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Description of document: National Labor Relations Board (NLRB) Current Plan to replace the NxGen case management system 2024-2025

Requested Date: 29-June-2024

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Source of document: FOIA Request  
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SecureRelease: <https://www.securerelease.us/FOIA.gov>

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UNITED STATES GOVERNMENT  
**NATIONAL LABOR RELATIONS BOARD**  
FREEDOM OF INFORMATION ACT BRANCH  
Washington, D.C. 20570

Via email

February 27, 2025

Re: FOIA Request No. 2024-NLFO-02675

This is in response to your records request, under the Freedom of Information Act (FOIA), 5 U.S.C. § 552, submitted on June 29, 2024, and received on September 16, 2024, in which you seek a “copy of the current plan to replace the NxGen case management system.” You assumed financial responsibility for the processing of your request in the amount of \$40.00.

We acknowledged your request on September 17, 2024.

Your records request is granted in part and denied in part, as explained below.

Search inquiries were directed to the Agency’s Procurement Office and its Division of Operations-Management. Staff conducted searches and found no responsive records. Additional search inquiries were made to the Office of the Chief Information Officer (OCIO). OCIO Staff conducted searches, which located 34 pages of responsive records. These records are being released to you through the SecureRelease portal.

After a review, I have determined that certain information in the records is exempt from disclosure under Exemptions 6 and 7(E) of the FOIA (5 U.S.C. § 552(b)(6) and (b)(7)(E)). Specifically, redactions have been applied to protect the privacy interests of individuals named in the records pursuant to FOIA Exemption 6, which protects personally identifiable information, the release of which would constitute a clearly unwarranted invasion of personal privacy, and FOIA Exemption 7(E), which protects non-public Agency intranet web addresses. See, e.g., *Poitras v. DHS*, 303 F.Supp.3d 136, 159 (D.D.C. 2018) (withholding “protected internal e-mail addresses, non-public intranet web addresses, and a secure internal e-mail tool” because disclosure would increase risk of unauthorized access to agency’s IT system). 5 U.S.C. § 552(b)(6) and (b)(7)(E).

Finally, in accordance with the FOIA Improvement Act of 2016 and applicable case law, the FOIA Branch has undertaken a two-step analysis to apply the foreseeable harm standard. Here, for the records being redacted in part, we have

determined that i) the redacted information is exempt from disclosure pursuant to the FOIA exemptions, as explained above; and ii) a foreseeable harm would result from disclosure. Accordingly, we are only redacting portions of the records that satisfy both criteria.

For the purpose of assessing fees, we have placed you in Category C, as a representative of the news media, in that you qualify as a person “actively gathering news for an entity that is organized and operated to publish or broadcast news to the public.” NLRB Rules and Regulations, 29 C.F.R. § 102.117(d)(1)(vii). Given your placement as a media requester, there is no charge assessed for this request.

You may contact Jodilyn Breirather, the FOIA Specialist who processed your request, at (414) 930-7208 or by email at [Jodilyn.Breirather@nrlb.gov](mailto:Jodilyn.Breirather@nrlb.gov), as well as the Agency’s FOIA Public Liaison, for any further assistance and/or to discuss any aspect of your request. The FOIA Public Liaison, in addition to the FOIA Specialist, can further explain responsive and releasable agency records, suggest agency offices that may have responsive records, and/or discuss how to narrow the scope of a request to minimize fees and processing times. The contact information for the FOIA Public Liaison is:

Kristine M. Minami, FOIA Public Liaison  
National Labor Relations Board  
1015 Half Street, S.E., 4<sup>th</sup> Floor  
Washington, D.C. 20570  
Email: [FOIAPublicLiaison@nrlb.gov](mailto:FOIAPublicLiaison@nrlb.gov)  
Telephone: (202) 273-0902  
Fax: (202) 273-FOIA (3642)

After first contacting the Agency, you may additionally contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA dispute resolution services it offers. The contact information for OGIS is:

Office of Government Information Services  
National Archives and Records Administration  
8601 Adelphi Road-OGIS  
College Park, Maryland 20740-6001  
Email: [ogis@nara.gov](mailto:ogis@nara.gov)  
Telephone: (202) 741-5770  
Toll free: (877) 684-6448  
Fax: (202) 741-5769

You may obtain a review of this determination under the NLRB Rules and Regulations, 29 C.F.R. § 102.117(c)(2)(v), by filing an administrative appeal with

the Division of Legal Counsel (DLC) through the SecureRelease portal (using the "Create Appeal" button on the "Details of Request" page) or by mail or email at:

Nancy E. Kessler Platt, Chief FOIA Officer  
National Labor Relations Board  
1015 Half Street, S.E., 4<sup>th</sup> Floor  
Washington, D.C. 20570  
Email: DLCFOIAAppeal@nlrb.gov

Any appeal must be postmarked or electronically submitted within 90 calendar days of the date of this letter. Any appeal should contain a complete statement of the reasons upon which it is based.

Please be advised that contacting any Agency official (including the FOIA Specialist, FOIA Officer, or the FOIA Public Liaison) and/or OGIS does not stop the 90-day appeal clock and is not an alternative or substitute for filing an administrative appeal.

Sincerely,

*/s/ Synta E. Keeling*

Synta E. Keeling  
FOIA Officer



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# Enterprise Services - Mission System



Mission effectively applies enterprise architecture, IT investment management processes and controls to integrate and modernize NLRB's systems which support the case management process. Successfully developing and integrating the functionality of our Mission systems investments which consist of Imaging Products (Faxes, Scanners), Case Management Products (NxGen, FTS, JCMS) and Data Products (BI Reporting/Analytics, EDW, SOLR/iSearch).

OCIO's mission is to modernize its 15-year-old legacy NxGen case management system, which has become inadequate in today's fast-paced digital environment, where user expectations for efficiency, accessibility, and ease of use are rising. While the current system functions, it struggles to meet contemporary workflow demands, prompting OCIO to commit to transforming it into a modern, user-friendly application that enhances operational efficiency and user satisfaction. Leveraging the NLRB investment and expertise, this modernization initiative will adopt innovative tools to streamline workflows, improve data management, and create intuitive user interfaces for easier navigation. Additionally, ensuring seamless integration with current technologies will foster collaboration among stakeholders, facilitating better access to information and enhancing decision-making. The Case Management System Modernization (CMSM) is essential not only for upgrading functionality but also for responding to increasing demands for efficiency and transparency, making it critical to outline the rationale, challenges, project timeline, and key deliverables for Phase 1. For more information about the modernization project and upcoming developments, please visit the CMSM Home Page.

