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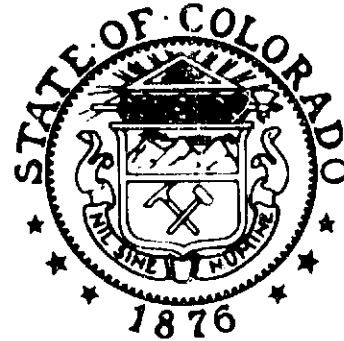ANNE MARIE FALSONE
ASSISTANT COMMISSIONER

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Follow-up *ADP Report*

ADP Performance Evaluation of the Department of Labor & Employment Data Processing Activities

STATE OF COLORADO

DEPARTMENT OF ADMINISTRATION

DIVISION OF AUTOMATED DATA PROCESSING

ADP FOLLOW-UP REPORT

OF

THE DEPARTMENT OF LABOR AND EMPLOYMENT

JULY, 1975

INDEX

Copies of this report have been distributed to:

Honorable Richard D. Lamm (1)
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Department of Administration (2)
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Joint Budget Committee (8)
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Management Analysis Section (1)

DEPARTMENT OF LABOR AND EMPLOYMENT

Follow-up to ADP Performance Evaluation Report - August 1974

I. BACKGROUND

An ADP Performance Evaluation of the Department of Labor and Employ-
ment was conducted by the Division of ADP during February, March and April
1974 and a report issued in October 1974. Follow up visits to the Depart-
ment of Labor and Employment were made during the period of June 13 through
July 1, 1975.

II. OBJECTIVES

The objectives of this follow-up review are:

o Review and evaluate the actions taken by the Department of
   Labor and Employment to meet deficiencies identified by the
   performance evaluation study.

o Verify that the recommendations which were reported as having
   been implemented were in fact implemented and the results
   achieved.

o Determine the status of the recommendations which were reported
   as being in process of implementation.

o Verify reasons that recommendations were rejected.

o Provide the Division of ADP and the evaluation team with infor-
   mation regarding the feasibility of specific recommendations
   in order to aid in improving future evaluations.

o   Make additional recommendations as appropriate based on the
    latest conditions.

o   Prepare a written follow-up report in order to provide the
    evaluated agency, the Division of ADP management and other
    agencies of interest with a status report.

III. PROCEDURE

The current status of the recommendations, made in the August 1974
performance evaluation report, were reviewed with appropriate ADP systems
users and with the ADP management and staff of the Department of Labor
and Employment.

IV. SUMMARY OF FINDINGS

ADP plays a vital role in the Department of Labor and Employment. It
is an integral part of the processing of unemployment benefits, employer
taxes, compensation insurance, federal statistics, employment services report-
ing, internal accounting and the job bank. It would be next to impossible
to process this large volume of data without ADP.

At the time of the initial evaluation, just over one year ago, ADP was
experiencing a number of problems. It is still experiencing considerable
difficulty. Because of rising unemployment, new federal unemployment pro-
grams and additional reports of all types the total ADP workload has increased
significantly. This has caused ADP to work largely within a crisis reactive
environment. These circumstances partially explain the difficulties being
encountered and the accompanying user dissatisfaction with ADP. However,
there are a number of factors which can and should be improved to increase
the efficiency of ADP. Not all of these factors are within the scope of
ADP. Some are within the organizational structure of ADP users. The Bene-

fits section of the Unemployment Insurance Branch has experienced a substantial turnover of supervisors and a large increase in the clerical staff. This together with the large increase in workload and the absence of complete and adequate procedural manuals has caused substantial problems in unemployment claims processing. The difficulties within the Benefits section in turn causes problems in the efficiency of ADP processing. Moreover the added processing requirements of benefits has adversely effected the operation of most of the other ADP systems.

The ADP functions have been significantly reorganized and new management was assigned about 9 months ago. This has been disruptive of ADP processing and the organization is still undergoing rather severe readjustment pains. To further complicate this is the fact the Chief of the Information Systems Branch is on a one year contract ending in September 1975 and the successor has not as yet been determined. This together with the change in functions and responsibilities has caused personnel problems within the ADP sections. It is recommended in this report that the personnel situation be stabalized and that accountability be strictly enforced throughout the ADP sections. Furthermore certain procedural and assignment changes are recommended to improve effectiveness.

V. FOLLOW-UP REPORT

This report will first address the present status of ADP in the Department of Labor and Employment. This will be followed by a discussion of each recommendation made in the initial report.

