



State of Florida
Agency for Workforce Innovation

State of Florida
Unemployment Compensation Project – Phase 2

As-Is Business Process – Short Time Compensation

Document Control

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1 PURPOSE AND OBJECTIVES OF THE SHORT TIME COMPENSATION PROGRAM

The Short Time Compensation (STC) Program is voluntary and designed to help Employers retain staff during temporary business slowdowns by reducing Employees' weekly hours instead of laying them off.

The STC process is labor-intensive, with many repetitive, manual tasks involving paper copies of documentation.

The objectives of this process are:

- Inform Employers and Employees of the policies and procedures of the STC program;
- Process STC Plan Applications submitted by Employers to AWI, to include determining whether or not the Employer is eligible for the STC program;
- Provide STC program benefits to Employees assigned a reduced work schedule;
- Process Employee certifications;
- Process Employee payments.

1.1 BEGINNING AND ENDING POINTS

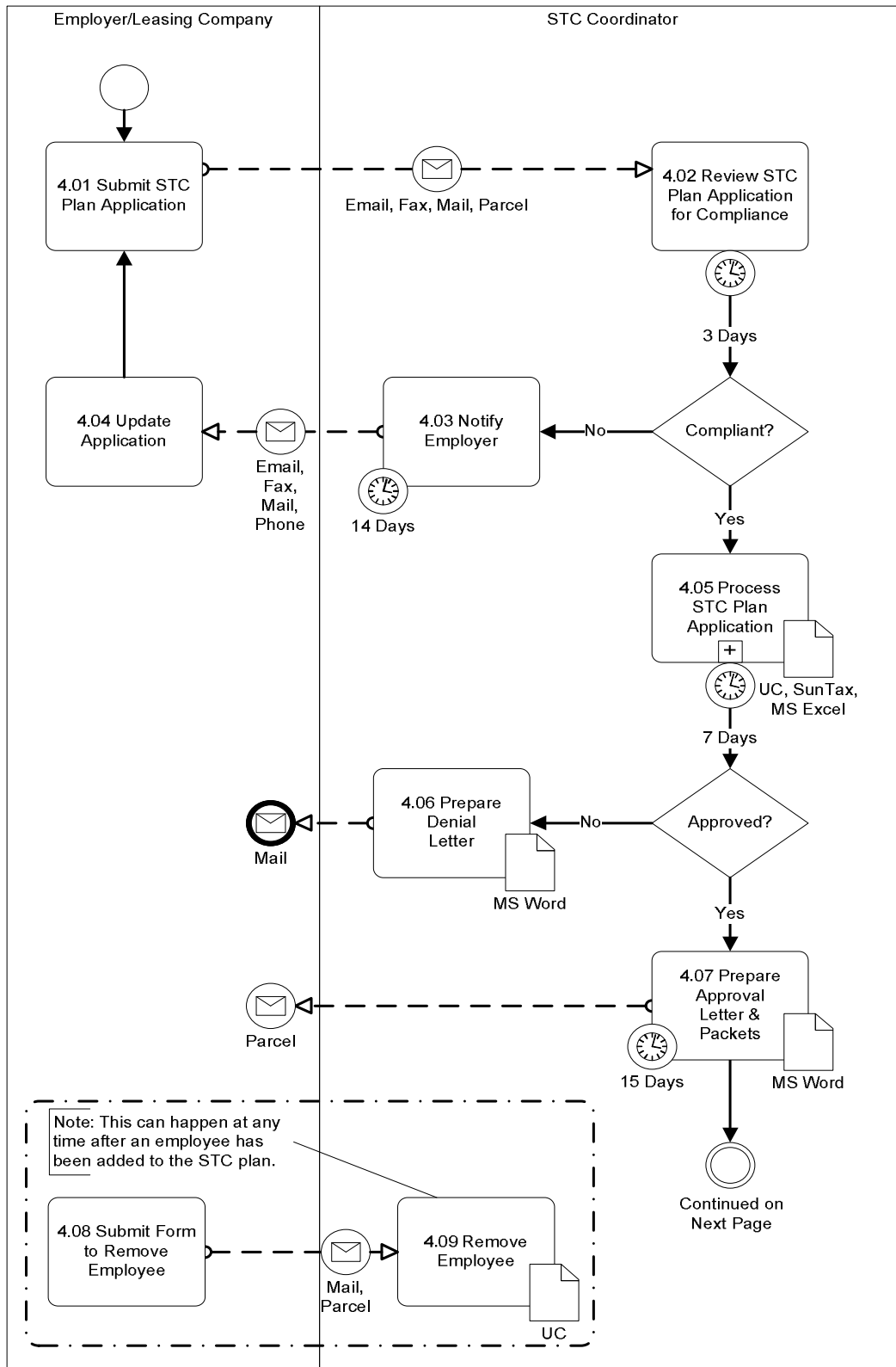
Beginning Point:

- Employer submits Short Time Compensation (STC) Plan Application.

Ending Point:

- Employee is approved and receiving benefits.

1.2 SHORT TIME COMPENSATION (STC) PROGRAM OVERVIEW DIAGRAM



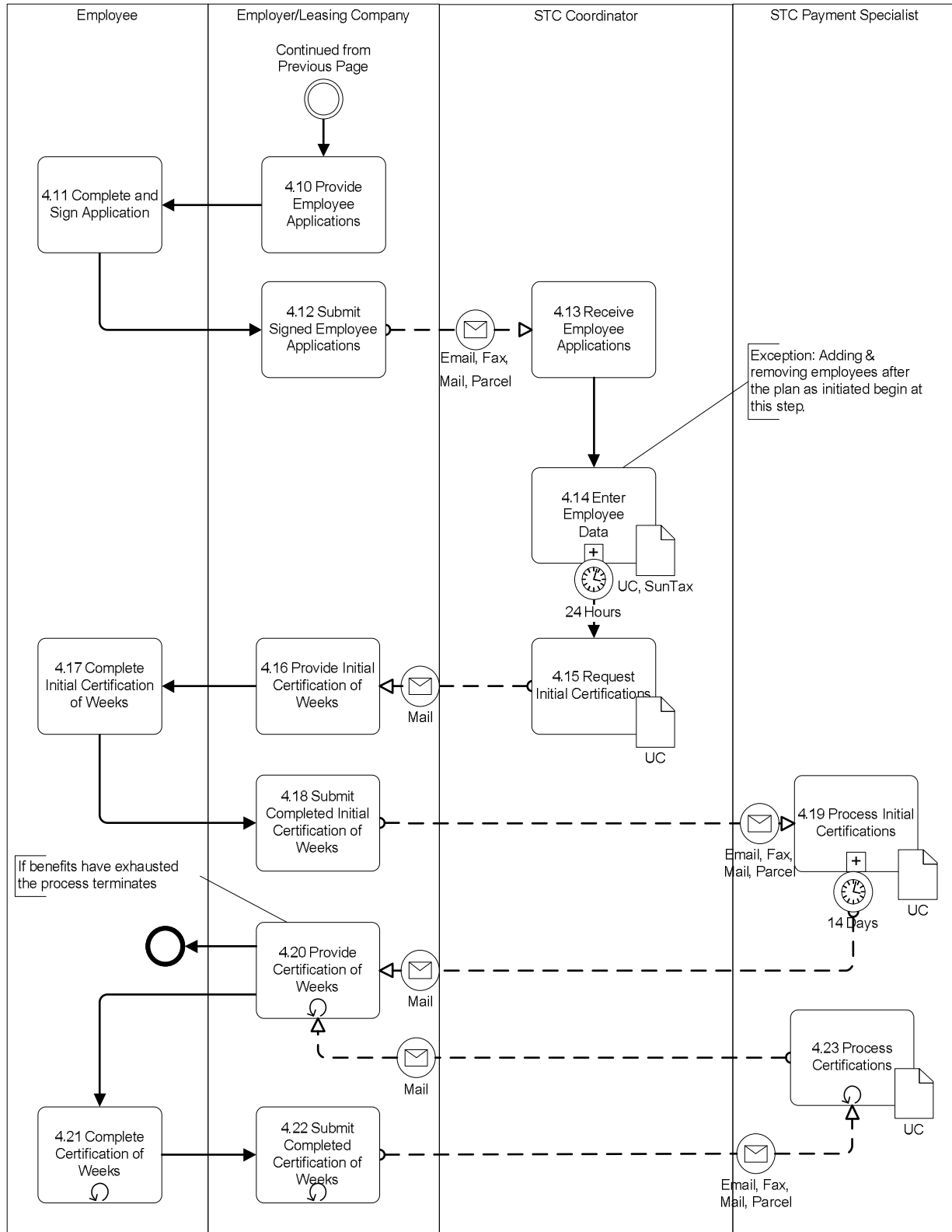


Exhibit 1 – STC Program Overview Process Workflow

1.3 STC PROGRAM OVERVIEW PROCESS ACTIVITIES

This section lists and describes the activities that make up the Short Time Compensation (STC) core process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Activity Description	The full-text description of that activity.
Actor	The job or role title of the individuals having a primary responsibility for that activity.

Index	Activity Label	Activity Description	Actors
4.01	Submit STC Plan Application	Prospective Employer completes a hard copy (paper) STC Plan Application. The Employer submits the application via mail, fax, or email to the STC Coordinator. If the STC Plan Application is emailed, the Employer scans the application and sends it via email.	Employer/Leasing Company
4.02	Review STC Plan Application for Compliance	STC Coordinator conducts a visual review of the application to determine if the application was completed correctly. If the STC Coordinator identifies issues with the STC Plan Application, the STC Coordinator will contact the Employer to explain the identified issue(s) with the submitted STC Plan Application and provide the Employer with information on how to correct the issue(s). This step is "Notify Employer." If the STC Coordinator does not identify any issue(s) with the STC Plan Application, the STC Coordinator will process the STC Plan Application.	STC Coordinator
4.03	Notify Employer	STC Coordinator notifies the Employer by email, fax, mail, and/or phone of the specific issue(s) with the STC Plan Application and what needs to be done to correct the application. AWI's goal is to have Employer respond within 14 days.	STC Coordinator
4.04	Update Application	The Employer updates the STC Plan Application resolving the issue(s) identified by the STC Coordinator. The Employer re-submits the updated/corrected STC Plan Application.	Employer/Leasing Company
4.05	Process STC Plan Application	The SunTax system is used to determine if the Employer is eligible for the STC program. The STC Coordinator enters the Employers STC Plan Application into the UC. The discreet tasks involved in this activity are described in the Process STC Plan Application Sub-Process. If the Employer is not approved for the STC Program the next step in the process is the activity "Prepare Denial Letter." If the Employer is approved for the STC Program the next step in the process is the activity "Prepare Approval Letter & Packets."	STC Coordinator
4.06	Prepare Denial Letter	The STC Coordinator composes a denial letter describing the reason(s) why the Employer was not approved for the STC program. This letter is written using MS Word. The STC Coordinator prints the letter and provides a hard copy of the letter to the AWI Benefit Operations Administrator. The AWI Benefit Operations Administrator reviews and signs the denial letter. Once the letter has been reviewed and signed, the STC Coordinator has the letter mailed to the Employer.	STC Coordinator and Benefit Operations Administrator

