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RFI Solicitation # 10-RFI-001-SS

# Florida Agency for Workforce Innovation UC Modernization Planning for Phase 3

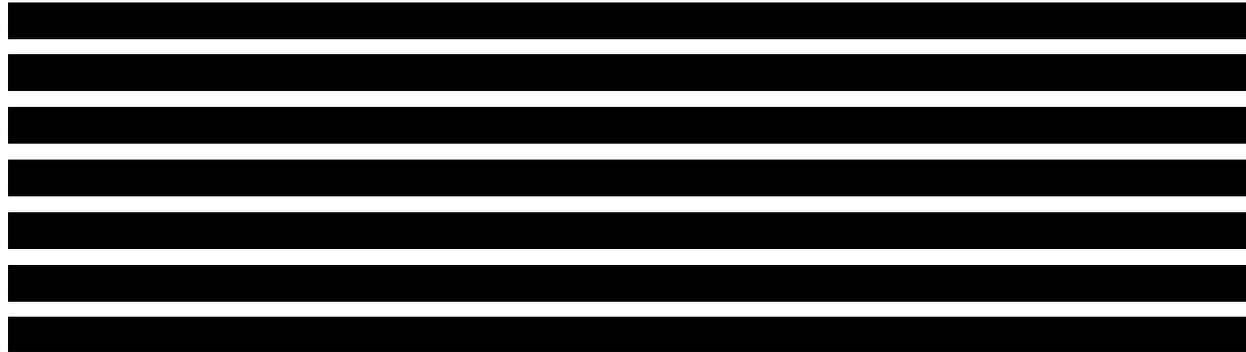
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## 1 Capgemini's UI Capabilities

A description of the respondent's ability to design and develop a UC replacement system or provide a COTS or transfer solution, the approximate time for development through implementation, conversion, support services, operations and maintenance, training and equipment needs.

### 1.1 Capgemini's Ability to Design and Develop a UC Replacement System

Capgemini Government Solutions is a member of the Capgemini global family of companies ("Capgemini"), one of the world's premier provider of professional IT services and solutions to both commercial and government clients. Capgemini has partnered with the leading vendors to present an advanced COTS-based solution for Unemployment Insurance (UI). Our solution, **Capgemini UI**, fully integrates the Benefits, Appeals, and Tax services created on modern, state-of-the-art technology. This COTS-based solution has a **Service Oriented Architecture (SOA)**, allowing for customized implementations and efficient and effective integration with other existing applications. The dynamic architecture facilitates the goals of your AWI RFI by providing a flexible system that has been specifically designed to be installed by domain (Benefits, Appeals, Tax), allowing the Benefits and Appeals functions to be implemented together and then integrated with the existing Tax function without creating unnecessary duplication or overhead.

In addition to bringing an advanced UI system, Team Capgemini also brings one of the most experienced UI teams in the industry. Team Capgemini is comprised of the following parties:

- **Capgemini** is the prime vendor and is a leading provider of IT services and solutions to the global Tax and Revenue industry.
- **Oracle Corporation**, a subcontractor to Capgemini, provides the Oracle Enterprise Framework that includes Enterprise Taxation Management (ETM)—a true web services SOA-based solution that aligns with the business and technical objectives of AWI.
- **Systems Integration Professionals (SIPROS)**, a subcontractor to Capgemini provides UI domain depth to Team Capgemini. Founded by experienced consultants with major consulting company experience, they are veterans of multiple successful UI system implementations.

What this means to AWI is that we bring the world leader in software package development support and implementations in Oracle, an experienced and successful UI systems integration firm in SIPROS, and a global leader in systems integration with Capgemini. Other projects that members of the Team Capgemini were responsible for include the creation of these UC systems:

- The award winning Montana MISTICS system;
- The Michigan AWDS system; and,
- The Indiana upLink system.

Capgemini has taken the experience of Oracle and the power of Oracle’s Enterprise Framework and designed a UI system [REDACTED] to create a world-class COTS-based solution for UI called **Capgemini UI**. This system is standards-based and maximizes the use of open source products.