## Mission Systems Staff



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## NxGen How-To-Guides

We have been writing and gathering how-to's, and guides for just about everything pertaining to NxGen at the NLRB. See if we have the solution to your [NxGen Questions](#)

### Mission Services

FOIA/FTS

Imaging Product

Data & Reporting Services

NxGen

JCMS



[Return to Mission Home Page](#)

## ^ Introduction

OCIO's mission is to modernize its 15-year-old legacy NxGen case management system, which has become increasingly outdated in today's fast-paced digital landscape. As technology evolves, so do user expectations for efficiency, accessibility, and ease of use. The current NxGen system, while functional, struggles to meet the demands of modern workflows and user experiences. Recognizing the urgency to replace this aging system, OCIO is committed to transforming it into a modern, user-friendly application that significantly enhances operational efficiency and user satisfaction.

To achieve this goal, OCIO plans to leverage the NLRB investment and extensive experience in implementing cutting-edge technology solutions. This partnership will facilitate the adoption of innovative tools and practices that streamline workflows, enhance data management, and improve overall system performance. The modernization effort will prioritize the development of intuitive user interfaces that allow for easier navigation and interaction, ultimately empowering users to work more effectively.

Additionally, the initiative will focus on ensuring seamless integration with current technologies, allowing for better connectivity with other systems and platforms. This integration is vital for creating a more collaborative environment where stakeholders can access and share information effortlessly, leading to improved decision-making and case management processes.

By prioritizing these enhancements, OCIO is not only upgrading the functionality of its case management system but also fostering a more responsive and effective environment for all users involved. The shift to a modern application is essential for keeping pace with evolving demands, enhancing user engagement, and ultimately delivering better outcomes in case management.

The Case Management System Modernization (CMSM) is a critical component in managing cases, serving as the backbone for organizing case files and legal documents. However, the growing demands for efficiency, transparency, and accessibility highlight the urgent need for modernization of this mission-critical application. This webpage outlines the rationale behind the modernization project, the current challenges with the legacy system, the project timeline, and the key deliverables for Phase 1.

## ^ Scope Overview

This CMSM is structured into three distinct phases, each aligned with four key tasks that will guide the successful implementation of the project.

## Phase 1: Technical Management and Oversight

- **Task 1: Agile Software Development Lifecycle (SDLC) Management**

The first task focuses on providing comprehensive technical and general management oversight throughout the agile software development lifecycle (SDLC). This oversight will be integral to all subsequent tasks in the project, ensuring that best practices are followed, and that the development process remains aligned with project goals.

## Phase 2: Establishing Operational Environments

- **Task 2: Pilot and Pre-Production Environments**

The second task, aligned with Phase 1, aims to establish operational Pilot and Pre-production environments. This will involve utilizing the Microsoft Azure Product Suite to create a robust Case Management solution. Supporting artifacts will be developed to lay a solid foundation for the subsequent phases. Additionally, this task will include the creation of an Implementation Plan for the full rollout across the Agency Headquarters and regional offices.

## Phase 3: Agency Roll-Out Activities

- **Tasks 3 and 4: SDLC Activities and Production Roll-Out**

The third task aligns with the activities outlined in Task 1, focusing on executing the SDLC activities necessary for the initial roll-out of the solution. This will occur according to the agreed-upon Implementation Plan and will be conducted within the Pre-production

## ^ Why Modernization is Required

- **Enhancing Efficiency:** As systems face growing caseloads, outdated technology can lead to bottlenecks in case processing. Modernizing the CSMS will streamline workflows, automate repetitive tasks, and reduce the time required for case management.
- **Improving User Experience:** Agency staff and stakeholders, including attorneys and the public, require intuitive and user-friendly interfaces. A modern system will enhance usability, making it easier for users to navigate and access critical information.
- **Ensuring Compliance and Security:** Legacy systems often struggle to keep up with evolving legal standards and cybersecurity threats. A modern CSMS will incorporate up-to-date security protocols and compliance features to protect sensitive data and maintain public trust.
- **Facilitating Data-Driven Decisions:** Modern analytics capabilities will empower judiciary administrators with insights derived from real-time data, enabling informed decision-making and resource allocation.

## ^ Current Problems with the Legacy System

- **Outdated Technology:** The existing NxGen is built on antiquated architecture that limits functionality and integration with other systems.
- **Limited Accessibility:** Users face challenges accessing the system remotely or on mobile devices, hampering productivity.
- **Inefficient Case Workflows:** Manual processes and paper-based documentation create delays and increase the risk of errors.
- **Lack of Support:** As technology ages, support for the legacy system becomes increasingly scarce, leading to higher maintenance costs and risks of system failures.

## ^ Transition to a Reliable Architecture: Funding and Project Progression

In light of the significant challenges presented by its aging Case Management System, NxGen, NLRB recognized an urgent need for modernization. The 15-year-old system had become increasingly burdensome, characterized by outdated software and inadequate integration, which resulted in frequent outages during routine updates. These disruptions not only hindered access to essential documents for case processing but also led to thousands of hours of lost productivity among staff. Furthermore, NxGen's limitations heightened the Agency's vulnerability to cybersecurity threats, underscoring the critical importance of modernization.

NLRB's overarching objectives extend beyond mere modernization; they focus on enhancing customer experience (CX) and user experience (UX) while driving transformational change within the organization. To address these urgent concerns, NLRB turned to the Technology Modernization Fund (TMF) for financial support to initiate a comprehensive overhaul of its systems. The Agency aimed to replace its legacy infrastructure with a more reliable and flexible architecture capable of meeting contemporary demands. As part of this effort, NLRB issued a Request for Information (RFI) and invested \$2.9 million in a proof of concept. This investment was essential in outlining the future system architecture and identifying the most suitable technology solutions.

