Department of Economic Opportunity, Division of Workforce Services
Workforce Information Technology Procurement Project – A Florida Workforce Automation SaaS (Software as a Service)

State of Florida DEO
Office of Procurement and Contract Administration

RFI #: 13-RFI-001-LJ
May 15, 2013
May 15, 2013

Ms. Laura Jennings, Purchasing Manager
Ms. Sonja Strickland, Purchasing Analyst
Department of Economic Opportunity
Office of Procurement and Contract Administration
107 East Madison Street, B-047
Tallahassee, FL 32399

RE: Request for Information: 13-RFI-001-LJ, Workforce Information Technology Procurement Project - A Florida Workforce Automation SaaS (Software as a Service)

To Whom It May Concern:

Deloitte\(^1\) is pleased to submit this response to Request for Information (RFI) 13-RFI-001-LJ. As outlined in the RFI, the Department of Economic Opportunity (DEO), Division of Workforce Services is seeking information pertaining to the acquisition of a web-enable, Software as a Service (SaaS) solution to support Florida’s workforce development system providing a:

- State-of-the-art labor exchange / job matching system
- Robust repository of job seeker resumes across multiple industries to enhance Florida’s talent pool; and
- Comprehensive case management reporting system

Deloitte understands the challenges facing Workforce Florida and our Workforce Development Solution supports your mission by implementing a range of proven strategies for improving workforce participation and developing workforce talent. Our Solution is an opportunity for DEO to leverage the system that achieved measureable results for the Commonwealth of Pennsylvania. This solution will serve the Florida Workforce Development System and customers with an integrated, adaptable, and scalable web-enabled information system to support the entire Workforce System to include services provided under the Wagner-Peyser Act, the Workforce Investment Act, the Trade Adjustment Act, the Reemployment and Eligibility Assessment program and others.

Deloitte has been serving the needs of the State of Florida for the past 30 years and specifically, we continue demonstrate our strong commitment to you in the current DEO Connect project. We have worked together to design and develop an industry leading unemployment compensation solution and look forward to continuing our journey together as we present Deloitte’s Workforce Development Solution.

Florida is a recognized talent leader with a demand-driven workforce system regarded as a national model for innovation. Our solution positions Workforce Florida to further its leadership position.

\(^1\) As used in this document, “Deloitte” means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.
Please reach out to me for any clarifications or to discuss this opportunity further. I can be reached at smalm@deloitte.com or my cell phone is (651) 246-5075.

Very truly yours,

Deloitte Consulting LLP

Scott Malm
Principal
National Labor and Employment Practice
1. Information Acknowledgement Form

The following page contains Deloitte’s ‘DEO Information Acknowledgement Form’ signed by an individual with authority to provide the requested information on behalf of Deloitte.
# Department of Economic Opportunity: Invitation to Negotiate 13 – RFI – 001

## Workforce Information Technology Procurement Project

A Florida Workforce Automation SaaS (Software as a Service)

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### REQUEST FOR INFORMATION

Information Acknowledgement Form

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<tbody>
<tr>
<td>SOLICITATION TITLE:</td>
<td>Workforce Information Technology Procurement Project - A Florida Workforce Automation SaaS (Software as a Service)</td>
<td>SOLICITATION NO: 13-RFI-001-LJ</td>
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<tr>
<td>RESPONSES WILL BE OPENED:</td>
<td>May 15, 2013 at 3:00 p.m., EST</td>
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<tr>
<td>RESPONDENT NAME:</td>
<td>DELOITTE CONSULTING</td>
<td></td>
</tr>
<tr>
<td>RESPONDENT MAILING ADDRESS:</td>
<td>50 S 6TH ST STE 2800</td>
<td></td>
</tr>
<tr>
<td>CITY – STATE – ZIP:</td>
<td>MINNEAPOLIS, MN 55402</td>
<td></td>
</tr>
<tr>
<td>PHONE NUMBER:</td>
<td>(612) 397-4429</td>
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<td>TOLL FREE NUMBER:</td>
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<td>FAX NUMBER:</td>
<td>(612) 692-4429</td>
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<tr>
<td>EMAIL ADDRESS:</td>
<td><a href="mailto:smalm@deloitte.com">smalm@deloitte.com</a></td>
<td></td>
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<tr>
<td>FEID NO.:</td>
<td>06-1454513</td>
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<tr>
<td>TYPE OF BUSINESS ENTITY (Corporation, LLC, partnership):</td>
<td>Limited Liability Partnership (LLP)</td>
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</tbody>
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**RESPONDENT CONTACTS:** Please provide the name, title, address, telephone number and e-mail address of the official contact and an alternate, if available.

<table>
<thead>
<tr>
<th>PRIMARY CONTACT:</th>
<th>SECONDARY CONTACT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME, TITLE:</td>
<td>NAME, TITLE:</td>
</tr>
<tr>
<td>Scott Malm, Principal</td>
<td>Rajesh Tahaliyani, Senior Manager</td>
</tr>
<tr>
<td>ADDRESS:</td>
<td>ADDRESS:</td>
</tr>
<tr>
<td>50 S 6TH ST, STE 2800 Minneapolis, MN 55402</td>
<td>1203 Governor’s Square Blvd Tallahassee, FL 32301</td>
</tr>
<tr>
<td>PHONE</td>
<td>PHONE</td>
</tr>
<tr>
<td>(612) 397-4429</td>
<td>(510) 393-9492</td>
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<tr>
<td>FAX NUMBER:</td>
<td>FAX NUMBER:</td>
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<tr>
<td>(612) 692-4429</td>
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<tr>
<td>EMAIL ADDRESS:</td>
<td>EMAIL ADDRESS:</td>
</tr>
<tr>
<td><a href="mailto:smalm@deloitte.com">smalm@deloitte.com</a></td>
<td><a href="mailto:rtahaliyani@deloitte.com">rtahaliyani@deloitte.com</a></td>
</tr>
</tbody>
</table>
2. Details

**Introduction**

Deloitte is pleased to submit our response for a Florida Workforce Automation SaaS (software as a service) solution RFI to the Department of Economic Opportunity. Deloitte has been serving the needs of the State of Florida for over 30 years and we continue to demonstrate our strong commitment to the State through our work on multiple mission-critical business transformation initiatives, including DEO’s Connect project. On Connect, we have worked together to design and develop an industry leading unemployment compensation solution and look forward to continuing our journey together as we present Deloitte’s Workforce Development Solution as part of this RFI response.

Deloitte has built a strong foundation for our relationship with you. We understand your culture and share a common bond of serving the economically disadvantaged population in Florida. Building on this success, and augmenting our team with our national Workforce Automation experience, we bring a culture of collaboration, and we can deliver an experienced team and a robust solution to help DEO achieve its workforce automation objectives.

Deloitte’s Workforce Development Solution provides a web-enabled, SaaS solution that meets and exceeds Florida’s workforce development system expectations by providing a:

- State-of-the-art labor exchange / job matching system
- Robust repository of job seeker resumes across multiple industries to enhance Florida’s talent pool
- Comprehensive case management and reporting system

Additionally, our Solution addresses four major areas for providing reemployment services for Claimants:

- Provides an integrated point of entry for claimants and employers to register for unemployment and reemployment services
- Identifies employment opportunities early in the process and provides career services a claimant/job seeker is required to follow up on a continuous basis
Working together, to achieve your goals!

Workforce Florida’s mission is to develop the state’s business climate by designing and implementing strategies that help Floridians enter, remain and advance in the workforce, becoming more highly skilled and successful, benefiting Florida business and the entire state. Increasingly, Florida will compete, grow business, innovate, and create individual, family, enterprise and community wealth through talent. Collaboration among all partners that have a role in the talent pipeline in Florida is essential if we are to understand and anticipate employers’ needs today and in the future.

Workforce Florida’s Challenges and Deloitte’s Solution

Deloitte understands the challenges facing Workforce Florida and our Workforce Development Solution supports your mission by implementing a range of proven strategies for improving workforce participation and developing workforce talent.

Our familiarity with the following Workforce Florida entities will help facilitate collaboration necessary to deploy an effective Solution:

- Department of Economic Opportunity
- Workforce Florida Board
- 24 local Regional Workforce Boards overseeing approximately 100 One-Stop Career Centers
- Other entities, including Workforce Florida’s strategic partner, Enterprise Florida, Inc.

Deloitte provides the time-tested experience that Workforce Florida requires. We bring more than 50 years implementing complex systems for various government agencies. As technologies and client needs have changed, Deloitte has worked side-by-side with government agencies as a trusted provider, to design and deliver the innovative, agile, highly integrated, and scalable systems states and the federal government demand. In fact, we have served 48 states in the last three years alone.

Deloitte Brings More than 50 Years of Experience Helping States Improve their Performance through Technology

Our national Labor and Employment practice is nationally recognized, with experience across 22 states. It continues to grow even as others in the market have reduced their resources and capabilities. In fact, Deloitte continues to strategically grow and is the largest professional services firm in the world today, offering the financial wherewithal to effectively manage numerous large-scale projects simultaneously.

Of our 36,000 consulting practitioners in the United States alone, 7,000 are dedicated to our State Government practice. We maintain a strong presence in 18 state capitals and the District of Columbia, where we also work closely with federal agencies. This enables us to stay abreast of key policy changes impacting states and work closely with our state agency clients to proactively address these changes.
Local and State Community Involvement

While Deloitte has experience working for clients around the country, we have particularly strong roots here in Florida. Our dedication to Florida is evident not only by our work within the State, but also by our dedication to serving the community. Many of our staff not only take part in community service events, but also attend local leadership conferences, coach youth sports and join organizations for parents.

Each year, tens of thousands of Deloitte employees across the country take time-off from their office duties and head out to their respective communities for a full day of volunteer service designed to help nonprofit organizations effectively make a difference in their local communities. We call this the Impact Day. Our team in Tallahassee volunteered in multiple venues including Greg McCray Boys & Girls Club building a wheelchair ramp; cleaning, landscaping and painting. Deloitte employees are active contributors to many other community charities and events as well as active participants in the Florida State Employees Charitable Campaign (FSECC).

![Figure 1: Deloitte's Presence in Florida](image)

Deloitte's Presence in Florida. Deloitte has strong roots in Florida and would like to further extend this continued relationship with DEO.

We have demonstrated an overall commitment to Florida through our volunteerism, charitable contributions and matching gift commitments to the State Universities. We have established noteworthy presence in Florida and this is something we are looking to extend with continued relationship with the Department. Figure 1 highlights our presence in the State of Florida. Working together, Deloitte is ready to help clients, like DEO, reach their goals and objectives for making the State of Florida a better place for those who live and work here. We look forward to continuing to demonstrate our commitment to Florida on the Workforce Development services project.
Deloitte is Uniquely Qualified to Help DEO Achieve its Objectives

Deloitte’s Solution and experience helps achieve your strategic objectives:

- Implementation of a demand-driven system
- System reform (business process re-engineering) to reduce and eliminate costs associated with duplicative administrative processes and to enable increased training investments
- Enhanced integration of service delivery through One-Stop Career Center delivery systems nationwide
- Refocusing of the WIA youth investments on the neediest youth populations
- Collaborative service delivery across federal programs
- Increased accountability
- Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments
- Providing quality career guidance directly to students and job seekers through One-Stop Career Centers
- Reporting against common performance measures across Federal employment and training programs

A Proven Solution – With Measureable Benefits

Deloitte’s Workforce Development Solution is an opportunity for DEO to leverage an established workforce solution, one that achieved measurable results for the Commonwealth of Pennsylvania. This solution will serve the Florida Workforce Development System and customers with an integrated, adaptable, and scalable web-enabled information system to support the entire Workforce System including services provided under the Wagner-Peyser Act, the Workforce Investment Act, the Trade Adjustment Act, the Reemployment and Eligibility Assessment program, to name a few. The following table highlights key capabilities of our Solution matched against the capabilities requested in your RFI document.