Capgemini UI is built with industry-leading COTS Tax, Case Management, and Workflow packages powered by Oracle Corporation and [REDACTED]. The Capgemini UI solution makes use of Oracle’s Enterprise Framework for contributions processing, case management, appeals, and workflow, and uses Oracle J-Developer for Internet content. Capgemini UI is delivered through Oracle’s SOA suite. **Appendix A** provides more information on the Capgemini UI technical architecture. It demonstrates a multi-layered, flexible, and configurable architecture that provides a complete solution for AWI UC. It is scalable for growth and configurable for policy changes and multiple intake channels such as IVR, voice recognition, and future user interface technologies.

Team Capgemini understands the need to modernize the automated computer systems that support the business processes of the UI function. Capgemini’s UI solution strives to implement the most effective and efficient use of existing and new technology. The technology solutions will provide improved information security, data accuracy, data integrity, data availability, data security, and data maintainability while providing a scalable architecture that accommodates growing demands for the UI service—while meeting or exceeding the State of Florida and Federal mandates.

In addition, Team Capgemini analyzes the existing systems, identifies required technology gaps and modifications, identifies, and coordinates technology solutions with AWI, and uses leading project management approaches to ensure development and implementation remain on schedule and within cost.

## 1.2 Industry Insight and History

Team Capgemini is a partner with the right balance of vision and—through the efforts of its members—successful experience with UI system implementation, the use of COTS software, and with configuration and implementation of other established products. Capgemini is a global leader in public sector delivery and has executed a number of large and complex social service projects with the French National Union for Employment in Industry and Commerce and with the Dutch Agency for Employee Insurance. Using the insights gained from these references, we have evaluated recent US UI projects and observed the following:

1. It is questionable whether several high-visibility integrated UI projects met their intended objectives.
2. Custom built or transferred (“Modified-off-the-Shelf”) solutions are difficult to maintain and offer similar flexibility constraints that State’s faces in its current environment.
3. In Capgemini’s opinion, recent implementations have not effectively leveraged the correct balance of proven domain rich COTS packages coupled with proven UI frameworks in contrast to custom developed components.

Capgemini closely evaluated these factors, along with the significant challenges and opportunities present in the US UI industry and created our proposed Capgemini UI solution.

Capgemini UI takes advantage of [REDACTED]

[REDACTED]. Proven design and code artifacts, methods, and implementation approaches [REDACTED]. Members of Team Capgemini are recognized in the market as thought leaders in the frameworks that yielded such UI tools as MISTICS, uFACTS, UI Connect, Uplink, and uiLink. We have served as integral members of the vendor teams responsible for the development of these frameworks for customers in Montana, Michigan, and Indiana.

As a Tier 1 integrator, Capgemini also recognizes that the UI market is a fantastic opportunity for a provider to “get it right.” Capgemini brings its wealth of global public sector experience, its strategic relationships with SIPROS and Oracle, and its fresh perspective to support delivery of a UI modernization program. For these reasons, Capgemini is ideally placed to address three critical decisions that States face at this juncture:

1. Selecting a solution that correctly balances the use of a proven UI framework with world-class tools that will grow as needs grow and that does not immediately become your next obsolete system;
2. Selecting an approach that achieves results early; and,
3. Selecting an implementation partner with the experience and commitment necessary to deliver successfully.

### **1.3 Capgemini is the Right Partner; Capgemini UI is the Right Solution**

Capgemini is one of the largest providers of public sector IT consultancy services worldwide. We bring over forty years’ experience; we have approximately \$13 billion in annual revenue and we have a dedicated Public Sector Consultancy group that generates over \$2.5 billion annually supporting public sector agencies across the globe. With a global staff of more than 92,000, Capgemini is able to leverage appropriate specialists as needed to serve the unique needs of each client. Our global social services experience, as cited in our references, provides the momentum to support Capgemini UI success.

#### **1.3.1 Sample of Team Capgemini’s History With Similar Systems**

Team Capgemini is uniquely qualified to deliver the solution and services for AWI’s UC Modernization project. We offer industry-leading collaborative approaches, broad experience implementing integrated systems for public sector organizations, and a verifiable history of delivering successful solutions.

**Figure 1. Capgemini's Global Presence**



*For more than four decades, Capgemini has served the strategic, technological, and operational needs of local and national governments around the world to fulfill their missions and drive their transformation agendas.*

Capgemini is a global company that offers more than 500 professionals specialized in Oracle implementations from our North American operations. Team Capgemini is comprised of consultants from across the country from:

- System integrator, Capgemini Government Solutions LLC (Capgemini);
- Information management software supplier, Oracle USA (Oracle); and,
- System Integration Professionals (SIPROS).

