

2021

WORKSOURCE GOVERNANCE MANUAL

ALIGNING IDEAS, INVESTMENTS AND PROJECTS WITH AGENCY
AND PARTNER STRATEGIES
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What is WorkSource Governance

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

“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 technology to support those goals throughout the enterprise.

Purpose

The WorkSource Governance purpose and mission is to oversee information, technology, and I&T service delivery governance for the WorkSource enterprise, to increase speed, quality and quantity of reemployment support and services for the public.

Approach

The WorkSource Governance system seeks to incorporate the following components:

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

Utilizing the following 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.

Terms

The following table lists several common terms and acronyms found throughout this document and outlines their intended use cases as related to the WorkSource Governance process.

Term	Definition
EC	Employment Connections abbreviation. The Employment Connections division of the ESD; responsible for the oversight of EC administered Washington One-Stop programs.
ESD	Employment Security Department abbreviation.
Local Area	Of or related to a local Workforce Development Area.
LWDB	Local Workforce Development Board abbreviation. The twelve LWDBs who are partnered with ESD/EC as One-Stop WIOA Title 1 local operators.
I&A	Intake and Analysis abbreviation. The intake and business analysis function of the WorkSource Advisory Committee.
Impact	A positive or negative effect to WorkSource programs, projects, initiatives, technology investments, public service delivery, or operations.
Initiative	An idea, strategy, undertaking or introductory action with no specific end date and which may include one or more projects.
Operational	Of or related to standard business operations or service delivery.
Portfolio	All projects and initiatives sponsored, owned, invested, or managed by the WorkSource Governance Steering Committee and which are coordinated as a unit such that they achieve desired outcomes and realize benefits.
Program	An established government program administered by ESD (e.g. WIOA, TAA, WorkFirst, MSFW, Labor Exchange, etc.)
Project	A temporary endeavor undertaken to create a unique product, service, or result. Projects are sponsored, chartered, assigned resources, and have finite start and end dates.
Regional	Of or related to one of the following five WorkSource geographic regions administered by EC Central Operations: Central Region, Central Sound Region, Eastern Region, North Sound Region, Southwest Coastal Region.
Request	A technology, service, or project request submitted to WorkSource Governance by an ESD or LWDB Executive Sponsor or Business Owner.
WDA	Workforce Development Area abbreviation.
WorkSource Enterprise WorkSource System	Of or related to all WorkSource regions, areas, business units, operations, service delivery, employees, or customers.
WS	WorkSource abbreviation. Washington’s One-Stop system.
WSG	WorkSource Governance abbreviation.

