

# Governance Overview

*March 2021*

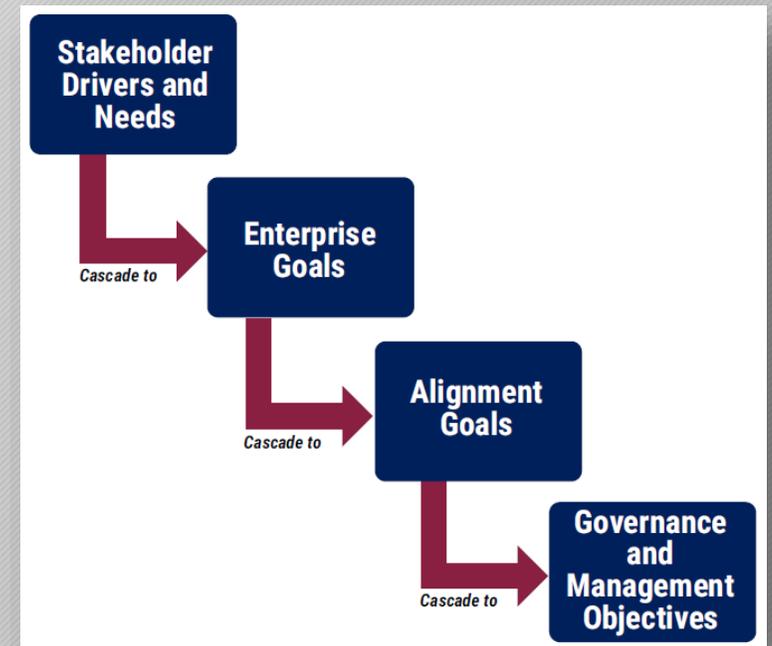


**Employment  
Security  
Department**  
WASHINGTON STATE

# What is Governance?



Governance is the process to determine investment alignment with the strategic plan and available resources. It includes a structure of rules, practices, and processes for a defined group of people designed to resolve conflicts and adopt decisions.



# What is I&T Governance?



## Developing an Effective Information & Technology Governance System

“Information & Technology Governance is defined as the systematic determination of processes that ensure the effective and efficient use of IT in enabling an organization to achieve its goals, with buy-in from upper management and the board.”

# What is I&T Governance?



The I&T Governance Process exists to provide the mechanism by which enterprise technology investments, programs, public service delivery, and operating policies and procedures are vetted, approved, prioritized, and monitored throughout their lifecycle.

## *An Important Distinction:*

- “IT” is used to refer to the organizational department with main responsibility for technology, whereas “I&T” refers to all the information the enterprise generates, processes and uses to achieve its goals, as well as the resources and technology needed to support those goals throughout the enterprise.

# What goes through Governance?



## Should:

- High-impact business needs
- Major product upgrades
- Projects with no allocated resources
- Projects without all resources needed
- Projects that impact multiple divisions
- Requests for new legislation
- *And for visibility, things like...*
  - Projects with OCIO oversight
  - Legislative mandates
  - Grant-funded projects

## Should Not:

- Unit process improvements
- Fixing bugs for existing systems
- Standard maintenance/keeping the lights on
- User stories or epics
- Continuous improvement of product lines

# What is our Purpose?



*“Increase speed, quality and quantity of reemployment support and services for the public” – Phil Castle*

## ■ To Organize

- Standardizing operational, financial, risk & change management, and reporting processes such that the board receives the information it requires to effect good governance and management, and Enterprise business units can conduct their activities in ways that both comply with regulations and serve strategic ends.

## ■ To Communicate

- Bringing the Enterprise governance framework down to the level of roles, responsibilities, reporting lines, and communications to bridge the gap between the governance framework and operational realities.

## ■ To Prioritize

- Helping ourselves to answer questions such as, “Why are we doing this?”, “Who is benefited or impacted, and by how much?”, “What key metrics will help us decide?”, “Is this okay to do?”, “Whose call is this to make?”, “Who do we need to inform about this?” – and also to know *when* to ask such questions.