Subsequently, after submitting a proposal to TMF, NLRB successfully secured \$23 million in funding to facilitate the development, software acquisition, and payroll for the OCIO personnel involved in the project. An initial allocation of \$7.8 million has been designated for the first phase, with additional funding dependent on achieving specific performance metrics. This represents a significant milestone in the Agency's journey toward a more efficient and secure operational framework.

This transformative effort is pivotal not only for enhancing productivity and security but also for ensuring that the NLRB can effectively meet the evolving needs of its stakeholders. By prioritizing CX and UX, the Agency aims to create a more responsive and accessible environment, ultimately fulfilling its mission in a modern, secure, and efficient manner.

## ^ Project Duration and Timeline for Phase 1



The modernization project will be executed in phases, with Phase 1 was commence in July 2024 and conclude in July 2026. This initial phase is expected to last approximately 12 months, allowing for a focused approach to transforming the core functionalities of the Case Management System.

**Phase 1 Achievements**

During Phase 1, we will lay the groundwork for a more efficient and user-friendly Case Management System. The Key achievements will include:

**1. Case Workflows Modernization**

- Redesigning case management workflows to improve efficiency and reduce processing times.
- Implementing automated notifications and updates for stakeholders, keeping everyone informed throughout the case lifecycle.

**2. User Training Videos and Manuals**

- Developing comprehensive training materials, including video tutorials and user manuals, to facilitate smooth transitions for all users.
- Conducting training sessions to ensure staff are proficient in using the new system.

**3. Data Migration**

- Planning and executing the secure migration of existing case data from the legacy system to the new system.
- Ensuring data integrity and accuracy throughout the migration process.

**4. Document Migration**

- Transitioning physical and electronic documents into the new system, allowing for centralized access and streamlined document management.
- Implementing a robust document management framework to categorize, store, and retrieve legal documents efficiently.

**5. User Acceptance Testing Environment Configuration**

- Setting up a user acceptance testing (UAT) environment to facilitate thorough testing of the new system.
- Engaging stakeholders in UAT to gather feedback and ensure that the system meets operational needs before going live.

^ **Summary**

The modernization of the Case Management System is a critical step towards enhancing the effectiveness and efficiency of our judicial processes. By addressing current challenges and leveraging modern technology, we aim to provide a robust platform that supports the administration of justice. We invite all stakeholders to engage with us throughout this journey, as we work together to build a more efficient, secure, and user-friendly case management system.



CMSM Communications Plan.pdf



CMSM Program Charter.pdf





# **Case Management System Modernization (CMSM) Program Charter**

**November 25, 2024**

## CHANGE LOG

<b>Version ID</b>	<b>Date</b>	<b>Description</b>
1.0	10/18/2024	Initial Draft
1.1	11/25/2024	Updated based on OCIO comments; published version

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## Introduction

The primary objective of this program is to govern the Case Management System Modernization (CMSM) implementation efforts throughout the software development lifecycle, Production implementation and into the Operations and Maintenance support phase. The Office of the Chief Information Officer (OCIO) Mission Systems Branch will be implementing a cloud-based system architecture system that will support regular product enhancements, future technical and functional recommendations, as well as the technical upgrades for the new generation version of the core agency-wide case management system. The new solution will leverage NLRB’s investment and experience with Microsoft Azure focused cloud development features and product suites that will be integrated with the current NLRB Public Website, SOLR (for case search) and Judicial Case Management System (JCMS) systems.

## Business Case and Objectives

The Case Management System Modernization (CMSM) project will replace the NLRB’s 17-year-old electronic case management system (NxGen). The current system’s outdated architecture and lack of agility has caused operational challenges across the Agency, delaying case processing in field offices, hampering effective management, and impeding the provision of reliable data to internal stakeholders, other agencies, and the public. The IT Service Desk has received an escalating number of user complaints, and data reliability issues have been flagged in IG audits. The system is also failing to keep up with federal technological standards, presenting an increased cybersecurity risk. Years of manual interventions and emergency system patches to keep the system operational have resulted in “spaghetti code.” Two recent system updates, for example, caused Agency-wide outages during core working hours that significantly impacted employees’ productivity, requiring employees to use manual workarounds or pause on affected assignments. For several years, the Agency has sought funding for a full system replacement

## Scope Management, Timeline and Performance Metrics

The CMSM Program will run over two years to manage the existing contract, with production Go-live planned for July 2026 and post-production support running from August 2026 through September 2026.

- Phase One: 9/20/24 through 9/19/25
- Phase Two: 9/20/25 through 9/19/26

Development Period	SDLC Phase
Phase One	
<u>Performance Outcomes</u>	

Modernize case workflows in development and test environment	
Migration of data and content to the new data platform in development and test environment	
Integration with external systems in development and test environments	
Update manual and automated test scripts	
Develop system administration and user training videos and manuals	
Ensure infrastructure and environment readiness for all environment	
Initial security and Authority to Operate documentation (ATO) created	
Migrate data to the new data platform in pre-prod environment	
Migrate content to the new content management platform in pre-prod environment	
Migrate functional code base and user interface in pre-prod environment	
Conduct User Acceptance Testing (UAT) in pre-prod environment	
Production environment stand-up	
<b><u>Performance Metrics</u></b>	
70% of all case workflows modernized in development and test environments.	July '24 – September '25
Creation and initial distribution of user training videos and manuals	January 25 – March '25
50% of manual and automated test scripts ready in development and test environments	January 25 – March '25
75% of data migrated to the new data platform in development and test environments	April '25 – June '25
50% of content migrated to the new content management platform in development and test environments.	January 25 – March '25
60% User Pre-production / Acceptance Testing (UAT) environment configured	July '25 – September '25
70% of data migrated to the new data platform in Pre-Prod (UAT) environment.	April '25 – June '25