REVIEW OF CURRENT STATUS

ORGANIZATION & MANAGEMENT

Shortly after the initial performance evaluation of the Department and during the period when the report was being finalized, the Division of Employment was reorganized. The reorganization generally followed the recommendations made by the U. S. Department of Labor Joint Evaluation Team. The reorganization and changes in personnel throughout the Department have effected both the ADP organization and the users of data processing services.

ADP Organization

Included in the reorganization was a complete restructuring of the ADP function. A Branch of Information Systems was created which has five sections.

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                        │   BRANCH    │
                        │     OF      │
                        │ INFORMATION │
                        │   SYSTEMS   │
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| RESEARCH AND ANALYSIS | REPORTS AND DATA PREPARATION | USER COORDINATION AND CONTROL | SYSTEMS DEVELOPMENT | ADP OPERATIONS |
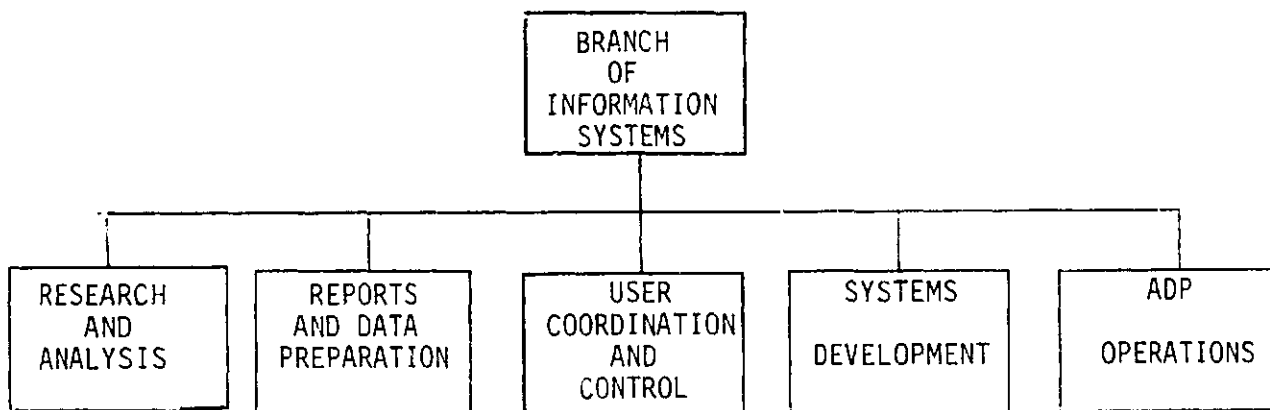
The User Coordination and Control, Systems Development and ADP Operations sections contain the classic ADP functions. The other two sections can be classified more in the nature of ADP users. Each of the sections has been assigned specific missions and functions which

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are in writing. All personnel in the sections are covered by current job descriptions (PC8s). The new organization structure was implemented in October of 1974. The Chief of the Branch was appointed under a one year contract from outside of the Department and the section heads were reassigned from within the previous ADP organization.

At the time of this follow-up review it was apparent to the evaluation team that the new organization was still undergoing readjustment. It of course took time for the new chief to familiarize himself with the various relationships, procedures and problems. The section heads had to adjust to their new responsibilities and relationships. Unfortunately this is further complicated by morale problems and a perceptible lack of cooperation within the Branch of Information Systems. This is to some extent attributable to significant adjustments being accomplished elsewhere within the Department. The lack of cooperation makes it extremely difficult to pinpoint the problems to systems, programming, operations or some combination of these. Without being able to pinpoint the problems it is next to impossible to make the necessary corrections. The only place this can be done is at the Branch Chief level. Because this position has been filled under a one year contract, which will be expiring in September, 1975, a decision will be required soon as to how this position will be filled after September. It is important that a decision be made on a permanent assignment to this position as soon as possible to overcome the internal organizational problems.

- FOLLOW-UP RECOMMENDATION #1

  FILL POSITION OF CHIEF OF THE INFORMATION SYSTEMS BRANCH ON A PERMANENT BASIS AS SOON AS POSSIBLE.

To further clarify some of the reasons for the difficulties being experienced by the ADP organization the following background is given. The Branch of Information Systems was established basically in accordance with the recommendations contained in the court ordered federal Joint Evaluation Team report of March 31, 1974. The position of Chief of the Branch was established in accordance with this report and the initial efforts of the Chief have been directed to implementing the report recommendations. As the report only dealt with the Employment Services functions of the Division of Employment the recommendations dealt almost exclusively with these functions. The largest users of ADP however, are in the Unemployment Insurance Branch and it is these systems which are experiencing the most difficulties. The Chief of the Information System Branch is aware of the organizational and systems problems and is now endeavoring to devote more time to these areas.