## ■ To Act

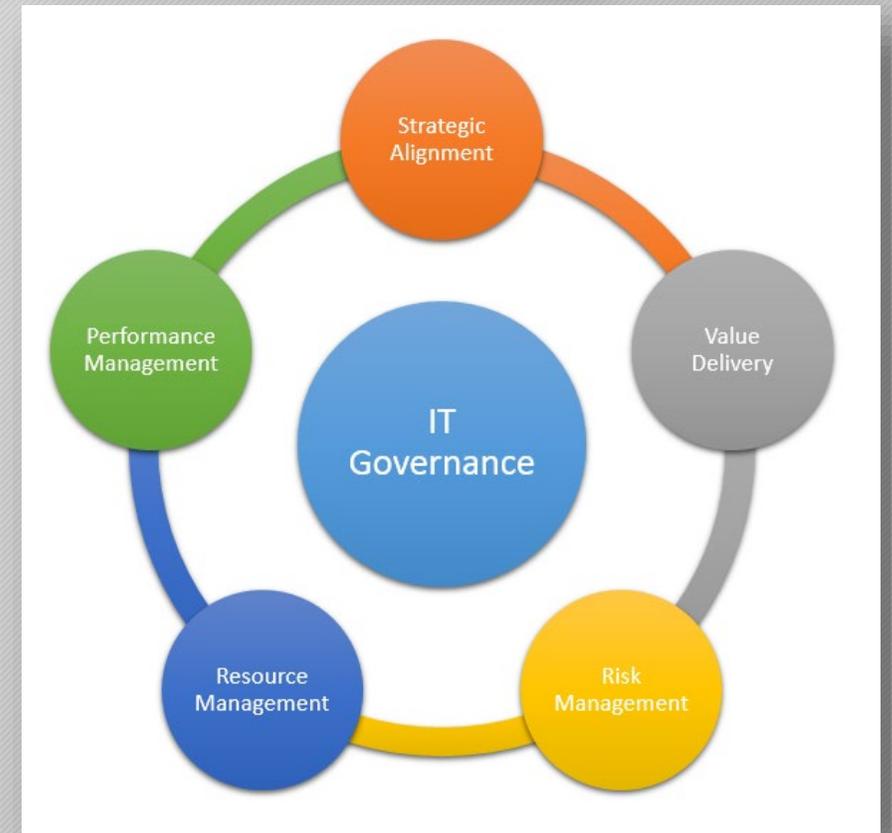
- Sustain governance by creating a feedback loop in which the board and management can identify and respond to new (and/or disrupted) business, operational and regulatory needs – ***at speed.***

# What is our Purpose?



## Governance looks to address challenges such as:

- Disconnects between technology and business stakeholders
- Potential exposure to regulatory penalties
- Siloed operations
- Ineffective stakeholder management
- Risks related to disruption (i.e., legislation, technologies)
- Underdeveloped risk and change management strategies
- Misaligned internal and external resource management
- Budget overruns for enterprise initiatives
- Minimal oversight for vendors and outsourcing arrangements



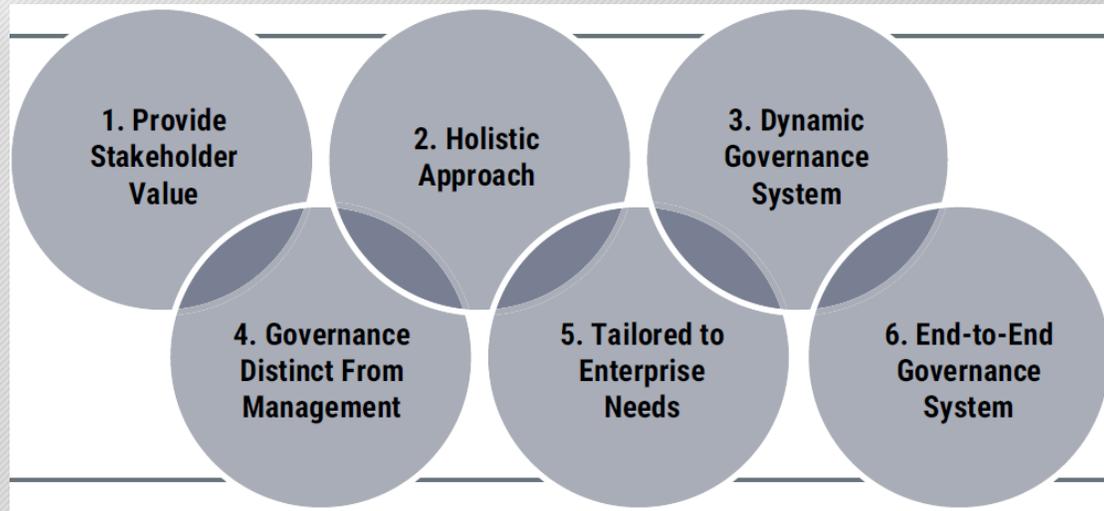
# What is our Focus?