Our team's collective relevant experience includes:

- Directly relevant UI modernization;
- Directly relevant integrated (non-UI) tax system implementation; and,
- Large-scale information system integration.

Capgemini has led more than 2,500 Oracle implementations across all industry sectors. We have a proven approach to promoting cooperation, teamwork, and information sharing and a risk management approach that is tailored for Oracle implementations.

The members of Team Capgemini each bring proven success in implementing large-scale UI solutions and Integrated Tax Solutions (ITS). Through our collective experience on these projects, we demonstrate our capabilities to perform full UI Modernization programs of similar size, scope, and complexity, including:

- Indiana UI Modernization (UIM)/Uplink
- Montana Benefits system – MISTICS
- Michigan Automated Workflow and Adjudication – AWDS
- French National Union For Employment In Industry And Commerce (UNEDIC)
- Dutch Ministry for Social Security (UWV), Social Insurance Policy Administration
- French Social Security Office (ACOSS)

Members of Team Capgemini have modernized the UI System for the State of Indiana, where a fully integrated tax, benefits, and appeals system that also included complete self service capabilities was built. For the State of Montana, SIPROS modernized the State's UI Benefits system that included benefits, appeals, and self-service applications.

Capgemini has led several recent or in-progress contracts internationally that are of relevant size, scope, and complexity to the AWI UC Modernization effort. For the French National Union for Employment in Industry and Commerce (UNEDIC), Capgemini implemented a national HR management system that handled social services modules related to UI (e.g., payment, training, recruitment, and wage and time management). For the Dutch Ministry of Social Security (UWV), Capgemini modernized a system responsible for employee social security. For ACOSS—France's primary social security office—we modernized a system responsible for collecting social contributions from nearly 6 million contributors.

**Appendix B** provides the contact information and further details regarding the above references.

### **1.3.2 Tools and Accelerators**

Capgemini deploys a number of tried and tested tools and accelerators to ensure on-time and on-budget delivery. These include structured full lifecycle RUP and proprietary implementation methodologies, project management standards and tools, and methods for accelerated and comprehensive requirements gathering and analysis, testing, conversion, QA, change control, OCM, and training.

#### **Quality Assurance**

Capgemini employs a rigorous QA process from our corporate level down to each individual project and project team member.

Our approach to quality management is two-fold:

- **Quality** is integral to our UPM and design and development methodologies; and,
- Our **On Time At Client Expectation (OTACE)** program measures project performance and client satisfaction.

OTACE is a feedback program where the State can communicate expectations before the engagement and evaluate Team Capgemini's performance throughout the project duration. OTACE enables Team Capgemini to understand at an in-depth level and document the State's expectations. Throughout the engagement, we can address areas where we may not be meeting the State's expectations in a timely manner and closely monitor the impact of corrective actions.

Capgemini's commitment to accountability is reflected in our willingness to make public our annual quality satisfaction scores. We believe that we are the only major consultancy firm to do this. In 2008, Capgemini North America achieved an average OTACE rating of 4.20 on a scale of one to five (five being highest).

### **Implementation Methodologies**

Rational Unified Process (RUP) is a unique software engineering process that is use-case driven, architecture-centric, and iterative in nature. It has been used successfully on numerous Capgemini custom development projects.

The RUP provides each team member with the guidelines, templates, and tool mentors necessary for the entire team to take full advantage of, among others, the following six best practices:

- Develop software iteratively;
- Manage requirements;
- Use component-based architectures;
- Visually model software;
- Verify software quality; and,
- Control changes to software.

Capgemini's proprietary RAPID methodology supports AWI's accelerated path to value throughout the project. Our RAPID implementation methodology for COTS packages guides our approach to delivery of cost-effective standards-based solutions. We have tailored and enhanced RAPID to achieve successful COTS package configuration implementations and a rapid return on investment.

The method includes comprehensive guidance to deal with the change management and organization design issues inherent in a package-based engagement. Our methodology is very well-suited to gather AWI requirements and execute a gap/fit analysis to determine how to configure Oracle COTS packages to cover as many gaps as possible and how to fill gaps with other COTS solutions/custom development. This approach brings rapid value and provides stability of a COTS industry-supported solution combined with the agility of custom development by way of flexible package configuration. Key components of this mythology include [REDACTED]

[REDACTED]

Capgemini's approach to user interface design employs [REDACTED]  
[REDACTED]

### 1.4 Timeline

UC Modernization timelines are driven in a large part by conversion and the type of phasing being deployed. Choices made in these areas can greatly impact the overall timeline. **Figure 2** is a sample phased implementation timeline.