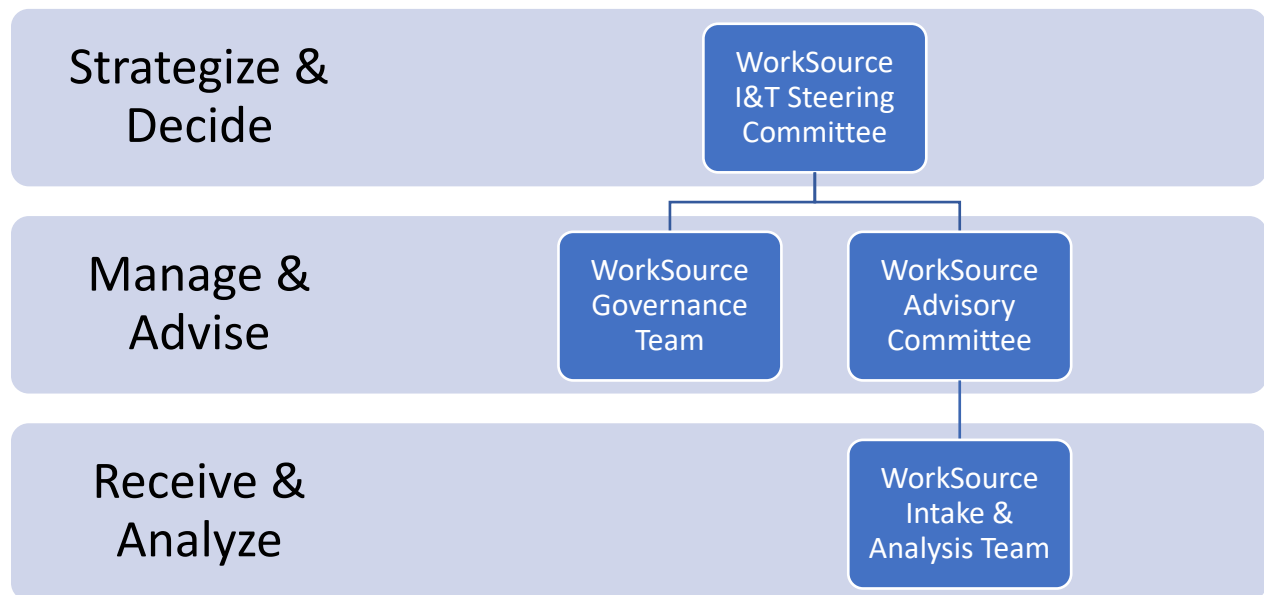
What Goes Through WorkSource Governance

The below table outlines the type of projects and initiatives that should or should not be submitted through the WorkSource I&T Governance process.

<i>Does Go Through Governance</i>	<i>Does Not Go Through Governance</i>
<p>Requests that require a WS Steering Committee governance decision:</p> <ul style="list-style-type: none"> • High Enterprise Impact business needs • Major product upgrades or changes which impact the WorkSource system • Requests for complying with new legislation • Impacts to multiple Programs • Projects with high impact to, or dependence on, other projects in the WorkSource Portfolio • Projects that impact multiple divisions, regions, or workforce development areas • Projects with <i>no</i> allocated resources • Projects <i>without all</i> resources needed <p>And for visibility, things like:</p> <ul style="list-style-type: none"> • Projects with OCIO oversight that impact the WorkSource enterprise • Legislative mandates that impact the WorkSource enterprise • Grant-funded projects that impact the WorkSource enterprise 	<p>Requests that do not require escalation to the WS Steering Committee for decision-making:</p> <ul style="list-style-type: none"> • Employment Security Department (“ESD”) Agency-wide or State-wide requests; these are routed to the Agency Governance and Risk committees. • Employment Connections (“EC”) Program changes which do not impact the WorkSource enterprise at large; these are routed to EC Central Operations. • Local Workforce Development Board (“LWDB”) local initiatives which do not impact the WorkSource enterprise at large; these are routed to LWDB executive leadership. • New Report, Data or Performance related requests; these are routed to Labor Market & Economic Analysis (“LMEA”). • Local WDA (or other ESD divisional) standard operation, service, or technology requests; see Level 1 Projects below.
<p><i>‘Does’ Examples:</i></p> <ul style="list-style-type: none"> • Enterprise-wide functional or operational impacts and risks • EC regional-level impacts (impacts to one or more regions) • Impacts to multiple Workforce Development Areas • Requests that impact other projects in the WorkSource investment portfolio <ul style="list-style-type: none"> ○ <i>i.e. impacts to time, scope, budget, funding, or capacity</i> • Change and Risk escalations for approved WorkSource projects <ul style="list-style-type: none"> ○ <i>i.e. impacts to scope, timelines, budgets, or resources</i> • Data Privacy, Security & Record Retention items* <ul style="list-style-type: none"> ○ <i>i.e. 3rd party software or solutions dealing in ESD data or data sharing*</i> <p>3rd Party Solution Requests</p> <ul style="list-style-type: none"> • <i>*Localized requests are routed to the ITSD Intake Committee for review, and <u>do not</u> require WS Enterprise Governance</i> • <i>*Regional, impacting multiple WDA’s, or enterprise-level requests <u>do</u> require WS Governance and will be collaborated with the ITSD Intake Committee.</i> <p>Level 2 - 3 Projects</p> <ul style="list-style-type: none"> • Level 2: Moderate scope; moderate WorkSource system impact; impacts more than one LWDB; moderate time, cost, risk • Level 3: Large scope; high WorkSource system impact; multiple LWDB or Regional impacts; high time, cost, risk 	<p><i>‘Does Not’ Examples:</i></p> <ul style="list-style-type: none"> • IT Help Desk service or support requests • Infrastructure requests that do not have enterprise-wide, or regional-level impacts • Operational-level service requests or projects • Local area/local office support or technology requests • MIS Report, Data, or Performance Data related requests (submit to LMEA) • Training requests • Business unit process improvements • Fixing bugs for existing systems or technology • Standard maintenance/keeping the lights on • Product user stories or epics • Continuous improvement of managed product lines <p>Localized, limited scope 3rd Party solution requests</p> <ul style="list-style-type: none"> • <i>Localized requests are routed to the ITSD Intake Committee for security/data privacy review, and do not require WS Enterprise Governance</i> <p>Level 1 Projects</p> <ul style="list-style-type: none"> • Level 1: Small scope; minimal WorkSource system impact; primarily local impact; minimal time, cost, risk

Governance Structure

The WorkSource Governance structure comprises the following committees and functions.