- FOLLOW-UP RECOMMENDATION #2

   VIGOROUSLY ENFORCE ACCOUNTABILITY FOR ALL FUNCTIONS WITHIN THE BRANCH OF INFORMATION SYSTEMS.

ADP Operations

This section has experienced a greatly expanded processing load due mainly to the several fold increase in the Benefits system processing. This is due to several factors. Included are an increased volume of regular unemployment claims, the addition of new Federal unemployment programs, programming errors, operational errors and software and hardware problems. The Benefits system was requiring from 26 to 35 hours to complete a cycle at the time of the evaluation team's visit. The increased running time of

this system has caused additional operational problems in all areas. Sufficient computer time is not available to the programmers for maintenance and development of new programs. Also there is not adequate time available for preventive maintenance. This has caused an increased number of hardware failures.

There have been a number of hardware and software problems most of which have been associated with the disk pack units. Burroughs has recently assigned a man full time to correct the software. Several of the software problems were corrected during this evaluation review. These include the difficulty of getting core dumps printed from the disk packs and the creation of duplicate files on the disk packs. The breakout-restart procedure for the disk packs which was to be included in the Master Control Program (MCP) still does not work and Burroughs does not know when it will be fixed. Burroughs is leaving the extra modules of the head per track disk at the site at no charge until the MCP is revised to handle the breakout problem.

An additional computer, Burroughs B4700 was placed in operation at the Employment Center in the middle of July. This is expected to alleviate the lack of computer time problem and allow for adequate preventive maintenance with a consequent significant reduction in hardware problems.

In addition to the hardware, software and program problems there are operational problems in tape handling and scheduling. In the initial evaluation report it was recommended that an

automated tape library system be developed and implemented.
Although portions of this have been programmed it has not been
completed because of more pressing priorities. Operations is
experiencing problems of using the wrong tapes and completion
and implementation of this system is still needed.

- FOLLOW-UP RECOMMENDATION #3

    COMPLETE AND IMPLEMENT AN AUTOMATED TAPE LIBRARY SYSTEM AS
    SOON AS POSSIBLE.

Computer scheduling is currently divided between UCC and
Operations. The User Coordination and Control Section receives
the user requests for processing as well as originates requests
for regularly scheduled jobs, and transmits them to operations.
The Computer Supervisor works up the detailed computer schedule
for each shift's processing. The users and the users' coordinator
group were experiencing difficulty in determining actual status
of jobs to be run and jobs completed. This is because of the
difficulty of contacting the computer supervisor because of his
other responsibilities.

- FOLLOW-UP RECOMMENDATION #4

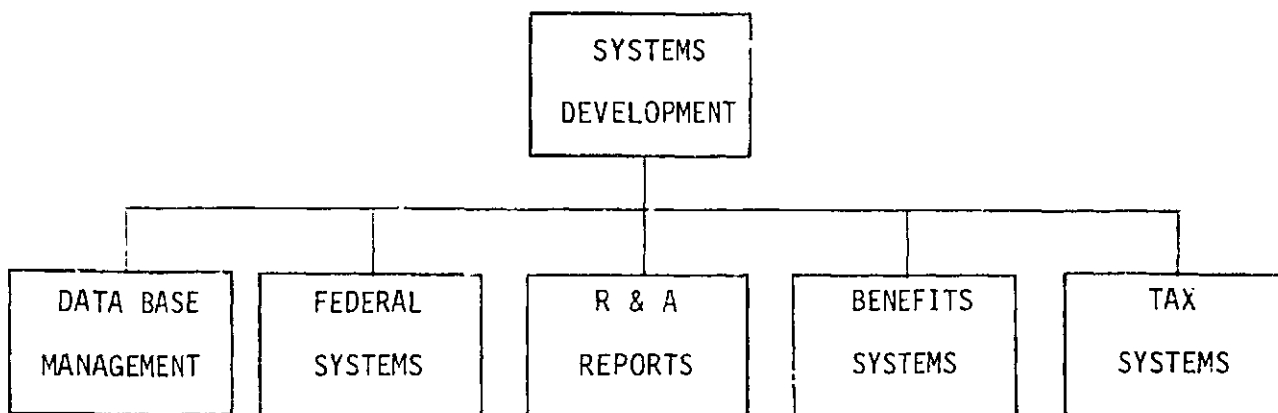   ASSIGN SCHEDULING RESPONSIBILITIES SO THAT THEY ARE ALL IN
    THE OPERATIONS SECTION AND ASSURE THAT TIME IS AVAILABLE TO
    PROVIDE USERS WITH THE STATUS OF THEIR RUNS.