<table>
<thead>
<tr>
<th>Deloitte’s Workforce Development Solution</th>
<th>DEO: Requested Capabilities</th>
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<tbody>
<tr>
<td></td>
<td>Deloitte: Proven Solution – Measurable Benefits</td>
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<tr>
<td>Deloitte provides its Workforce Development Solution to meet your business needs. The Deloitte Solution is built on Microsoft technologies and a component-based architecture. The solution will be implemented for Florida DEO as a SaaS offering.</td>
<td>1. Provide a SaaS solution for workforce development, employment and training</td>
</tr>
<tr>
<td>Deloitte’s Workforce Development Solution automates processes, increases workflow efficiencies, and reduces operational costs. Today, Deloitte’s comprehensive Workforce Development Solution integrates business service delivery of multiple programs that includes the WIA program, Trade program, Labor Exchange programs, local workforce development programs, vocational rehabilitation programs, work programs aimed at TANF recipients, Employer New Hire reporting program and others.</td>
<td>2. Automate manual, paper-based processes to increase workflow efficiencies and reduce operational costs</td>
</tr>
</tbody>
</table>
The Solution automates business processes and workflow through online services to agency users and external stakeholders. More details on Deloitte’s Workforce Development Solution’s capabilities are available in the section labeled “Workload Management and Automation.”

3. Provide direct job seeker interfaces
Deloitte’s Workforce Development Solution includes a newly designed state of the art job seeker user experience. The user interface reflects the needs of the job seeker today. The new user experience and job search engine are comparable to those one would find at a commercial shopping site like Amazon.com or Cars.com. This solution has been a recent recipient of the 2013 ComputerWorld Honors Laureate for Economic Development and the 2013 Tech Quest Award for Public Services Innovator of the Year.
The recent implementation of our mobile solution reaches job seekers, further improving their job-search experience and thus increasing the convenience and probability of finding a job. More details on Deloitte’s Workforce Development Solution’s capabilities are available in the section labeled “Job Searches and Job Skills.” Additionally, our mobile application is described in the section labeled “Deloitte’s Mobile Web Framework.”

4. Facilitate improved communication within DEO as well as between Workforce Florida, Inc., DEO, the Regional Workforce Boards, job seekers, employers and partners
Deloitte’s Workforce Development Solution improves communication between workforce development stakeholders in several ways. The customized user dashboards provide highlights of recent activities and actions needed; workflow alerts and automated email notifications help inform users of program events or job matches.
Future plans include enabling SMS Text message capability and a “live chat” function for job seekers, employers and workforce staff to connect based on demand.

5. Provide the Workforce System with timely access to information necessary for performance measurement and quality management
Deloitte’s Workforce Development Solution’s data warehouse feature and ad-hoc reporting capability transforms data into insightful information regarding program performance. Program trend information will help DEO to better understand program performance, spot trends, and act on information available through the business intelligence solution.
More details on Deloitte’s Workforce Development Solution’s capabilities are available in the section labeled “Other Management and Compliance Features.”

6. Provide comprehensive access to data through searching and reporting capabilities
Deloitte’s Workforce Development Solution provides comprehensive access to data through searching and reporting capabilities. The advanced search engine incorporates the following features to provide job seekers an intuitive and powerful experience. These features include:

- **Faceted Search and Filtering** - Faceted search, also called faceted navigation or faceted browsing, is a technique for accessing information organized according to a faceted classification system, allowing users to explore a collection of information by applying multiple filters.

- **Advanced Full-Text Search Capabilities** – Provides full-text search where the search engine examines all of the words in every stored document as it tries to match search criteria (text specified by a user).

- **Auto-suggest functionality** for completing user queries – Provides Auto complete feature to aid the user to type in words or phrase without the user actually typing it in completely.

- **Spelling suggestions for user queries** - Spelling suggestion is a feature used to suggest plausible replacements for words that are likely to have been misspelled.

- **Highlighted context snippets** – Highlights each keywords on the search results specified on the search criteria (text specified by a user).

- **Geospatial Search with support for multiple points per document and geopolygons** – Provides location based radial search.

The ad-hoc reporting capability is built on a Business Objects platform.
More details on Deloitte’s Workforce Development Solution’s capabilities are available in the section labeled “Reports and Analytics.”

7. Provide the capabilities to serve the needs of all U.S. Department of Labor (USDOL), Employment, Training and Administration (ETA) funded programs
Deloitte’s Workforce Development Solution provides necessary reports required by U.S. Department of Labor (USDOL), Employment, Training, and Administration (ETA) funded programs.
For example: Quarterly reports sent to USDOL - ETA include:

- ETA 563 – Trade Readjustment Allowance
Deloitte’s Workforce Development Solution components have the ability to provide an integrated SaaS system that provides consistent, uniform information across the entire enterprise for supporting program management requirements. The following table aligns the advantages of our Solution with key features outlined in your RFI.

<table>
<thead>
<tr>
<th>Requested Features</th>
<th>Advantages for DEO</th>
</tr>
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<tbody>
<tr>
<td>1. Optimal access to jobs and career information, eliminating duplicative job</td>
<td>De-duplication of jobs is performed by the daily Conference Board data feed. The job display also</td>
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<tr>
<td>listings for job seekers</td>
<td>identified the source of the respective job. More details on Deloitte’s Workforce Development</td>
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<td></td>
<td>Solution’s features are available in the section labeled “Job Searches and Job Skills.”</td>
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<tr>
<td>2. Access to or partnership with another vendor with access to a national resume</td>
<td>Deloitte works with other vendors that host resumes and share information, in order to deliver workforce</td>
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<td>hosting site that currently contains at least 250,000 Florida based resumes across</td>
<td>development services. This interface can be accomplished by either making direct Web Services calls,</td>
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<td>multiple industries</td>
<td>a nightly feed to sync information, or a hybrid (combination of both approaches), based on Workforce</td>
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<tr>
<td></td>
<td>Florida requirements.</td>
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<tr>
<td>3. Ability to search all proposed resumes utilizing national brand website search</td>
<td>The user experience delivered by our search engine delivers high quality results. The features include:</td>
</tr>
<tr>
<td>capabilities</td>
<td>• Faceted Search and Filtering</td>
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<td></td>
<td>• Advanced Full-Text Search Capabilities</td>
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<td></td>
<td>• Auto-suggest functionality for completing user queries</td>
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<td>• Spelling suggestions for user queries</td>
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<td></td>
<td>• Highlighted context snippets</td>
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<td></td>
<td>• Geospatial Search with support for multiple points per document and geo polygons</td>
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<td></td>
<td>More details on Deloitte’s Workforce Development Solution’s features are available in the section</td>
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<tr>
<td></td>
<td>labeled “Review Resumes.”</td>
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<tr>
<td>4. Enhanced case management tools for Regional Workforce staff to most fully assist</td>
<td>Eligibility Determination: The configurable rules engine as part of our solution helps users determine</td>
</tr>
<tr>
<td>employers and job seekers to include, but not be limited to:</td>
<td>eligibility for WIA, Trade and OVR programs</td>
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<tr>
<td>• Eligibility Determination</td>
<td>Service Tracking and authorization is handled electronically as visual user interfaces for online</td>
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<tr>
<td>• Service Tracking</td>
<td>users as well as through batch programs. It is integrated with the case management and financial</td>
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<tr>
<td>• Case Notes</td>
<td>modules in our solution.</td>
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<tr>
<td>• Follow-up</td>
<td>Case Notes: The case management dashboard provides highlights the case status, actions and required</td>
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<tr>
<td></td>
<td>follow up. The case note can be captured for every incident that happens and is made available for all</td>
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<td></td>
<td>staff users. They can be manually entered or scanned and uploaded.</td>
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<td></td>
<td>Follow-up: The case manager dashboard provides the details of the follow up for case managers depending</td>
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<td>on activity timeframes. This is tracked based on system triggers related to different events.</td>
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<td></td>
<td>More details on Deloitte’s Workforce Development Solution’s features are available in the section</td>
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<tr>
<td></td>
<td>labeled “Case Management.”</td>
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<tr>
<td>5. Precise reporting capabilities to meet the needs of federal, state and local</td>
<td>Our workforce solution’s reporting infrastructure supports federal reporting needs such as Performance</td>
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<tr>
<td>reporting requirements</td>
<td>Measures on services delivered and outcomes such as Hires and Training Performed. In addition, several</td>
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<td>pre-designed reports are available for efficient and accurate management of the program.</td>
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<td>The ad hoc reporting capability provides flexibility for the users to query the database using a set of</td>
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<td>available queries.</td>
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<tr>
<td></td>
<td>More details on Deloitte’s Workforce Development Solution’s features are available in the section</td>
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<tr>
<td></td>
<td>labeled “Other Management and Compliance Features.”</td>
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</tbody>
</table>
6. Strong interconnectivity capabilities between environments maintained by DEO Workforce Services and U.S. Department of Labor (Workforce Program Oversight) such as: Connect, One Stop Service Tracking (OSST) and Labor Market Information services

The Deloitte solution is flexible and designed to interact with external solutions like the federal Career One Stop systems. Employers that use the solution have access to labor market information and potential job seeker matches with regards to their industries and job postings. The information is provided based on O-Net codes. Integration with labor market information can be enhanced as per Workforce Florida requirements.

7. Eligibility determination functionality, data validation field recording, and activity tracking

The Deloitte solution provides capability to track activities for various programs in different ways. Activity tracking can be performed for On the Job Training (OJT), training delivery, counseling, plan development, resume writing, interview skills. More details on Deloitte’s Workforce Development Solution’s features are available in the section labeled “Intensive Reemployment Services.”

8. Readily available information for researchers related to labor market and economic development data

The data warehouse and business intelligence technology provides insights into jobs trends, job seeker trends, industry demand trends by geography, and salary information. Furthermore, our national workforce solution team has been actively involved in developing an extended integration capability for better sharing of information between the Education, Social Services and Labor agencies for longitudinal studies. More details on Deloitte’s Workforce Development Solution’s features are available in the section labeled “Other Employer Services and Resources.”

9. Advanced self-service capabilities (Streamlined internet access)

The self-service components of our solution are available over the internet and accessible over secure HTTP based web channel. The application is also accessible for users with disabilities and compliant with Section 508 standards.

10. Reemployment related activities such as skills assessment and reemployment opportunity matching

Reemployment opportunity matching occurs in multiple modes:
- Prior to registration, job seekers and employers can browse job orders and potential candidates.
- Upon registration, more information is made available to connect the job seeker with an employer.

More details on Deloitte’s Workforce Development Solution’s features are available in the section labeled “Intensive Reemployment Services.”

11. Administrative management functionality in support of data security, reporting, audits and user safeguards against fraudulent actions

The web based application does not store cookies on local computer and runs in secure HTTP protocol. The current Solution is deployed using Computer Associates SiteMinder and managed by Identity Manager. The role-based security solution helps authorize and authenticate registered users to appropriate access levels. For convenience, some purely informational content can be accessed without registration.

More details on Deloitte’s Workforce Development Solution’s features are available in the section labeled “Other Management and Compliance Features”.

12. Automation of cumbersome manual or paper processes to ensure critical information needed to effectively manage the programs is readily accessible to state and local administrators and policymakers

As described earlier, Deloitte’s Workforce Development Solution automates processes, increases workflow efficiencies, and reduces operational costs. Today, Deloitte’s comprehensive Workforce Development Solution integrates business service delivery of multiple programs that includes the WIA program, Trade program, Labor Exchange programs, local workforce development programs, vocational rehabilitation programs, work programs aimed at TANF recipients, Employer New Hire reporting program and others.

The Solution automates business processes and workflow through online services to agency users and external stakeholders.