WorkSource I&T Steering Committee

The WorkSource Information & Technology (“I&T”) Steering Committee is the governing, decision-making body of the WorkSource enterprise. It includes ESD, EC and LWDB executive leaders, who are responsible for setting WorkSource enterprise business strategy, prioritizing funds and resources, and directing all work initiatives within the WorkSource investment portfolio. Core duties include but are not limited to:

- Sets WorkSource Information & Technology enterprise business strategy
- Ensures WorkSource strategic alignment with agency-wide directives, legislative and program compliance
- Monitors and evaluates local & regional Workforce investments where appropriate, for system-wide alignment and strategic business value
- Defines the business continuity policies, objectives, and scope for the WorkSource enterprise
- Evaluates and directs the System of Governance for the WorkSource enterprise
- Evaluates and directs stakeholder engagement management
- Determines the sources and availability of funds; evaluates and directs vendor relationships and contracts
- Monitors WorkSource Portfolio performance and execution; makes decisions related to project and initiative approval and sponsorship, prioritization, budget requests, change of scope, compliance, risk, and impacts to other projects and initiatives
- Ensures work priorities are aligned with business, technology and service solutions that meet the needs of job seekers, employers, and staff
- Performs proactive problem management

- Refers issues it cannot solve to the WorkSource Governance Team and/or the Agency Governance Committee

WorkSource Steering Committee Members

The representatives listed below have been designated by their Executive Leaders and the WorkSource Steering Committee to serve on the WorkSource Steering Committee. This list is current as of **10/14/2021**.

Name	Title	Organization	Role
Jairus Rice (Chair)	Director, Employment Connections	ESD, EC	Voting Member
Nick Demerice	Director, Public Affairs	ESD, EP	Voting Member
Daniel Zeitlin	Director, Employment System Policy & Integrity	ESD, ESPI	Voting Member
Carole Holland	Chief Financial Officer	ESD, FS	Voting Member
Maribeth Sapinosa (Vice Chair)	Chief Information Officer	ESD, ITSD	Voting Member
Mark Mattke (Co-chair)	Chief Executive Officer	LWDB, Spokane	Voting Member
Amy Martinez (Vice Co-chair)	Chief Executive Officer	LWDB, South Central	Voting Member
Katie Condit	Chief Executive Officer	LWDB, Pierce County	Voting Member
Kevin Perkey	Chief Executive Officer	LWDB, Southwest	Voting Member
Anne Goranson	System Alignment Liaison Manager	ESD, EC	Non-voting Member
Nona Mallicoat	Strategic Operations Manager	ESD, EC	Non-voting Member
Gary Kamimura	UI Workforce Policy Manager	ESD, ESPI	Non-voting Member
Danielle Cruver	Budget Director	ESD, FS	Non-voting Member
Christa Castanon	WorkSource/Other IT Systems Manager	ESD, ITSD	Non-voting Member
Lawrence Banks	Deputy Chief Information Officer	ESD, ITSD	Non-voting Member
Steven Ross	Director, Data, Architecture, Transformation & Analytics	ESD, DATA	Non-voting Member
Ardriel Galvan (Secretary)	WorkSource Governance PM	ESD, PPP	Non-voting Member
Clare DeLong	Communications Director	ESD, PA	Non-voting Member
Joel Getzendanner	Product Portfolio Manager	ESD, PPP	Non-voting Member
Joy Emory	Chief Executive Officer	LWDB, Snohomish	Non-voting member
Sandra Miller	WWA Executive Director	WWA	Non-voting Member

Governance Team

Governance is a function of the WorkSource I&T Steering Committee and the WorkSource Governance Team is a subset workgroup of that committee. The WorkSource Governance Team:

- Defines, evaluates, and directs the System of Governance for WorkSource system-wide projects and initiatives; does not focus on local-only investment portfolio governance
- Defines, evaluates, and directs the Business Intake & Analysis processes for evaluating project and initiative requests; business value; and determining sources and availability of funds
- Evaluates and directs value optimization, portfolio reporting, change, risk, and resource management processes
- Defines, evaluates, and directs the WS Governance communications management plan and strategy; including inter-committee information sharing for initiatives that impact service delivery and operations at Agency-wide, WS System-wide, or localized Workforce levels
- Sets the standards for forming WS standing and ad-hoc committees, including bylaws, nominations, and change requests