All of the aforementioned software, hardware, system and
operational problems cause a significant number of reruns. Al-
through accurate statistics are not available it was estimated
that reruns amount to 20 to 30% of the computer run time.

The State Compensation Insurance Fund processing which was

in excellent shape at the time of our original evaluation has

been adversely effected by the expanded requirements for benefits

processing and the user is now dissatisfied.

Systems Development

This section consists of the Division of Employment's systems

analysts and programmers. The section was recently reorganized

from three to five teams.

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│DATA BASE│ │FEDERAL │ │ R & A  │ │ BENEFITS │ │  TAX   │
│MANAGEMENT│ │SYSTEMS │ │REPORTS │ │ SYSTEMS  │ │SYSTEMS │
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At the time of this follow-up the development personnel

were not actually functioning in strict accordance with these

team assignments. Due to a number of crisis situations, particu-

larly in the Unemployment Insurance system, the personnel were in

fact assigned to areas based on the worst current problems.

In reviewing the staffing of the teams it was noted that the

Benefits and Data Base Management areas do not have systems anal-

ysts. These are vital and large complex areas requiring both

analyst and programming skills. The Benefits area problems can

be attributed to some extent to a lack of a complete well rounded

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team assigned to this critical area. This is further verified by the fact that two outside contracts were recently let to enhance and optimize the Benefits system. These contracts totalling approximately $55,000 cover optimizing some current programs and adding random processing and on-line inquiry capability. It is the evaluation team's belief that this type activity should be carried on by properly structured regularly assigned staff. This will aid in later maintenance and development.

- FOLLOW-UP RECOMMENDATION #5

   ASSIGN & STAFF TEAMS FOR MAJOR SYSTEMS AREAS TO CARRY OUT ALL ADP FUNCTIONS OF USER INTERFACE, PROBLEM ANALYSIS, SYS-TEMS DESIGN, PROGRAMMING AND IMPLEMENTATION.

In the previous evaluation report it was recommended that an ADP standards manual be developed and that additional ADP training be scheduled. A standards manual has been started and is being added to as appropriate. Also the standard guidelines published by the Division of ADP in the Colorado ADP Management Manual are referenced by Employment's ADP development section.

Additional training is needed in areas of on-line programming and the use of direct access files. These should be worked out with Burroughs who provides such courses free of charge. There was some indication that it was not always easy to get courses scheduled with Burroughs as needed.

The problem with the breakout procedure, which was previously referred to under the ADP Operations portion of this report, is a problem that can and should be addressed by the Systems Development

Section. In the previous evaluation report is was recommended
that restart breakout procedures be developed on all jobs one-half
hour or more in duration. This has only been included in four pro-
grams and at least 50 more programs usually run in excess of one-
half hour. We were advised that because it was expected that
Burroughs would include their breakout procedure in their operating
system (MCP) for disk pack units it had not been included in the
application programs. There is still no assurance when Breakout
will be implemented in the operating system. The failure to have
this capability is adding substantial time to the length of reruns.

- FOLLOW-UP RECOMMENDATION #6

   IMMEDIATELY ADD RESTART BREAKOUT PROCEDURES TO DAILY PRO-
   GRAMS THAT ARE CAUSING SIGNIFICANT RERUN TIME. ADD THESE
   PROCEDURES TO ALL OTHER PROGRAMS WITH SIGNIFICANT RERUN
   TIME AS SOON AS POSSIBLE.

User Coordination and Control

The written mission for the User Coordination and Control
section is to insure the effective day-to-day operations of the
operational and informational systems and to insure that the oper-
ation of the systems are consistent with user needs. Basically
the section was established to provide improved response to user
needs. To assure this, the section is designated as the contact
point for all user ADP requests and problems. It has served this
purpose well in some instances. This is especially true in the
Employment Services (Manpower Services Branch) areas where the
users were very complimentary of the services provided by this
section. It has been less effective with the Unemployment Insur-
ance users and has not really been employed for the Federal System

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or State Compensation Insurance Fund. To some extent it is understandable that the section has not performed all its designated functions for all users because of its relative newness. However, it does appear that it functions most effectively for the relatively new and inexperienced users of ADP. In both the Federal Systems and State Compensation Insurance Funds areas there are user representatives who have employed ADP for a long time. They have worked directly with systems analysts, programmers and operations in developing and utilizing ADP systems. They believe it would actually hinder communications to insert another contact between them and the development and operations sections.