More details on Deloitte’s Workforce Development Solution’s features are available in the section labeled “Workload Management and Automation.”

13. A technical architecture and underlying functionality that is adaptable, scalable and flexible to support continuous process improvement and changes in applicable state and federal laws

Deloitte’s Workforce Development Solution uses a scalable, adaptable and flexible architecture that supports continuous process improvement and changes in applicable state and federal laws. This production-proven architecture, since 2007, is based on the following:
- Web-based solution
- Microsoft .NET architecture
- MS SQL Server Database technology
- Business Objects
- FileNet
14. Other enhancements/features/innovations provided by the vendor not identified above

Deloitte’s Workforce Development Solution architecture supports contemporary enabling technologies such as:
- **Mobile Solution** – With rapid growth in use of smart phone and tablet devices, a mobile friendly website facilitates access to reemployment services.
- **Realtime Analytics** – to help determine the probability of a job seeker to be able to get placed in a job based on historical data.

This architecture supports increased collaboration and integration of the UI benefits and Workforce programs with a goal to maximize the reemployment possibilities for the unemployed job seeker.

More details on Deloitte’s Workforce Development Solution’s mobile solution are available in the section labeled “Deloitte’s Mobile Web Framework.”

Florida is a nationally recognized leader in cultivating talent and providing a positive business environment, as recognized by Top-3 placement in reports by the U.S. Chamber of Commerce, the National Chamber Foundation, Chief Executive magazine, and CNBC. Deloitte is prepared to help launch DEO to the next level of efficiency and effectiveness with our Workforce Development Solution.

The remaining sections of our response describe how our solution and experience will help DEO achieve its objectives and achieve a broader integration of Labor and Employment programs within the agency. These sections include:

- A description of Deloitte’s ability to provide a Florida Workforce Automation Software as a Service (SaaS) system and its complete components
- Deloitte’s history with similar systems, organizational structure, and contact information
- A description of our Solution’s contemporary enabling technologies that can be applied to the Workforce business processes to create a more flexible and responsive environment
- Additional information regarding Deloitte’s capabilities

**Deloitte’s Workforce Development Solution Provides Workforce Florida Software as a Service (SaaS)**

RFI reference: A description of Respondent’s ability to provide a Florida Workforce Automation Software as a Service (SaaS) system and its complete components

Deloitte’s Workforce Development Solution adds business value and supports continuous improvement, satisfying the capabilities, features and benefits requested by DEO in its RFI. Our Solution facilitates streamlining and refocusing of a state’s workforce development program by reducing bureaucracy, improving...
A unified system means improved documentation and communication across agencies, leading to improved customer service and response time to clients. The centralization of data results in a true cross-agency view for staff, reducing duplication of data and enhancing the “one-stop” assistance service centers for citizens.

In Pennsylvania, a job feed (pulling from numerous common job sites including CareerBuilder, LinkedIn, and Monster) served to increase the pool of available jobs from 40,000 to over 200,000.

customer service and accessibility, and building a structure for accountability. It integrates programs related to employment and training, public-private workforce partnership, vocational rehabilitation, and workforce information and analytics into one comprehensive system. This integration provides the following benefits:

- Increased self-service capability for job seekers, employers, and providers
- Increased staff efficiency and streamlined operations through enhanced self-service options (i.e., reduced data entry for staff)
- Improved service delivery to customers by enabling an integrated client view and robust case management for state and business partner staff users
- Secured information management through an enterprise security framework

Our Solution is oriented toward achieving Workforce Florida’s business objectives while maintaining compliance. It is firmly rooted in Deloitte’s understanding of the Workforce Development program, its requirements, and its processes, as well as many years of experience delivering Workforce related solutions across the nation. A unified system means improved documentation and communication across agencies, leading to improved customer service and reduced response time to clients. The centralization of data results in a true cross-agency view for staff, reducing duplication of data and enhancing the “one-stop” assistance service centers for citizens. Deloitte’s Workforce Development Solution provides a “best of breed” website that is consumer friendly and considers not just governmental policy objectives but also the specific needs of the end user. This approach truly transforms how job seekers find sustaining employment and how employers find skilled candidates.

The information in the following sections provides details of the user experience and underlying processes to further demonstrate the value of our Solution.

**Participant Benefits**

Participants access the system through the ‘JobGateway for Job Seekers,’ which includes a streamlined registration process that incorporates data capture through an easy step-by-step process flow and removes uncertainty of registration completion. No longer are claimants left wondering whether they had completed all requirements in order to receive their reemployment assistance. Our registration process includes a progress banner and captures progress memory so if a user exits during the process, he or she does not have to repeat previously completed steps. This integrated registration solution captures all key components in one streamlined process and results in reemployment assistance registration compliance.

Once registered, the participant portal provides a modern user experience, including a Job Seeker Dashboard, enhanced job searching, job search activity
tracking, and integration of a job feed, which pulls from numerous common job sites including CareerBuilder, LinkedIn, and Monster. In Pennsylvania, this feed served to increase the pool of available jobs from 40,000 to over 200,000. Participants also receive integrated access to the ‘Career Coach’ service, which provides Job Seekers with insights into employment data such as current and projected job openings, recent job growth areas, estimated earnings and occupations that match with a user’s current skills and knowledge, as well as specific educational programs in the local area that prepare an individual for a given occupation.

The success of our Solution is not by chance. Deloitte organized a comprehensive study to assess the usability of the Solution’s modules. The results were used to improve navigation, increase process efficiency, and strengthen overall intuitiveness for a more satisfying customer experience. The outcome for participants was transformational in locating and applying for a job.

Our experience in Pennsylvania demonstrates that implementation of a simpler, more intuitive registration process results in more claimants using the site to search for jobs. Within six months of requiring unemployment claimant registration in July 2012, Pennsylvania’s JobGateway saw 80,186 fully registered job seekers; 70,966 of these were Unemployment Compensation claimants. There is an average of 3,800 complete registrations per week on the site and Registration Compliance has increased to 70%.

There is an average of 3,800 complete registrations per week on the site and Registration Compliance has increased to 70%. JobGateway sees approximately 575,000 visits per month, close to 20,000 visits per day, and the average visit length is 15 minutes. Traffic data also indicates that 36% of JobGateway visitors are new visits while 64% are return visits, indicating that job seekers find the site very helpful for ongoing job search activities.

The value of the system to the Participant comes from its integration. States offer a wide portfolio of Workforce Development programs, often with similar goals; Deloitte’s Workforce Development Solution aligns the services of these programs to the benefits provided by each. The Solution provides single sign-on access to each of the programs depicted in Figure 2 below:
Figure 2: Participant Benefits, Services, and Programs. Deloitte's Workforce Development Solution provides benefits to participants through a diverse range of services related to dozens of programs.

In the figure above, the innermost circle depicts the benefits the Solution provides to participants:

- Employment
- Training
- Education
- Rehabilitation and Independent Living
- Income Support

The two outer circles depict the services and programs available to claimants that align to each of the benefits. For example, the following services align with Employment benefits.

<table>
<thead>
<tr>
<th>Employment Services</th>
<th>Resumes, Finding Information Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Counseling</td>
<td>Job Searches &amp; Job Skills</td>
</tr>
<tr>
<td>Self-Employment</td>
<td>Job Development</td>
</tr>
<tr>
<td>- Resume Writing</td>
<td>- Un/Subsidized Employment</td>
</tr>
<tr>
<td>- Interviewing Skills</td>
<td>- Job Search Allowance</td>
</tr>
<tr>
<td>- Job Search Allowance</td>
<td>- Relocation Allowance</td>
</tr>
<tr>
<td>- Un/Subsidized Employment</td>
<td>- Individual Employment Plans</td>
</tr>
</tbody>
</table>
The following section describes Deloitte’s Workforce Development Solution’s capabilities for the services in Figure 2.

**Employment**

Helping Floridians enter, remain and advance in the workforce is the objective at the heart of Workforce Florida’s mission.

**Job Searches and Job Skills**

A newly designed state of the art job seeker user experience is one of the highlights of Deloitte’s Workforce Development Solution. The user interface reflects the needs of the job seeker today. The new user experience and job search engine are comparable to those one would find at a commercial shopping sites like Amazon.com or Cars.com.

![Job Search screen](image)

**Figure 3: Job Search screen.** Participants can search for jobs using multiple criteria.

The Job Search screen is shown in Figure 3. Participants may search on keywords, job titles and job numbers, and may specify a location to narrow their search to pertinent results. When results are displayed, search facets allow users to further filter their results, driving to the most suitable matches, while a “Save Job” feature allows users to hold job postings for later review. Finally, the Job Search screen is integrated to social media, allowing users to Share job postings via e-mail, Facebook, Twitter, LinkedIn, or Google+.
Additional Employment Services

Additionally, our Solution provides participants access to additional employment services, including:

- **Individual Employment Plans** – After the individual is determined to be eligible for vocational counseling and guidance, he/she will work closely with a counselor to clearly define an employment goal, identify barriers and jointly develop an Individual Employment Plan (IEP), all within the Solution.

- **Interviewing Skills** – Workforce Development staff can organize and post events for interviewing skills within the Solution, which are then made available for participants to search for and sign up to attend.

- **Resume Writing** – Jobseekers can create an online resume using functionality within the Solution, and can upload resumes in .pdf, .doc and .rtf formats. The Solution provides jobseekers the capability to associate their work history, education history, skills, qualifications and certifications to their resume.

- **Employment Counseling** – A counselor may provide employment counseling and guidance for eligible participants through the individual’s Individual Employment Plan (IEP). The IEP is created within the Solution by the counselor to meet the individual’s unique vocational strengths and needs to obtain and maintain competitive employment.

- **Self-Employment Assistance** – The Solution provides individuals with the criteria to establish and maintain eligibility for the Self-Employment Assistance (SEA) program. Participants who are eligible for reemployment assistance can also directly determine their eligibility for the SEA program simply by providing their SSN. An interface with the UC database performs this check and returns SEA eligibility.

- **Supportive Services** – Eligible individuals are enabled to participate in activities under Title I of WIA to receive various supportive services such as transportation, child care, dependent care, housing, and needs-related payments. The Solution tracks an individual’s enrollment in supportive services in terms of service history, service attendance and outcomes within case management.

- **Un/Subsidized Employment** – After registration, eligible individuals can enroll in services from state programs geared toward securing employment for low-income or otherwise TANF-eligible individuals. Services include unsubsidized employment, subsidized employment, paid work experience, and community service. The Solution tracks individual’s enrollment in Un/Subsidized Employment services in terms of service history, service attendance and outcomes.
Training

Training is a key component to achieving Workforce Florida’s vision of developing a globally competitive workforce. Training helps individual Floridians become more highly skilled and successful, while equipping employers with a skilled labor force capable of competing and excelling in an ever-changing marketplace. The Solution provides Participants access to services provided by state programs as well as the WIA Adult and Dislocated Worker programs, including:

- Participants can receive various **Job Development** services including Job Placement Assistance, Job Search Assistance, On the Job Supports, Job Readiness Prep, On-the-Job Training (OJT), Skill/Vocational Training, GED Prep, Apprenticeships, and Occupational Training. Participants can either refer themselves to these services or be referred by other agencies. Once referred, based on eligibility, the participants will be authorized within the Solution to receive these services.

- **Job Search and Relocation Allowances** are made available through the Framework to eligible workers whose jobs have been affected by foreign competition. Workforce Development staff can file and manage a Trade (TAA) petition on behalf of employers and trade affected individuals. Staff can also create and manage Job Search and Relocation allowance applications in terms of determining eligibility, authorizing and tracking reimbursements.