WorkSource Advisory Committee

The WorkSource Advisory Committee is the management and advisory body of the WorkSource enterprise. It includes LWDB, EC, and Agency stakeholders; program, operational and business unit managers; business analysts; and other ESD subject matter experts. The WorkSource Advisory Committee:

- Monitors WorkSource portfolio execution (work plan, roadmap, budget, benefit realization; resources, risks, impacts, and changes); addresses risks; submits recommendations to WS Steering Committee for decision-making
- Monitors a given project's execution (work plan, scope, budget, benefit realization, resources, risks, impacts, and changes); addresses risks; submits recommendations to WS Steering Committee for decision-making
- Aligns control activities embedded in execution processes with enterprise objectives; develops and manages project-level governance
- Reviews requests for budget increase, scope changes, and/or schedule extensions; submits requests and recommendations to the WS Steering Committee for decision-making
- Monitors execution of stakeholder engagement management, vendor relationships, and contracts
- Executes the WS Communications Plan and provides Portfolio health, roadmap, capacity, and risk reporting to the WS Steering Committee
- Manages and executes the Intake and Business Analysis function for new service, technology, and enhancement requests; nominates Intake & Analysis team members
- Performs proactive WS Portfolio problem management
- Refers issues it cannot solve to the WorkSource I&T Steering Committee for decision-making

Intake & Analysis Team

WorkSource Governance Intake & Analysis is the business analysis function of the WorkSource Governance Advisory Committee.

The development of a WorkSource Intake & Analysis ("I&A") team and process is meant to centralize receipt and processing of requests for new or enhanced technology, services, solutions, or products

across the WorkSource enterprise, which requests may be sponsored by ESD or LWDB executive leaders and business owners.

The I&A Team does not make WorkSource business decisions. Rather, they are an Advisory Committee workgroup dedicated to providing our WorkSource business leaders with the organization, facilitation, resources, and support required to conduct and document business analysis for Solution Requests submitted to WorkSource Governance for decision-making.

The WorkSource Governance Intake & Analysis Team:

- Is an authorized WorkSource Advisory Committee functional workgroup
- Receives and analyzes partner and agency requests for new technology, enhancements, and services
- Organizes teams for evaluation; assigns Business Analyst(s) who direct and manage the analysis process workflow (for Enterprise- or Regional-level Solution Requests)
- Routes requests with agency-wide impact to the Agency Governance Committee; routes requests that do not need to go through WS Governance to the appropriate teams within ESD (i.e., local or operational requests)
- Ensures participation of appropriate workgroups and SMEs required to properly evaluate each solution request (i.e., Program, Policy, Compliance, Product, Security, IT Systems, Data & Architecture, etc.)
- Informs and collaborates with the WS Advisory Committee as a key stakeholder in the WS business analysis process
- Produces Analysis Summary documentation including time, resource, budget, value, risk, and impact estimates, in collaboration with the WS Advisory Committee, for presentment to the WS Steering Committee for decision-making
- Maintains log and provides status reporting for solution requests submitted to WSG

WorkSource Intake & Analysis Team Members

The representatives listed below have been designated by their Executive Leaders and the WorkSource Steering Committee to serve on the WorkSource Advisory Intake & Analysis Team. This list is current as of **7/26/2021**.