70% of content migrated to the new content management platform in Pre-Prod (UAT) environment.	April '25 – June '25
50% Completion of UAT; CMSM testing acceptance	July '25 – September '25
<b>Phase Two</b>	
<b><u>Performance Outcomes</u></b>	
UAT fully completed with Agency signoff	
ATO fully approved with Agency signoff	
Interface development of EDW, public portal data interchange systems, JCMS, reporting and other support applications fully production-state operational	
Modern case management system go-live	
Legacy NxGen system in read-only verification mode through support period	
Production support and O&M	
Legacy NxGen system decommission Q4 FY26	
<b><u>Performance Metrics</u></b>	
100% ETL data mappings completed	October '25 – December '25
100% Incremental Data Loads	October '25 – December '25
100% Reporting Dimensional Modeling completed and validated in new reports	January '26 – March '26
Public web data confirmed to be 100% in sync with CMSM	April '26 – June '26
100% Successful production deployment and go-live	July '26
Legacy NxGen system Fully Decommissioned and Support Contracts Closed-out	August '26 – September '26

To manage and deliver to these required metrics, the CMSM program will leverage the following governance meetings to manage the functional scope of development items:

Meeting	Scope	Cadence
Sprint Planning	Planning meeting to identify features for the two-week sprint development cycle	Every other week (bi-monthly on XYZ)
Sprint Review Demonstrations	Demonstration of the previous Sprint completed functionality	Every other week (bi-monthly on Wednesday)



Technical Review Board (TRB)	Review any change requests, outstanding items, software requests and other decisions that are required	Weekly (Thursday)
Change Advisory Board (CAB)	OCIO meeting to review, track and approve software change requests	Weekly (Thursday)

The CMSM Program will maintain governance and management artifacts in the following locations:

Site Link	Resource Utilization
<a href="#">CMS Modernization - Detailed Plan</a>	Web version of project web that is actively maintained and collaborated on by the project team
<a href="#">CMSM Artifact Repository</a>	Maintains active and archived governance and management documents. MS Project version of the detailed plan is housed here for external stakeholders and participants.
<a href="#">CMSM DevOps Repository</a>	Development items, sprint packaging and issue tracking will be managed through the team's DevOps site

## CMSM Timeline

The CMSM Program will run for two years, with production Go-live planned for July 2026 and post-production support running from August 2026 through September 2026. There will be eight functional releases into the pre-production / UAT environment. The planned functional areas per each release are as follows:

		OY1					OY2									
Global Alliant		eSkan Modernization Roadmap														
		Development / Testing Phase									Prod Phase					
		Jun-24	Jul 24 - Sep 24	Oct 24 - Dec 24	Jan 25 - Mar 25	Apr 25 - Jun 25	Jul 25 - Sep 25	Oct 25 - Dec 25	Jan 26 - Mar 26	Apr 26 - Jun 26	Jul 26	Aug-26 to Sep-26				
Development	UI	Jun-24	Inquiry, C & R Cases (Case Create)	C Case Actions (Investigation, Complaint, Deferral, Dismissal, Withdrawal, Appeals),	Tasks (Document, Due Dates, EOTs, Approvals, Target Dates),	Hearings, ALJ, Board, JCMS, Court of Appeals, Supreme Court	HQ Guidance, 10(J), District Court, Court of Appeals (contd.)	R Case Actions (Pre-Election, Election, Post-Election), Representation Appeals	Settlement, Remedies, Compliance, Special Projects, Search, Subscriptions, CiteNet	Iterative enhancements to the UX and business processes	Prod Phase	O&M				
	Backend			R Case Actions (Investigation, Dismissal, Withdrawal)	Doc Generation, eFiling, eIssuance											
DB/Box																
Data Migration	Target schema creation, Data migration tool/process & strategy   Prod Data Migration															
Content Management & Migration	Finalize Content Migration Tool			Content migration planning & strategy   Prod Content Migration												
Integrations	E-Filing, JCMS, EDW, Indy, eIssuance/GovDelivery, Imaging, eService Signature Workflow, SOLR								Full Integrations testing and enhancements							
Testing	Test Plan Document, Automation Testing, UAT															
DevOps	Infrastructure, Licensing, Environment Configurations, Environment Setup															
Training	User Manual Documentation Training Videos Development								User Training							
Deployment	Pre-Prod Phase															

## Delivery Workstreams

The CMSM Program will manage work defined in fourteen workstream areas, they include:

Workstream	Delivery Focus
Program Management	Manages overall project scheduling, resources, sprint planning and actives, release planning, backlog, risk and issue tracking, reporting and communications, support for the Customer Experience (CX) activates
Case Management Functionality	Design, development and testing of the NLRB case management system, system support documentation, issue tracking and resolution, release management and support
Content Management Functionality	Design, development and testing of the NLRB content management system, content migration from legacy Documentum, system support documentation, issue tracking and resolution, release management and support
System Integration	Design, development and testing for all integration points with external systems in support of CMSM, system support documentation, issue tracking and resolution, release management and support

Data Migration	Design, development and testing for all data required to be migrated from the legacy Siebel, Documentum and other external system in support of CMSM, system support documentation, issue tracking and resolution, release management and support
Database Management	Design, development and testing of new schema models required to support a functional case, content and reporting systems, system support documentation, issue tracking and resolution, release management and support
Requirements Management	Requirements documentation and repository management, requirement transformations, workflow designs, process flows and checkpoints, business user engagement and concurrence of current and to-be requirements, training and user issue support
Security / ATO	Security documentation and implementation verification, ATO and other required certification support, design and system validation for security compliance
System Administration / User Management	Back system implementation, set-up and support for the develop and program management to manage CMSM
Training	Training material development and refinement, user training delivery throughout the pre-UAT, UAT and post production phases
Quality Assurance	Verification and validation testing of the core case management, content management, data verification, system integration and reporting functionality. Issue identification documentation, tracking and re-validation, release management support into pre-UAT, UAT and Production.