Other Participant Benefits

Our Solution provides a portal to view, search, and register for a wide range of other services based on an individual’s profile. For example:

- **Education** services are available to participants through the WIA Youth Program as well as state-specific Employment and Training programs, and include various education services such as Adult Basic Education (ABE), GED/High School, Community College, and Education Services to Children, among others. The Solution tracks an individual’s enrollment in education services in terms of service history, service attendance and outcomes.

- **Rehabilitation and Independent Living** services are available to participants through a suite of programs including, but not limited to Vocational Rehabilitation, Independent Living for Older Individuals who are Blind, and other specialized services and include Supportive Services, such as diagnostic services, vocational evaluation, and restorative services, as well as access to assistive technology devices and services to eligible individuals with disabilities, if these are needed to get or keep a job.
The Solution is also customizable to meet DEO’s needs with regards to **Income Support** services. Our solution supports the management of TRA, ATAA and RTAA programs under the umbrella of Trade Adjustment Assistance.

In summary, Deloitte’s Workforce Development Solution provides individuals with a single JobGateway with access to a comprehensive, unified and aligned portfolio of world-class job search and training resources, enabling Workforce Florida to deliver consistent and quality services to all Floridians. This portal has already undergone study and redesign for optimal usability, and has been proven in a large state client environment as a preferred resource for job seekers to manage their work search. This high level of adoption will allow DEO to capture data and report on services provided to all customers, allowing for continuous improvement and increasing alignment to goals such as refocusing WIA Youth investments on the neediest youth populations and providing quality career guidance directly to students and job seekers.

**Employer Benefits**

The Employer One Stop portal provides a common front-end for employers for access to a shared data system for documenting, tracking, and reporting a wide range of workforce development services that are provided by the state. In Pennsylvania, the single portal and integrated data system enabled by our Solution replaced legacy systems for workforce job search, employment and training, vocational rehabilitation, New Hire reporting, and Worker Adjustment and Retraining Notification, as well as separate financial systems handling cost allocation reimbursement, Trade programs, WIA and WOTC.

The One Stop portal includes a simple, intuitive user interface for job posting and candidate search. Employers have the ability to manage candidate search activities in one location through a dashboard that includes candidate recommendations for their most recent job postings. Employers are provided a summary of candidate recommendations before posting jobs and are able to connect to candidates during the search process. The Employer portal provides the ability to manage candidate referrals using various filter and sort capabilities including the option to sort based on the number of candidate profile elements that match a job posting.

Our experience in Pennsylvania demonstrates the importance of usability in attaining the business community’s buy-in. CWDS is used by 8,000 Commonwealth and business partner staff to help facilitate the connection of 2 million job seekers to over 75,000 employers. Each day, over 500 job postings are created and over 165 job seeker resumes are uploaded, resulting in an average of 10 job seekers hired per day.

In the same comprehensive study that resulted in improved Participant job search modules, the Employer process of Posting a Job was evaluated and...
modified to provide improved navigation, increased process efficiency, and stronger overall intuitiveness for a more satisfying customer experience.

The value of the system to the employer comes from its ease of use. The state’s relationship with an employer extends from programs seeking to bring job seekers and employers together through New Hire reporting requirements to Rapid Response in the face of layoffs; Deloitte’s Workforce Development Solution aligns these services across separate programs in order to simplify and improve employers’ relationships with the state. The Solution provides single sign-on access to the services and programs depicted in Figure 4 below:

**Figure 4: Employer Benefits, Services, and Programs.** Deloitte’s Workforce Development Solution simplifies access to job seekers as well as a wide range of resources and required reporting utilities, providing Employers with an efficient One Stop portal.

In the figure above, the innermost circle depicts the benefits the Solution provides to employers, specifically:

- Employer Services
- Job Applicants

The two outer circles depict the services and programs available to claimants that align to each of these benefit areas. For example, the following services align with Employer Services benefits:
Employer Services

- Work Opportunity Tax Credit (WOTC)
- Disability & Diversity Awareness Training
- Rapid Response (WARN)
- Links to Networking Resources
- New Hire Reporting
- Staffing Assistance
- Disability Etiquette/Sensitivity Training
- Prisoner Reentry Programs
- Applicant Pre-Screening
- Training Programs Information
- Assistive Technology Consultation/Referral
- Veterans Program
- Accessibility Analysis & Solutions
- Federal Bonding
- Understanding the Americans with Disabilities Act (ADA)
- On-the-Job Training Program Tax Credit
- Independence Capital Access Network (ICAN) Grant Preparation
- Labor Market Information
- Recruitment Assistance
- Staffing Assistance
- Training Programs Information

Employers in Deloitte’s Workforce Development Solution are able to easily access, contact, and interact with job applicants, and are provided many services and resources that educate them about – and aid them in maintaining compliance with – a full range of state and federally-mandated programs.

Access to Job Applicants

Our Solution also provides employers access to a wide range of services and resources provided by Workforce Development, New Hire, and Wagner-Peyser, as well as resources to aid Employers in maintaining compliance with the same.

Review Resumes

Deloitte’s Workforce Development Solution provides employers several tools to monitor and respond to candidates that match or are otherwise referred to their job postings. Our Solution provides a modern, efficient user interface comparable to a national brand website, improving employer adoption by making these users the center of the application.
Figure 5 depicts the Candidate Recommendation screen. Employers may view and filter candidates that match job posting characteristics.

Figure 5: Candidate Recommendation screen. Employers may view and filter candidates that match job posting characteristics.

Employers can search and filter on the results, and can also ‘hide’ candidates so they do not show up in future searches. Employers are presented with a high-level view of each candidate’s resume, as well as when the resume was posted. From this screen, employers can also select candidates for more in-depth research.
Deloitte Consulting LLP

Figure 6: My Candidates screen. This screen provides Employers a simple dashboard for managing a pool of candidates through the referral and interview processes.

Figure 6 depicts an employer’s My Candidates screen. This screen provides a list of candidates that have been referred to an employer’s job posting. Candidates may refer themselves, or may be referred by staff or service providers. Additionally, employers may pull candidates into this list from their own searches. From the My Candidates screen, employers can:

- Filter the candidate list using numerous criteria,
- Select candidates’ profiles for more in-depth resume review, and
- Move candidates through the referral and interview processes.

Additional Means of Job Applicant Access

Additionally, our Solution provides Employers access to the following resources:

- **Job Postings** – After registering within the Solution, employers can create, edit, view, copy, close, export and upload job postings. The Solution allows employers start the job posting creation process right from their dashboard.
- **Job Matching** – Candidates are automatically recommended to employers based on an employer’s open job posting. Recommendations are made using candidate job preferences which include salary, education, occupation and location information. Employers can
hide/show candidates from the list and create referrals by contacting those who appear to be a good fit.

- **Referrals** – Employers can keep track of candidates who have been referred to or have applied for their positions through the Solution. The employers have the capability to filter the candidates by Status, City, Occupation, Education, Job Type, and other characteristics. Employers can also view candidates’ resumes, update referral status and report new hires directly through the Solution.

- **Contact Participants** – Our Solution makes available contact information of the candidates who have been referred to or applied for the employer’s position, allowing employers to connect with applicants.

**Other Employer Services and Resources**

Our Solution also provides Employers access to a wide range of services and resources provided by Workforce Development, New Hire, and Wagner-Peyser, as well as resources to aid Employers in maintaining compliance with the same. These include:

- **Work Opportunity Tax Credit (WOTC)** – Our Solution provides employers the ability to submit Form 8850 for federal tax credit when they hire and retain veterans and individuals from other target groups with significant barriers to employment. Staff can determine WOTC eligibility almost instantly, and employers can use the Solution to track the status of their applications. Our Solution has been proven in a large state client environment, with our Pennsylvania implementation receiving in excess of 250 Tax Credit applications per day.

- **Rapid Response (WARN)** – Rapid Response staff can create a case within the Solution for employers who provide notice in advance of a covered-business closing or covered-business mass layoff. Staff manage the Rapid Response case by recording the affected employees’ information, severance information, closing/layoff information, and so on to provide early intervention services and retraining for affected employees.

- **New Hire Reporting** – Our Solution provides employers with all the information needed to fully comply with federal and state mandates to report their newly-hired employees. Employers can manually report new hires within the Solution through integration with the job referral process, or upload or SFTP new hires into the Solution. The employers can view, sign-up or subscribe to new hire events and information. For example, our implementation in Pennsylvania averages over 6000 New Hire submissions per day.

- **Staffing Assistance** – Our Solution provides employers the ability to request staffing assistance to manage their company profile information, contacts, job postings, candidate referrals, and tax credit applications.
• **Training Programs Information** – Our Solution provides a feature for users to browse the listing of occupational training providers that have been approved through the federal Workforce Investment Act. The user can view detailed information about each training provider as well as the occupational training courses they can offer.

• **Federal Bonding** – Our Solution provides employers the ability to view information regarding a federal bonding program that provides incentives to employers for hiring “at-risk”, hard-to-place job seekers.

• **Labor Market Information** – Our Solution provides employers the ability to view job market statistics, facts, occupational wages by industry, current and future employment trends, school-to-work transitioning information and the latest news regarding employment within the state.

• **Recruitment Assistance** – Our Solution assists employers in the recruitment process by allowing them to post job orders, search for the right candidates, get candidate recommendations, gain access to thousands of registered job seekers, and manage and track top talent.

Deloitte’s Workforce Development Solution implements a systematic, mutually beneficial approach to developing business partnerships and linking Florida’s state and local workforce development efforts to regional and state economic development priorities. Employers are able to easily access, contact, and interact with job applicants, and are provided many services and resources that educate them about and aid them in maintaining compliance with a full range of state and federally-mandated programs. Business-friendly processes, such as statewide standardized application and contractual forms, streamline and simplify application processes and approvals. The ease of use that Deloitte’s Workforce Development Solution provides is key to simplifying and improving employers’ relationships with the state, and the resulting increased adoption by the business community will enable further enable Workforce Florida to:

• Expand outreach and availability of value-added, business-focused training programs, including Employed Worker Training, On-the-job training, the Incumbent Worker Training Program, Quick Response Training and other customized training.

• Document and measure effective business partnerships, including increasing business use of, and satisfaction with, services offered by Florida’s workforce system.

• Develop the most accurate, credible, just-in-time market-relevant supply/demand workforce analytics needed to enable Florida’s workforce system to make effective and prudent decisions about programs and resources.

• Enhance traditional labor market statistics by incorporating other sources of data to create more robust systems that are reflective of the changing economy and enable the workforce system to better understand business openings and prepare workers for those openings.
Provider Benefits

Our Solution also provides a single, common marketplace for both participants and employers, which facilitates providers’ work of aligning and bringing the two sets together. By bringing together a wide array of providers within a single data system, programs may be more easily managed and tracked, driving each organization (and Florida’s Workforce Development efforts as a whole) toward continuous improvement at the program and even the service level.

The Solution provides single sign-on access to the services and programs depicted in Figure 7 below:

Figure 7: Provider Benefits, Services, and Programs. Deloitte’s Workforce Development Solution enables providers from a wide range of programs to deliver services through a common portal.

In the figure above, the innermost circle depicts the benefits the Solution provides to providers, specifically:

- Service Applications
- Financial
- Outcomes
The two outer circles depict the services and programs available to claimants that align to each of these benefit areas.

Deloitte’s Workforce Development Solution presents program providers with simple interfaces to establish and maintain their services, interact with Solution participants, manage program financials, and measure, record, and report outcomes.

**Financial**

Our Solution provides service providers from WIA, vocational rehabilitation, and Trade programs a range of capabilities for managing and reporting program financial information. These include:

- **View Purchase Orders** – Our Solution provides staff the ability to create purchase orders for the services provided by service providers. Providers have the ability to view and print purchase orders, and the Solution maintains a history of the changes to the purchase orders.