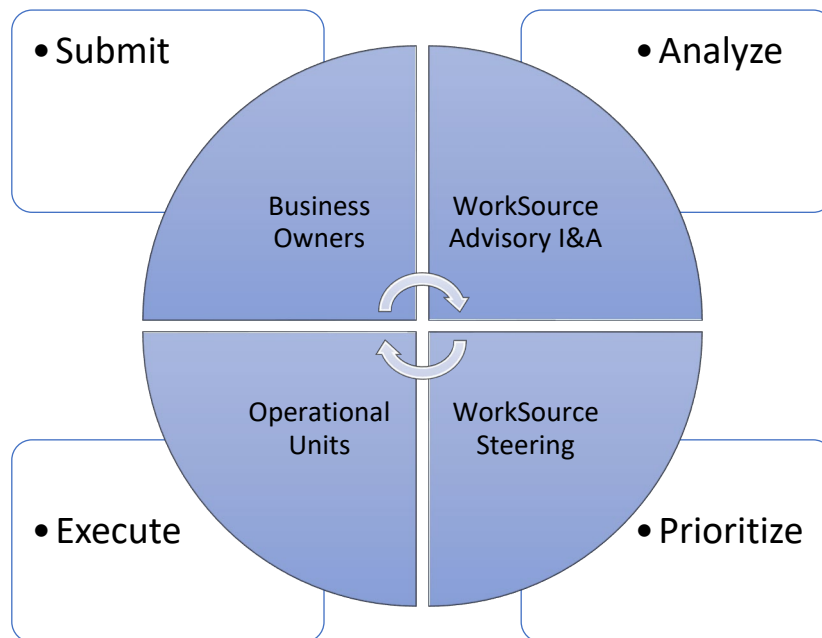
Name	Title	Organization
Anne Goranson	System Alignment Liaison Manager	ESD, EC
Elise Rowe	Lead Policy Analyst	ESD, ESPI
Tammi Leclerc	Workforce & Labor Market Data Team Supervisor	ESD, LMEA
Liz Lewis-Lee	ITSD Intake Committee (supports Security & Data Privacy)	ESD, ITSD/AS
Christa Castanon	WorkSource IT Systems Manager	ESD, ITSD
Mitch McGeary	WorkSource System Supervisor	ESD, ITSD
(Vacant)	Sr. Business Analyst	ESD, ITSD
Ardriel Galvan	WorkSource Governance PM	ESD, PPP
David Kuhn	Product Manager, Internal Platforms	ESD, PPP
OPTIONAL	(LWDBs to designate a rep as or if desired)	LWDB

WorkSource Workgroups

Workgroups are the operational business units and teams that execute the projects and initiatives which have been approved through the WorkSource Governance process. Workgroups include the ESD Project Management Office, operational business unit managers and staff; and Agency, EC, and LWDB Workforce staff.

- Drives project work plans and tracks resources, capacity, effort, and funding
- Manages project portfolio roadmap and tracking tools focusing on status, performance and issues reporting
- Sets, maintains, and ensures standards for project management and project governance
- Manages a given project’s execution (work plan, scope, budget, benefit realization); addresses risks
- Delivers the communication strategy; executes change and risk management procedures
- Manages and maintains templates, tools, artifacts, and technology
- Manages budget and provides updates for funding support as needed
- Manages contracts and vendor relationships, performance, risk & compliance

Governance Process Flow



SUBMIT

Who Can Submit Requests?

Submitting WorkSource Governance solution requests for technology, services, projects, or initiatives shall be limited to ESD and LWDB executive leaders and business owners. Operational staff shall first

escalate any such requests to their representative leaders, allowing internal vetting, approval, and business sponsorship prior to request submission. Executive leaders and business owners include:

- **ESD Executive Leaders**
- **ESD Divisional Leaders**
- **EC Central Operations**
- **EC Regional Directors**
- **LWDB Directors and CEOs**

How Can Requests Be Submitted?

Solution requests may be submitted to the WorkSource Governance I&A team via one of two intake channels: the WorkSource Governance Solution Request Form (the “intake form”) for business users, or through ESD’s Remedy ticketing platform for ITSD staff.

Solution Request Form

The WS Governance Solution Request Form (or “intake form”) is intended to be used by executive business sponsors who wish to submit solution requests for technology, services, projects, or initiatives to the WorkSource I&T Steering Committee for evaluation and approval.

- Administering the Form:
 - Housed in [Microsoft Forms](#)
 - Managed by the WorkSource Governance Process Manager.
 - Created using the WS Governance PM’s Washington State Executive Branch Microsoft Office account; admin functions are shared with Agency Governance team.
 - Generates an externally facing link which can be embedded on websites, SharePoint, and via email or QR code; and which is accessible to all WorkSource internal and partnership stakeholders.
 - All data captured via form submission is securely housed behind the ESD firewall.
 - All data is exportable via Excel, PDF, or Link and includes written responses and summary analysis graphs and charts.
 - Data can be viewed and analyzed individually or by aggregate.
- Accessing the Form:
 - Accessible to users via web link posted to the [WPC](#) website, and the [WS Governance SharePoint](#) site.
 - Users access the form via navigating to one of the two pages listed above and clicking the posted link: <https://forms.office.com/g/fzAaFVCyA3>
- Submitting the Form:
 - Users navigate to the online link, complete the form, and click the Submit button.
- Submittal Confirmation:
 - Current State:
 - User receives an automated submittal confirmation displayed on screen
 - WS Governance PM emails the Submitter/Sponsor and the I&A Team with a copy of submission; uploads to MS Teams/Portfolio database
 - **Future State: adding automation**