## Stakeholders

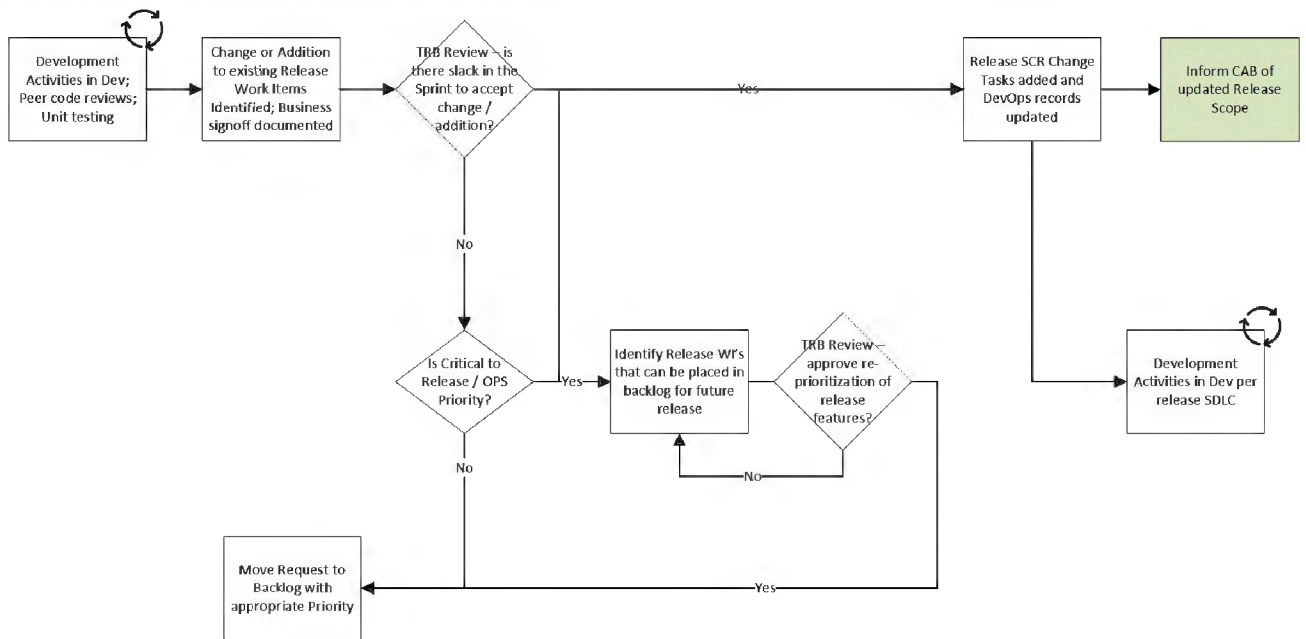
CMSM Stakeholders are the key to the success of the program, we will manage three member groups defined as follows:

Stakeholder Group	Members	Functional Focus Areas
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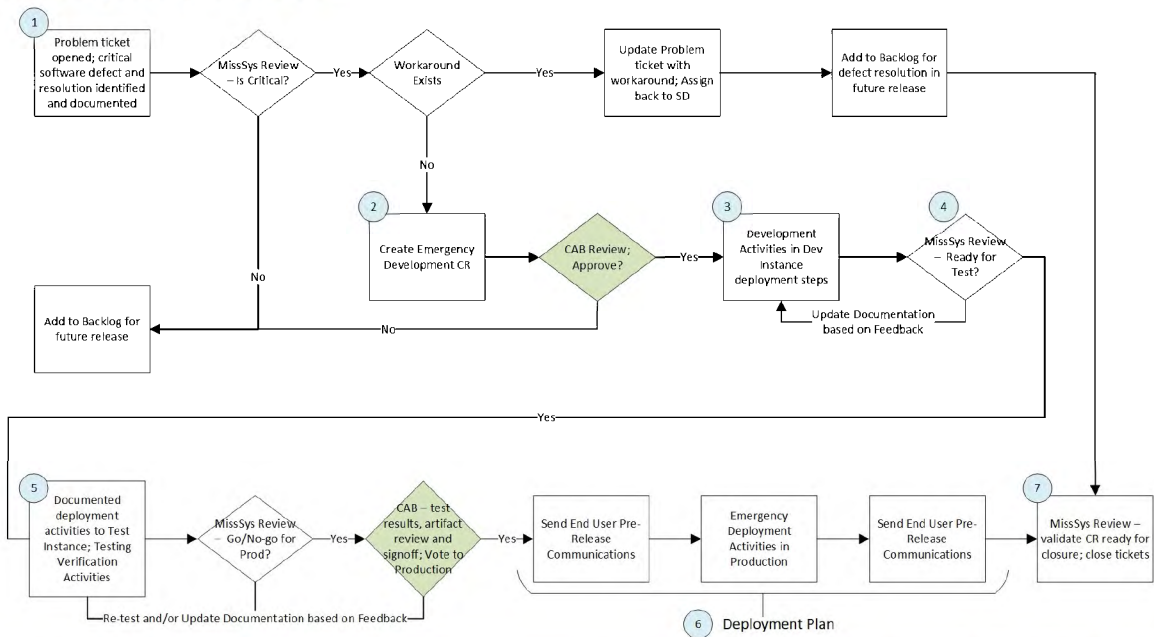
Executive Committee / Stakeholders	Leadership Team	<p>Briefed on overall program status and milestones, TMF budget status and repayment, TMF goal status, Key Risk and Issues</p> <p>Responsible for final decision making for high value and priority items</p> <p>Members of the Integrated Project Team (IPT)</p>
Advisory Committee	Key Office Representatives	<p>Responsible for functional requirements and design decisions</p> <p>User communications</p> <p>Establishes and executes user training</p> <p>Potential members of the Integrated Project Team (IPT)</p>
Regional Champions	NxGen super users	<p>Key change management champions</p> <p>Provide user training</p> <p>POCs for issue and resolution coordination</p> <p>Gather and communicates change request and system enhancement recommendations</p>



# Software Change Request (SCR)



# Emergency Release



	Trigger Event	Input	Action	Output	SNOW Requirements
1	Problem ticket created based on critical software defect	SNOW ticket	Identify issue, resolution, level of effort and impacts	Updated SNOW ticket	
2	MissSys approval to move Problem CR forward	Documented resolution steps	Create CR	New CR	A) Header: Required fields, App, Priority, Risk, Short Desc, Desc; B) Schedule: Planned Start and End Dates C) Planning: Change Plan = dev, test, release start and end date ranges, approach steps, Backout plan = Steps to revert, Test Plan = expected test acceptance results D) Review: add notes E) Associate CR to Problem ticket
3	Development Complete	Completed documentation, unit test results, approved peer review	Review artifacts	Approval to promote to Test	Review: add peer-review / MissSys meeting notes
4	CAB approval	Write-up of development resolution, SNOW ticket with supporting documentation	Development, unit test, documentation, peer-review activities	Unit test results, design / requirements / artifacts updated, deployment steps documented, updated SNOW ticket	A) Artifacts attached or SP links in attached as reference document B) Update SNOW elements as needed C) Review: add peer-review / MissSys meeting notes
5	MissSys approval to conduct Test deployment	Test scripts to be applied	Conduct Validation and Verification testing activities	Validation test results, updated final deployment guide, documented and approved known issues, updated SNOW ticket	A) Artifacts attached or SP links in attached as reference document B) Update SNOW elements as needed C) Review: add testing / MissSys meeting notes
6	CAB Approval to Production	Deployment Plan	Pre & Post Deployment Communications, Deployment process	Validated shake out testing in Production	None
7	Production deployment activities completed	Updated SNOW ticket	Validate SNOW ticket is fully documented / required artifacts attached and ready to be closed	Closed SNOW CR and/or Problem ticket(s)	Updated, verified SNOW ticket