- **View Invoices** – Our Solution provides staff and providers the ability to create and view invoices. The provider can choose their method of payment (ACH or Check) for the invoice payment. The Solution sends out the invoices to a third-party financial system (such as SAP) for payment through an interface. The Solution also tracks payments by various invoice statuses.

- **View Notice of Obligation** – Our Solution provides staff the ability to create and submit their expenditure obligations for each year. Within the Solution, obligations are allocations associated with each local workforce investment office based on the previous year’s expenditures. The history of approval and changes to Notices of Obligation are tracked in the Solution and can be viewed by staff.

- **View Contracts** – A contract is created in the Solution by a comptroller to distribute money to local offices or providers. The Solution provides staff the ability to create and view contracts associated with the Notices of Obligation. The Solution also allows staff to submit contract details to a third-party financial system through an interface.

- **View Request for Funds** – Our Solution provides staff and providers the ability to request funds based on their contract(s). The requests for funds submitted by staff are verified and approved by comptrollers. Staff can also view and print their requests for funds. The Solution submits the request for funds to a third-party financial system through an interface.

- **View Financial Status Report** – A Financial Status Report is submitted by an office or provider every month for their contract money expenditures. The Solution provides staff and providers the ability to create Financial Status Reports, and provides comptrollers the ability to verify and approve the same.
• **View Master Agreements** – Our Solution provides staff the ability to create and approve Master Agreements for each service provider in order to provide training to the participants. Staff will use the Master Agreement to create student enrollment verification forms and Addenda within the Solution.

• **View Addendum** – Our Solution provides staff the ability to create and process an addendum, which includes student, course and cost information for training. Addendum details are submitted to a third-party financial system through a Solution interface. The Solution also provides functionality to create invoices against addendums.

**Outcomes**

Our Solution provides service providers a range of capabilities for tracking and reporting participation in program services, including:

• **Job Coaching Forms** – Eligible individuals needing intensive on site job training can enroll in Job Coaching services through our Solution. A case manager identifies a provider and refers the individual to the provider through the Job Coaching Referral Form. The case manager then uses a Job Coaching Needs Determination Form, which is a needs assessment and a training plan, to indicate the areas that need to be addressed by the Job Coaching service provider. The Job Coaching Hours Negotiated Form contains the negotiated funds to address the needs identified. All the Job Coaching Forms can be created in the Solution and are associated with an individual's case.

• **Placement Reports, Attendance Forms, and Progress Reports** – Our Solution allows service providers to create placement, attendance and progress forms to keep track of and report individuals' participation in their services.

Our Solution provides a common portal not just for state employees and One-Stop centers, but for all service providers, facilitating continuous improvement in program effectiveness and service delivery. By integrating providers into the Solution, a strong link is created from local and state efforts to regional and state development priorities, enabling increased consistency in service quality, enhanced collaboration, accountability between stakeholders, and reduced administrative overhead through reduction of program overlap as well as cumbersome manual processes.

**Staff Benefits**

Our Solution provides a range of benefits aligning with Workforce Florida’s vision and strategic objectives. By integrating employer, provider, and participant activity in a single data processing system, our Solution simplifies the activity of reporting against common performance measures across Federal employment and training programs. Through ad hoc reporting, the Solution enables improved
development and delivery of workforce and labor market information, as well as increased accountability down to the local level. This in turn serves to support workforce investment boards in their strategic planning and investments, allowing for increased collaborative service delivery across federal programs, decreased duplicative administrative costs, and continuously improving alignment of local and state workforce development efforts to regional and state economic development priorities.

Our Solution enables the tracking and reporting of provider and local program activities regarding each participant and employer. The benefits this integration provides to staff users in Deloitte’s Workforce Development Solution may be organized across the following categories:

- Integration of Service Delivery and Case Management
- Ability to Manage Local Office Programs
- Program Performance Management and Federal Reporting Requirements

Details on how these benefits are realized are provided below.

**Integration of Service Delivery and Case Management**

Our Solution provides staff the ability to conduct collaborative service delivery across federal programs using a range of service delivery and case management features, including:

**Case Management**

The case search screen and case load management functionality allows staff to quickly review their current case load and evaluate the progress of their assigned cases at a glance. This case load management functionality includes:

- An innovative dashboard that works as a command center displaying staff case load data dynamically for improved operational efficiency
- Electronic service tracking and authorization is available through visual user interfaces and is integrated with the financial module
- Individual case management dashboards highlight the case status, actions and required follow up. Case notes can be captured for every incident that happens and are made available for all staff users. They can be manually entered or scanned and uploaded.
Figure 8: Participant Service Record screen. This screen allows staff to search for and view services on a program participant’s record.

Figure 8 depicts the Participant Service Record screen. Staff may view this screen for a single history of a participant’s services records. These records may be filtered, and detailed record view is readily available by selecting search results. The participants’ program history is also displayed to help staff associate services with the participants’ program registrations.

Our Solution tracks service compliance of an individual by providing staff and provider users the ability to create attendance, placement and progress reports.
Staff or providers have the ability to submit weekly attendance forms as well as attendance reports in bulk for individuals participating in various services.

**Intensive Reemployment Services**

Providers may set up events and register participants directly through their portal. Our Solution also provides additional functionality for a range of intensive reemployment services, including Job Coaching, New Directions, Rapid Response, and Trade Applications.

![View Addendum screen](image)

**Figure 9: View Addendum screen.** This screen displays information related to a TAA-approved training provider, including Master Agreement details as well as participation and financial records.

Figure 9 depicts the View Addendum screen, which allows staff to view the agreed-upon services of a TAA-approved training provider. The addendum screen provides details regarding the Master Agreement with the provider to provide training services, as well as details regarding participation and financial transactions related to the specific training. All information pertinent to this training may be viewed in one place, and staff may attach notes to this specific training agreement.
Workload Management and Automation

Deloitte’s Workforce Development Solution transforms workforce development processes through use of electronic interfaces and unified data management, which increases workflow efficiencies and reduces operational costs, enabling increased training investment. Our Solution provides case managers the capability to assign cases to case workers based on office, role, status, program, and other profile characteristics. Staff may work on cases they are assigned, and may also use the Search Program Referral screen to search for participant referrals from various external agencies.

Streamlined and simple application and approval processes also encourage adoption by the business community.

Our Solution also automates business processes and workflow through online services to agency users and external stakeholders. Today, our Solution integrates and automates part of Pennsylvania’s business service delivery of multiple programs, including the WIA program, Trade program, Labor Exchange programs, local workforce development programs, vocational rehabilitation programs, TANF-related work programs, and Employer New Hire reporting program.

We discuss details of two automated processes from the Pennsylvania CWDS implementation here:

- **WOTC Backlog** – Our Solution enables employers to file for Worker Opportunity Tax Credits using online forms and file upload submissions. As CWDS receives in excess of 250 Tax Credit applications per day, eligibility determination was automated for the majority of target groups, which has reduced a 2 year back log down to a 6 month backlog since implementation. Employers can use the system to track the status of their applications.

- **Green Jobs Automation** – Our Solution automates the Green Job selection process, which has eliminated the need for staff to manually look up and mark job postings individually. The process of setting the Green Jobs indicator on job postings is automated based on a predefined list of O*NET occupations, controlled through a staff configuration screen.

Ability to Manage Local Office Programs

Our Solution provides the capability to manage and track activities for various local office programs in different ways.

The Solution provides individuals the capability to establish eligibility for various WIA services. Since these services differ between target populations – adults, dislocated workers, youth, veterans with disabilities, and so on – our Solution performs an eligibility check to determine whether an individual qualifies to
receive services under these programs. Our Solution leverages a rules engine component to evaluate a list of complex business rules before determining if an individual is eligible to receive services.

Our Solution also provides a range of Program Configuration and Maintenance capabilities, allowing staff to easily monitor, manage, and report on activity at the individual, service, and program levels. System configurability allows staff to maintain a list of one-stop services available for individuals, including the ability to search and create programs, or search and add services to programs, as well as the ability to create new service locations and offices and update existing service locations. Our Solution also provides staff the ability to manage employers’ and individuals’ profiles on their behalf by updating contact information and preferences. Finally, our Solution provides staff the ability to create, preview and send out surveys to employers, participants and providers. Staff have the capability to add multiple choice, yes/no, and free text questions to the surveys.

**Program Performance Management and Federal Reporting Requirements**

Our Solution provides capabilities to track, report and analyze program activities for maintaining compliance with federal guidelines and improving program performance, including:

**Reports and Analytics**

Deloitte’s Workforce Development Solution streamlines and automates staff workflow, program management, and performance and financial reporting tasks by providing report dashboards to staff. By increasing visibility and decreasing overhead, our Solution will help Workforce Florida drive toward its goals of increased collaborative service delivery across federal programs and continuously improving alignment of local and state workforce development efforts to regional and state economic development priorities.
Figure 10: New Hire Operational Dashboard. This screen provides staff a report to track the status of employer New Hire reporting and related exception workflows.

Figure 10 depicts the New Hire Operational Dashboard. From this screen, staff have access to the current status of the New Hire reporting process, across all forms of submitting New Hire information to the system. Exception workflows may also be viewed on this screen. Our Solution also provides many reports through similarly simple yet comprehensive views of the data.

Other Management and Compliance Features

Our Solution also provides capabilities regarding performance management, federal compliance tracking and reporting, and security authentication and authorization. Details of these capabilities are provided below:

- **Performance Management** – Deloitte’s Workforce Development Solution’s data warehouse solution and ad-hoc reporting capability transforms data into insightful information regarding the performance of local programs and providers. The integration of workforce financial systems streamlines the process for allocation of funds resulting in improved financial accountability for workforce funding and expenditures. Program service and financial trend information will help DEO to better
understand program performance, spot trends, and act on information available through the business intelligence solution.

- **Federal Compliance Tracking and Reporting** – Our Solution’s reporting infrastructure supports compliance tracking and reporting needs such as Performance Measures on services delivered and outcomes such as Hires and Training Performed. In addition, several pre-designed reports are available for efficient management of the program. The ad hoc reporting capability allows users to query the database based on a query that can be developed at design time. CWDS provides integration of workforce development programs by applying similar standards for all employment and training programs through the Common Measures system. PA’s Common Measures system is managed within the CWDS system. The CWDS system reports to the federal government providing data on program participation, program start and exit dates and exclusions and gaps in services among other things.

- **Security Authentication** – Our Solution takes a simple but secure approach to security authentication by enabling employees, business partners and citizens to use the same username and password across several state applications by implementing Enterprise Identity and Access Management. The Solution uses Computer Associates’ SiteMinder for Authentication and Authorization, and IdentityManager for user management, self-service password resets, and interface to user repositories.

- **Security Authorization** – Role-based security helps authorize and authenticate registered users to appropriate access levels within the solution. Staff are also provided the ability to create and approve individual service authorizations. Once a participant’s eligibility is determined for a service, staff can create the service authorization with the service, provider and fund details. The provider can begin providing service once the service authorization is approved and purchase order is created. Our Solution also makes some purely informational content accessible without registration.
Workforce Florida is Positioned to Benefit from Deloitte’s National Experience

RFI reference: Respondent’s history with similar systems, organizational structure, and contact information of each reference: Name, title, phone number and email address

Commonwealth of Pennsylvania Department of Labor & Industry and Department of Public Welfare – Getting Results in Reemployment Services

Deloitte worked with Pennsylvania’s Department of Labor and Industry and Department of Public Welfare to design, build, test, and deploy the Commonwealth Workforce Development System (CWDS). CWDS provides a shared data system for documenting, tracking, and reporting workforce development, employment, training, and independent living services that are provided by the Commonwealth of Pennsylvania. With the implementation of CWDS, the Commonwealth of Pennsylvania not only responded to the Governor’s Job Ready Pennsylvania program, they also incorporated industry best practices and innovative technology into a single integrated application that serves over 5,000 Commonwealth and business partner staff, 2 million citizens/job seekers and over 50,000 employers and 20,000 providers.