In the case of the Unemployment Insurance systems of Benefits and Tax the UCC section has played a useful role. They have been able to work with the users of these rather troubled systems on their problems and needs and this enables the development personnel to devote more of their time to improving the systems programs. However, there is still a need to involve the development staff when determining what specifically must be done to serve the users needs. As the users acquire personnel with increased experience dealing with ADP and as the systems become less crisis oriented it is probable the contacts will become more direct between the users and the operational and development staff. This would be especially true if the development staff consisted of experienced systems analysts heading up regularly assigned UI teams.

The scheduling function in this area deals mainly with control type functions. Requests are received for services (data creation and computer processing) and they are transmitted to Operations. Also, the section originates requests for regularly scheduled jobs. The detailed computer scheduling is handled by Operations. It has been somewhat difficult for the UCC section to determine actual status on computer runs so they can in turn advise the users. As previously stated this is partly due to the difficulty in contacting the appropriate personnel in Operations. As recommended under the Operations portion of this report a combining of the scheduling activity in Operations might alleviate this problem.

The establishment of user coordination and control functions as a separate section of an ADP organization is somewhat unique in State ADP. It is acknowledged that it takes time for a new section to become operational and effective. However, it appears to the evaluation team that certain functions of the organization are duplicated to some extent in the separate sections and some are relatively cumbersome. As users become more involved with their systems they tend to deal directly with the appropriate personnel. If Operations is staffed to provide processing status; and Development is staffed to work directly with the users the functions of the UCC would be diminished. As the users become increasingly sophisticated it appears that the mission of the UCC section should be reevaluated.

- FOLLOW-UP RECOMMENDATION #7

  GIVE STRONG CONSIDERATION TO REASSIGNING THE FUNCTIONS OF
  THE UCC SECTION TO THE OPERATIONS AND DEVELOPMENT SECTIONS.

Intra Relationship Problems

At the time of the evaluation teams visit there were various problems that could not be definitely assessed to a particular section. One rather frequent example is the use of the wrong program compile on a production run. This produces a bad file or an invalid report. In most instances it is not definitly established as to whether the fault is in operations or programming. It appears that the remedy is in the establishment and enforcement of adequate programming and operations procedures.

- FOLLOW-UP RECOMMENDATION #8

    ESTABLISH AND ADHERE TO COMPREHENSIVE AND EFFECTIVE OPERATING AND PROGRAMMING PROCEDURES.

SYSTEMS REVIEW

In this follow-up the evaluation team reviewed the current status of those major systems which were experiencing substantial difficulty.

Benefits System

The ADP workload for this system has increased several fold in the last year. A year ago the system processed around 2,000 claims a day and now it commonly processes 10,000 to 15,000 a day. There has been both an increase in the number of regular claims and an addition of new Federal Programs which provide for the unemployed. New programs include Extended Benefits (EB), Extended Coverage (EC) and Supplemental Unemployment Assistance (SUA). This not only caused a need for more processing time but also required extensive changes and additions to computer programs. At the same time the Benefits Section of the Unemployment Insurance Branch has experienced substantial changes in management personnel

as well as the addition of many new clerical employees. This not only required the complete training of the new employees but also a substantial training in the new procedures for all employees. This has caused and still causes many rejects in claims processing because of the failure to follow proper procedures. This is further complicated because of the lack of procedure manuals. Also the new program modules have had errors which further add to the processing problems. An example of some of the problems is the failure to balance the daily processing of Benefits by the proper allocation of expenditures to the Federal Government and the Employers. Some of this has been due to programming errors and some to operationsl errors both within the Benefits section and ADP Operations.

A users' procedure manual for Benefits is currently being completed under contract with the Branch of Information Systems. However, it is still necessary that employees be properly trained and that adequate management control be exercised. An automated system cannot operate effectively if the user is having internal procedural problems. Therefore it is essential that the manual procedures in the Benefits section be clearly defined and interfaced with the automated system. This requires analysis of what procedures are needed, including determining from the users' standpoint what is required from the automated system. The Chief of the Unemployment Insurance Branch advised that he was recommending a complete review of the Benefits system and procedures in order to determine what actions should be taken regarding the Benefits program processing.

● FOLLOW-UP RECOMMENDATION #9

IT IS RECOMMENDED THAT A COMPREHENSIVE REVIEW OF THE BENE-
FITS PROCESSING, BOTH MANUAL AND AUTOMATED, BE ACCOMPLISHED
AS SOON AS POSSIBLE. DOCUMENTATION AND TRAINING IN THE PRO-
PER MANUAL PROCEDURES SHOULD THEN BE COMPLETED. THE BENEFITS
AUTOMATED SYSTEM SHOULD BE REVISED AS NECESSARY TO MEET
EFFECTIVELY THE DETERMINED REQUIREMENTS. .