# Approvals

The undersigned acknowledge they have reviewed the CMSM Program Charter. Any changes to this document will be coordinated with and approved by the undersigned or their designated representatives and recorded in the Change Log.

**PREM  
ABURVASAMY**  
Digitally signed by PREM  
ABURVASAMY  
Date: 2024.11.26 08:44:29  
-05'00'

**CHARLES  
MARKS**  
Digitally signed by CHARLES MARKS  
DN: cn=Charles Marks, o=National  
Labor Relations Board, cn=CHARLES MARKS,  
0.9.2342.19200303.100.1.1+63901000009755  
Date: 2024.11.26 08:14:29 -05'00'

**HARI SHARMA**  
Digitally signed by HARI  
SHARMA  
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# **Case Management System Modernization (CMSM) Communications Plan**

**November 19, 2024**

## CHANGE LOG

<b>Version ID</b>	<b>Date</b>	<b>Description</b>
1.0	10/18/2024	Initial Draft
1.1	11/19/2024	Updated based on OCIO and OCFO feedback

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## Introduction

The primary objective of this communications plan is to establish a clear and structured approach to informing and engaging stakeholders throughout the Case Management System Modernization (CMSM) implementation process. Effective communication is critical to ensure that all parties understand the scope, objectives, timeline, and impact of the new system, as well as their roles in the implementation.

The communications plan aims to:

- Ensure transparency about the CMSM implementation’s purpose, progress, and impact.
- Foster engagement and support from stakeholders at all levels of the organization.
- Provide timely updates to mitigate concerns and address potential resistance.
- Facilitate effective collaboration among project teams and departments.
- Promote awareness and preparedness for changes driven by the new Case Management System.
- Encourage feedback and input from end users to enhance system adoption.

## Business Case and Objectives

The Case Management System Modernization (CMSM) project will replace the NLRB’s 17-year-old electronic case management system (NxGen). The current system’s outdated architecture and lack of agility has caused operational challenges across the Agency, delaying case processing in field offices, hampering effective management, and impeding the provision of reliable data to internal stakeholders, other agencies, and the public. The IT Service Desk has received an escalating number of user complaints, and data reliability issues have been flagged in IG audits. The system is also failing to keep up with federal technological standards, presenting an increased cybersecurity risk. Years of manual interventions and emergency system patches to keep the system operational have resulted in “spaghetti code.” Two recent system updates, for example, caused Agency-wide outages during core working hours that significantly impacted employees’ productivity, requiring employees to use manual workarounds or pause on affected assignments. For several years, the Agency has sought funding for a full system replacement

## CMSM Timeline

The CMSM Program will run over two years, with production Go-live planned for July 2026 and post-production support running from August 2026 through September 2026. There will be eight functional releases into the pre-production / UAT environment. The planned functional areas per each release are as follows:

		OY1					OY2					
Global Alliant		eCase Modernization Roadmap										
		Development / Testing Phase									Prod Phase	
		Jun-24	Jul 24 - Sep 24	Oct 24 - Dec 24	Jan 25 - Mar 25	Apr 25 - Jun 25	Jul 25 - Sep 25	Oct 25 - Dec 25	Jan 26 - Mar 26	Apr 26 - Jun 26	Jul 26	Aug-26 to Sep-26
Development	UI Backend		Inquiry, C & R Cases (Case Create)	C Case Actions (Investigation, Complaint, Deferral, Dismissal, Withdrawal, Appeals),	Tasks (Document, Due Dates, EOTs, Approvals, Target Dates),	Hearings, ALJ, Board, JCMS, Court of Appeals, Supreme Court	HQ Guidance 10(j), District Court, Court of Appeals (contd.)	R Case Actions (Pre-Election, Election, Post-Election), Representation Appeals	Settlement, Remedies, Compliance, Special Projects, Search, Subscriptions, CiteNet	Iterative enhancements to the UX and business processes	Prod Phase	O&M
	DB/Box			R Case Actions (Investigation, Dismissal, Withdrawal)	Doc Generation, eFiling, eIssuance							
Data Migration	Target schema creation, Data migration tool/process & strategy   Prod Data Migration											
Content Management & Migration	Finalize Content Migration Tool	Content migration planning & strategy   Prod Content Migration										
Integrations	E-Filing, JCMS, EDW, Indy, eIssuance/GovDelivery, Imaging, eService Signature Workflow, SOLR									Full Integrations testing and enhancements		
Testing	Test Plan Document, Automation Testing, UAT											
DevOps	Infrastructure, Licensing, Environment Configurations, Environment Setup											
Training	User Manual Documentation Training Videos Development									User Training		
Deployment	Pre-Prod Phase											

The key areas for the business users will be during the development of the fourth release cycle (April 2025 – June 2025) where functional releases will be deposited into Pre-Production environment which will be leveraged for Pre-UAT (User Acceptance Testing) testing and feedback to the development team. Formal UAT will begin in the April 2026 and conclude at the end of June, with deployment and Production Go-live in July 2026. This will be followed by a quick response support period from August through September 2026.