The Pennsylvania Department of Labor and Industry (DLI) and Pennsylvania Department of Public Welfare (DPW) have established themselves as national leaders in integrated workforce service delivery by applying technology to improve business processes and service delivery in the Commonwealth of Pennsylvania. CWDS linked three distinctly different workforce partnership agencies (WPAs) in a unified system that replaced 3 legacy systems and converted millions of records. A unified system means improved documentation and communication across agencies leading to improved customer service and response time to the client. The centralization of data resulted in a true cross-agency view for staff reducing the duplication of data and enhancing the “one-stop” assistance service centers for citizens. Instructor-led training was provided to 5,000 end users and implementation field-support to nearly 200 offices for a 13-week period supplying end-users with hands-on assistance.

Challenge

Governor Rendell underscored the economic imperative of improving the efficiency and effectiveness of the Commonwealth’s Workforce Development program in his 2005-2006 budget address entitled ‘Job Ready Pennsylvania’. Streamlining and refocusing the workforce development program around the identification, development, and placement of individuals with highly-demanded skills is important to building a solid foundation for the Commonwealth’s future workforce. Eliminating the bureaucracy, improving customer service and accessibility and building a framework for accountability are valuable tools to support the efficiency, monitor performance and measure the success of this new program.
CWDS is about establishing such a framework, by consolidating three agencies, and numerous local, information systems into a single integrated information framework supporting Commonwealth’s workforce development needs. This comprehensive tool supports staff, employers, job seekers, and training providers to reduce bureaucracy and administrative burden. Self-service access and enhanced system functionality allows Commonwealth staff to refocus their efforts on assisting Pennsylvanians to develop new skills and become productive members of our State’s workforce.

The CWDS system has replaced the Department of Labor and Inustry (DLI) Workforce’s CareerLink system, its Office of Vocational Rehabilitation’s (OVR) mainframe and counselor toolset, the Department of Public Welfare’s BETP AIMS system, and up to 23 other disparate, local applications used by Local Workforce Investment Areas (LWIAs) across the Commonwealth of Pennsylvania – resulting in significant long term savings for the Commonwealth.

**Objectives**

Information systems consolidation of this magnitude was a very complex task. Apart from collecting the requirements of numerous organizations with differing goals and objectives, the resulting system was also required to:

- Meet the needs of each of the WPAs (DLI Workforce, DLI OVR, DPW BETP) and the field case workers for all of the replaced systems and affected programs
- Respond effectively and rapidly to future changes in any of the underlying workforce development programs and/or supporting technologies
- Support the efficient use of a large, diverse base of users possessing differing skill levels and accessibility needs
- Optimize system performance, and minimize maintenance complexity and reduce production support costs
- Incorporate historical data from a large number and variety of diverse information systems

**Solution**

CWDS was more than four years in the making – Requirements sessions were held from summer through fall 2004. In January 2005, DLI issued an RFP and in the spring of 2005 proposals were evaluated by a team made up from staff across all three agencies. The subsequent contract was awarded to Deloitte Consulting LLP and a five year contract was finalized in August 2005. The proposal was evaluated by the team from all three agencies and Deloitte Consulting LLP was awarded on the basis of our technical expertise in the design, development, deployment and project management of large-scale, complex information systems, in comparable technical environments.
The project consists of multiple system releases with each release building on the previous release. There were three successful system releases between 2007 and 2010.

- **Release 1** - Replaced Workforce CareerLink operating system, OVR Mainframe, Counselor Toolset, and DPW AIMS. Included IAM, GIS engine, offline data entry, enterprise wide unified security system for employer provider, participants and staff, multilingual support including Spanish

- **Release 2** - System enhancements and local case management functions, resume uploads, optimized job seeker and employer match algorithms

- **Release 3** - Integration of 5 BWDP legacy systems including standalone financial management, more intuitive and friendlier interface for employer, digital signatures, ARRA Functionality

Each release of the project was completed on time and on budget by a dedicated Deloitte team working in conjunction with an on-site Commonwealth staff. At the height of development, CWDS staffed a 110 person Deloitte team, 26 trainers throughout the Commonwealth and 30 on-site Commonwealth Team members. In addition to this core team, constant interaction occurred with Commonwealth IT Staff; Bureau of Infrastructure Operations, Bureau of Enterprise Architecture, network support, LINKS Help Desk, the Governor’s Office of Automation and all corresponding DPW IT personnel.

The Deloitte Training and Implementation Team planned, coordinated and executed instructor-led training for nearly 5,000 end users. Training included a total of 21 unique instructor-led and computer based courses in 38 different training facilities for a 15-week period. When the application reached go-live, the team provided implementation field-support to nearly 200 offices for a 13-week period supplying end-users with hands-on assistance in addition to a dedicated CWDS Help Desk managed at the project site.

CWDS is the first of its kind in the country; integrating three distinct agencies into a single information system, providing a uniform, consistent and single online service for programs delivered by:

- DLI – Bureau of Workforce Development Partnership (BWDP)
- DLI – Office of Vocational Rehabilitation (OVR)
- DPW – Bureau of Education and Training Programs (BETP)

CWDS has a unique citizen centric framework that provides Employment, Training, Education, Rehabilitation, and Income Support benefits through more than 30 services implemented by almost 20 supportive programs, including:

- Workforce Investment Act (WIA Adult, WIA Youth, etc)
- Alternate Trade Adjustment Allowance (ATAA)
• Trade Adjustment Allowance (TAA)
• Veterans (VET)
• Vocational Rehabilitation (VR)
• Independent Living (IL)
• Specialized Services (SS)
• Wagner Peyser
• Profile Re-Employment Program (PREP)
• Self-Employment Assistance (SEA)

CWDS provides a shared data system for documenting, tracking, and reporting workforce development, employment, training, and independent living services that are provided by the commonwealth. The system services:

• User size
  – 5000+ Commonwealth and Business partner staff
  – 50000+ employers
  – 20000+ providers
  – 2 million+ job seekers
• Application Size
  – 500+.NET pages
  – 60 GB database
  – Over 2200 stored procedures
  – 35 batch jobs and 123 reporting batch jobs
  – 41 interfaces
  – 120 canned reports
• Transaction Volume of HTTP Request
  – 4 million daily Internet hits (peak)
  – 500 thousand Internet hits per hour (peak)
  – 2.5 million daily Intranet hits from Commonwealth staff
  – 312,500 Intranet hits from Commonwealth staff per hour
  – Sub-second response times on 95% of transactions

CWDS is a unique citizen centric system with many innovative features -

• It provides ability to generate reports which help track citizen activities in a timely manner
Department of Economic Opportunity: Invitation to Negotiate 13 – RFI – 001
Workforce Information Technology Procurement Project
A Florida Workforce Automation SaaS (Software as a Service)

- Agile system with an ability to adapt to change and implement future workforce e.g. integrate ARRA funding, green jobs, local case management
- Centralized infrastructure allows OIT to easily coordinate activities with the three agencies

CWDS business drivers -
- Accountability for workforce funding and expenditures
- Implementation of an intensive “case managed” customer
- Matching partner agency business processes to align with PA’s Performance Management Plan
- Coordinated delivery of and access to workforce programs across the state
- Support for expanded local office requirements
- Provide for an integrated view of the customer
- Creation and maintenance of an electronic customer/partner record
- Enhanced reporting capability
- Development of a system that supports Section 508 standards for accessibility and usability
- System security

Results
With the implementation of CWDS, the Commonwealth of Pennsylvania not only responded to the Governor’s Job Ready Pennsylvania program, they also incorporated industry best practices and innovative technology into a single integrated application. This unified system has improved documentation and communication across agencies leading to improved customer service and response time to the client. The centralization of data resulted in a true cross-agency view for staff reducing the duplication of data and enhancing the “one-stop” assistance service centers for citizens.

Job seekers in Pennsylvania are assisted by a job matching functionality that utilizes nationally standardized occupational (O*NET) codes that were simply not available through the antiquated legacy systems of the past. This functionality, along with over 873 objects developed on a BSCoe.NET framework has proven to be extremely helpful for the jobseekers in locating appropriate job matches.

Some of the cost and efficiency benefits the Commonwealth has realized by the successful implementation of this integrated program include:
- Increased self-service functionality for job seekers, employers, and providers
• Improved constituent service delivery, with anticipated improvements in both program performance metrics and constituent satisfaction

• Improved data access and quality so that management, staff, and constituents can make more informed decisions

• Reduced administrative costs, and freeing funds for investment in workforce training and readiness

• Reduced data collection and reporting redundancy, affording workers more time to spend assisting citizens to secure productive roles in the workplace

• Improved cycle times of placements for job seekers and employers by tracking the need for, and development of, sought after job skills

CWDS has already achieved the following expected business results:

• Increased financial accountability through tracking funding streams for the three agencies through the Financial module and via interfaces with the Commonwealth Treasury for fund management

• Increased efficiency of service delivery to customers by providing a complete view of all transactions across BWDP, BETP and OVR through a unified and integrated case management process

• Improved data integrity and reporting capabilities, particularly for participants served by more than one of the partnering agencies

• Provided a Spanish translation of all public facing screens for the population of job seekers that speak Spanish

• Accessibility: Section 508 Compliant

• Correspondence generated in large print and Braille

• CMMI Level 2 compliant processes and procedures

As a result of the American Recovery and Reinvestment Act (ARRA) the following enhancements have been made to the CWDS application:

• Employers now have the ability to indicate “ARRA Job Orders” right when the job order is created, which helps BWDP track ARRA jobs effectively

• Job seekers can search for and view jobs that have been identified as “Green Jobs”

• Changes were made to the WIA and Trade programs to meet federal mandates and keep BWDP in compliance

• The electronic document management functionality was enhanced for OVR’s needs, thus providing an opportunity to reduce the need for paper documentation
OVR cases are now able to be digitally signed by participants and case managers, reducing the need to print paper copies to obtain wet signatures.

Due to the timely implementation of this solution in Pennsylvania, the state effectively served citizens during the severe recession of 2008-09 and helped a half million unemployed citizens when their need was the greatest.

In 2009 alone, CWDS tracked and reported:
- Total Job Openings of Job Orders Posted – 250,164
- Total Number of Job Orders Posted – 56,486
- Total Number of new citizens enrolled – 314,363
- Total Number of new employers – 5,425
- Total Number of job referrals – 2,281,114

In response to the stimulus bill, CWDS is used for tracking:
- ARRA for BWDP Summer Youth participants for 2009 – 9,870
- Number of participants receiving ARRA funded training in 2009 – 4,251

The team was recently honored with receipt of multiple industry awards:
- 2013 ComputerWorld Honors Laureate for Economic Development
- 2013 Tech Quest Award for Public Services Innovator of the Year

The Commonwealth earned national recognition for excellence in workforce development when Pennsylvania received two awards for contributions to the success of the nation’s public workforce system:
- Secretary Vito received the Eagle Award for her contributions to workforce development and related services, and her efforts to serve employers and workers
- Pennsylvania received the Excellent Award for Leadership for PA’s Regional Career Education Partnerships for Youth Initiative (RCEPs)
Pennsylvania’s Organization Structure

In addition to being a large population state, Pennsylvania’s workforce system is also similar in structure to Florida’s.

![Diagram showing Pennsylvania’s Workforce System Stakeholders]

**Figure 11: Pennsylvania’s Workforce System Stakeholders.** CWDS spans multiple departments to provide services from a wide range of programs.

The organization structure is depicted below:

![Diagram showing Pennsylvania’s Workforce Development Organization Structure]

**Figure 12: Pennsylvania’s Workforce Development Organization Structure.** Our Solution operates in the context of an organization structure similar to Florida’s.
Workforce Florida’s Changing Environment Requires a Flexible and Responsive Technology Architecture

RFI reference: DEO is also interested in responses from vendors with contemporary enabling technology that can be applied to the Workforce business processes to create a more flexible and responsive environment.

