progress	TBD
Amend and modify any of the Director's rules from time to time	Future Work	As Needed

## Claims Process & Duties Revision

<b>Program Performance Indicators</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Implemented staggered weekly claim process	Complete	
Call center hours expansion - Introduced Tier 3 Adjudicator call support	Complete	
FAQs to provide Ohioans with information to successfully access and navigate the UI and PUA programs	Complete/In Progress	Ongoing
Revise – streamline/make easier the application and processing for employees and employers - Streamline due Process & Rebuttal – 45 days	In Progress	Jun/Jul 2021
Streamline adjudication processes – incorporating best practices from other states	In Progress	TBD
Streamline training processes – input from contract SMEs and hired BAs	In Progress	TBD
Work in cooperation/coordination with UC program in Canada	In Progress	TBD
Develop Strategy plan for consistent communications and a forward-leaning approach to status changes and updates regarding UI/PUA	In Progress	Ongoing
Redesign the fact-finding process to simplify for claimants and adjudicators <ul style="list-style-type: none"> <li>• Robotic Process Automation (RPA) portion Future work Future Work</li> <li>• Manual portion – OUIO SMES</li> </ul>	Future work	TBD
Development of a quality assurance program for staff performance	In Progress	Ongoing



# Auditor of State Examination

## Auditor of State Examination

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<b>Weekly Touchbase with AOS Representatives</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Open communications on status changes and updates regarding UI/PUA	In Progress	Ongoing
Responding to queries from Auditor of State based on the requirements HB 614	In Progress	Ongoing

# Strategic Staffing Plan

## Strategic Staffing Plan

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<b>Adjudication – Goal to Meet the 21 Day DOL Standard 2nd Qtr. 2021</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Rehired experienced adjudicators & 180 intermittent adjudicators	Completed	
Transferred 32 knowledgeable staff from other JFS offices	Completed	
Contracted additional trainers – Accenture staff assisting UI training unit	Completed	
Cross-training staff on PUA and traditional UI	In Progress	Ongoing
Hire 725 (228 currently; remaining 497 by April 2021) • New intermittent/vendor/supervisory staff	In Progress	April 2021
Contracting with staffing agency to assist with need for temporary staff RFQ created	In Progress	TBD

<b>Project Managers</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Hired Project Managers for entire Pandemic Response effort	Completed/ In Progress	Ongoing

## Strategic Staffing Plan

<b>Contact Center</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
4 vendors providing agents - 4 <sup>th</sup> vendor onboarded 1/25/21	Completed	
Added 800+ Vendor Agents	Completed	
Cross-trained Tier 1 call center staff to assist in adjudication issue resolution	Completed	
Contracted for 2 workforce management specialists to augment Contact Center Ops	In Progress	Ongoing
Hire 150 Intermittent Staff	In Progress	Ongoing
Onboard additional vendor support staff (approximately 350)	In Progress	Ongoing
Expansion of operations staff - 4 Project Managers, 2 Business Analysts, 1 Data Analyst	In Progress	Ongoing
Current- approximately 950 and scaling to 1,300	In Progress	Ongoing
Call resolution goal = 95%	Future Work	Qtr 2, 2021
Reassess staffing numbers in response to changing need	Future Work	

## Strategic Staffing Plan

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<b>Legislative Inquiries</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Implemented tracking solution 9/2020 <ul style="list-style-type: none"> <li>Dedicated SMEs assigned to work inquiries</li> <li>Dec 2020 targeted effort to assist in backlog</li> </ul>	Completed <ul style="list-style-type: none"> <li>In Progress</li> <li>In Progress</li> </ul>	
Documenting process to improve response expectations	In Progress	Ongoing
Augment UI staff to support legislative inquiries	Future Work	March 2021

<b>Fraud</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Hired project managers to support ongoing projects	In Progress	Ongoing
Hired 100 vendor staff to process fraud issues	In Progress	Ongoing
Data Analyst to research fraud	In Progress	Ongoing
50 Intermittent for Work Refusal	In Progress	Ongoing
40 intermittent to address ID theft and adjudicate	In Progress	Ongoing
Additional PMs as necessary	In Progress	Ongoing

## Current Pandemic Staffing Plan

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	March 1, 2020 FTE	December 18, 2020 FTE	March 30, 2021 FTE (Planned)
Adjudications & Appeals (UI/PUA)	230	585	1,265
Contact Center	40	934	1,292
Enterprise Operations	134	143	145
Fraud	39	141	183
Communications	8	11	34
Personnel	2	8	12
Pandemic Response (PMO)	0	1	8
<b>Total</b>	<b>453</b>	<b>1,823</b>	<b>2,939</b>

# System Modernization & Website Enhancements



## Systems Modernization

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### Ohio UI System Transformation awarded to Sagitec February 2018

<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
The SOURCE rollout date	In Progress	11/01/22