Index	Activity Label	Activity Description	Actors
4.07	Prepare Approval Letter & Packets	The STC Coordinator identifies the next plan number available in the STC Employer Listing Log <STC Data Org.xls> and assigns a plan number to the Employer. The STC Coordinator enters the relevant Employer information into the STC Employer Log. The STC Approval letter (MS Word template) is written by the STC Coordinator. The STC Coordinator prints the letter and provides a hard copy of the letter to the AWI Benefit Operations Administrator. The approval letter is reviewed and signed by the AWI Benefit Operations Administrator. The STC Coordinator or designee prepares the STC Employer and Employee packets and has the approval letter and packets mailed to the Employer. This starts a 14 day clock for the Employer's response. (This is not strictly adhered to due to current workloads.)	STC Coordinator
4.08	Submit Form to Remove Employee	The AWI form is provided requesting to remove an Employee from the STC program.	Employer
4.09	Remove Employee	The STC Coordinator terminates the Employee's STC claim in the UC system.	STC Coordinator
4.10	Provide Employee Applications	The Employer provides the STC Unemployment Compensation Claim Applications to Employees who will apply for the STC program.	Employer
4.11	Complete and Sign Application	The Employer has each Employee assigned to the STC Plan complete and sign an STC Unemployment Compensation Claim application.	Employer and Employee
4.12	Submit Signed Employee Applications	The Employer collects all of the Employees' signed applications and sends them to AWI via mail, email, or fax.	Employer
4.13	Receive Employee Applications	Once the mail is received in the STC unit, the Employee applications are provided to the STC Coordinator by placing them on the STC Coordinator's desk.	STC Unit
4.14	Enter Employee Data	The STC Coordinator determines each Employee's eligibility via SunTax and SIDI and enters the Employees' STC Unemployment Claim applications into the UC system via JB51. The BX-25 transaction establishes the flag which associates the individual Employee with the Employer's STC Plan. This sub-process is described in detail in the Enter Employee Information Sub-Process.	STC Coordinator
4.15	Request Initial Certifications	The STC Coordinator enters each approved Employee's certification information into the UC system. The certifications for all the Employer's Employees are printed the following day in a batch process and are mailed to the Employer.	STC Coordinator
4.16	Provide Initial Certification of Weeks	The Employer will receive a certification form for each Employee assigned to the STC Program. The Employer provides Employees assigned to the STC program with the certification form.	STC Payment Specialist
4.17	Complete and Sign Initial Certification of Weeks	Each Employee completes and signs their certification form.	Employee

Index	Activity Label	Activity Description	Actors
4.18	Submit Completed Initial Certification of Weeks	The Employer completes the “Supplemental STC Employer Weekly Certification” (AWI FORM UCB/STC2148 SUPP) participants list, and collects all of the Employees completed and signed certification forms, and sends all of these documents via mail, email, or fax to AWI. Once the mail is received in the STC unit the Employee certifications are placed in the STC Certification bin.	Employer
4.19	Process Initial Certifications	The STC Payment Specialist takes the oldest submitted Employer certification forms from the STC Certification bin. The STC Payment Specialist enters the certification information provided for each Employee into the UC system. Payment is processed if the Employee’s hours are reduced by 10 to 40% of the normal work week. The UC system will generate the following week’s certifications the next day. These certification forms are mailed to the Employer.	STC Payment Specialist
4.20	Provide Certification of Weeks	The Employer will receive a certification form for each Employee assigned to the STC Program. The Employer provides the Employees with their certification forms.	Employer
4.21	Complete Certification of Weeks	Each Employee completes and signs a certification for the weeks identified on the certification form.	Employer
4.22	Submit Completed Certification of Weeks	The Employer completes the “Supplemental STC Employer Weekly Certification” (AWI FORM UCB/STC2148 SUPP) participants list, collects each of the Employees’ completed and signed certification forms, and sends all of these documents via mail, email, or fax to AWI. Once the mail is received in the STC unit the Employee certifications are placed in the STC Certification bin. This is a recurring task.	Employer
4.23	Process Certifications	The STC Payment Specialist reviews the master list to ensure all participants on the list have submitted a certification. The STC Payment Specialist takes the oldest submitted Employer certification forms from the STC Certification bin. The STC Payment Specialist enters the certification information provided for each Employee into the UC system. Payment is processed if the Employee’s hours are reduced by 10 to 40% of the normal work week. The UC system will generate the following week’s certifications the next day. These certification forms are mailed to the Employer.	STC Payment Specialist

Exhibit 2 – STC Program Overview Process Activities

2 PURPOSE AND OBJECTIVES OF THE PROCESS STC PLAN SUB-PROCESS

The purpose of the Short Time Compensation – Process STC Plan Sub-Process is to determine an Employer's eligibility for the STC Program and to establish the STC Plan for eligible Employers.

The Objectives of this Sub-Process are:

- Review STC Plan applications received from an Employer to determine if the applications submitted are compliant and ready for processing;
- Determine an Employer's eligibility for the STC Program;
- Notify Employers if they are not eligible for the plan and why;
- Establish eligible Employer's STC Plan;
- Provide Employer's with Employee and Employer packets (present the Employer with detailed instruction for all aspects of the STC program).

2.1 BEGINNING AND ENDING POINTS

Beginning Point:

- The Short Time Compensation Coordinator receives the Employer's STC Plan Application.

Ending Point:

- Employers eligible for the STC Program receive an Employer and Employee packet, which describes the STC processes for the Employer and Employee to follow while in the STC Program;
- The Employer receives STC Applications for their Employees assigned to the Employer's STC Plan;
- The Employer returns the Employee's completed Employee STC Application to AWI.

2.2 SHORT TIME COMPENSATION DIAGRAM – PROCESS STC PLAN APPLICATION

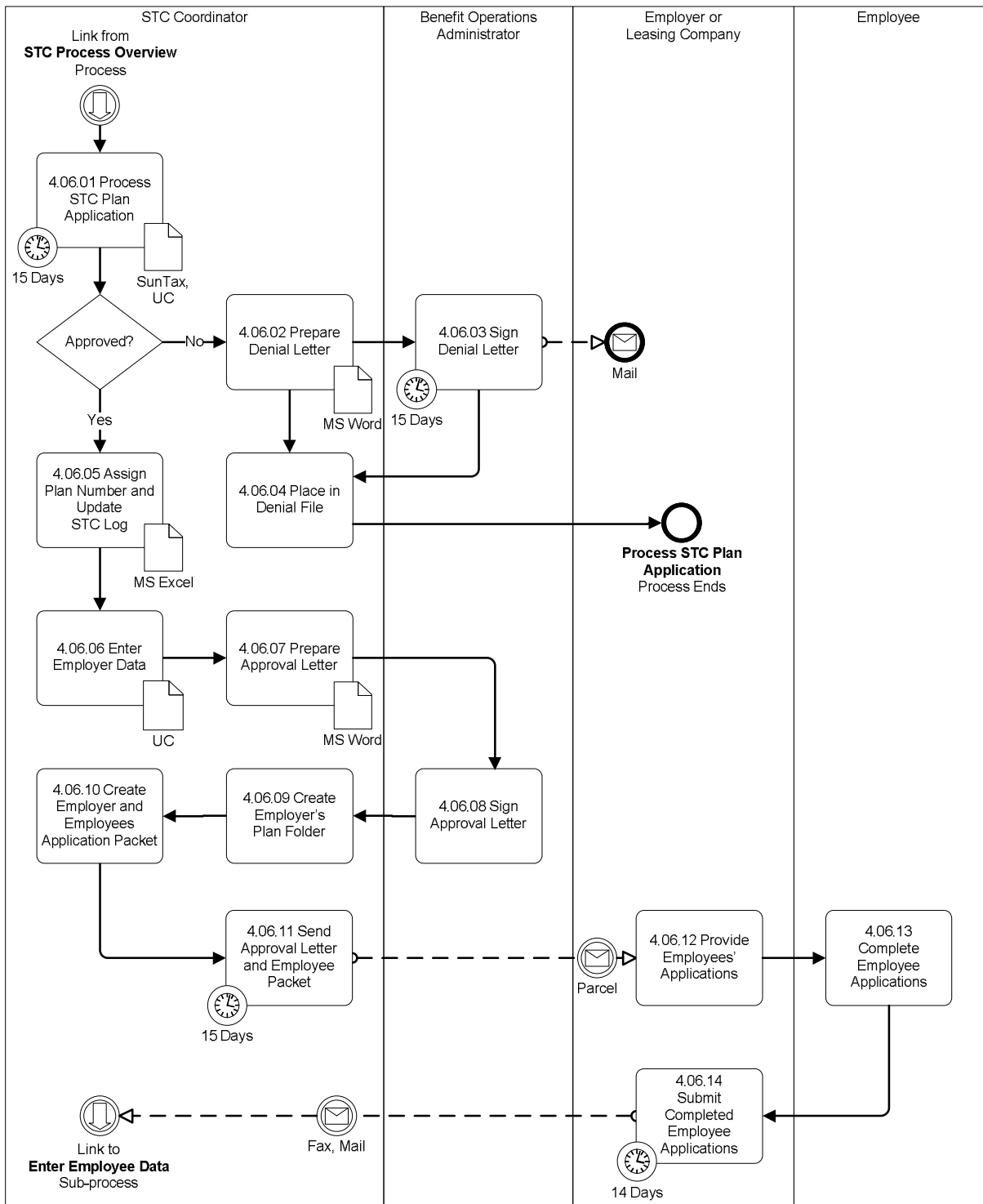


Exhibit 3 – Process STC Plan Application Flow

2.3 PROCESS STC PLAN APPLICATION ACTIVITIES

Exhibit 4 – Process STC Plan Application Activities lists the activities that make up the Process STC Plan sub-process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Activity Description	The full-text description of that activity.
Actors	The job or role title of the individuals having a primary role for that activity.
Outcomes	The intermediate or final result or product from that activity.

Index	Activity Label	Activity Description	Actors
4.06.01	Process STC Plan Application	The STC Coordinator retrieves Employer’s STC Plan Application from file stack on desk (where it was placed during the mail sort), and conducts an in-depth review to determine whether or not the Plan Application details meet the requirements for Plan approval. If the Employer uses a leasing company the leasing company must sign the application.	STC Coordinator
4.06.02	Prepare Denial Letter	If not approved, the STC Coordinator prepares a Denial Letter from a blank document in Microsoft Word. This letter tells the Employer why the STC Coordinator denied the Plan Application. The STC Coordinator builds this letter from a minimal template. The STC Coordinator hand-delivers this letter to the Benefit Operations Administrator for signature.	STC Coordinator
4.06.03	Sign Denial Letter	The Benefit Operations Administrator signs the letter and provides the letter back to the STC Coordinator. The STC Coordinator mails the denial letter and all materials related to the Plan Application back to the Employer.	Benefit Operations Administrator
4.06.04	Place in Denial File	The STC Coordinator closes the file for any denied Plan Application. Although the Employer may chose to pursue reapply, that action will re-enter this process flow at the activity Process STC Plan Application.	STC Coordinator
4.06.05	Assign Plan Number and Update STC Log	If the Plan Application is approved, the STC Coordinator assigns it a Plan Number using the next available number from the STC Log (which is maintained in a Microsoft Excel spreadsheet), and updates the STC Log with the Employer’s information. The STC Coordinator determines the claim effective date and reduced hours worked for each Employee. The determination is also made	STC Coordinator
4.06.06	Enter Employer Data	The STC Coordinator enters the Employer’s information into the UC system via the BX-20 transaction. This activity sets up the company plan information.	STC Coordinator
4.06.07	Prepare Approval letter	If approved, the STC Coordinator prepares an Approval Letter from a template in Microsoft Word. This letter will serve as a cover sheet for the Employee Packet. The STC Coordinator hand-delivers this letter to the Benefit Operations Administrator for signature.	STC Coordinator
4.06.08	Sign Approval Letter	The Benefit Operations Administrator signs the letter and returns it to the STC Coordinator.	Benefit Operations Administrator
4.06.09	Create Employer’s Plan Folder	A file folder is created for the Employer. All of the Employer’s related STC documentation is kept in this folder.	STC Coordinator

Index	Activity Label	Activity Description	Actors
4.06.10	Create Employer and Employees Application Packet	The STC Coordinator creates a packet that includes the following: The Employer's Manual (1 copy), copies of the Employee's Brochure, and copies of the Employee Applications.	STC Coordinator
4.06.11	Send Approval Letter and Employee Packet	The STC Coordinator bundles the Packet with the Approval Letter, and sends these via overnight parcel service to the Employer.	STC Coordinator
4.06.12	Provide Employees' Applications	The Employer distributes one each of the Employee Brochures and the Employee Applications to each affected Employee, making additional copies as needed.	Employer
4.06.13	Complete Employee Applications	The Employee completes the Employee Application and returns it to the Employer.	Employee
4.06.14	Submit Completed Employee Applications	The Employer gathers all of the completed Employee Applications and returns them to the STC Coordinator for processing.	Employer

Exhibit 4 – Process STC Plan Application Activities

2.4 PROCESS STC PLAN APPLICATION ATTRIBUTES

The following sections provide recorded details about specific activities in the Short Time Compensation Process STC Plan Application Sub-Process. The information is arranged in this way to support analysis of these activities both individually and collectively.