[REDACTED]

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[REDACTED]

This sample timeline represents a phased approach that delivers early benefits, reduces risk and factors in the overall conversion timeline. While this approach addresses the many unique aspects of our solution, there are three primary reasons why we represent the lowest risk and best likelihood for success for the State.

1. **Solution**—Capgemini UI provides a proven UI framework that is accompanied with tools that enable the growth and flexibility needed to address the dynamic environment you operate within. The integration of proven design frameworks and leading edge Oracle software tools provide an upgradeable COTS-based UI solution that puts operation and ongoing configuration in your control, using non-proprietary technical skills like JAVA, HTML and XML.
2. **Approach**—The sample Capgemini UI approach combines a proven UI framework, with state-of-the-art tools that will allow State to maintain the system with a methodology that allows verification of requirements quickly and accurately, and supported with an exceptionally skilled and knowledgeable UI team. We have outlined a phased approach that delivers the value required early in the project and reduces overall project risk. We use a process based on tested UI business rules that accelerates the requirements verification process and supports a high quality outcome.
3. **Technology Toolset**—Capgemini utilizes a powerful set of tools to structure and deliver the solution. Examples demonstrating the benefits of these include the delivery of common services and data conversion. Capgemini UI is built on a SOA where each component of the system is designed to [REDACTED]. Common services such as authentication, security, and correspondence are built using this approach (please refer to **Appendix C** for further details). Capgemini [REDACTED] mitigates one of the top UC Modernization risks through [REDACTED] (please refer to **Appendix C** for further details).

This sample implementation approach provides early value by addressing both the building blocks for the overall system and the need to increase adjudication throughout and the need for consistency and quality. Our approach begins with [REDACTED]

[REDACTED]. We then augment the [REDACTED] component to [REDACTED] across the agency. [REDACTED] Team

Capgemini will deliver world-class adjudication automation functionality in the [REDACTED]. These functions combine to create a solid foundation for the new system and to provide a relief in the area most impacted by the current economic environment.

Team Capgemini presents a two phase implementation. These phases are as follows:

[REDACTED]

**Figure 3** is a table that shows the business functionality and the benefits to the overall project to be addressed in the first phase of delivery.



■	■	■

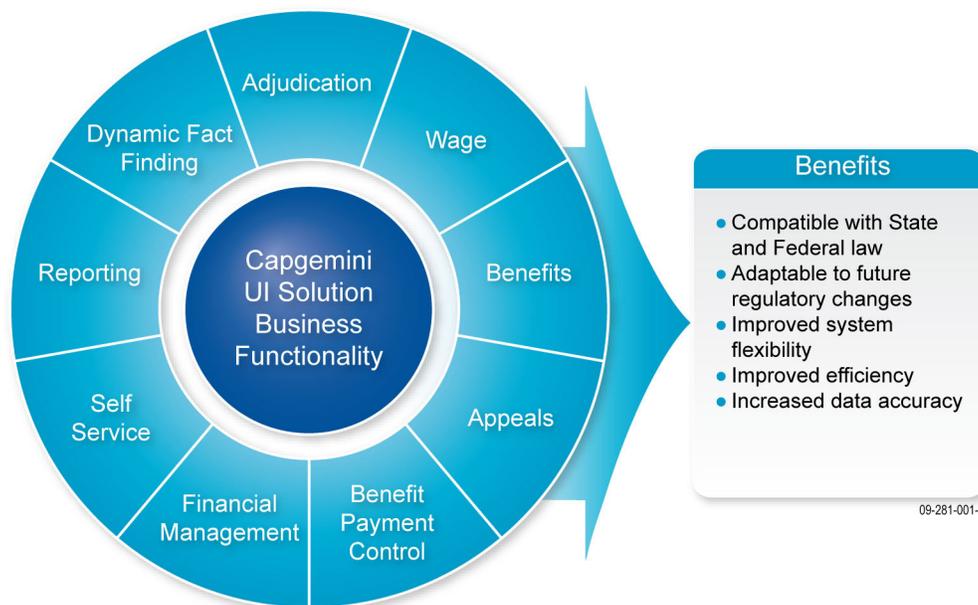
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## 2 Capgemini UI Functional Highlights

Capgemini UI supports the full spectrum of Benefits, Tax, and Appeals for UI agencies. This section highlights some of the areas of interest to AWI related to the Benefits and Appeals domains in the system. When looking at Capgemini UI, the system as a whole is focused on providing benefits beyond basic Unemployment functionality. **Figure 4** illustrates.