### Vendor Engagement – Detail next slide

<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Vendors engaged for overall stabilization/enhancement of system performance	In Progress	Ongoing

# Systems Modernization

## Vendor Engagement

Resource	Area of Support	Description
Accenture	Adjudication Contact Center	Project management Workforce management Training support
CBTS	Contact Center Support	Infrastructure expansion and enhanced technology solutions
Crowe	Pandemic Response	Project management and executive oversight
Deloitte	PUA Contact Center System Stabilization PUA claim system	Call center staffing OJI system performance support and enhancement Provided PUA solution for non-traditional UI claims
Direct Interactions	Contact Center Support	Call center staffing
IBM	OJI System Stabilization Artificial Intelligence	OJI system performance support Robotic process automation to streamline backlog
Insight Global	Contact Center Support	Call center staffing
Progressive	PUA Adjudication	Temporary adjudication resources to process PUA claims
Robert Half	Contact Center Support Fraud – Refusal to Work Fraud – Fact Finding	Call center staffing Fraud assistance staffing
Strategic Systems	OJI System Stabilization	OJI system performance support and enhancements
Werth & Associates	Communications	Communications crisis management, legislative communications management, customer-facing website update

# Systems Modernization

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<b>AI &amp; Chatbot Features</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Chatbot to support most common questions and claim status	Completed	
Ongoing enhancements: completed text to file, natural language processing, categorization, and expansion of live chat	In Progress	Ongoing
Selected vendor to assist with BOT/AI Adjudication	In Progress	Ongoing
Deploy additional BOT tech to improve issue resolution	In Progress	March/April 2021
Contract executed to provide virtual assistance and self-service adjudication	In Progress	ETA mid 2021

<b>Amazon Web Services (AWS) Infrastructure</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Launched AWS cloud-based infrastructure to expand PUA and UI capacity	Completed	

## Systems Modernization

<b>Enhancements to Existing UI System (OJI)</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
ROOT application to route the claims traffic for application submission	Completed	
Call disposition application to track why claimants are calling	Completed	
Callback app to schedule callbacks	Completed	
Increased system capacity to handle unprecedented volumes	Completed	
Expand resources to support and further enhance existing UI system in OJI	In Progress	Ongoing
Implemented CARES Act provisions: PEUC, FPUC, PUA, State EB, LWA, SWO full federal funding, 50% reimbursing credit Added functionality for claimants to access claim status and detail - Implementing new Continued Assistance Act Provisions: PEUC, PUA, MEUC ; <b>ETA Feb 2021</b>	In Progress	March/April 2021
Implemented state executive order for waiver of work search, waiting week waiver, and mutualization of charges	In Progress/Future	ETA mid 2021

# Systems Modernization

<b>Enhancements to Existing UI System (OJI) continued</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Added functionality for claimants to access claim status and detail	Completed	
Worked with vendors to stabilize and enhance overall system performance	Completed	
Implemented text-to-file initiative (expanded to 1 million claimants)	Completed	
Expanded: <ul style="list-style-type: none"> <li>- Contact center technology to align with industry best practices</li> <li>- Implemented text-to-speech enhancements to reduce wait times</li> <li>- IVR to address automation and routing issues</li> </ul>	Completed	

<b>Salesforce Workforce Management Tool</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Workforce tool to integrate all aspects of claimant account – currently working on RFQ and seeking emergency request	Future Work	Qtr 2 2021

# Systems Modernization

<b>Fraud</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
PUA fraud issue management system	Completed	
Fraud Portal to capture identity theft	Completed	
Implemented additional fraud detection measures <ul style="list-style-type: none"> <li>- Identified over 500,000 potential fraudulent claims</li> <li>- Stopped over 150,000 claims and related payments</li> <li>- Experian knowledge IQ questions are now mandatory on new PUA applications</li> </ul>	Completed	
Data exchange NASWA and IOP to assist in identification of fraud schemes	In Progress	
Integrated Integrity information from other states: LA, MO, & FGA.org	In Progress	Ongoing
Fraud Prevention Technology <ul style="list-style-type: none"> <li>- Implement advanced ID proofing solution</li> <li>- Implement BOT preventions</li> <li>- Expand data analysts capacity to support OUIO operations and fraud data analysis</li> </ul>	In Progress/ Future Work	Ongoing

## Website Enhancements

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<b>Update Current UI Website to Improve Customer Experience</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Listing of FAQs for claimant & employer	Completed/ Ongoing	Ongoing
Chat Bot process for specific questions related to UI	Completed	Ongoing

<b>New Website for Customer Service</b>		
<u>Action</u>	<u>Status</u>	<u>Anticipated Completion</u>
Rule Adoption DRAFT – applicant, recipient or employer may submit a complaint related to the service they received. The complainant will receive a response within 10 business days.	In Progress	
Customer Service Information and Portal for Complaint/Suggestion	In Progress	Mar/Apr 21