2.4.1 Elapsed Time

Exhibit 5 – Process STC Plan Application Activity Elapsed Time lists the time required to complete specific activities that make up the Short Time Compensation. The times are estimated except where noted. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Process Time	The “hands-on” time it takes to complete the activity (does not include mail, transport, or time spent waiting for another activity to complete).
Cycle Time	The total elapsed time from the beginning of the activity until it is complete, inclusive of all delays from transport, mail, other processes, and work load.
Time Goals/Limits	Any time limits or goals, from any source – internal or external – pertaining to this activity.
Limit/Goal Source	The source of the limit or goal listed above (Florida Statutes, AWI policy, etc.).
Speed Bumps	Specific, recurring difficulties that slow the progress of this activity.

Index	Activity Label	Process Time	Cycle Time	Limit or Goal Time	Limit or Goal Source	Speed Bumps
4.06.01	Process STC Plan Application	15 minutes per app. Packet depends on size of company	15 Days	Once an Employer's STC Plan Application is received, AWI has 15 days to provide the Employer with a denial and reason for denial or an approval letter informing the Employer they have been accepted into the program.	AWI Policy, Statute	Manually intensive process. Application are hand written, which are sometimes hard to read and incomplete.
4.06.03	Sign Denial Letter	5 minutes	15 Days	Once an Employer's STC Plan Application is received, AWI has 15 days to provide the Employer with a denial and reason for denial if they are deemed ineligible for STC.	AWI Policy, Statute	Letter is in hard copy form and hand delivered to the Benefit Operations Administrator.
4.06.11	Send Approval Letter and Employee Packet	15 minutes	15 Days	Once an Employer's STC Plan Application is received, AWI has 15 days to provide the Employer with a letter informing the Employer they have been approved or denied for the STC Program	AWI Policy, Statute	The volume of paper required to create the Employer and Employee packets.
4.06.14	Submit Completed Employee Applications	n/a	14 Days	The Employer is expected to submit its Employees' STC application within 14 days after receiving the application.	AW I Policy	All forms to complete are in hard copy.

Exhibit 5 – Process STC Plan Application Activity Elapsed Time

2.4.2 Paper Documentation

Exhibit 6 – Process STC Plan Application Paper Documentation lists the paper documents required to complete each of the activities that make up Process STC Plan Application. The reference column refers to the originator and title of policy, procedure, or instruction that contains the form or specifies the content of the document. More than one document may be required to carry out a single activity, so each is listed. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Document Title	Short title, form number or other designation for the document.
Document Description	General description of the document contents and purpose.
Reference or Source	Originator and title of the source instruction or policy.

Index	Activity Label	Document Title	Document Description	Reference or Source
4.06.01	Process STC Plan Application	Short Time Compensation (STC) Plan Application (AWI Form UCB-3S)	Application completed by the Employer to be considered for the STC Plan. The Employer submits this application to AWI via mail, fax, or email (if scanned by the Employer). The application includes: <ul style="list-style-type: none"> • Application Form • Short Time Compensation Initial Participant List • AWI Form UCB/STC-3 (Rev. 11/01) - Address information • Blank Forms 	Internet
4.06.02	Prepare Denial Letter	n/a	See “Sign Denial Letter”	
4.06.03	Sign Denial Letter	Denial Letter	If not approved, the STC Coordinator prepares a Denial Letter from a blank document in Microsoft Word. This letter tells the Employer why the STC Coordinator denied the Plan Application. There is no template for the Denial Letter due to the diversity of reasons for denying a Plan Application.	
4.06.05	Assign Plan Number and Update STC Log	STC Log <STC Data Org.xls>	A Microsoft Excel spreadsheet listing of incremental plan numbers and associated Employer data.	
4.06.08	Sign Approval Letter	Approval Letter	If approved, the STC Coordinator prepares an Approval Letter from a template maintained in Microsoft Word.	
4.06.10	Create Employer and Employees Packet	Approval Letter	If approved, the STC Coordinator prepares an Approval Letter from a template maintained in Microsoft Word.	Provided in the Employer Packet
4.06.10	Create Employer and Employees Packet	Short Time Compensation Employer Manual (with attached forms as listed below)	This document provides the Employers with the STC policies and procedures. This manual also provides all the relevant Employee and Employer forms associated to the STC Program.	Provided in the Employer Packet
4.06.10	Create Employer and Employees Packet	Instructions for completing this form	Instructions for completing the Short Time Compensation Supplemental Participant Listing (AWI Form UCB/STC-3B).	Employer Manual
4.06.10	Create Employer and Employees Packet	Short Time Compensation Supplemental Participant Listing (AWI Form UCB/STC-3B)	Blank form included in the Employer manual for listing participating Employees. This form must be completed by the Employer and sent to the STC Coordinator in Tallahassee prior to processing the individual Employee applications. The Employer may substitute a computer-generated list (providing it contains all of the information on the list issued by the STC Coordinator).	Employer Manual
4.06.10	Create Employer and Employees Packet	Voluntary Withholding of Federal Income Tax (AWI-UCW4VSTC (Rev. 11/06))	Form completed by the Employee if electing to have Federal Income Tax withheld from benefits.	Employee Manual

Index	Activity Label	Document Title	Document Description	Reference or Source
4.06.10	Create Employer and Employees Packet	Supplemental Employee Application for STC (UCB-3Supp (Revised 02/07))	Blank form included in the Employer manual. This form must be completed if the Employee answered yes to any parts of question 17 of the Employee Application for Short Time Compensation.	Employee Manual
4.06.10	Create Employer and Employees Packet	ATTN: Authorized STC Employer Representative(s)	Mailing labels generated in report UCB-2148.	UC System
4.06.10	Create Employer and Employees Packet	Employer Manual	This document provides the Employers with the STC policies and procedures. This manual also provides all the relevant Employee and Employer forms associated with the STC Program.	Provided in the Employer Packet
4.06.10	Create Employer and Employees Packet	Short Time Compensation Information for Employees ("Employee Brochure") with attached forms	This document describes the STC program and benefits to which the Employees may be entitled. It also provides the Employees with the STC policies and procedures, and with instructions for completing a claim application.	Provided in the Employer Packet, and available on the Internet
4.06.10	Create Employer and Employees Packet	Direct Deposit Form AWI Form UCB236	Included in the Employee and Employer Manual. Form completed if Employee elects to have benefits deposited electronically.	Employee Manual and Employer Manual
4.06.10	Create Employer and Employees Packet	Local Office Weekly Claim Certification for Short Time Compensation Participants (Form UCB61)	Included in the Employee and Employer Manual. For completed when an Employee has not worked at least 40% of their available hours in a given week.	Employer Manual
4.06.10	Create Employer and Employees Packet	Short Time Compensation Supplemental Participant Listing (UCB/STC-3B (Rev. 01/07))	Blank form included in the Employer manual for listing participating Employees. This form must be completed by the Employer and sent to the STC Coordinator in Tallahassee prior to processing the individual Employee applications. The Employer may substitute a computer-generated list (providing it contains all of the information on the list issued by the STC Coordinator).	Employer Manual
4.06.10	Create Employer and Employees Packet	Supplemental STC Employer Weekly Certification (UCB/STC UB2148SUPP)	Form completed by the Employee and submitted by the Employer if the original certification form was not provided.	Employer Manual
4.06.10	Create Employer and Employees Packet	Weekly Claim Certification (UCB60S Rev (2/03))	Blank certification form included in the Employee manual as a sample.	Employee Manual
4.06.10	Create Employer and Employees Packet	Employee Address Change	Employees who change their address while in this program complete the Employee Address Change form. This is sent to AWI by the Employer.	Employer Manual

Index	Activity Label	Document Title	Document Description	Reference or Source
4.06.10	Create Employer and Employees Packet	Request to End STC Participation (UCB/STC-3C (Rev. 01/07))	Employer provides this form to identify Employees to be removed from the STC Program.	Employer Manual
4.06.10	Create Employer and Employees Packet	Authorization for Direct Deposit of Unemployment Compensation Benefit Checks (UCB-236 (Rev 9/06))	Form completed if Employee elects to have benefits deposited electronically.	Employer Manual and Employee Manual
4.06.10	Create Employer and Employees Packet	ATTENTION: IMPORTANT	Provided with the application to inform the Employee how to complete the application.	Employee Manual
4.06.10	Create Employer and Employees Packet	Employee Application for Short Time Compensation (STC) (UCB-3S (Revised 2/07))	Employee completes this form to apply for participation in the Short Time Compensation program.	Employee Manual
4.06.14	Submit Completed Employee Applications	Employee Application for Short Time Compensation (STC) (UCB-3S (Revised 2/07))	Employee completes this form to apply for participation in the Short Time Compensation program.	Employee Manual
4.06.14	Submit Completed Employee Applications	Short Time Compensation Supplemental Participant Listing (UCB/STC-3B (Rev. 01/07))	Blank form included in the Employer manual for listing participating Employees. This form must be completed by the Employer and sent to the STC Coordinator in Tallahassee prior to processing the individual Employee applications. The Employer may substitute a computer-generated list (providing it contains all of the information on the list issued by the STC Coordinator).	Employer Manual
4.06.14	Submit Completed Employee Applications	Supplemental Employee Application for STC (UCB-3Supp (Revised 02/07))	Blank form included in the Employer manual. This form must be completed if the Employee answered yes to any parts of question 17 of the Employee Application for Short Time Compensation.	Employee Manual
4.06.14	Submit Completed Employee Applications	Voluntary Withholding of Federal Income Tax (AWI-UCW4VSTC (Rev. 11/06))	Form completed by the Employee if electing to have Federal Income Tax withheld from benefits.	Employee Manual
4.06.14	Submit Completed Employee Applications	Short Time Compensation Supplemental Participant Listing (AWI Form UCB/STC-3B)	Blank form included in the Employer manual for listing participating Employees. This form must be completed by the Employer and sent to the STC Coordinator in Tallahassee prior to processing the individual Employee applications. The Employer may substitute a computer-generated list (providing it contains all of the information on the list issued by the STC Coordinator).	Employer Manual

Exhibit 6 – Process STC Plan Application Paper Documentation

2.4.3 Business System Data Entry & Data Transfer

Exhibit 7 – Process STC Plan Application Data Entry & Data Transfer lists the business systems that are Employed directly (touched) or indirectly (data transfer) in the course of the Process STC Plan Application process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Business System	The name or designation of the system touched (if any).
Purpose or Intent	The business objective accomplished by using the system or systems.
Mode	Choose one; entry is made by a person, transfers are from system to system.

Index	Activity Label	Business System	Program or Intent	Mode
4.06.01	Process STC Plan Application	SunTax	Inquire to determine if the Employer is active and pays unemployment insurance. Inquire to determine if the Employee is on the Employer's payroll.	Inquiry
4.06.01	Process STC Plan Application	UC System	BD01 - Inquire to determine if the Employer is active and pays unemployment insurance.	Inquiry
4.06.02	Prepare Denial Letter	MS Word	Denial letter notifies the Employer of the reasons the STC Plan Application was not approved. Prepared without a template by the STC Coordinator.	Entry
4.06.05	Assign Plan Number and Update STC Log	MS Excel	Determine the next available STC Plan number and enter the Employer contact information into this log; <STC Data Org.xls>.	Inquiry/Entry
4.06.06	Enter Employer Data	UC System	BX-20 - The Employer is entered into the system, allowing the STC Coordinator to determine if the Employer is eligible. Enter Employer Data sets up the company plan information	Entry
4.06.07	Prepare Approval Letter	MS Word	Approval letter notifying the Employer of approval for the STC Program. Prepared from a template by the STC Coordinator.	Entry

Exhibit 7 – Process STC Plan Application Data Entry & Data Transfer

2.4.4 Communication

Exhibit 8 – Process STC Plan Application lists the messages, such as the US mail, emails, phone calls and any other correspondence, *regularly used in the normal course* of the Process STC Plan Application. Messages are sent to convey required documentation, inform recipients about the status of an activity, to trigger the start or end of other activities, to grant or withdraw authorization, etc. This section only concerns messages sent during normal (as intended) operations. There may be more than one message associated with any activity in this process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Message Type	US mail, email, phone call, etc.
Message Sender	The organization or role of the message sender.
Message Purpose	The intended purpose for sending the message.
Message Recipient	The organization or role of the intended recipient.
Occasion	Event or action that triggers the requirement to send the message.