**Figure 4. Capgemini UI Functional Highlights**



*Our system is designed to meet State and Federal law, adapt to changes, provide business and technical flexibility, and address efficiency and accuracy.*

### Adjudication

The adjudicator’s work metaphor starts with an inbox of work items that have been prioritized and that are “ready to work.” By “ready to work,” this means that all required materials have been received or that the timeframe for receiving the documents have passed. This gives the adjudicator confidence that when they open a work item, they will have easy access to all of the information that is available and necessary to make a high quality, quick, and accurate decision.

The other area where the adjudication function has an immense workload is [REDACTED]

[REDACTED] Through the information collected in Capgemini UI’s adjudication process [REDACTED]

[REDACTED] While delivering [REDACTED] may seem unachievable, Team Capgemini will provide references [REDACTED].

This process is driven by a series of configuration tables that have been proven through analysis across multiple States. These tables are reviewed during the analysis process to incorporate AWI's specific issues/decision/penalty combinations. The key parameters in this process are:

- [REDACTED]

Capgemini UI is able to apply the appropriate business rules for defining the additional variable data elements that may need to be collected, such as return to work date, rate of pay, date work refused, overpayment source, class, and cause depending on the issue type and decision combination. The combination of the issue type, decision, penalties (if required), and the variable data elements are used by [REDACTED] in the [REDACTED] to dynamically assemble the complete determination content in the proper format ready to be printed and archived in the imaging system. The result is that through the user defined and maintained non-monetary determination configuration tables, the required data elements must be collected, and the issue determinations are dynamically generated are defined. This provides agencies with an easy to maintain, highly configurable, and highly automated non-monetary determination process.

### Appeals

Capgemini UI's case management capabilities support the agency's end-to-end appeals processes. The case management functionality provides an Appeals capability that encompasses [REDACTED] performed by the agency. The appeals process workflow is flexible and allows [REDACTED] to be defined through configuration. Appeals processes leverage both internal and external information to determine the appropriate action to take in order to most effectively utilize the agency's human resources.

Appeals can be initiated as a result of requests received from any permissible channel. The required processing, work items, correspondence, and related documents (required or optional) associated with progression of an appeal is managed via configuration defined by the appeal case type. When processing an appeal, the application references the configuration in the case type to determine how the application should proceed with the appeal.

Correspondence in an appeals case is generated as required per [REDACTED]. Once the generation of a correspondence item is triggered, the necessary data is passed to [REDACTED] to produce and manage the printing of the correspondence item. The location of the resulting correspondence item is saved on the appeal in Oracle's Enterprise Framework [REDACTED].

Caseload management in Capgemini UI [REDACTED] available for managing work/action items. Each [REDACTED] role which associates user(s) with the functional experience to work on the entry

associated with [REDACTED]. Furthermore, “[REDACTED] managed across users in different [REDACTED] take into account the users’ skill level, such [REDACTED] are distributed evenly across users with the proper skills needed to successfully complete the work. From there, [REDACTED] the necessary association points to attach and drill into different areas of the application, depending on the work that needs to be done, allowing the user to efficiently access all information needed to close [REDACTED]. In addition, “[REDACTED] can be set up to correlate with a time period deemed reasonable for a user to complete the necessary tasks. Lastly, [REDACTED] has a log which is used to track any changes in status, user, and any other information associated with [REDACTED] moves through its lifecycle.

From a management perspective, [REDACTED] allows users to view the status of their assigned [REDACTED] them by type, age, and other factors needed to gauge their performance and prioritize work efficiently. Authorized users may view [REDACTED] and also view summaries [REDACTED] by type, age, role, assigned user, and any other factors necessary to understand the work being done and improve the agency’s efficiency on many levels.