Tax System

This system is experiencing considerable difficulties and the user

is quite dissatisfied with its performance. A lack of sufficient con-

trols, poor turnaround, and programming and operational errors are

causes for concern. Although Information Systems has been able to make

many of the requested programming changes, there are still many more

requested. The system has been adjusted so much that it needs complete

redesigning to reduce errors and add the desired capability of on-line

inquiry. It is the feeling of the user that the system should be re-

placed by a similar system developed by the State of Louisiana. There

is some feeling in the Information Systems Branch that the system should

be redesigned internally to assure that it meets Colorado's needs.

Although several personnel from the UI and Information Systems branches

have looked at the Louisiana system there is no complete written analy-

sis of its feasibility for Colorado.

● FOLLOW-UP RECOMMENDATION #10

THE INFORMATION SYSTEMS BRANCH IN COOPERATION WITH THE UN-
EMPLOYMENT INSURANCE BRANCH SHOULD CONDUCT A COMPREHENSIVE
FEASIBILITY STUDY FOR A SYSTEM TO REPLACE THE PRESENT EM-
PLOYER SYSTEM (TAX, ETC.). THIS SHOULD INCLUDE ANALYSIS
OF OTHER STATE'S INCLUDING LOUISIANA AS OPPOSED TO IN-HOUSE
DEVELOPMENT.

State Compensation Insurance Fund

This system is processed at the Division of Employment Computer Center. Last year processing was very satisfactory. At the time of this follow-up visit the user was experiencing turnaround delays and difficulty in getting access to the computer for development efforts. It is expected that this will be alleviated with the installation of the new B4700 computer.

This section of the report contains a short statement of the recommendations made in the original evaluation report, a discussion of the current status and follow-up recommendations where applicable.

RECOMMENDATION #1

ESTABLISH A DEPARTMENTAL ADP PLANNING AND CONTROL COMMITTEE.

The Department established a System Steering Committee which consists of the Chiefs of the five Branches of the Division of Employment, Directors of the Divisions of Labor and State Compensation Insurance Fund and representation from the office of the Executive Director. Meetings have been held on a monthly basis since October, 1974. The functions of the committee were set out by the Department of Labor and Employment on page 74 of the August, 1974 evaluation report. Included in these functions are coordination of systems, alleviation of deficiencies in systems performance, resolving priorities and approval of new systems and revisions. In addition to recommending these functions the original evaluation report included the functions of ADP planning and budgeting. These were not included in the committee's statement of functions; nor were they addressed in the minutes of the meetings held so far. The minutes show that the Branch of Information Systems is providing extensive and meaningful communication to the committee members regarding various aspects of ADP and the procedures and problems of the Branch of Information Systems.

It was noted that the representative of the Division of Compensation Insurance Fund has only attended two meetings and the representative of the Division of Labor only one meeting. Thus far the meetings have dealt mostly

with only the Division of Employment problems. This is understandable to some degree because most of the current operating systems belong to this Division. However, the evaluation team feels that if the committee is to act as a Departmental committee all divisions must be represented and over-all ADP budgets and plans must be addressed by the committee.

- FOLLOW-UP RECOMMENDATION #11

  THE FUNCTIONS OF ADP PLANNING SHOULD BE INCLUDED IN THE WRITTEN CHARGE FOR THE DEPARTMENT SYSTEM STEERING COMMITTEE AND THE COM-MITTEE MEMBERS SHOULD BE MEANINGFULLY INVOLVED IN THESE FUNCTIONS.

- FOLLOW-UP RECOMMENDATION #12

  THE COMMITTEE SHOULD IN FACT OPERATE AS A DEPARTMENT WIDE COMMITTEE WITH REPRESENTATIVES IN ATTENDANCE AT ALL MEETINGS FROM ALL THREE DIVISIONS OF THE DEPARTMENT.

RECOMMENDATION #2

DEVELOP COOPERATIVE, COMPREHENSIVE AND CONTINUOUS ADP PLANS WITH THE DIVISION OF ADP AND IMPLEMENT THE APPROVED PLAN.

The Department has developed ADP plans for the Divisions of Employment and State Compensation Insurance Fund. The Division of ADP was furnished in May 1975 a copy of the SCIF plan which was approved by the Executive Director of the Department and a draft copy of Division of Employment's plan dated June 19, 1975. No plan has been received from the Division of Labor which currently receives its ADP services from the Division of ADP, Department of Administration.