Index	Activity Label	Message Type	Sender	Message Purpose	Message Recipient	Occasion
4.06.03	Sign Denial Letter	Mail	STC Compensation Supervisor	Inform Employer STC Plan Application is denied	Employer	STC Plan Application is denied
4.06.11	Send Approval Letter and Employee Packet	Parcel – Overnight Delivery	STC Compensation Coordinator	(1) To inform Employer STC Plan Application is approved, and (2) to provide the necessary paperwork for Employees to establish claims.	Employer	STC Plan Application is approved
4.06.12	Provide Employees' Applications	Mail, Fax	Employer	To submit Employees' applications for STC Compensation.	STC Compensation Coordinator	Employees have completed Employee Applications.

Exhibit 8 – Process STC Plan Application Communication

2.4.5 Opportunities

The purpose of this section is to capture general overall improvement suggestions that can apply as an improvement to multiple areas under the function and responsibility of Process STC Plan Application.

The following is a description and definition of each of the columns in this table.

Origin	The area of the improvement such as: Central Office, Hub, etc.
Problem Statement	Description of the problem or opportunity identified.
Recommendation	Description of the proposed recommendation, including expected result.
Value Added	Description of the expected value received if the recommendation to the problem statement is identified.

Short Term Opportunities for Improvement			
Origin	Problem Statement	Recommendation	Value Added
Central Office	Communication between the STC Coordinator and the Employer is often slowed by waiting on returned phone calls or the delivery of mail	Obtain the Employer's email address with the original plan application.	Communication with Employer is improved through speed and cost efficiency.
Central Office	Preparing and mailing the Employer and Employee packets are a time consuming activity. The cost to mail the Employer and Employee packets may be reduced.	Provide the Employer and Employee packets on a secured internet site where the Employer can download and access their packets. Another option is to consolidate the packets into a PDF document and email the documents the Employer.	Minimizes the time it will take to prepare the packets, reduces paper, copying costs, and mailing costs.
Central Office	Short Time Compensation (STC) Plan Application frequently is not completed accurately and/or is missing required information. Several Employers call to ask general questions on how to complete the STC Plan Application. Most of the questions Employers ask related to the application are the same questions each time.	1.) Compile a Frequently Asked Question (FAQ) guide. Post to the internet and include with the Employer packet. 2). Provide an application cover sheet with instructions on how to complete the application. 3). Re-word question 10 to avoid confusing the Employer. 4). Highlight question 10 (I) to make it clear the question must be answered. 5). Describe what a collective bargaining agent is/does, and bold this question.	Providing the Employers with well-designed forms and with clear instructions for how to complete the application will decrease the number of incomplete applications, reduce processing time, and reduce mail volume while reducing delays in approving the Employer's application.
Central Office	The Short Time Compensation (STC) Plan Application cannot be submitted via the internet.	Develop an on-line version of the STC Plan Application enabling Employer's to apply for the STC program via the internet.	This will significantly reduce the number of non-compliant applications received and make it easier for the Employers to apply for the STC Program. An on-line application will reduce mail volume and use of paper.
Central Office	The approval and denial letters are composed using MS Word. The letter is hand delivered by the STC Coordinator to the Benefit Operations Administrator for review and signoff.	Email the denial and approval letters to the Benefit Operations Administrator for review and signoff. The Benefit Administrator inserts their electronic signature and sends the letter back to the STC Coordinator.	The Benefit Operations Administrator can make the changes to the document if necessary and provide their electronic signature. This will eliminate steps in the approval process and save time.
Central Office	The STC Coordinator manually verifies the Employer is active and has paid unemployment insurance.	Implement functionality where the system performs this verification automatically.	Eliminates one manual step in the process and reduces the chance of error.

Central Office	The employer is notified they have been approved for the STC program when they receive the Employer Packet and approval letter.	Reinstate the process where the STC Coordinator calls the employer to notify them they have been approved for the program and explain the rules of the program and what is required.	Discussing the STC program with the employer should minimize the recurring issues with many employers such as missing information on required forms, not sending in required forms, etc.
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Exhibit 9 – Short Term Opportunities for Improvement

Long Term Opportunities for Improvement			
Origin	Problem Statement	Recommendation	Value Added
Central Office	The STC Plan numbers are not auto-generated. The plan numbers are assigned by the STC Coordinator taking the next available number in the STC log (MS Excel). If multiple people are entering STC Plans, only one STC Coordinator can access the excel log at a time.	The system should auto assign the next available STC Plan number when the application is entered in the system.	Eliminate a step in the process and enable multiple people to enter STC Plans at one time.
Central Office	All STC forms are completed via hard copy and mailed to AWI.	Enable forms to be completed on-line and electronically signed.	Reduces errors in completing the forms. Reduces volume of mail required to send and receive. Hard-to-read hand-written forms will be reduced, minimizing errors.

Exhibit 10 – Long Term Opportunities for Improvement

3 PURPOSE AND OBJECTIVES OF THE ENTER EMPLOYEE DATA SUB-PROCESS

The purpose of the Short Time Compensation (STC) – Enter Employee Data Sub-Process is to screen the Employee STC applications (claims), initiate eligible Employee claims, and generate the Employee’s initial certifications.

The objectives of this process are:

- Validate the accuracy of data on each Employee application;
- Process the Employee application through new claims screening;
- Enter all Employee data into the AWI UC system;
- Order and send the Employee’s initial certifications to the Employer.

3.1 BEGINNING AND ENDING POINTS

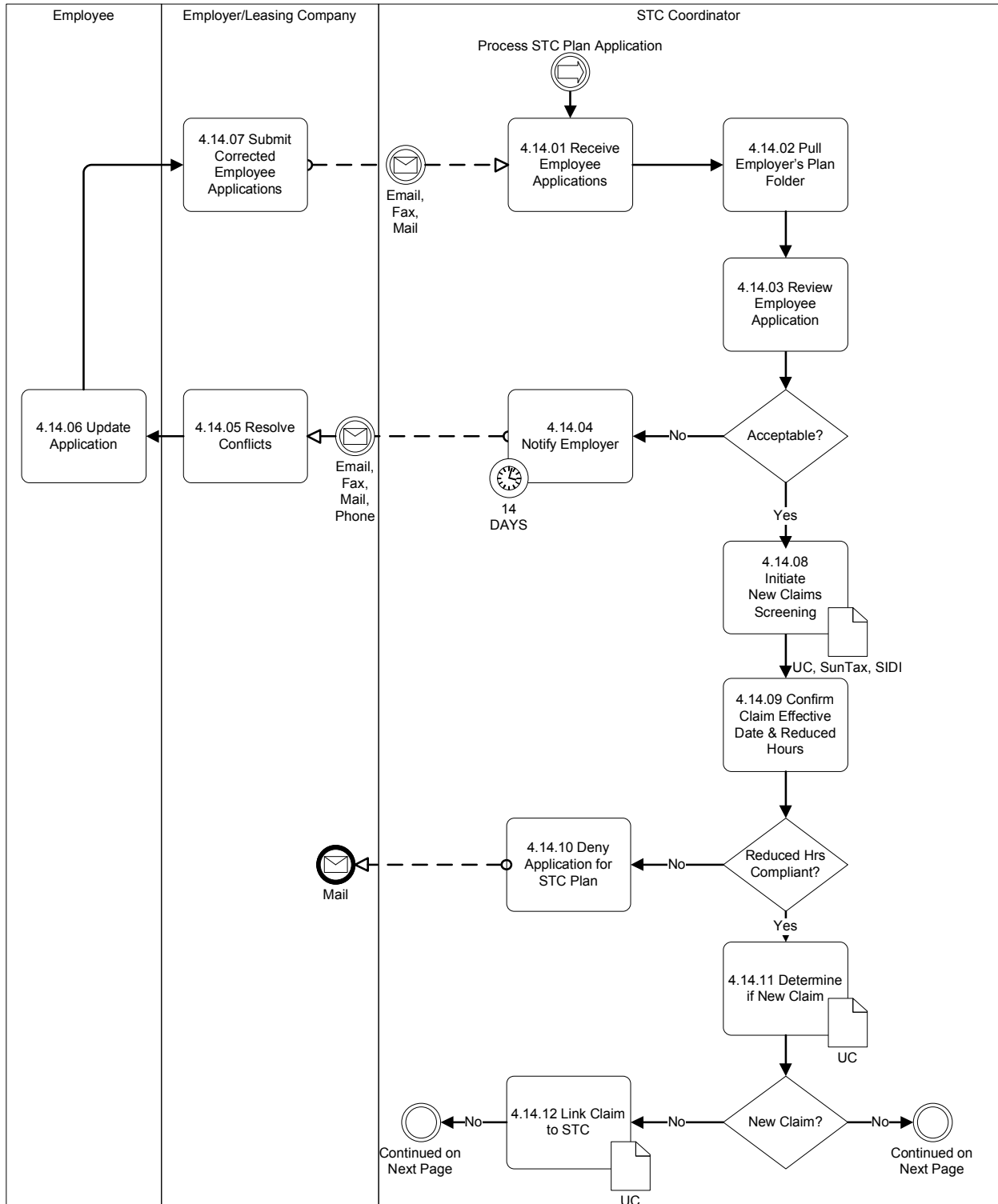
Beginning Point:

- The Employer submits the Employees’ applications to the STC Coordinator.

Ending Point:

- The Employer resubmits the Employees’ initial certification forms for the STC Payment Specialist to process.