## Stakeholders Groups

CMSM Stakeholders are the key to the success of the program, we will manage three member groups defined as follows:

Stakeholder Group	Members	Functional Focus Areas
Executive Committee	Leadership Team	<p>Briefed on overall program status and milestones, TMF budget status and repayment, TMF goal status, Key Risk and Issues</p> <p>Responsible for final decision making for high value and priority items</p> <p>Members of the Integrated Project Team (IPT)</p>

Stakeholder Group	Members	Functional Focus Areas
Advisory Committee	Key Office Representatives	<p>Responsible for functional requirements and design decisions</p> <p>User communications</p> <p>Establishes and executes user training</p> <p>Potential members of the Integrated Project Team (IPT)</p> <p>Contracts, budget management and acquisition requirements and review</p>
Regional Champions	NxGen super users	<p>Key change management champions</p> <p>Provide user training</p> <p>POCs for issue and resolution coordination</p> <p>Gather and communicates change request and system enhancement recommendations</p>

## Leadership and User Engagement Groups

The CMSM Program team will engage with the user community and leadership through several different forums to drive the project schedule and refine system functionality.

Engagement Areas	Description	Frequency	Duration	Target Group
Executive Committee Briefing	Overall program status and milestones, TMF budget status and repayment, TMF goal status, Key Risk and Issues	Quarterly	January 2025 - September 2026	Executive Committee
Integrated Project Team (IPT)	The primary goal of the IPT will be to ensure the successful delivery of the new Case Management System. The IPT will collaborate and coordinate on any requirements and barriers in order to identify solutions to keep the project moving forward. These may include final decision making on unclear requirements for	Monthly	November 2024 through September 2026	Executive Committee / Advisory Committee

Engagement Areas	Description	Frequency	Duration	Target Group
	reprioritization of development work that impacts the schedule. Risk and Issue mitigation will be addressed in this forum, with those requiring higher level decision making moving to the Executive Committee agenda.			
Financial Integrated Project Team (FIPT)	Budgetary management and reviews; TMF repayment projection tracking and reporting; FTE allocation salary chargeback to TMF budget review	Monthly	November 2024 through September 2026	Executive Committee / Advisory Committee
Workshop Groups	Designed to be specific focus areas of the system for working groups to review and provide feedback and recommendations. Some examples are to participate in demos and provide feedback on the features presented for usability or suggested modifications to improve the user experience. Review design material for early feedback. Provide comments on the requirements in specific areas to better improve the usability from NxGen into the new CMS.	Per Schedule	October 2024 through June 2026	Advisory Committee

Engagement Areas	Description	Frequency	Duration	Target Group
Conference Room Pilots	These are one-way demonstrations of the system at stable release areas. These demos are designed to show the functionality, features, look and feel of the user interface, process flow, business rules and other capabilities of the new CMS. They will be scheduled via Microsoft Teams and recorded for future reference. The goal is for the NxGen user community to view the system before the training or other outreach activities take place.	Per Schedule	November 2025 through June 2026	NxGen User Community
SharePoint Portal and Targeted Newsletters	The SharePoint portal will be a central location for the user community to find information on the status of the program, documentation, conference room pilot dates, training dates and frequently asked questions. In addition, targeted newsletters will be delivered to send high-level updates and provide links back to the portal for future reference.	Portal: On-going Newsletters: Per Schedule	April 2025 through September 2026	NxGen User Community



Engagement Areas	Description	Frequency	Duration	Target Group
Pre-User Acceptance Testing (p-UAT)	p-UAT will occur throughout the software development process and will conclude at the beginning of the formal UAT testing phase. The goal of p-UAT is to validate system functionality and provide constructive feedback using real world business scenarios to test the end-to-end user experience, process and expected results. Test case scenarios will be provided, or the user can conduct ad-hoc scenarios as they would in NxGen. The environment will have partial production data, with the data set expanding with each release. The as-of date of last data migration and what data sets are active will be provided so that the selected users understand results. All issues and findings will be prioritized for remediation in subsequent releases or placed into the backlog for future iterations.	Per Schedule	April 2025 through March 2026	Regional Champions
User Acceptance Testing (UAT)	User Acceptance Testing is the final testing stage in the software development process before releasing into production. The goal of UAT is to validate system functionality using real world business scenarios to test the end-to-end user experience, process and expected results. Test case scenarios will be provided, or the user can conduct ad-hoc scenarios as they would in NxGen. The	On-going during UAT phase	April 2026 through June 2026	Regional Champions

Engagement Areas	Description	Frequency	Duration	Target Group
	environment will have near real time production data, and the as-of date will be provided so that the selected users understand results. All issues and findings will be prioritized for remediation in subsequent releases.			
Training	Structured training will be provided to indoctrinate system users on the new CMS processing. These trainings will be developed to introduce general and specific case processing functionality.	Per Schedule	April 2026 through June 2026	NxGen User Community

## Roles and Responsibilities

Position	Description
Executive Sponsor	Leader effectively oversees project management, e.g., creates and manages the Project Plan and schedule. <i>This position reports to the Chairman and the General Counsel.</i>
Project Lead Supervisor	<i>This position reports to the Executive Sponsor.</i>
Project Manager	Oversees the entire project lifecycle. Creates and manages the CMSM Project Plan and Schedule. Update the project schedules as deemed necessary, review and track project resources and tasks, and address project roadblocks, issues, and risks. Provide monthly project status reports to the Project Lead Supervisor and Executive Sponsor. Manager external partners, including the project's contractor support. Manages time during meetings and serves as the meeting facilitator.
	<i>This position reports to the Project Lead Supervisor.</i>

Position	Description
Budget Analyst	Produces monthly Budget Status of Funds Reports that shows the obligated and projected spending compared to the TMF CMSM Operating Plan. Maintain the project's Procurement and Operating Plans. The SOF is by Phase 1, Phase 2 and Phase 3. Phase 1 funds started in FY 2024 and carry-over to FY 2025. I slightly adjusted the format of the SOF to ensure it ties to the balances in the monthly Oracle reports.
	<i>This position reports to the Project Lead Supervisor.</i>
Contracting Officer	Processes acquisition actions and purchase card transactions Perform timely contract reviews, deobligation and close out.
Accountant	Provides project financial reporting requirements as it relates to the IPAC non-expenditure transfer to NLRB and the repayment of funds to GSA as outlined in the IAA repayment schedule. Addresses questions regarding Payroll/QuickTime. Coordinate the Quarterly Report form (accomplishments and achievements) and submit to GSA.
	<i>This position reports to the Project Lead Supervisor.</i>