The plans are written seperately rather than being structured into one Departmental ADP Plan. The plans are compatible and present overall goals, objectives and planned activities. More details need to be developed regard-ing specific terminal locations and costs, both for terminals and teleproces-

sing facilities. In this regard, the Department contracted for a report

regarding Communication's facilities. The report has been completed

but no specific recommendations have been made by the Department. Also,

more details will need to be developed regarding activities, personnel

and time frames.

- FOLLOW-UP RECOMMENDATION #13

    DEVELOP AN ADP PLAN WHICH INCLUDES ALL DIVISIONS OF THE DEPART-
    MENT AND IS CONSISTENT WITH THE DIVISION OF ADP MASTER PLAN.
    DEVELOP MORE DETAILS FOR THE PLAN, INCLUDING TERMINAL LOCATIONS,
    EQUIPMENT, COMMUNICATION FACILITIES, STAFFING, COSTS AND TIME
    FRAMES.

RECOMMENDATION #3

    CLARIFY WORKING RELATIONSHIPS, AUTHORITY AND RESPONSIBILITY BY
    DETERMINING RESPONSIBILITY, ESTABLISHING AUTHORITY, ESTABLISHING
    ACCOUNTABILITY AND FORMALIZING THE "CHAIN OF COMMAND" PRINCIPLE.

As discussed under the current status portion of this report, the

Department has reorganized the ADP function. Mission and function

descriptions have been written for the ADP sections and job descriptions

(PC 8's) have been updated for ADP personnel. As pointed out previously,

there are problems of adjustment to the new organization. Relationships

and responsibilities are not clearly understood and there is some over-

lapping of functions. Duties, functions, authority, responsibility,

decisions, expectations and accountability are not being enforced sufficient-

ly at all levels of ADP.

RECOMMENDATION #4

    REQUIRE THE USERS OF ADP PRODUCTS AND SERVICES TO PERFORM COST/
    BENEFIT ANALYSIS ON PROPOSED SYSTEMS PROJECTS.

RECOMMENDATION #5

REQUIRE ADP FEASIBILITY STUDIES ON ALL NEW ADP WORK AND SIGNIFICANT CHANGES TO EXISTING SYSTEMS.

The primary responsibility for analyzing requests for ADP services rests with the User Coordination and Control Section of the Branch of Information Systems. The System Steering Committee has the responsibility to approve new systems and substantial revisions to existing systems which have been evaluated by and recommended for adoption by the Chief, Information Systems Branch.

The evaluation team found that in most cases requests for revisions are accepted from users, assigned a priority and placed on a schedule for implementation. In very few cases are analyses performed regarding cost and/or feasibility. In most instances a full analysis is not needed as the changes involve modifications to existing programs. However, it was apparent that there are areas which currently need complete feasibility studies. Included in these are the previously mentioned areas of; Benefits system redesign, Tax system redesign or selection of another State's system and the use of on-line inquiry systems. It was noted that the four written feasibility studies which the evaluation team reviewed did not include recommendations but rather left that up to the Steering Committee. It would be preferable to make definite recommendations to the committee.

- FOLLOW-UP RECOMMENDATION #14

   THE DEPARTMENT SHOULD IMPLEMENT MORE FULLY RECOMMENDATIONS NUMBERS 4 AND 5 OF THE ORIGINAL REPORT.

RECOMMENDATION #6

REQUIRE PRODUCT-LIFE-CYCLE FUNCTIONS (PROJECT INITIATION MILESTONES, CHECKPOINTS, APPROVALS AND COMPLETION DATES).

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Generally this recommendation is being adhered to through use of forms

for cost estimating, acceptance and development (SD 1089, 1090, and 1091).

However, greater use of planning techniques containing milestones/checkpoints

would be beneficial.

RECOMMENDATION #7

REQUIRE ADEQUATE LEAD TIME FROM THE FEDERAL MANPOWER ADMINISTRATION FOR
ALL ACTIVITIES.

While this cannot be completely controlled by the Division of Employment,

the situation has improved.

RECOMMENDATION #8

REQUIRE THE MANAGER OF ADP SERVICE CENTER I TO PERFORM LESS TECHNICAL
FUNCTIONS AND MORE MANAGEMENT OF THE ADP ACTIVITIES.

Implemented through reorganization.

RECOMMENDATION #9

REQUIRE THE EFFECTIVE USE OF ALL ADP STAFF WITHIN THEIR CERTIFIED JOB
CLASSES AND DESCRIPTIONS.

Basically this recommendation has been implemented with some deviation

of certain job titles in the UCC section and the failure to have systems

analysts in some areas where substantial systems work is required.