- Create email group WorkSourceGovernance@ESD.WA.GOV
- Configure SR form to notify email group when request submitted; and to send pdf copy of submission to the submitter
- **evaluating options with IT – update the SR form confirmation message with this email address when confirmed, as well as the WPC website.*
- **Automating this process requires MS Power Automate to be turned on by ESD*
- **Must also be granted a funding source for the email group – EC or ITSD??*

Remedy Tickets

- [Remedy](#) is ESD’s request management ticketing platform. A Remedy assignment group has been created for the WorkSource Governance I&A team.
- The Remedy ‘WorkSource Governance’ Assignment Group:
 - Gives ESD staff from internal teams who use Remedy (such as the IT Helpdesk, WSS, ESPI, or ITSD Security/Privacy) a way to route any tickets they receive through ESD’s Remedy ticketing system, *which are identified as needing to go through WS Governance*, to the WorkSource I&A team.
 - Gives the WorkSource I&A team the ability to route requests they may receive through either the WS Governance Solution Request Form or through Remedy, *which are identified as needing to go through another ESD business unit* (such as the IT Helpdesk, WSS, ESPI, or ITSD Security/Privacy) to those teams via ESD’s established ticketing system.
- Workflow: ESD Staff to WS Governance
 - ESD business unit receives Remedy ticket; evaluates & follows their standard internal intake process.
 - If request identified as needing to be routed to WS Governance, the ESD ticket owner assigns ticket to the WS Governance assignment group.
 - Remedy notifies the WS Governance team via email.
 - WS Governance team follows the I&A Workflow from there.
- Workflow: WS Governance to ESD Staff
 - If a request is received via either the WS Governance intake form or via Remedy, WorkSource I&A evaluates and determines whether a WS Governance request, or a request for an ESD business unit.
 - If the request originated from Remedy, WS Governance re-assigns ticket to the appropriate ESD business unit, who follows their standard internal process from there.
 - If the request originated from the intake form, I&A creates a new Remedy ticket and assigns to the appropriate ESD business unit, who follows their standard internal process from there.
 - In either case, I&A notifies the Submitter where the request was routed, why it was routed, and who they may follow up with.

ANALYZE

WorkSource Governance Intake & Analysis (“I&A”) is the business analysis function of the WorkSource Advisory Committee. The WorkSource I&A team evaluates solution requests submitted via the WSG Solution Request Form, or via ESD’s Remedy ticketing platform, to determine whether the request is:

1. Something that needs to be routed through the WS Governance process (WS enterprise level requests with high risk or impact)
2. Something that needs to be routed to another team within ESD (a local level or operational request)
3. Something that needs to be returned to the submitter (a solution already exists, or the request is not sponsored by the appropriate business owner)

Solution Request Notification

- Primary Intake Channel – Solution Request Form
 - The WorkSource Governance PM monitors for new submissions, exports form data, saves to database, and emails to I&A Team and the request sponsor
 - The WorkSource Governance PM updates ticket log in MS Teams
- Secondary Intake Channel – Remedy
 - Remedy sends an automated email notification to the WorkSource Governance assignment group at time of assignment.
 - The WS Governance PM updates ticket log in MS Teams

WorkSource Governance Email Group [pending]

An email group for the WS Governance Intake & Analysis team. This group email shall be used to receive Solution Request submissions; as well as for general WS Governance support and inquiries. [discussion in process w/ IT to confirm options – requires a funding source to implement!]

- Name: ESD GP WorkSource Governance
- Email: WorkSourceGovernance@ESD.WA.GOV
- Alias: WorkSourceGovernance
- Owner/Manager: WS Governance PM

The WorkSource Governance email address shall be posted to the [WPC](#), the [WS Governance SharePoint](#), and the [InsideESD Governance Team](#) page.