Deloitte’s Workforce Development Solution Technical Architecture serves as the foundation for enabling technologies such as advanced search, predictive analytics, and mobile applications. The following section provides an overview of our architecture and is followed by a description of our Mobile Web Framework.

Deloitte’s Workforce Development Solution Technical Architecture

Deloitte’s Workforce Development Solution is a component-based, multi-tiered (also known as N-tiered) application architecture in which the presentation, application processing, and data management are logically separate processes, with clear specifications for design and development that expedite the implementation process.

Deloitte has successfully deployed the Solution on a .NET platform for Pennsylvania’s CWDS. We propose the using .NET for Workforce Florida’s solution, which aligns with the technology framework being used for the Connect Reemployment Assistance system.

Our mature Solution comes with the templates, tools, and archived knowledge base specifically designed for reuse. The accompanying Solution Knowledge Repository bolsters the framework with transferred artifacts so we are taking every opportunity to save time and budget while improving quality. It offers real-world experience, expedites startup, and supports us in delivering a solution to Workforce Florida with end-results in mind from day one.

The Solution Knowledge Repository enables us to design and deliver a high-quality solution that fully supports Workforce Florida’s business objectives. Our Solution design artifacts help us define and articulate business requirements for Workforce Florida, accelerate the design and development effort, and provide Workforce Florida the right foundation for future Workforce Development program needs.
Deloitte’s Workforce Development Solution’s technical architecture will provide Workforce Florida with a complete, adaptable, and tailored solution. By integrating off-the-shelf components with custom-developed code, we save Workforce Florida the cost and time it takes to start new system development from scratch. In addition, we use pre-existing code whenever possible to minimize the inherent risk that comes with an untried, untested, and completely custom solution.

**Deloitte’s Workforce Development Solution’s Component-based Architecture**

Deloitte based its Workforce Development Solution on industry standards to expedite development and ease the integration of new components. By dividing the building blocks of the application into modules or subcomponents, a loosely coupled application results, and that allows a maintenance team to maintain / make changes to one area of the application without impacting another.

By assembling Deloitte’s Workforce Development Solution architecture from the functional business components and separating the business components from the underlying application architecture, each component can be altered or replaced independently. Furthermore, the Web Services and Services Oriented Architecture (SOA) model enables plug and play modules and external systems interfaces.

This building blocks approach not only helps streamline changes as new advancements are made to the Microsoft .NET framework and off-the-shelf components, it also simplifies the understanding of the system in total by abstracting application architecture concerns from the functional business components, defined business rules, and data providers.

Our Solution uses enterprise components that, in addition to being used by Deloitte’s Workforce Development Solution, can be extended to act as a business logic and knowledge repository for the entire enterprise. These components are from top-tier solution providers and are language and product-neutral, furthering a return on our clients’ investment (ROI).

This architecture is supported by a set of components and tools that enhance the productivity of software developers, including a template-driven code generator that relieves developers of routine programming tasks, allowing them to focus their time on implementing business logic rather than on utility functions within the application.

**Deloitte’s Mobile Web Framework**

Deloitte has a mobile design studio, known as Deloitte Digital, that specializes in building state of the art mobile solutions. Deloitte Digital has delivered Resident Mobile applications as well as Mobile Web applications for clients across the country. Our mobile solution stems from projects we have delivered to clients...
such as Adobe, the American Heart Association, Intel, Office Max and many more. We believe using our design studio allows us to provide our clients with a solution that incorporates industry best practices and is extensible to be built upon in the future.

Our proposed solution builds on the Deloitte Mobile Web Framework that has a small learning curve, reduces time to market and eases ongoing maintenance into the future. Our Deloitte Mobile Web Framework provides for progressive enhancement capabilities that our clients require. Our framework is based on our customizable HTML 5 and CSS templates. These templates have been created by our design studio and have already been used with clients like Adobe, Target and the American Heart Association to name a few.

Mobile web application design and development requires a deep understanding of available mobile platforms and their capabilities. This understanding comes from extensive mobile implementation experience. Our team brings the right mix of skills that combines creative design, business savvy, and tech wizardry. Our experience led to the development of the Deloitte Mobile Web Application Framework that allows re-use of concepts, tools and techniques. Our team employs the framework to design, develop and customize a mobile web application tailored to your enterprise and business requirements.
Figure 13: The Deloitte Mobile Web Framework. The Deloitte Mobile Framework provides for progressive enhancement capabilities that our clients ask for.

Our mobile web application framework is comprised of a carefully chosen set of technology components that allow our mobile web applications to be touch optimized for a native application experience using responsive design. Our team combines sleek, intuitive design with imaginative ideation to produce tastefully distinctive and award-winning results. Here, good design is paramount, and the final product is never less than pixel-perfect. For mobile websites, we select a set of high-value platforms based on your user base and create a website that utilizes the capabilities of these devices, with appropriate fallbacks (graceful degradation) for less capable devices.

Use of this Framework resulted in a mobile application, making CWDS’ JobGateway more accessible to citizens of Pennsylvania.

Figure 14: Pennsylvania’s JobGateway Mobile portal. The JobGateway Mobile portal facilitates access to reemployment services.

Pennsylvania’s JobGateway Mobile portal includes the following features and benefits:

- The JobGateway Mobile landing page brings the job search front and center.
- The ‘Where’ field can be prepopulated with the device’s location. Tapping the current location icon manually activates the device’s location.
- Job seekers have the option to set default location for future searches.
• The ‘Sign In’ button allows existing JobGateway users to sign in to JobGateway Mobile and perform additional actions, such as applying for jobs, saving jobs, viewing their Dashboard, viewing online and uploaded resumes, and viewing job recommendations.

• Job seekers can search for CareerLink offices (analogous to Florida’s One-Stop Career Centers) using a zip code or the device’s current location.

• Job seekers have the option of navigating to the full JobGateway site by tapping the ‘View Full Website’ link in the footer.

• After a job seeker signs in with a user ID and password, he or she is brought to the Dashboard which displays information about the seeker’s profile and the actions he or she has performed in the system.

• Job seekers are able to see the number of Jobs they have applied for in the last week.

• Job search tips are displayed to a job seeker after he or she applies for 3 jobs.

• Job seekers are able to see the count of Saved Jobs they have in the system and can tap on the number to view all available saved jobs.

• Job seekers are able to see the count of Recommended Jobs and can tap on the number of view all available recommended jobs.

• If a job seeker has created an online resume or uploaded a resume via the full website, he or she is able to view all available resumes in the system.

• Based on the job seeker’s address, the system will provide the nearest CareerLink Office information and plot it on a map.

**Additional Information – Beyond the Technology Solution**

Deloitte’s capabilities go beyond purely technology and delivering technology solutions. This section describes our capabilities and familiarity with the challenges integrating workforce development services with reemployment assistance. Effective organization change management and training are critical to achieving program objectives.

**Integrating with Reemployment Assistance**

Integrating the delivery of reemployment assistance and workforce development services can prove daunting for even the most progressive agencies. This effort requires agencies to consider cultural differences, policy and process changes,
technology upgrades or replacements, and resource constraints, not to mention funding constraints.

Deloitte has the solution and the experience to address these challenges.

**The Solution – Leverage Existing Technology, Business Processes, and Systems to meet common goals**

**Streamline Workforce Service Access Using Integrated Registration: Creating a Single Point of Entry**

State Labor and Employment Agencies must break down the silos between Reemployment Assistance and Workforce Development services by providing a full service solution that allows customers to register one time and access all services related to unemployment and reemployment. Regardless of the reason for connection (e.g., newly unemployed or seeking career services), a single point of entry with all services accessible is the ideal answer.

Implementing a “virtual workforce concierge,” bridges the gap for the unemployed, employers and Workforce / UI agencies. For example – unemployed individuals, or other citizens, can provide personal information one time to access a suite of services, including an unemployment benefits application, eligibility determination for reemployment services, skills assessments, job matching, resume building, career counseling, and the ability to search and apply for jobs. A similar approach for employers and training providers could allow access to these job seekers, while tying them into training programs, job fairs, and business development incentives. These concepts allow 100% of your user community to do business with your agency in one place from a single point of entry.

This citizen-centric approach offers an integrated view for your customers, encouraging them to use online services and interact often with your agency. This integrated view increases the efficiency of service delivery to customers by providing a complete view of all transactions across the network leading to an intensive case-managed customer.

**Identify Customer Skills and Experience to Determine What Services Are Needed**

As part of a program registration (e.g., self-initiated contact with the Reemployment agency, at reemployment assistance initial claim filing, or even via Rapid Response program when a layoff is announced), DEO requires the customer to provide employment related data such as past experience, education, and skill sets. Ideally, an agency will have one data repository shared between Reemployment Assistance and Workforce Development agencies or electronic exchanges of data to facilitate the same outcome. This action allows the customer to seek assistance from both Reemployment Assistance and Workforce Development agencies at any time and in any sequence. By collecting
key pieces of data, a set of data analytics, or algorithms, can determine the best course of action for a customer – and the agency’s interactions in best serving this customer. An integrated and complete dataset provides advanced profiling (identifying individuals in most need of services) while expanding an agency’s ability to serve their constituents (employers and citizens).

In addition, agencies can enhance their reemployment assistance processes to improve data collection and enforce seamless services. For instance, collecting work search information during the continued claim process triggers the creation of non-monetary issues – noting that the individual has not actively been seeking work. By sharing this information cross-program, the Workforce Development agency can react and tailor an approach for follow-up and subsequently providing additional services such as job matching or training.

Further, should a customer fail to honor his commitments to workforce development services, the Reemployment Assistance and Workforce Development agencies can work together to put stops on payments until the customer is back in compliance with attendance and follow up requirements.

**Facilitating the Job Matching Process**

Regardless of the point of entry into the registration process or reason for contacting a Labor agency (reemployment or unemployment needs), a customer is required to complete an online job preferences and skills summary. Contact with the agency may be a proactive, self-initiated attempt to engage in or follow up on workforce development services by the customer, as part of filing an initial claim for reemployment assistance benefits, via a Rapid Response program made available to serve those affected by a layoff, or to meet an expectation of one of the workforce development services. The idea is to make it easy for the customer to enter and maintain this information, keeping the most relevant and up-to-date data on file for use by the customer, employer, or agency in job matching and other services.

This is particularly important to capture as part of the reemployment assistance application process; before being considered for an award of reemployment assistance benefits, the customer provides skills, preferred job, location, and desired wages, among other pertinent pieces of information. This is one point in all interactions with the customer when he/she has an incentive to provide the information – and can be the most successful for the agency in collecting the information. In addition to providing information about occupation codes and skills, using a wizard to create and post the customer’s resume saves time and money down the road, providing a prospective employer with pertinent information. This facilitates the job matching process very early in the reemployment assistance claim.

Job Preferences and Skills Summary would include:

- Basic Preferences
- Education Level
- Shift Preferences
- Minimum Desired Pay
- Willing to work on Commissions
- Part-Time or Full-time
- Location Preferences
- Willing to work outside the State
- Zip Code and County Preferences
- Occupation Preferences
- Industry Preferences
- Skills Summary
- Languages
- Driver’s Licenses
- Supervisory Experience
- Computer Skills
- Communication Skills
- Interpersonal Skills
- Organizational Skills
- Personal Skills
- Physical Skills

Providing this information assists Workforce Development agencies in providing job matching services expeditiously and allows the agency to collect data for studying trends or creating reports.

These tools support workforce partners in determining skill transferability and the likelihood of the customer exhausting their reemployment assistance benefits before becoming re-employed. Subsequently, once a customer has completed the entire process, he or she is immediately ready to start the job search process and can perform job matches based on their completed job preferences summary.