RECOMMENDATION #10

RECONSIDER THE VALUE OF IN-HOUSE MODIFICATION OF FEDERAL ADP PACKAGED
SYSTEMS.

This recommendation has been implemented and modifications are no

longer made.

RECOMMENDATION #11

IMPROVE THE SCHEDULING OF WORK ON THE B3500 BY REQUIRING THE USERS TO PROVIDE WEEKLY, MONTHLY AND ANNUAL WORKLOAD PROJECTIONS.

Development of long term schedules is one of the assignments of the UCC section. Other scheduling problems are addressed under the current status portion of this report.

RECOMMENDATION #12

IMMEDIATELY START TAKING ADVANTAGE OF ALL APPLICABLE FREE TRAINING COURSES IN ADP OFFERED BY BURROUGHS AND THE FEDERAL GOVERNMENT.

The UCC section has scheduled courses for training and the Development section has requested and received courses from Burroughs. There is some difficulty in getting needed courses when required.

RECOMMENDATION #13

REQUEST FUNDS IN THE FISCAL 1974-75 BUDGET TO PROVIDE FOR TRAINING TRAVEL EXPENSES.

Travel funds for training are not needed as adequate training is available locally.

RECOMMENDATION #14

IMMEDIATELY DEVELOP PROGRAMMING RESTART (BREAKPOINT) PROCEDURES ON ALL JOBS ONE-HALF HOUR OR MORE IN DURATION.

Breakout procedures have been implemented in only four programs, although there are approximately 50 programs that run in excess of one half hour. See discussion under Operations and Development portions of the Current Status section of this report.

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RECOMMENDATION #15

PROHIBIT ALL UNAUTHORIZED PERSONNEL FROM COMPUTER ROOM.

This recommendation has been implemented.

RECOMMENDATION #16

REQUEST FUNDS FOR MAINTAINING ADEQUATE HUMIDITY AND TEMPERATURE REQUIRE-
MENTS IN THE COMPUTER ROOM.

A request for proposal has been sent out to obtain the necessary equip-
ment for maintaining the proper environment.

RECOMMENDATION #17

DEVELOP FORMAL ADP STANDARDS, USER MANUALS AND UPDATE ALL DOCUMENTATION.

A systems standards manual has been started and is being added to. The
initial user manual, which will be a model for additional manuals, is cur-
rently being completed.

RECOMMENDATION #18

DEVELOP AND IMPLEMENT AND AUTOMATED TAPE LIBRARY SYSTEM.

In the initial audit many problems were being attributed to the loss
or use of the wrong magnetic tape files. Before the final report was written
we were informed that an automated tape library system was almost ready for
implementation. In this follow-up it was found that the project had been
deferred because of other more pressing priorities.

Problems still exist with magnetic tape handling procedures and there-
fore we still recommend the implementation of an automated tape library
system.

A recommendation regarding the implementation of an automated tape library is included in the current status portion of this report.

RECOMMENDATION #19

ELIMINATE PUNCH CARD INPUT AND THUS ALSO COMPUTER GENERATED PUNCH CARDS WHERE THE AUTHORITY TO DO SO IS IN THE DIVISION OF EMPLOYMENT.

In the initial evaluation it was observed that a great number of cards were being used as input for the Unemployed Insurance section. Moreover a large number of cards were being punched by the computer converting Key-Disc-Tape to cards. Also in certain instances many CUC1 cards are used for Employers reports. These are then re-loaded and rerun for the ES202 system, rather than utilizing a card to tape utility program in the first place.

It is the opinion of the evaluation team that these procedures are not efficient and should be discontinued immediately.

- FOLLOW-UP RECOMMENDATION #15

  THE DEPARTMENT SHOULD IMPLEMENT RECOMMENDATION #19 OF THE ORIGINAL REPORT.

RECOMMENDATION #20

CONSIDER THE USE OF MANAGEMENT ANALYSTS TO INTERFACE BETWEEN THE USERS OF ADP PRODUCTS AND SERVICES AND THE ADP STAFF.

The Department has utilized management analysts on special ADP related problems. It is suggested they could make a more significant contribution by being involved in broad areas such as establishing comprehensive procedures for optimizing Benefits processing.
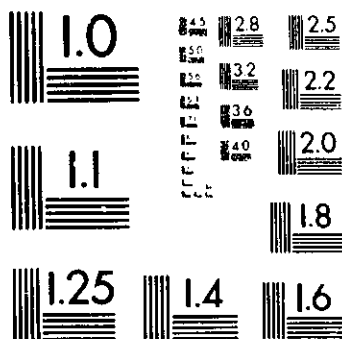
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