Ticket Logging



Portfolio Database


Housed in MS Teams using MS Planner and managed by the WorkSource Governance PM



- Team Name: [ESD-WorkSource Governance](#)
- Planner Name: [WorkSource Portfolio](#)
- Sample I&A Task:

ESD-WorkSource Governance

Solution Request Title

  Galvan, Ardiel (ESD)

 Green Health ✕

Bucket	Progress	Priority
INTAKE ▼	In progress ▼	• Medium ▼
Start date	Due date	
11/29/2021 	12/31/2021 	

Notes Show on card

SUBMITTER: Ardiel Galvan
 REQUEST SPONSOR: Jairus Rice
 WORKGROUP: I&A Team
 BUSINESS ANALYST: Rebecca McGinnis
 PRIORITY: Medium
 HEALTH: Green

DESCRIPTION
 Type: Existing Technology Change Request
 Scope: WorkSource Region / WDA
 Summary: requesting an ETO feature enhancement to filter services by virtual or in-person

CURRENT STATUS
 11/29/21 - Ardiel received and processed new request. Added to docket for next I&A team meeting.

Checklist 0 / 11 Show on card

- date - WSG Solution Request form submitted
- date - PM reviews, exports, & creates INTAKE task; attach pdf copy of request
- date - PM reply to request sponsor; attach a pdf copy of completed request
- date - PM email request to I&A Team; post to Teams chat; calendar kickoff
- date - I&A Team assembles for initial review
- date - I&A Team assigns BA; reviews with Advisory Committee
- date - BA initiates analysis and communicates with requestor
- date - BA+Requestor document findings; produce brief doc/presentation for Steering
- date - PM calendars Solution Request presentation w/ Steering
- date - BA+Requestor present Solution Request to Steering
- date - PM documents results; closes intake ticket

Solution Request Log

Housed in MS Forms; exported to excel and pdf by the WorkSource Governance PM; saved to MS Teams [files](#) tab.

Questions Responses **7**

WorkSource Governance: Solution Request Form

7 Responses **217:46** Average time to complete **Active** Status

[View results](#) [Open in Excel](#)

View results

Respondent: 18 Anonymous 14:01 Time to complete

[Delete response](#) [Print response](#)

Executive Sponsor Information

Please provide contact information for the business sponsor who is authorizing this request.

1. Executive Sponsor First and Last Name *

Lekha Fernandes

WorkSource Governance I&A Workflow

Our objective is to work in collaboration with the submitting Business Sponsor and the WS Advisory Committee, to prepare a *Solution Request* proposal for presentment to the WorkSource Steering Committee. The documentation must include the appropriate level of detail required for consideration and decision-making, including such items as value, risk & impact, resource, budget, and time estimates.

- A solution request notification is received by the WorkSource Governance I&A team.
- WS Governance PM reviews request and:
 - Returns to Submitter if not sponsored or minimum info not included, or
 - Routes to I&A Team and schedules a review meeting.
 - Creates WS Governance intake ticket for logging/tracking in MS Teams
 - Exports all documents and saves to central repository in MS Teams
 - Replies to submitter [define SLA: within 3 business days of submission?]
- Sr. Business Analyst (“BA”) Manager reviews request and performs an initial assessment to determine request type:
 - Existing Technology Change Request
 - New Technology Request
 - Infrastructure Request
 - MIS Related Data or Report Request
 - Security or Data Privacy Review Request
 - Customer Experience Project Request
- BA Manager triggers the appropriate workflow based on initial assessment, i.e.:
 - Keeps for WS Governance
 - Routes to another ESD business unit (such as ITSD or DATA)
 - Returns to Submitter
- BA Manager preps for the I&A review meeting:
 - Initial assessment; time estimates
 - Team assignments
 - Proposed tasks/next steps
- I&A Team assembles [define SLA: within one week of request submission?] to conduct analysis:
 - Review & discuss request
 - BA Manager assigns a BA (may be assigned to self)
 - BA acts as PM for the intake review project (the “ticket owner”). The BA:
 - Communicates and coordinates with the request sponsor, the I&A Team, and the WS Advisory Committee
 - Provides estimates on time needed to complete the analysis
 - Pulls in appropriate agency SMEs to conduct the analysis and consolidates all consultation responses
 - Manages/assembles the intake request documentation (i.e., scoping brief, findings/analysis summary, request proposal presentation, etc.)
 - Manages communications, meetings, and fact-finding
 - Collaborates with Governance PM as needed for support & facilitation
 - Works with Governance PM to schedule a review with the WS Steering Committee to intro the request proposal for voting & prioritization (to be presented by the Request Sponsor + BA)
 - **Decision Point:**