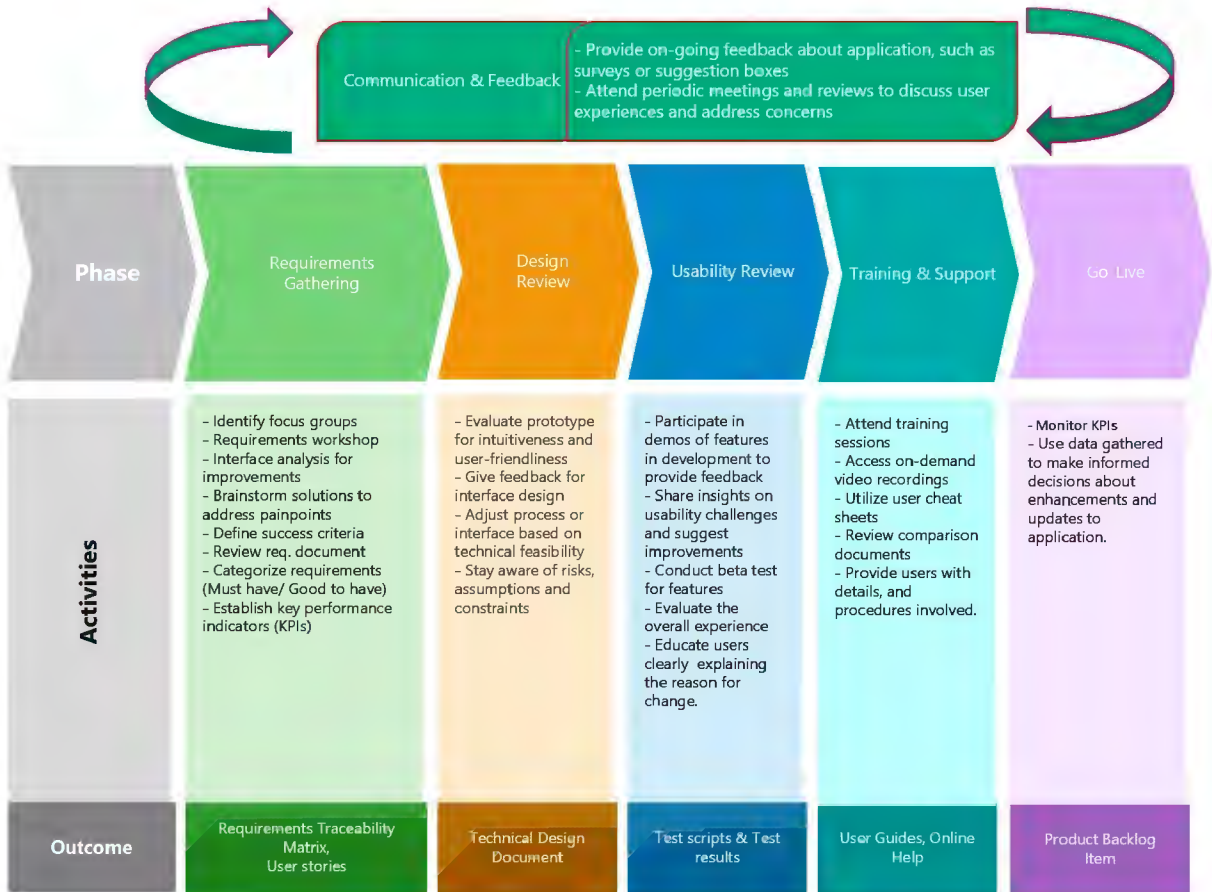
## Integrated Project Team Members

Office	Executive Committee	Advisory Committee	Regional /Division Champions
Appellate and Supreme Court Litigation Branch (ACSLB)	Ruth Burdick David Habenstreit Meredith Jason	Ruth Burdick David Habenstreit Meredith Jason	David Habenstreit John Mapother
Contempt, Compliance and Special Litigation Branch (CCSLB)	Nancy Platt Dawn Goldstein Helene Lerner	Nancy Platt Dawn Goldstein Helene Lerner Kevin Flanagan Paul Davis	Dawn Goldstein Helene Lerner Kevin Flanagan Paul Thomas

Office	Executive Committee	Advisory Committee	Regional /Division Champions
Division of Advice	Richard Bock Kayce Compton Laura Vazquez Amy Dodds	Kayce Compton Laura Vazquez Amy Dodds	Amy Dodds LaDonna Short Paul Tansino Chad Wallace
Division of Judges	Robert Giannasi Arthur Amchan Gerald Etchingham Kenneth Chu	Robert Giannasi Arthur Amchan Eleanor Laws	Malissa Lambert
Division of Operations Mgmt.	Brett Huckle Jane Stewart	Brett Huckle Jane Stewart	Jane Stewart Iliana Ferrance Karenina Currier
Office of Appeals	Elicia Watts Lynisa Michalski	Elicia Watts Lynisa Michalski	Lynisa Michalski Vickie Haley
Office of the Executive Secretary/Solicitor's Office	Roxanne Rotschild Farah Qureshi Elizabeth Tafe Nelson Carrasco Fred Jacob Amy Cocuzza	Roxanne Rotschild Farah Qureshi Nelson Carrasco Elizabeth Tafe Fred Jacob Amy Cocuzza	Roxanne Rotschild Farah Qureshi Nelson Carrasco Elizabeth Tafe Fred Jacob Amy Cocuzza
OCFO	Isabel McConnell	Judy Eaton BriChelle Hall	-----
OCIO	Prem Aburvasamy Eric Marks	Hari Sharma Edward Bricka Ying Xing	Anjali Hasthantra Mark Jewler Deneen Suber

# CMSM User Journey Map

The CMSM User Journey Map depicts the user engagement and experience as they engage with the software development lifecycle to deliver the Case Management System. This includes each phase from Requirements through the Go-Live process, with a continuous communications loop throughout the engagement process depicted in the diagram below.



# Approvals

The undersigned acknowledge they have reviewed the CMSM Communications Plan. Any changes to this document will be coordinated with and approved by the undersigned or their designated representatives and recorded in the Change Log.

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