Building a Community of Support: Social Networking Tools Are the Answer

Private industry has leveraged social media tools such as Facebook, Twitter, MySpace, and LinkedIn to reach its customer base, keeping them up-to-date on company happenings and products. Similarly, Labor agencies can leverage this same concept to connect with their customers and employers already accustomed to using these media. Examples of how to use these tools to further connect to customers or create virtual communities of support for them:
• Create a centralized Social Media registration to pull data from social media tools to create a job-seeker profile; this allows the agency to coordinate communication, making the agency a one-stop-shop for service and networking

• Connect with employers and job seekers by pushing job information to registered users

• Implement plans for Reemployment Assistance and Workforce Development agencies to push information about jobs, markets, networking groups, and events (e.g., job fairs, new training programs, or reemployment assistance extensions) for those who are “fans” or “like” the agency on the particular media

To take this idea a step further, agencies can expand beyond “Social Media” to Web 2.0 technologies to improve the connection to customers. Concepts such as the ones outlined below can improve an agency’s communication with citizens:

• Provide an online chat service with agency representatives

• Offer an online job forum with hiring companies or agency representatives on wide ranging topics relevant to the job market (e.g., “green” jobs are the latest craze – how do you retool yourself to be marketable for one of these jobs?)

• Create a publicly-supported Job Seeker “Wiki” to include critical information for customers in one place (e.g., content might include how to use your agency’s system, other sites customers can leverage to receive your services—such as LinkedIn or Facebook, or trainings they can take)

Creative thinking can place an agency at the center of both the hiring employer and the job seeker’s search for each other. Users, unemployed or not, will find value in this information sharing.

While a Labor agency cannot change the way a social media site works, by providing enough information – and communicating to your customers how to use these sites – you can provide a broader network for your customers and your employers. Specific ideas to consider include:

• Pushing information a customer has entered in the system to his/her social media profile to increase where the customer’s information is displayed

• Allowing non-registered users to send information (via e-mail or any of the social media sites) about services or job postings to individuals who may be interested in them
• Offering training for new customers (or provide resources for them) for how to use social media to maximize their options for reemployment (e.g., how to create a good LinkedIn profile or Facebook profile security)

The primary tenant of social media is making access to information simple and centralized. Once registered, a customer could receive the updates through information pushes. Of course, these users can be proactive and seek the information, though we believe that Labor agencies stand a better chance of engaging these groups by pushing relevant content and information.

The Customer-Centric Experience

While individuals, employers, and providers have different immediate needs, the overall goal is the same: support individuals in their transitions and enable communication and information sharing among the groups. When agencies keep their customers’ needs and experiences top of mind, everyone wins.

Agencies can realize a number of benefits from taking this approach: increased customer satisfaction, increased adoption of modern technology channels, improved data sharing and communication between traditionally siloed areas of the agency’s business areas, more accurate data capture and reporting, improved information about the effectiveness of program services, and more clearly measurable outcomes.

This is the new One-Stop: providing all labor services and program access in one point and tracking things at an agency, not program level.

The Individual Participant

Individual participants may play many roles during his or her interactions with your agency, depending on the nature of the person’s business or need. Sometimes he or she might be an unemployed worker or claimant; sometimes, the person may be looking for work or participating in a training program to gain skills which favor changing his or her work. Sometimes the person may be all three at once. Offering easy access to services is a much more customer-centric approach to delivering reemployment assistance and workforce development services.

In thinking about a single point of entry for an individual participant, agencies should consider linking their systems so an individual’s experience is seamless. From one home page, a person should be able to choose a variety of reemployment assistance or workforce development services, including filing a claim for benefits, managing a reemployment assistance claim, searching and applying for jobs or customized training, learning about career development activities, and managing income support.

Information provided in one place can lead to better assessment of an individual’s needs, helping your agency determine how to best serve this person.
An individual should be able to provide data once or access information in one place, knowing it will get to all interested parties and will be used to customize an individual’s plan for service. An individual can:

- Manage personal information, demographics, income, contact information, and login credentials
- Access information or applications based on information provided in the above (e.g., If the individual updates current income to $0, the system prompts the question “Are you currently unemployed?” which leads to an reemployment assistance claim application; likewise, if the individual started with the reemployment assistance application, the system should prompt the user to provide information to be used in a skills assessment, build a resume, and get job preference information)
- Manage employment history, current employment searches, job matches, skills, education, and job preferences information
- Search for employment
- Get information or training on job-search skills
- Learn more about Vocational, Rehabilitation, or other specialized programs
- Provide other information to be used in determining an individual’s specialized need for services or special programs (e.g., A Veteran status of “yes” should lead to the system providing information or applications for veterans’ services)

**Employers: Engage Them Early and Often**

Labor agencies have a unique relationship with the employer community. As they interact quarterly for wage reporting and tax reconciliation, Labor agencies can leverage these relationships and the rich data they provide to further benefit both job seekers and employers.

Consider centralizing Reemployment Assistance Wage Submissions, Tax Payments, Claims Administration, Job Postings, and Labor Market/Training Information in one centralized portal. Employers dislike navigating government websites and services, so providing all ‘labor’ related activities in one centrally administered location appeals to them. Just as a claimant should have a central point of entry into unemployment and reemployment systems and services, employers will find value in a similar approach. For example, integrating the following items could improve an employer’s experience with the agency and better integrate services for citizens:

- Leverage wage filing data to ‘training industries’ and generate online notices of available workforce programs and re-training.
• Leverage wage filing data to identify growing companies and generate online notices identifying profiles of unemployed citizens for them to contact directly online.

• Collect workforce growth or training needs from companies during the filing process to identify companies that may need staff or services.

• Search for job seekers and connect to potential job openings

• Provide access to unemployed worker profiles; allow employers the ability to connect with the unemployed regarding potential job openings.

• Receive eligible claimant “Qualification Briefs” in employer inboxes for review (push of information from the agency)

• Receive notices of business services such as On-the-Job Training, Workforce Center Testing and Training capabilities, and upcoming events/job fairs

• Notify the agency of new UI hires for enhanced agency reporting (consider providing an incentive to the employer for this service)

Another way to engage employers is to centralize customer job search activities and inquiries directly to employer accounts. Agencies may consider extending that functionality to give customers an opportunity to post a “Qualifications Brief” for employers to view anonymously. This would allow employers to contact a job seeker directly through an online mailbox.

Finally, appropriate outreach to and communication with employers is critical to the success of getting them engaged in using these tools for self-service management. By finding the right balance of pushing information to employers, facilitating employer-agency communication, and providing information via self-service, employers will do their part to help with the integration of reemployment assistance and workforce development services, leading to higher adoption rates by employers.

**Service Providers – They’re participants, too!**

Just as you consider the experience of your individual and employer program participants and customers, Service Providers must be included in the mix.

Offering all customers a one-stop experience helps an agency get the most benefit from their self-service systems. Not only should service providers be able to use one login to administer their employer-related activities, they should have access to all their service-provider information and options as well.

A service provider may want to engage the business in:

• Maintaining attendance lists and progress reports
Our comprehensive OCM approach is a key discipline within Deloitte’s EVD for SI methodology, and has been refined through our years of experience implementing large, complex systems projects in both the private and public sectors. OCM reduces implementation times and accelerates user adoption rates.

Deloitte’s Organizational and Cultural Change Methodology Prepares Workforce Florida for Success

Organizational and cultural change management helps people understand what will be different as a result of a new system implementation, and makes sure the organization has the capabilities and motivation to use the new system. Cultural change management facilitates enterprise readiness, preparing users for a smooth transition to the new system so the organization operates effectively in the future, and provides the foundation for sustained improvement long after the project is complete.

To succeed, key stakeholders must have a clear vision of the mandate for change in order for them to support the change, and lead or accept the initiative. Additionally, the workforce needs to understand what the change means for them and how it will affect their jobs so that they are better prepared and ready for the implementation.

Deloitte brings a demonstrated approach for managing organizational and cultural change. We have used this approach to successfully execute change management, communications, and training services for hundreds of public sector business process improvement and systems implementation initiatives.

Based on our methodology and Workforce Florida’s needs, we will collaborate to define an approved methodology to successfully transition the organization to the new Workforce Development Solution.

Our current organizational and cultural change management activities focus on enterprise readiness, including provision and execution of a:

- Change Management Plan
• Communications Plan
• Readiness Assessments
• And other activities that support transition management

The primary goal of these activities is to prepare management and staff for the acceptance of changes to the organization’s roles, and responsibilities, and to promote new business process and the adoption of the technical solution.

Our comprehensive organizational and cultural change management approach, Organizational Change Management (OCM), is a key discipline within Deloitte’s Enterprise Value Delivery for Systems Integration (EVD for SI) methodology, and cultural change is an integral part of our OCM discipline.

Our OCM efforts begin at project initiation and span the phases of our EVD for SI methodology, which also aligns with the phases of the Systems Development Life cycle (SDLC). Our approach enables us to effectively facilitate a detailed understanding and acceptance of business processes, capabilities, and procedures needed for “go-live,” and the post-implementation environment.

Figure 15 illustrates the timeline of activities we typically execute throughout project phases to effectively build toward enterprise readiness and successfully transition work processes and people to the new organizational structure.
Figure 15: OCM Methodology. Deloitte’s Change Management Methodology includes a breadth of activities and sub-disciplines to guide successful transition to a new system.

Deloitte’s integrated OCM approach provides a framework for proactively identifying and addressing the significant organizational impacts arising from systems implementations. This approach helps to drive a successful transition and ongoing operations. It also addresses change preparation, organizational alignment, communications, capability transfer, and training.

Conclusion

Finding the integration points, seeking creative solutions, and enhancing the current technology and processes can provide employers, citizens, and agencies success in achieving their common goals. Implementing integrated Workforce Development Solutions can be challenging, but with the right vision and an experienced partner, they are achievable.

Deloitte focuses on helping Labor agencies facilitate a citizen-centric experience for those seeking integration of unemployment and reemployment services. We have helped 22 states improve their Labor program processes and systems and continue to work with states to reach the national vision of seamlessly integrated
processes and systems for customers and employers interacting with the Labor agencies.

Specifically for Florida, our Workforce Development Solution provides a web-enabled, SaaS solution that meets and exceeds Florida’s workforce development system expectations by providing a:

- State-of-the-art labor exchange / job matching system
- Robust repository of job seeker resumes across multiple industries to enhance Florida’s talent pool
- Comprehensive case management and reporting system

Additionally, our Solution addresses four major areas for providing reemployment services for Claimants:

- Provides an integrated point of entry for claimants and employers to register for unemployment and reemployment services
- Identifies employment opportunities early in the process and provides career services a claimant/job seeker is required to follow up on a continuous basis
- Captures job skills, past experience, and education and links claimants/job seekers with potential opportunities best matching their circumstances in real time
- Enables social media and networking tools to create communities of support and opportunity for those using reemployment or unemployment services

Our RFI response highlights key capabilities of our Workforce Development Solution matched against all of the capabilities, features and benefits requested by DEO in your RFI document. Our Solution is an opportunity for DEO to leverage a well-established workforce solution – one that has achieved measureable results for a similarly sized and similarly organized state (Commonwealth of Pennsylvania). This solution serves customers with an integrated, adaptable, and scalable web-enabled architecture that supports the entire Workforce System – including services provided under the Wagner-Peyser Act, the Workforce Investment Act, the Trade Adjustment Act, the Reemployment and Eligibility Assessment program, to name a few.

By taking innovative approaches to connecting customers, employers and providers to an agency, by keeping staff informed of cross-program offerings, and integrating their Labor and Employment systems, states can realize this kind of vision fully. Deloitte has proven we can help states reach this goal, and we are eager to help DEO achieve this vision as well.