Capgemini UI has a robust scheduling component that allows hearings to be [REDACTED] [REDACTED], or the Appeals worker can [REDACTED] the hearing. The scheduling criteria out-of-the-box includes:

- [REDACTED]

The system supports [REDACTED] is the key factor in the [REDACTED]. Using the agency’s business rules for [REDACTED] the schedules to find the [REDACTED]. When the system cannot find [REDACTED] a [REDACTED] to have the [REDACTED] reviewed to see if parameters can be changed to [REDACTED] a timely fashion. Additionally, reminders can be generated to help manage the process of [REDACTED]





[REDACTED]

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[REDACTED]

Capgemini UI's powerful rules engine and case management capabilities perform fraud prevention and detection functions at [REDACTED] throughout processing to prevent fraudulent claims being paid and to identify potential employer fraud. In the event fraudulent activity allows information to be processed to completion, Capgemini UI will [REDACTED] as necessary to process any additional issues as necessary.

To manage caseloads and assignments, work distribution rules are configured in Capgemini UI's powerful work distribution engine. The work distribution engine uses [REDACTED] to manage the distribution and redistribution of work items. Fraud cases have the same robust distribution and workload management capabilities as in the overall system. This allows managers to [REDACTED] and easily setup the case types to match the skills of the agency's staff.

As cases move through the process from identification through prosecutions and/or collections, Capgemini UI is mindful that [REDACTED] and [REDACTED] as a case. Related documents will be [REDACTED] based on agency business rules and documents [REDACTED] from the case electronic folder. All of these activities are backed up by a [REDACTED] of changes made to the case.

### Self-Service

Capgemini UI's Claimant self-service (CSS) functionality allows claimants to manage their existing claims and also file for new claims using a form based screen. The user interface built around the associated use case provides for context sensitive help screens to assist the claimants with the data entry. The forms navigation is user friendly and allows the users to save the form data at intermediate stages of user inputs. From a Benefits perspective, CSS supports the following functionality:

[REDACTED]

## Appendix A

The Agency is also interested in responses from vendors with contemporary enabling technology that can be applied to the UC business processes or systems to create a more flexible and responsive environment (e.g. enhanced IVR, voice recognition, adaptable user interface technologies, etc.)

**Appendix A** shows a logical view of the Capgemini UI technical architecture. It demonstrates a multi-layered, flexible, and configurable architecture that provides a complete solution for AWI UC. It is scalable for growth and configurable for policy changes, multiple intake channels such as IVR, voice recognition, and future user interface technologies. **Figure A-1** illustrates.



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## Appendix B

Respondent's history with similar systems, organizational structure, and contact information:  
 Name, title, phone number and email address.

Indiana UI Modernization(UIM)/Uplink (SIPROS)	
Project Name:	Unemployment Insurance Modernization (UIM)/Uplink
Primary Contact Information	
[Redacted]	[Redacted]
Project Information	
This project was the development of the Indiana modernized UI system. This system is a fully integrated Tax, Benefits, and Appeals system with complete self service applications for all domains.	

Montana Benefits System (SIPROS)	
Project Name:	MISTICS
Primary Contact Information	
[Redacted]	[Redacted]
Project Information	
This project was the development of the Montana modernized UI Benefits system. This system supports Benefits, Appeals, and self service applications.	

Michigan Automated Workflow and Adjudication (SIPROS)	
Project Name:	AWDS
Primary Contact Information	
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

### Michigan Automated Workflow and Adjudication (SIPROS)

[Redacted]	[Redacted]
[Redacted]	[Redacted]

#### Project Information

AWDS is a centralized work repository for all work related to the processing of the tax and benefits programs. It also provides advanced adjudication functionality.

### French National Union For Employment In Industry And Commerce (UNEDIC)—SIRH (Capgemini)

Project Name:	SIRH
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#### Primary Contact Information

[Redacted]	[Redacted]

#### Project Information

The French National Union for Employment in Industry and Commerce (UNEDIC) decided to re-start the implementation of its HR management system. Functionalities of the system included payment management, training management, job management, skill management, recruitment, career management, staff assessment, individual promotion, wage simulation, wages and time management, training management, HR modules design, and roll-out. After a different vendor's prior failure in 2003, all HR modules had to be re-designed and rolled-out before the end of 2006. Capgemini assisted UNEDIC in accelerating the roll-out of this HR system. We were in charge of leading the implementation and organizing training sessions and communications. We wrote new specifications, trained new users, and designed communication documents. Objectives included the following:

- **Developing and implementing a comprehensive Training Plan.** Training modules were rolled-out in pilot sites before the original deadline: to 200 HR managers in 32 institutions.
- **Experience with comprehensive project management activities such as planning, executing, control and monitoring, as well as project close-out.** Capgemini was in charge of the project management and preparation of the strategic decisions; time issues regarding the scope of the project and the large variety of organizations (HR managers in more than 32 subsidiaries) were critical.
- **Experience with cultural change management.** Roll-out of one single repository for the entire organization, in place of 32. We performed implementation and animation of a large communication initiative to subsidiaries managers, HR managers, and employees, and we provided training and assistance.
- **Development and execution of a comprehensive Project Management Plan.** The project involved as much as five UNEDIC departments: HR, IT, Network, Finance, Quality. The context was complex due to a previous contractor's failure, and the attitude of HR managers had become very negative towards the project. As a result, Capgemini's Project Management Plan required rebuilding the target of the project, the central team, and the mobilization of the institutions.

The roll-out was successful for 32 institutions. All 14,000 employees are managed in a single national HR database.

## Dutch Ministry for Social Security (UWV) - Social Insurance Policy Administration (Capgemini)

Project Name: Social Insurance Policy Administration

### Primary Contact Information

[REDACTED]	[REDACTED]

### Project Information

On behalf of the Dutch Ministry of Social Security, UWV is responsible for the operational execution of social security for employees, such as unemployment, illness, and labor disabilities. More than 1.2 million insured citizens receive benefits from UWV, and more than 400,000 employers pay contributions to UWV. The basic Insurance Policy administration ("Polis") is not only vital for UWV, the stored data is also used as input for other systems delivering data with other public organizations (e.g., Central Bureau for Statistics, the Health Insurance and pension funds).

Polis processes millions of messages per year between UWV and its partners in the security chain. However, starting in 2006, a new way of fiscal declaration was introduced for which Polis had to be adapted. The approach taken was a SOA with a vision to integrate different agencies of the Dutch Social Security System. The actual delivery of data to these organizations is done through other Polis-related systems.

Since Polis administration supported the primary processes of UWV from an integral management perspective, this meant that the project had to merge five legacy systems into a single integral system. The objectives were as follows:

- 1) To create possibilities for exchanging data with partners in the chain
  - 2) To create predications about employment, etc., for the government
  - 3) Make a system that is flexible enough for new changes in legislation
- **Analyzing, designing, developing, implementing, and/or transferring a large-scale application with public and/or private sectors.** Polis consists of four modules: three made with .NET and one with Java. All modules are operational on a 24x7 basis. Polis was technically designed, developed, and implemented by Capgemini via the development method Rational Unified Process (RUP) and the project management method DELIVER™. A central and custom ETL module was designed using SOA guidelines. Many data delivery modules were designed in a loosely coupled way by using messaging technologies. Data delivery modules are both synchronous and asynchronous. Synchronous modules were realized using Web services. Asynchronous modules were designed using message-driven enterprise Java beans in façade layer.
  - **Developing and executing a comprehensive application test plan.** Capgemini followed its standard "Build" phase test processes.
  - **Experience with comprehensive project management activities such as planning, executing, control, and monitoring as well as project close-out.** Specifications, functional requirements, and functional designs have been produced by UWV and used as input for the "Build" phase. The project was delivered in various releases (all working parts of the system), has been delivered to the acceptance teams, and has been brought into production. Application management was handed over to Capgemini Outsourcing. Capgemini Outsourcing is still the application maintenance partner for Polis.
  - **Development and execution of a comprehensive Project Management Plan.** Capgemini and UWV worked in tandem for project management. Capgemini used senior Project Managers during the "Build" phase of the project. UWV defined a Project Manager role for overall integrated project management, including other activities such as requirements specifications, acceptance testing, and training.

The project succeeded in implementing the administration of social insurance policies handling 6 million registrations each month.

## French Social Security Office (ACOSS) — ISU (Capgemini)

Project Name: Interlocuteur Social Unique (ISU)

### Primary Contact Information

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### Project Information

ACOSS, France’s primary social security office, runs the financial information system in charge of collecting social contributions amounting to some €306 billion from 5.8 million contributors. The division runs an information system named URSSAF, used by almost 15,000 employees spread out over more than 100 different locations across France. The ACOSS information system is one of the most complex in the French administration; it is comprised of more than 100 mainframe computers installed in eight data centers across the country. Following a change in legal procedure, ACOSS was obliged to start sharing its information and processes with other social benefit organizations. Before these changes, each URSSAF only had access to its regional data, and interaction between URSSAF was made using old communication systems, such as file transfer or telephone. Even from an aggregation point of view, a contributor living in one region and working in another can be known as the same entity under the new system.