3.2 ENTER EMPLOYEE DATA DIAGRAM



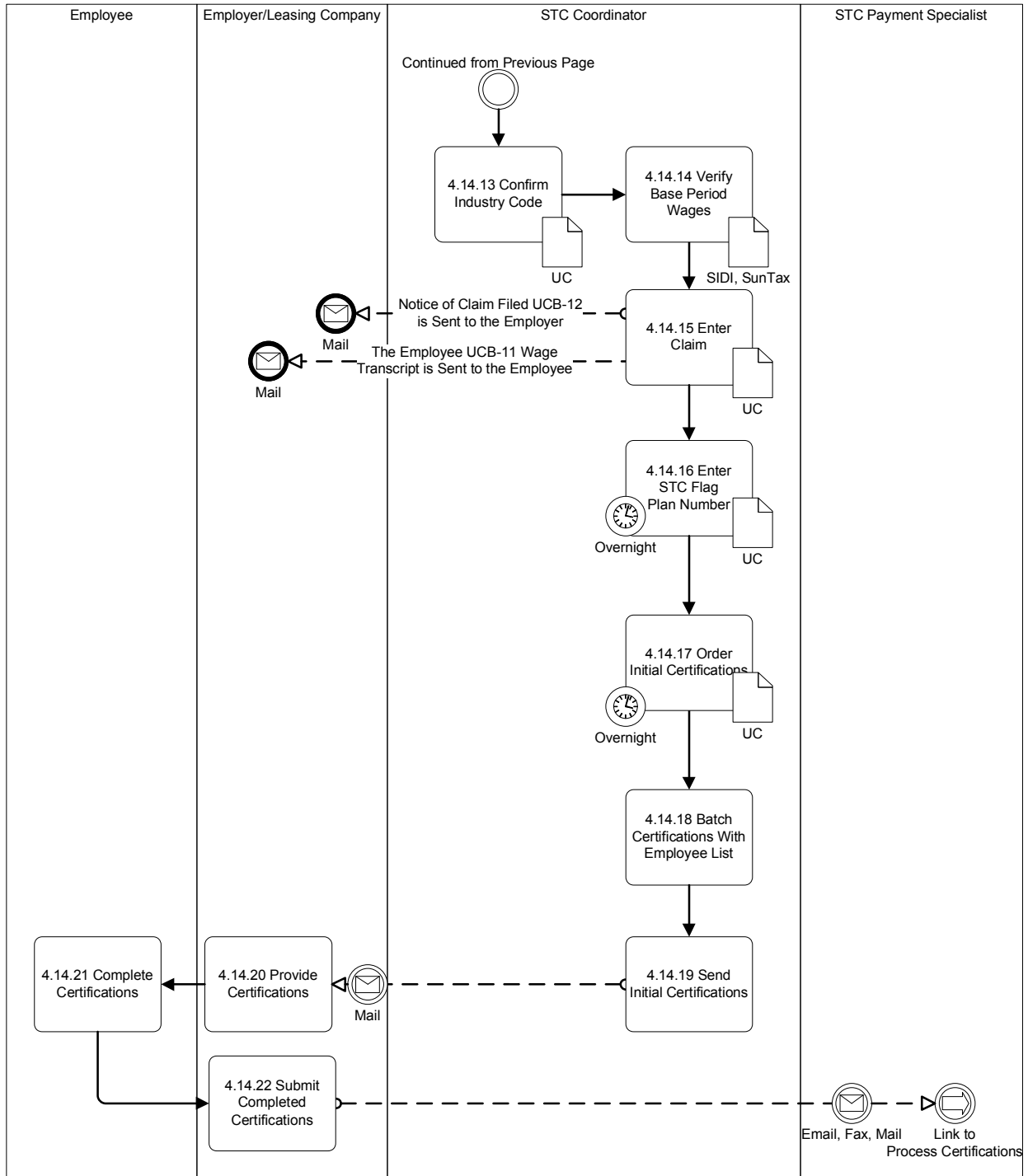


Exhibit 11 – Enter Employee Data Workflow

3.3 ENTER EMPLOYEE DATA ACTIVITIES

Exhibit 12 – Enter Employee Data Activities lists the activities that make up the Enter Employee Data process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Activity Description	The full-text description of that activity
Actors	The job or role title of the individuals having a primary role for that activity

Index	Activity Label	Activity Description	Actors
4.14.01	Receive Employee Applications	The STC Coordinator retrieves the Employee applications submitted by the Employer.	STC Coordinator
4.14.02	Pull Employer's Plan Folder	The STC Coordinator retrieves the Employer's Plan Folder, which contains the Employer's STC Plan number, a copy of the Employer's application, the list of the Employer's Employees in the STC Program, and other forms submitted by the Employer.	STC Coordinator
4.14.03	Review Employee Application	<ul style="list-style-type: none"> • STC Coordinator conducts a visual review of the application to determine if the application was completed correctly. • If the STC Coordinator identifies issues with the STC application, the STC Coordinator will contact the Employer via "Notify Employer" to explain the identified issues with the submitted STC application and provide the Employer with information on how to correct the issue(s). • If the STC Coordinator does not identify issues with the STC application, the STC Coordinator will "Conduct New Claims Screening." • If the STC Coordinator does not identify the Employee on the Plan Application Master List, the STC Coordinator contacts the Employer. 	STC Coordinator
4.14.04	Notify Employer	The STC Coordinator notifies (email and/or phone) the Employer of the specific issues with their STC application and what needs to be done to correct the application.	STC Coordinator
4.14.05	Resolve Conflicts	The Employer works with the Employee(s) to resolve the issues identified by the STC Coordinator.	Employer
4.14.06	Update Application	The Employer updates the application resolving the issues identified by the STC Coordinator. The Employer re-submits the updated/corrected application.	Employee
4.14.07	Submit Corrected Employee Applications	The Employer collects the updated applications from its Employees and submits the applications to the STC Coordinator for processing.	Employer
4.14.08	Initiate New Claims Screening	The STC Coordinator <ul style="list-style-type: none"> • Receives the Employee Applications; • Pulls the Employer's Plan Application folder (which was filed by Plan Number); • Selects an Employee Application; • Locates the Employee on the Plan Application Master List, noting the Employee Name, Regular Hours, and Reduced Hours. • Determine entire wages earned through the SunTax and SIDI 	STC Coordinator

Index	Activity Label	Activity Description	Actors
4.14.09	Confirm Claim Effective Date & Reduced Hours	The STC Coordinator writes on the Employee Application the Plan Number, Effective Date, the date reduced hours began, and the date the plan was approved. The STC Coordinator determines if the Employee hours were reduced by at least 10% and no more than 40%. If the Employee does not meet these criteria they disqualify Employee. If the Employee does meet these criteria the STC Coordinator determines if this is a new claim.	STC Coordinator
4.14.10	Deny Application for STC Plan	The STC Coordinator notifies the Employer the Employee is not eligible for STC benefits. If the Employer determines the hours noted were a mistake, the Employer can amend the application and resubmit.	STC Coordinator
4.14.11	Determine if New Claim	The STC Coordinator inquires to determine whether a claim is currently open or eligible for renewal or in extended benefits.	STC Coordinator
4.14.12	Link Claim to STC	The STC Coordinator links the Employee's claim to STC in the UC system.	STC Coordinator
4.14.13	Confirm Industry Code	The STC Coordinator inquires via the SunTax system the Employee's Industry Code and the Employee's qualifying history with the Employer. This is noted on the Employee's application.	STC Coordinator
4.14.14	Verify Base Period Wages	The STC Coordinator inquires via the SIDI system to determine the Employee's earnings over past 52 weeks in Florida or any applicable out-of-state earnings. This is written on the Employee's application.	STC Coordinator
4.14.15	Enter Claim	Enters into the UC system via the JB51 transaction the regular and reduced hours, the Effective Date, the Filed Date, and the Sunday of the week Reduced Hours began, participation in tax withholding, ethnicity, education level, language preference (which defaults to English), Base Period earnings (from the BD-01), and the existence of any applicable out-of-state earnings (via SIDI). The STC Coordinator enters the Employee claims into the UC system. The UC system calculates the benefit amount the Employee will receive. If the Employee is not eligible, the STC Coordinator sends the Employee an AWI Form UCB-11 explaining the ineligibility.	STC Coordinator
4.14.16	Enter STC Flag Plan Number	In the UC system (BX25) the Employer's STC Plan is associated to the Employee claim.	STC Coordinator
4.14.17	Order Initial Certifications	For each Employee approved for the STC program, the STC Coordinator enters each Employee's certification information into the UC system. Certifications for all Employees in the plan are processed in a batch job and are printed the following day and mailed to the Employer.	STC Coordinator
4.14.18	Batch Certifications with Employee List	The STC Coordinator bundles the initial Employee certifications with the Employee list.	STC Coordinator
4.14.19	Send Initial Certifications	The STC Coordinator sends the certifications to the Employer, who redistributes them to the Employees.	STC Coordinator
4.14.20	Provide Certifications	The Employer will receive a certification form for each of their Employees assigned to the STC Program. The Employer provides the Employees with their certification form.	Employer
4.14.21	Complete Certifications	Each Employee completes and signs the certification for the weeks identified on the certification form.	Employee

Index	Activity Label	Activity Description	Actors
4.14.22	Submit Completed Certifications	The Employer collects all of the Employees completed and signed certification forms and sends them via mail, email, or fax to AWI. Once the mail is received in the STC unit the Employee certifications are placed in the STC Certification bin.	Employer

Exhibit 12 – Enter Employee Data Activities

3.4 ENTER EMPLOYEE DATA PROCESS ATTRIBUTES

The following sections provide details about specific activities in the Enter Employee Data process. The information is arranged in this way to support analysis of these activities both individually and collectively.

3.4.1 Elapsed Time

Exhibit 13 – Enter Employee Data Sub-Process Elapsed Time lists the time required to complete specific activities that make up the Enter Employee Data process. The times are estimated except where noted. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Process Time	The “hands-on” time it takes to complete the activity (does not include mail, transport, or time spent waiting for another activity to complete).
Cycle Time	The total elapsed time from the beginning of the activity until it is complete, inclusive of all delays from transport, mail, other processes, and work load.
Time Goals / Limits	Any time limits or goals, from any source – internal or external – pertaining to this activity.
Limit / Goal Source	The source of the limit or goal listed above (Florida Statutes, AWI policy, etc.)
Speed Bumps	Specific, recurring difficulties that slow the progress of this activity.

Index	Activity Label	Process Time	Cycle Time	Time Goals / Limits	Limit / Goal Source	Speed Bumps
4.14.04	Notify Employer	10 Minutes	10 Days	14 Days from receipt of the application.	AWI Policy, Statute	
4.14.16	Enter STC Flag Plan Number	1 Minute	24 Hours	The STC Coordinator sets the code through BX25 to link Employee’s claim to the STC Plan. The UC system links the claim to the STC Plan via a nightly batch.	UC System	The STC Coordinator must wait until the next business day to generate the initial certifications.
4.14.17	Order Initial Certifications	5 Minutes	24 Hours	After the certifications are ordered they are generated and provided to the STC unit the following business day.	UC System	System does not generate the certifications real time.

Exhibit 13 – Enter Employee Data Sub-Process Elapsed Time

3.4.2 Paper Documentation

Exhibit 14 – Enter Employee Data Paper Documentation lists the paper documents required to complete each of the activities that make up Enter Employee Data process. The reference column refers to the originator and title of policy, procedure, or instruction that contains the form or specifies the content of

the document. More than one document may be required to carry out a single activity, so each is listed. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Document Title	Short title, form number or other designation for the document.
Document Description	General description of the document contents and purpose.
Reference or Source	Originator and title of the source instruction or policy.

Index	Activity Label	Document Title	Document Description	Reference or Source
4.14.01	Receive Employee Applications	Employee Application for Short Time Compensation (STC) (AWI FORM UCB-3S)	The STC Unemployment Claim application that has been completed and signed by the Employee.	Employer and Employee Manual
4.14.03	Review Employee Application	Supplemental STC Employer Weekly Certification - AWI FORM UCB/STC UB2148 SUPP -	The Employer's verification of participating Employees and the hours they have worked. The list should match the attached certifications.	Employer Manual
4.14.08	Initiate New Claims Screening	Employee Application for Short Time Compensation (STC) (AWI FORM UCB-3S)	The STC Unemployment Claim application that has been completed and signed by the Employee.	Employer and Employee Manual
4.14.08	Initiate New Claims Screening	Direct Deposit Form AWI Form UCB236	Included in the Employee and Employer manual. Form completed if Employee elects to have benefits deposited electronically. If the form was provided the STC Coordinator reviews to ensure form was completed correctly.	Employee Manual and Employer Manual
4.14.08	Initiate New Claims Screening	Voluntary Withholding of Federal Income Tax (AWI-UCW4VSTC (Rev. 11/06))	Form completed by the Employee if electing to have Federal Income Tax withheld from benefits. If the form was provided the STC Coordinator reviews to ensure form was completed correctly.	Employee Manual
4.14.09	Confirm Claim Effective Date & Reduced Hours	Short Time Compensation (STC) Plan Application (AWI Form UCB-3S)	The Employer's application form for enrolling the company in the STC Plan.	AWI
4.14.15	Enter Claim	Employee Application for Short Time Compensation (STC) (AWI FORM UCB-3S)	The STC Unemployment Claim application that has been completed and signed by the Employee.	AWI
4.14.15	Enter Claim	Voluntary Withholding of Federal Income Tax (AWI-UCW4VSTC (Rev. 11/06))	Form completed by the Employee if electing to have Federal Income Tax withheld from benefits.	Employee Manual

Index	Activity Label	Document Title	Document Description	Reference or Source
4.14.15	Enter Claim	Direct Deposit Form AWI Form UCB236	Included in the Employee and Employer manual. Form completed if Employee elects to have benefits deposited electronically and entered into the UC system.	Employee Manual and Employer Manual
4.14.19	Send Initial Certifications	Weekly Claim Certification (UCB60S Rev (2/03))	Form used by the Employee to report the hours worked during the previous two weeks.	Employee Manual
4.14.20	Provide Certifications	Weekly Claim Certification (UCB60S Rev (2/03))	Form used by the Employee to report the hours worked during the previous two weeks.	Employee Manual