To satisfy our governance & management objectives, our system will focus on:

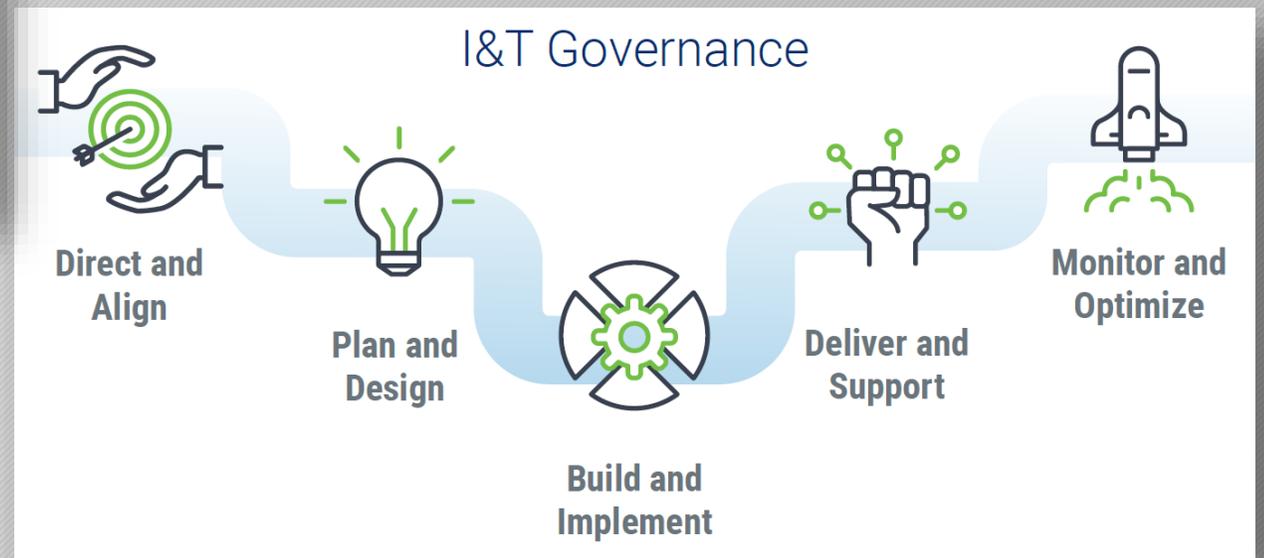
- Teamwork, Collaboration and Relationships
  - Improve communications
  - Foster healthy and productive partnerships, and increase participation
  - Allow prioritization of work and effort, alignment of product and business objectives, and speed to implementation
- Rapid Development: Intake/Analysis processes
  - Submitting, receiving, analyzing and processing requests for new or amended technologies, solutions and services
- Rapid Development: Scoring/Prioritization processes
  - Creating and iterating a framework for weighting, scoring, prioritizing (*and* shifting priority) for new or existing projects and initiatives

# What is our Approach?



PRINCIPLES

## PROCESS



# What is our Approach?



**Our Governance system seeks to incorporate the following components:**

- Processes
- Organizational structures
- Principles, policies, procedures
- Culture, ethics, behavior
- People, skills, competencies
- Services, infrastructure, applications



# What is our Approach?



- **Strategic Alignment:** Advise and coordinate the investment portfolio and policy with state, agency, and enterprise priorities.
- **Customer Centricity:** Embed the experience and perspective of community members impacted by the workforce system throughout the decision-making process of determining governance policy and funding.
- **Workforce Analysis:** Understand current labor market and economic information and trends.
- **Transparency:** Decisions and actions made with full transparency, and clearly communicated to sponsors and stakeholders.
- **Value Delivery:** Continuously assess the value proposition of the investment portfolio.
- **Resource Impact:** Consider the impact on enterprise resources (human, financial, facility, equipment, etc.)
- **Risk Management:** Consider and account for risks as related to strategic initiatives.
- **Performance Measures:** Review portfolio performance against strategic priorities of the enterprise.
- **Innovation:** Identify and assess innovation opportunities across enterprise IT.