Objectives include the following:

- **Analyzing, designing, developing, implementing, and/or transferring a large-scale application with public and/or private sectors.** Interlocuteur Social Unique (ISU) is a large-scale application using SOA in order to bring agility and reusability to the existing portfolio of legacy applications for the French Social Security office. Christian Bezar, the ACOSS architect responsible for middleware, said that “given the complexity of our information system, we needed a truly distributed ESB to support our service infrastructure. This is the reason why we chose OW2 PEtALS.” The OW2 ESB PEtALS is broadly distributed across the financial information system of France’s Social Security (which is implementing a SOA).
- **Developing and executing a comprehensive application test plan.** Performance tests were done regularly during the development phase. A testing period was then organized in a pilot URSSAF.
- **Developing and implementing a comprehensive training plan.** A member of the project team has trained teams that develop functional services so they are able to use the technical infrastructure and its components to develop their functional services.
- **Experience with comprehensive project management activities, such as planning, executing, control, and monitoring as well as project close-out.** Since the technical infrastructure was a young open-source project, no monitoring application was directly available. In response, we developed a small monitoring application. ACOSS plans to replace this custom application with the future monitoring application provided with the ESB. Moreover, a study of a governance application has been scheduled.

The ESB went live successfully in March 2008; in this initial stage, it exposed 3,600 back office services to more than 1,000 end-users. Two of Capgemini’s collaborators are OW2’s committers. This project was presented at the JavaOne 2008 Conference in San Francisco, California.

## Appendix C

### Common Services and Conversion

#### Common Services

Capgemini UI is built on a SOA where each component of the system is designed [REDACTED]. This allows Capgemini UI to be implemented without unnecessary overhead or unused functions for Benefits, Appeals, and Tax. Some system services are [REDACTED] of the Benefits or Appeals domain.

Examples of some services common to all domains include:

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

This method ensures that we install all of the right components, but just the components the agency needs leaving a clean maintainable environment. Team Capgemini also has invested in having staff trained specifically in the common services to deliver peak performance of these highly utilized areas of the system.

#### Conversion

Capgemini ConvertUI mitigates one of the top UC Modernization risks. In almost any large systems integration project, one of the single most important project activities is the conversion of data from the old system to the modernized system. Team Capgemini has previous experience in successfully converting both Benefits and Tax data from base mainframe system data into Capgemini UI. This experience combined with the unique Capgemini UI approach will be invaluable to AWI as we are able to apply this knowledge of UI principles, which are part of the legacy system and the proposed modernized UC system, within the Capgemini UI framework.

**Figure C-1** illustrates the process.



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The baseline for the conversion process is an in-depth understanding of the two data structures, particularly as it involves transitioning from mainly flat file structure to a relational structure. Any changes to the database structure must be addressed with care. Our data conversion team will work in conjunction with the State team, sharing the frameworks database structure that the new system is migrating to, while gathering the requirements and specifications of the systems the State will migrate from.

The final database structure will be modeled and aligned with   


Team Capgemini recognizes that data quality and accuracy are issues of utmost concern to any conversion process, and critical to the successful implementation of the system. Maximizing the

utility and benefit of the new system depends upon defining and implementing a data cleansing strategy that is effective in its results and efficient in its means. Our approach to data cleansing involves tightly linking data cleansing to the data conversion process. This is accomplished using application integration tools that support a wide variety of built-in transformation functions, code reuse, and native connectivity to a variety of data sources. This linkage supports transfer of knowledge to help ensure that problems are solved in the most straightforward and efficient way. Some problems are easier to eliminate before they are propagated into the new environment, while others may be more effectively addressed through the capabilities of the new system.

Knowing that the migrated data is correct and fully usable in the new system is integral to the overall success of the project. Automated Functional Testing (AFT) is a process where the new or refactored [REDACTED] will be executed against a large segment [REDACTED]. Once the AFT processes are run by each domain, [REDACTED]

[REDACTED] These results are given to the Business Analysts to research and explain the difference as desired and expected or if they should create a data defect or an application defect. Overall AFT provides the following benefits:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]