Exhibit 14 – Enter Employee Data Paper Documentation

3.4.3 Business System Data Entry & Data Transfer

Exhibit 15 – Enter Employee Data Data Entry & Data Transfer lists the business systems that are Employed directly (touched) or indirectly (data transfer) in the course of the Enter Employee Data Process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Business System	The name or designation of the system touched (if any).
Purpose or Intent	The business objective accomplished by using the system or systems
Mode	Choose one, entry is made by a person, transfer are from system to system

Index	Activity Label	Business System	Purpose or Intent	Mode
4.14.08	Initiate New Claims Screening	SunTax, UC System, SIDA	Retrieve Employee earnings	Inquiry
4.14.11	Determine if New Claim	UC System	Determine if a claim has been filed and the status of the claim.	Inquiry
4.14.12	Link Claims to STC	UC System	Link the Employee claim to the STC program	Entry
4.14.13	Confirm Industry Code	UC System	Identify the industry code the Employer is under.	Inquiry
4.14.14	Verify Base Period Wages	SIDI, SunTax	Determine wages earned in any date, industry code, Employers tax id.	Inquiry
4.14.15	Enter Claim	UC System	The Employee's claim information is entered into the system to determine eligibility.	Entry
4.14.16	Enter STC Flag Plan Number	UC System	BX25 transaction links the Employee's STC claim to the STC Plan.	Entry
4.14.17	Order Initial Certifications	UC System	BP80 – Enter STC codes to generate the next two weeks of certification forms.	Entry

Exhibit 15 – Enter Employee Data Data Entry & Data Transfer

3.4.4 Communication

Exhibit 16 – Enter Employee Data Communication lists the messages, such as the US mail, emails, phone calls and any other correspondence, regularly used in the normal course of the Enter Employee Data sub-

process. Messages are sent to convey required documentation, inform recipients about the status of an activity, to trigger the start or end of other activities, to grant or withdraw authorization, etc. This section only concerns messages sent during normal (as intended) operations. There may be more than one message associated with any activity in this process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Message Type	US mail, email, phone call, etc.
Message Sender	The organization or role of the message sender.
Message Purpose	The intended purpose for sending the message.
Message Recipient	The organization or role of the intended recipient.
Occasion	Event or action that triggers the requirement to send the message.

Index	Activity Label	Message Type	Sender	Message Purpose	Message Recipient	Occasion
4.14.04	Notify Employer	Email, Fax, Mail, Phone	STC Coordinator	Initiate resolution of conflicts between Master List of Employees and Certifications List of Employees.	Employer	STC Coordinator determines that the Master List and the Certification List do not match precisely.
4.14.07	Submit Corrected Employee Applications	Email, Fax, Mail	Employer	Provide corrected applications and/or missing information	STC Coordinator	Employee application was resubmitted to resolve issues and/or provide missing information.
4.14.10	Disqualify Employee	Mail	Employer	Provide reason for ineligibility.	STC Coordinator	STC Coordinator has determined an Employee is ineligible to receive STC benefits.
4.14.15	Enter Claim	Mail	STC Coordinator	Notify Employer that an Employee's claim has been filed.	Employer	STC Coordinator enters the Employee's claim for benefits.
4.14.15	Enter Claim	Mail	STC Coordinator	Notification the Employee's STC claim has been processed.	Employee	STC Coordinator enters the Employee's claim for benefits.
4.14.19	Send Initial Certifications	Mail	STC Coordinator	Provide certifications for Employees to complete.	Employer	When the STC Coordinator has entered all Employee application data for that Employer.

Index	Activity Label	Message Type	Sender	Message Purpose	Message Recipient	Occasion
4.14.22	Submit Completed Certifications	Email, Fax, Mail	Employer	Return the Employees' completed certification forms.	STC Payment Coordinator	Process certification forms to receive benefits

Exhibit 16 – Enter Employee Data Communication

3.4.5 Opportunities

The purpose of this section is to capture general overall improvement suggestions that can apply as an improvement to multiple areas under the function and responsibility of the Enter Employee Data process.

The following is a description and definition of each of the columns in this table.

Origin	The area of the improvement such as: Central Office, Hub, etc.
Problem Statement	Description of the problem or opportunity identified.
Recommendation	Description of the proposed recommendation, including expected result.
Value Added	Description of the expected value received if the recommendation to the problem statement is identified.

Short Term Opportunities for Improvement			
Origin	Problem Statement	Recommendation	Value Added
Central Office	There are several forms in the Employer and Employee manual. In our initial observation it was confusing to understand each of the forms, their intent, and who was required to complete them.	Include a cross reference to each of the various forms included in the manual and what each form is used for.	Minimize confusion for the Employers about the STC program and reduce the number phone calls made by Employers to the STC Coordinator about the program and how to complete required documentation.
Central Office	The Notice of Claim Filed (AWI Form UCB-412) is generated by the UC system for each Employee claim filed. Some Employers in the STC program have well over 100 Employees in the program.	Provide one letter to the Employer identifying all their Employees (including all required supporting information) who have filed an STC claim instead of a letter for each individual Employee.	Reduces the costs associated with the additional paper and mailing of these forms.

Central Office	The STC Program has several requirements for both the Employer and the Employee. Many times information is not provided or not provided correctly by the Employer and/or Employee.	Reinstate the policy whereby the STC Coordinator contacts the Employer to notify the Employer they have been approved for the program. Also provide a scripted overview of the program to the Employer and clearly explain the requirements and what is expected of the Employer and Employee.	This should greatly reduce the number of questions from Employers regarding the STC program. This should also reduce the amount of rework required in processing erroneous and/or incomplete paperwork submitted by the Employer.
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Exhibit 17 – Short Term Opportunities for Improvement

Long Term Opportunities for Improvement			
Origin	Problem Statement	Recommendation	Value Added
Central Office	Employees are unable to submit their application online. The applications must be hand written and are many times very difficult to read and incomplete.	Provide a method where the Employee can apply for STC on-line.	Significantly reduce the number of incomplete applications and the time required to resolve the issues with incomplete and hard to read applications.

Exhibit 18 – Long Term Opportunities for Improvement

4 PURPOSE AND OBJECTIVES OF THE PROCESS STC CERTIFICATION SUB-PROCESS

The purpose of the Process Certification Sub-Process is to process the Employee certification and pay the Employee benefits if applicable. The hours available to work and the actual hours worked are provided on the certification form.

The STC certification forms for each Employee in the STC program are sent to their respective Employers. The Employers work with their Employees in the STC program to complete the STC certification forms, and the Employer sends the completed and signed certification forms back to AWI for processing. Each time an STC certification is processed by AWI, the next two weeks of STC certifications are generated and sent to the Employer.

A completed certification form provides AWI with the required information to determine if the Employee will receive STC benefits for the weeks identified on the corresponding form. Once the certifications are processed, payment is processed (if applicable) enabling the Employees to receive their STC benefits.

The objectives of this sub-process are:

- Provide Employers with the certification forms for each Employee in the STC program;
- Process the certification form for each Employee in the STC program;
- Process payment for each Employee in the program enabling the Employees to receive their STC benefits.

4.1 BEGINNING AND ENDING POINTS

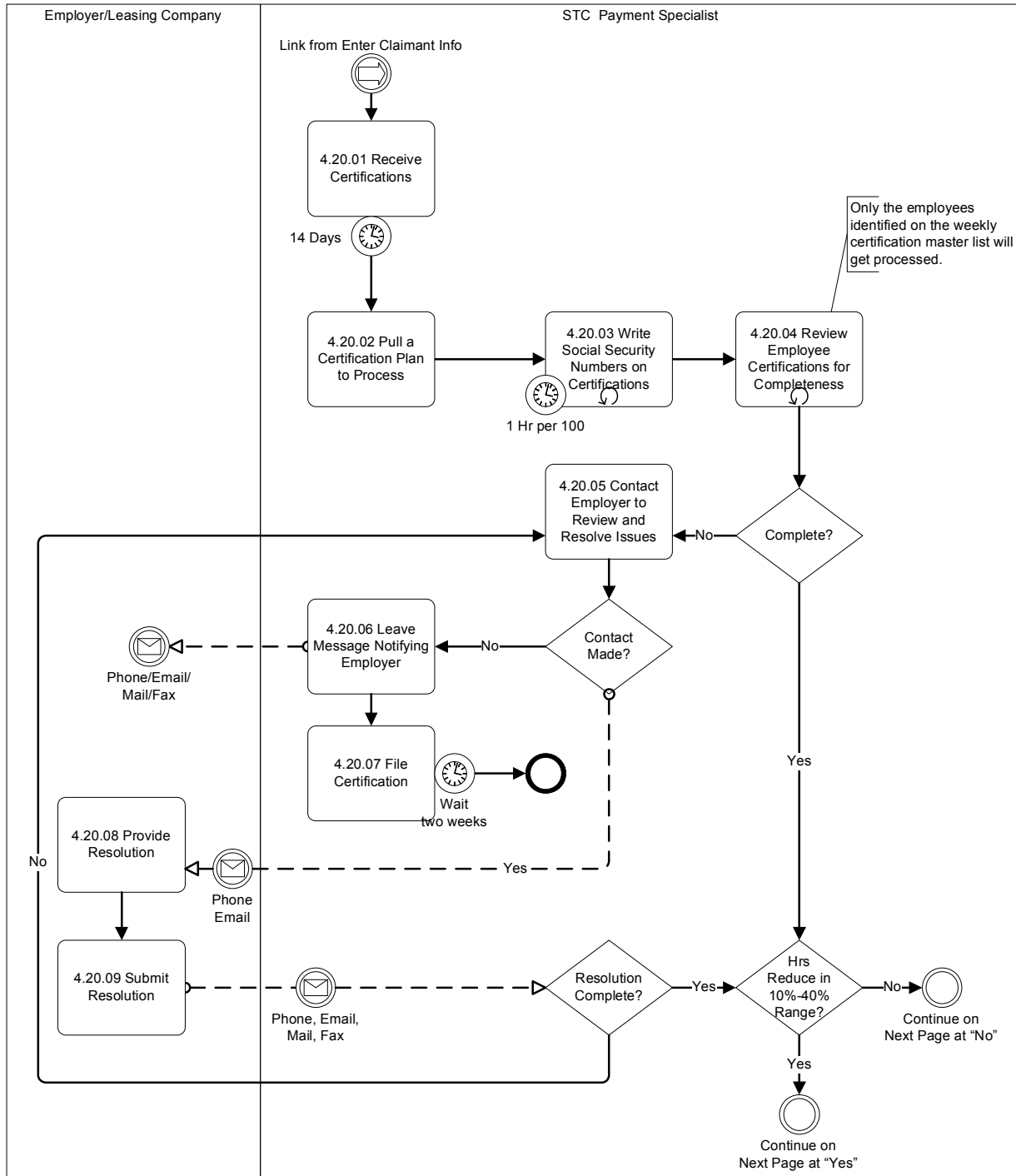
Beginning Point:

- STC Certification forms are received by the STC Payment Specialists at AWI.

Ending Point:

- Employee payments are processed;
- Processed STC Certification forms are sent to Imaging for scanning;
- Employee certifications are generated for next weeks.

4.2 STC PROCESS CERTIFICATIONS SUB-PROCESS DIAGRAM



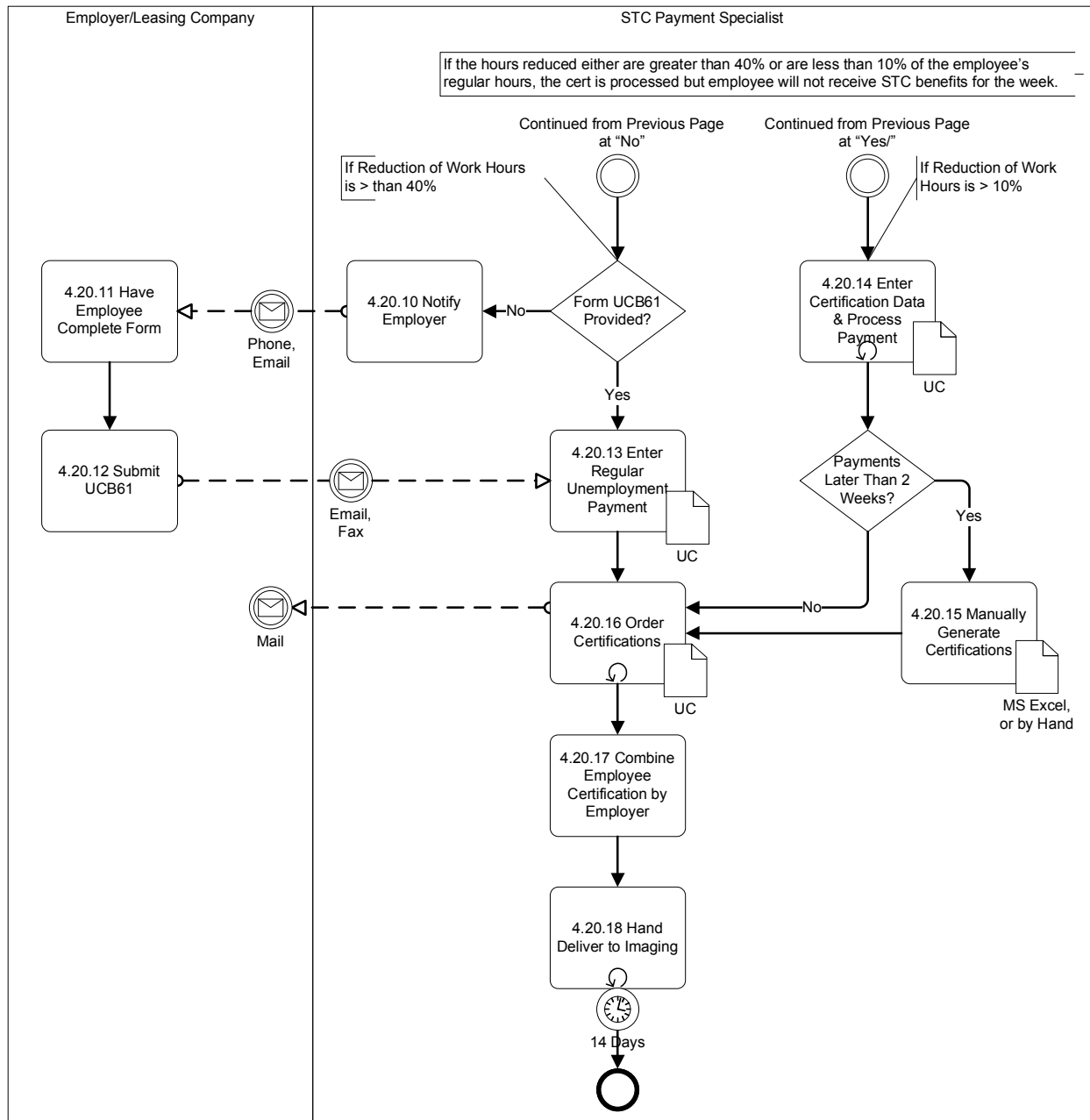


Exhibit 19 - STC Process Certifications Sub-Process Flow

4.3 PROCESS STC CERTIFICATIONS ACTIVITIES

Exhibit 20 –Process STC Certifications Sub-Process Activities lists the activities that make up the Process STC Certifications sub-process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Activity Description	The full-text description of that activity.
Actor	The job or role title of the individuals having a primary responsibility for that activity.

Index	Activity Label	Activity Description	Actor
4.20.01	Receive Certifications	<p>The Employer will send their Employees completed and signed certification forms to AWI via EMAIL, mail, fax, or parcel. Upon receipt the following steps are conducted for individually for each Employer. The STC Coordinator will:</p> <ul style="list-style-type: none"> • open an Employer’s received package of certifications mail; • date stamp the certifications; • place the Employer’s certifications into the STC Process Certification bin; • and log the Employer STC Plan number and date received onto the certification log. 	STC Payment Specialist, STC Coordinator
4.20.02	Pull a Certification Plan to Process	<p>The STC Payment Specialist will take the oldest certification file out of the bin to process. On the STC Certification log, the STC Payment Specialist will initial and date the STC Plan number they have taken to process.</p>	STC Payment Specialist
4.20.03	Write Social Security Numbers on Certifications	<p>Since the agency mails certifications without the complete Social Security Number preprinted on the form – which is needed to properly identify the Employee – the STC Payment Specialist will locate each Employee’s Social Security Number on the Master List and will hand-write that number onto that Employee’s certification.</p>	STC Payment Specialist
4.20.04	Review Employee Certifications for Completeness	<p>The STC Payment Specialist will match the certifications received against the weekly certification master list. The STC Payment Specialist will process the certifications that do match and work with the Employer to resolve those that do not match.</p> <p>The STC Payment Specialist processes certifications individually, entering all data for one Employee before moving on to the next Employee, repeating the cycle until all of an Employer’s affected Employees’ forms are processed.</p> <p>The STC Payment Specialist conducts a visual review of the Employee certification forms. If no issues are identified with a form during the visual inspection, the form is placed in a queue to process. If issues with any of the certification forms are identified, the STC Payment Specialist will mark the issue identified on the form, separate the form from the certifications to process, and note the Employee name and a description of the issue into a document that will be sent to the Employer. The STC Payment Specialist documents each of the Employee’s issues into a single document.</p> <p>STC PAYMENT: If no issues are identified and the hours reduced as reported on the certification form are within a range of 10 to 40% of their normal work hours, the next step in the process is “Enter Certification Data & Process Payment.”</p> <p>REGULAR UC PAYMENT: If no issues are identified and the hours reduced as reported on the certification form are not in the range of 10% to 40% and form UCB-61 was not provided, the next step in the process is “Notify Employer.” If form UCB-61 is provided, process for regular UC Payment, and move to the step “Enter Regular Unemployment Payment.”</p> <p>If issues are identified the next step in this process is “Contact Employer to Review and Resolve Issues.”</p>	STC Payment Specialist

Index	Activity Label	Activity Description	Actor
4.20.05	Contact Employer to Review and Resolve Issues	Once the STC Payment Specialist has reviewed all the Employees certification forms for a specific Employer, they consolidate the documented issues from the “Review Employee Certifications for Completeness” activity and contact the Employer. If the Employer has provided an email address the STC Payment Specialist will send the Employer an email describing the issues identified by Employee. If an email address has not been provided the STC Payment Specialist will call the Employer and discuss the issues via the telephone. If the STC Payment Specialist is unable to contact the Employer they will leave a message and/or an email describing the issues and what needs to be done to correct them.	STC Payment Specialist/Employer
4.20.06	Leave Message Notifying Employer	If unable to reach the Employer, the STC Payment Specialist will leave a message requesting the Employer to contact the STC Payment Specialist to resolve the issues. The STC Payment Specialist reattaches the certification to the Master Certification List and returns it to the folder promptly pending a response from the Employer. This step also applies if an email has been sent to an Employer and the Employer has not responded.	STC Payment Specialist
4.20.07	File Certification	If a message was left with an Employer or the issue goes unresolved, the STC Coordinator files the Employee’s certification form on their desk to process when the issues are resolved. If the issue goes unresolved for more than two weeks, the STC Payment Specialist places the certification forms in the Employers file.	STC Payment Specialist
4.20.08	Provide Resolution	The Employer works with the Employee to resolve the issues identified by the STC Payment Specialist.	Employer/Employee
4.20.09	Submit Resolution	The Employer submits the required documentation to resolve the issues. If the issues are resolved and the hours reduced do not exceed 40% of the Employee’s regular hours, the next step in the process is “Enter Certification Data & Process Payment.” If no issues are identified and the hours reduced do not exceed 40% of the Employee’s regular hours and form UCB-61 was not provided, the next step in the process is “Notify Employer.”	Employer
4.20.10	Notify Employer	If an Employee had a reduction of hours greater than 40% of regular hours and did not complete the UCB61 form (Local Office Weekly Claim Certification), the STC Payment Specialist will notify the Employer to have this form completed and submitted to AWL.	STC Payment Specialist
4.20.11	Have Employee Complete Form	The Employer will have the Employee complete and sign the UCB61 form.	Employer
4.20.12	Submit UCB61	The Employer submits the Employee’s completed and signed UCB61 form.	Employer
4.20.13	Enter Regular Unemployment Payment	The STC Payment Specialist enters the Employee’s Local Office Weekly Claim Certification into the UC system. This will process the Employee’s weekly certification and a regular unemployment payment. Payment is processed if the Employee received less compensation for the week from their Employer than the weekly benefit amount.	STC Payment Specialist
4.20.14	Enter Certification Data & Process Payment	The Employee’s certification data is entered into the UC system and their weekly STC Unemployment benefits are processed.	STC Payment Specialist

Index	Activity Label	Activity Description	Actor
4.20.15	Manually Generate Certifications	Due to current workloads, payments may be running more than two weeks late. In those cases, the STC Payments Specialist orders Certifications for the intervening weeks by updating the Form 2148 by hand for each Employee. As an alternative, some STC Payments Specialists send the Employer a spreadsheet of affected Employees for the Employer to update and return. Since STC can only process certifications two weeks at a time, certifications may be processed each day until caught. This step is lieu of completing Form 2148.	STC Payments Specialist
4.20.16	Order Certifications	The STC Payment Specialist enters the Employer's STC Plan number (BX-25) and other relevant data into the UC system to order the following week's certification forms for all Employees in the Employer's STC Plan. These forms are printed out and mailed the next business day.	STC Payment Specialist
4.20.17	Combine Employee Certification by Employer	Once all of the Employee certification forms have been successfully entered into the UC system, the STC Payment Specialist combines the Employee's certification forms by Employer. The forms are grouped by Employer and placed on the STC Payment Specialist's desk to hand deliver to Imaging. An Imaging Control Sheet is placed as the first page of the Employer's stack of Employee certification forms. Note: When the Employee has been paid via the UCB-61, the STC Payments Specialist must suppress the UCB-61s so that the Employee does not get UCB-61s for weeks when the Employee is eligible for STC payments.	STC Payment Specialist
4.20.18	Hand Deliver to Imaging	Every two weeks the STC Payment Specialist takes the processed certification forms by Employer to Imaging.	STC Payment Specialist

Exhibit 20 –Process STC Certifications Sub-Process Activities

4.4 PROCESS CERTIFICATIONS PROCESS ATTRIBUTES

This section provides details about specific activities in the process certifications sub-process. The information is arranged in this way to support analysis of these activities both individually and collectively.

4.4.1 Elapsed Time

Exhibit 21 –Process STC Certification Sub-Process Activity Elapsed Time lists the time required to complete specific activities that make up the STC program. The times are estimated except where noted. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Process Time	The “hands-on” time it takes to complete the activity (does not include mail, transport, or time spent waiting for another activity to complete).
Cycle Time	The total elapsed time from the beginning of the activity until it is complete, inclusive of all delays from transport, mail, other processes, and work load.
Time Goals/Limits	Any time limits or goals, from any source – internal or external – pertaining to this activity.
Limit/Goal Source	The source of the limit or goal listed above (Florida Statutes, AWI policy, etc.).
Speed Bumps	Specific, recurring difficulties that slow the progress of this activity.

Index	Activity Label	Process Time	Cycle Time	Time Goals/Limits	Limit/Goal Source	Speed Bumps
4.20.02	Pull a Certification Plan to Process	5 Minutes	14 to 28 days	14 days	AWI Policy	Current work load limits the ability to process all certifications received within the 14 day policy.
4.20.03	Write Social Security Number on Certifications	1 hour per 100 forms	1 day	n/a	n/a	This step is extremely time consuming. The STC Payment Specialist must look up each Employee’s social security number and write their social security number on each certification form. If there is a large Employer with 300+ Employees this task can take over 3 hours to complete.
4.20.07	File Certification	5 Minutes	14 days	n/a	n/a	If the Employer does not respond to the STC Payment Specialist within two weeks, the Employee’s certification form is filed in the Employer’s file.
4.20.18	Hand Deliver to Imaging	15 Minutes	14 days	n/a	n/a	Having time to walk the processed certifications TO Imaging.

Exhibit 21 –Process STC Certification Sub-Process Activity Elapsed Time

4.4.2 Paper Documentation

Exhibit 22 – Process STC Certifications Paper Documentation lists the paper documents required to complete each of the activities that make up the STC Core Process. The reference column refers to the originator and title of policy, procedure, or instruction that contains the form or specifies the content of the document. More than one document may be required to carry out a single activity, so each is listed. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Document Title	Short title, form number or other designation for the document.
Document Description	General description of the document contents and purpose.
Reference or Source	Originator and title of the source instruction or policy.

Index	Activity Label	Document Title	Document Description	Reference or Source
4.20.01	Receive Certifications	Short Time Compensation Request to End STC Participation (AWI Form UCB/STC-3C)	Employer provides this form to identify Employees to be removed from the STC Program.	Employer Manual
4.20.04	Review Employee Certifications for Completeness	Employer Weekly Certification Master List	List of the Employer's Employees in the STC Program.	AWI
4.20.04	Review Employee Certifications for Completeness	(STC) Weekly Claim Certification (Form UCB60S) (8-99) (FDL UCB60S)	The weekly claim certification cards are preprinted with the Employee's name, last four digits of the social security number, weekly benefit amount, and the weeks for which they will be certifying. Employees use this card to report the hours worked, advise whether or not they worked or were paid for all available hours, report any earning from another Employer, and indicate if they had a change of address.	UC System
4.20.04	Review Employee Certification of for Completeness	Claimant Address Change	Employees who change their address while in this program complete the Claimant Address Change form. This is sent to AWI by the Employer, and may or may not accompany certifications	Employer Manual
4.20.04	Reconcile Certification List & Participants List Differences	Short Time Compensation Supplemental Participant Listing (UCB/STC-3B (Rev. 01/07))	Participant list is reconciled with UCB-2148 report.	AWI
4.20.09	Submit Resolution	Supplemental STC Employer Weekly Certification (AWI Form UCB/STC UB2148SUPP)	Employee certifications that were not provided with the certifications originally sent by the Employer. This form lists the participants and the hours worked.	Employer Manual
4.20.13	Enter Regular Unemployment Payment	(Non STC) Local Office Weekly Claim Certification (Form UCB-61)	Provided by the Employer if an Employee needs to file a full unemployment claim but is in the STC program. This occurs when an Employee's work hours fall outside of the 10% to 40% of regular hours.	Employer Manual
4.20.13	Enter Regular Unemployment Payment	Layoffs or Low Hours (Instruction sheet for completing Form UCB-61)	Instruction describing how to complete the (Non-STC) Local Office Weekly Claim form (UCB-61).	Employer Manual
4.20.15	Manually Generate Certifications	Supplemental STC Employer Weekly Certification (AWI Form UCB/STC UB2148SUPP)	Employee certifications that were not provided with the certifications originally sent by the Employer. This form lists the participants and the hours worked.	Employer Manual

Index	Activity Label	Document Title	Document Description	Reference or Source
4.20.16	Order Certifications	Report UB-2148	This report is generated daily and based on of the Employers whose certifications were processed the prior day. The address labels for the Employer, the list of the Employer's Employees, and the next two weeks of certification forms are generated and printed.	

Exhibit 22 – Process STC Certifications Paper Documentation

4.4.3 Business System Data Entry & Data Transfer

Exhibit 23 –Process STC Certifications Data Entry & Data Transfer lists the business systems that are Employed directly (touched) or indirectly (data transfer) in the course of the STC Process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Business System	The name or designation of the system touched (if any).
Purpose or Intent	The business objective accomplished by using the system or systems.
Mode	Choose one; entry is made by a person, transfers are from system to system.

Index	Activity Label	Business System	Purpose or Intent	Mode
4.20.13	Enter Regular Unemployment Payment	UC System	BP-62 – The STC Payment Specialist enters the certification data using regular unemployment codes and sets the correct identifier to process payment if applicable.	Entry
4.20.13	Enter Regular Unemployment Payment	UC System	BP-62 - The STC Payment Specialist enters the certification data using specific regular unemployment compensation codes and sets the correct identifier to process payment.	Entry
4.20.14	Enter Certification Data & Process Payment	UC System	BH-10 – The STC Payment Specialist reviews each Employee's history to determine if there are any specific issues that may need to be resolved before processing the certification.	Inquiry
4.20.14	Enter Certification Data & Process Payment	UC System	BP-62 - The STC Payment Specialist enters the certification data using specific STC codes and sets the correct identifier to process payment.	Entry
4.20.14	Enter Certification Data & Process Payment	UC System	BQ-41 – If circumstances warrant, the STC Payment Specialist will remove flags regarding wage issues in the Employee's history, and add a comment in the notated history.	Entry
4.20.14	Enter Certification Data & Process Payment	UC System	BH-31 – When changing an Employee's address, the STC Payment Specialist will add a comment through this transaction after verifying the Employee's address information via the BH-10.	Entry

Index	Activity Label	Business System	Purpose or Intent	Mode
4.20.14	Enter Certification Data & Process Payment	UC System	BX-25 – The STC Payment Specialist will make appropriate entries here when removing an Employee from the plan.	Entry
4.20.16	Order Certifications	UC System	BX-20 – The STC Payment Specialist enters the required Employer information to request the certification forms for the Employer’s Employees. Upon request the forms are generated by the UC system the following day.	Entry
4.20.16	Order Certifications	UC System	BH-10 – The STC Payment Specialist determines if Employee is entering an extension – enter into BP-62	Inquiry
4.20.16	Order Certifications	UC System	BP-62 – If the Employee is entering an extension, enter the appropriate data here.	Entry

Exhibit 23 –Process STC Certifications Data Entry & Data Transfer

4.4.4 Communication

Exhibit 24 – Process STC Certifications Sub-Process Communication lists the messages, such as the US mail, emails, phone calls and any other correspondence, regularly used in the normal course of the STC Process. Messages are sent to convey required documentation, inform recipients about the status of an activity, to trigger the start or end of other activities, to grant or withdraw authorization, etc. This section only concerns messages sent during normal (as intended) operations. There may be more than one message associated with any activity in this process. The following is a description and definition of each of the columns in this table.

Index	A number for use in referencing the activity.
Activity Label	A short name for that activity that is used to represent it in the detailed workflow diagram.
Message Type	US mail, email, phone call, etc.
Message Sender	The organization or role of the message sender.
Message Purpose	The intended purpose for sending the message.
Message Recipient	The organization or role of the intended recipient.
Occasion	Event or action that triggers the requirement to send the message.

Index	Activity Label	Message Type	Sender	Message Purpose	Message Recipient	Occasion
4.20.05	Contact Employer to Review and Resolve Issues	Phone, Email, Mail, Fax	STC Payment Specialist	Notify Employer of issue(s) with Employee(s) certification form.	Employer	When processing an Employee’s certification, the STC Coordinator identifies an issue(s) that can prevent processing the Employee’s certification and processing their payment.

Index	Activity Label	Message Type	Sender	Message Purpose	Message Recipient	Occasion
4.20.06	Leave Message Notifying Employer	Phone, Email, Mail, Fax	STC Payment Specialist	Notify Employer of issue(s) with Employee(s) certification form.	Employer	When processing Employee's certification, the STC Coordinator identifies an issue(s) that can prevent processing the Employee's certification and processing their payment.
4.20.09	Submit Resolution	Phone, Email, Fax, Mail	Employer	Provide information and/or documentation to resolve issue.	STC Payment Specialist	The STC Payment Specialist has requested information from an Employer to resolve issue(s).
4.20.10	Notify Employer	Phone, Email	STC Payment Specialist	Notify Employer to provide the UCB61 form for Employee.	Employer	Employee did not work enough hours to qualify for STC and did not provide a UCB61 form.
4.20.12	Submit UCB61	Email, Fax	Employer	Provide UCB61 Form.	STC Payment Specialist	Employer provides the documentation required to process the Employee's certification for a week(s).
4.20.16	Order Certifications	Mail	STC Payment Specialist	Provide next two weeks' certification forms	Employer	Certification forms were generated.

Exhibit 24 – Process STC Certifications Sub-Process Communication

4.4.5 Opportunities

The purpose of this section is to capture general overall improvement suggestions that can apply as an improvement to multiple areas under the function and responsibility of the STC Process.

The following is a description and definition of each of the columns in this table.

Origin	The area of the improvement such as: Central Office, Hub, etc.
Problem Statement	Description of the problem or opportunity identified.
Recommendation	Description of the proposed recommendation, including expected result.
Potential Value	Description of the expected value received if the recommendation to the problem statement is implemented.

Short Term Opportunities for Improvement			
Origin	Problem Statement	Recommendation	Value Added
Central Office	The task of writing social security numbers on each STC Certification form is time consuming and impacts the STC Payment Specialists' ability to process certifications in a timely manner. This task takes approximately 15 hours per week to complete.	Request the Employee to write their social security number on the certification. If the Employee does not write their social security number on the form, have clerical staff receive all the STC mail. When the certification forms are received, have the clerical staff write the Employee's social security number on the certification form before it is placed in the certification bin for processing.	The STC Payment Specialists will dedicate their time processing certifications. Eliminating this step from their tasks will provide an additional 15 hours per week to process certifications.
	In our observation the processed certifications are hand delivered by the STC Payment Specialist to Imaging every two weeks. The time elapsed from when the certifications are processed and taken to Imaging should be less than 1 day. The STC Payment Specialist already has a high workload and should offload this task.	When documents are ready for Imaging, have designated staff take all the STC documents to Imaging. This could be a daily task that is completed.	The Examiners can focus their attention on processing certifications.
Central Office	When the certifications are ordered they are printed and mailed the next day. The STC Unit receives the printed certifications (Report UCB-2148) by Employer. The STC unit stuffs the envelope and mails the Employers their Employee certification form. This task is time consuming and generates a large volume of paper.	Provide the certifications by Employer in a secured web-site accessible by the Employers. The Employer would be responsible to download and print the certification forms for the Employees.	The preparation time to mail the certification forms to the Employer would be reduced and the volume of paper generated to provide the Employee certifications would be eliminated. Additionally, the cost of mailing the certifications would be eliminated.
Central Office	Unresolved issues with an Employee's certification are filed on the STC Payment Specialist's desk for two weeks. If the go unresolved the certification form is filed in the Employer's file.	Send the paperwork to Imaging and have the paperwork scanned.	The paperwork is scanned and linked to the Employee's image file and can be accessed if necessary.
Central Office	The STC Program is manually intensive and has several time consuming tasks that contribute to slowing the processing time. The tasks include: Receiving and sorting mail, assembling the Employee packets, assembling the Employer packets, writing social security numbers on each certification form, sending files to Imaging, etc.	Designate staff to complete the activities not directly related to processing an STC Plan Application, Processing an Employee's Application, or Processing an Employee's Certification.	Designating staff to perform these tasks will enable the STC Coordinator and STC Payment Specialist to process more timely and reduce the risk of backlog.

4.20.07	If an attempt is made to contact a claimant due to an issue(s) with a form they provided and the employer does not respond within two weeks the form is filed in the employer's file.	Send all STC forms to Imaging.	All forms provided to AWI would be linked to the employer/employee account. This information could be retrieved by any associate with access.
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Exhibit 25 – Short Term Opportunities for Improvement

Long Term Opportunities for Improvement			
Origin	Problem Statement	Recommendation	Value Added
Central Office	-	Consider implementing a process to include a bar code on each paper form with unique identifiers. When processing the forms the actor can scan the barcode and the system will automatically determine the appropriate next action.	Eliminate time consuming step to research the claimant's social security number.
Central Office	STC does not have the ability to have the system generate more than two weeks of certifications at one time.	Provide functionality to generate up to 6 weeks of STC certifications at once. This would enable the same functionality as regular and TRA certifications.	The ability to generate up to six weeks of certifications by the UC system will eliminate the need to generate more than two weeks of certifications in multiple steps and/or manually.
Central Office	Currently the employer provides all the employee certifications in hard copy to AWL.	Enable the employee to complete their certification online.	

Exhibit 26 – Long Term Opportunities for Improvement