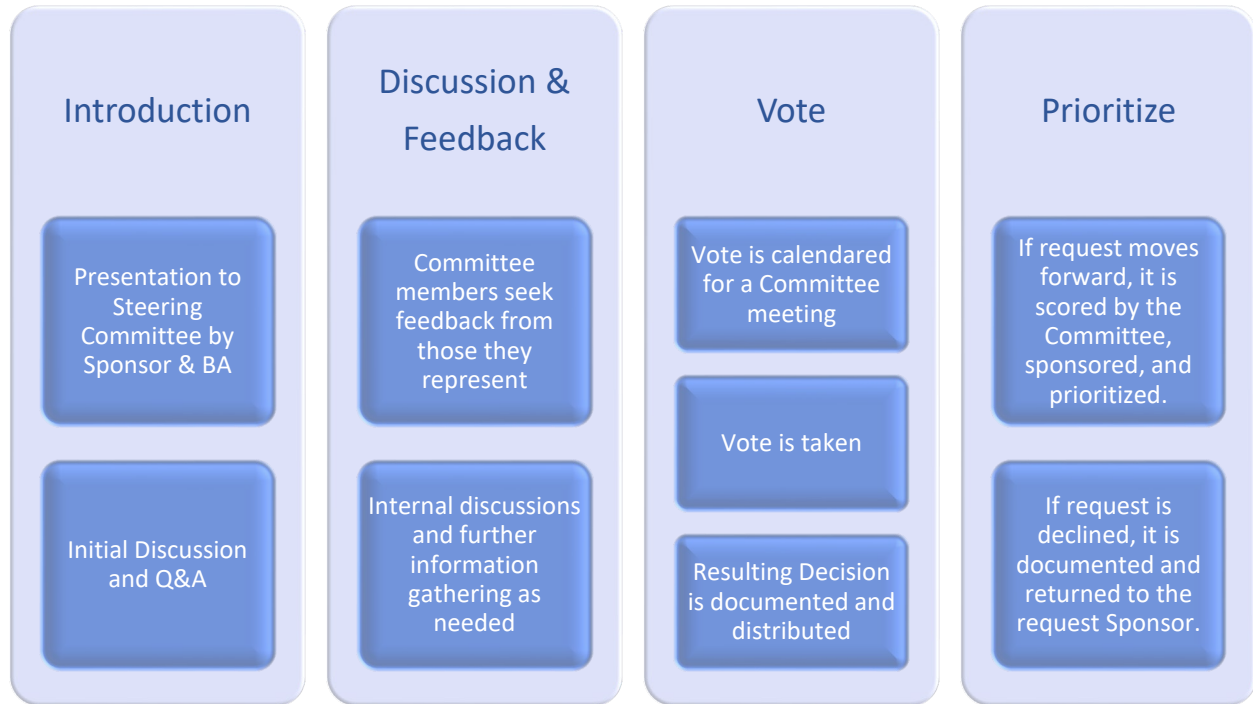
- *if the requesting Business Sponsor & BA conclude this request should be presented for a Steering Committee vote, the Governance PM calendars with the Steering Committee, and the process continues*
 - *if not, the I&A project/ticket is closed and flagged in the WS Portfolio database as either Cancelled or Future Work, and the process closes*
 - Governance PM either closes the solution request or calendars the request for presentment to the WorkSource Steering Committee.
- Solution Request is Presented to WS Steering Committee
 - The Request Sponsor (lead) and the I&A Business Analyst (supporting) present request to Steering Committee and field initial questions.
- Steering Committee Considers & Votes
 - The WS Steering Committee votes to either move forward, decline, or defer. May require additional information, or feedback from those they represent, before voting.
 - The vote can either take place during the same meeting or may be scheduled for a follow-up meeting (based on urgency or need for additional detail).
 - Governance PM documents the discussion & decision made.
- If the request moves forward:
 - Governance PM changes ticket status to In Progress in Portfolio database, updates decision log, and hands project back to the request Sponsor to initiate work; distributes meeting minutes.
- If the request is denied or deferred:
 - Governance PM changes ticket status to Cancelled or Future Work (pending decision) in Portfolio database, updates decision log, and hands back to Sponsor to communicate; distributes meeting minutes.
- If more information is required before a decision is made:
 - Governance PM changes status to Scoping in the Portfolio database and coordinates a follow-up conversation/decision with the Steering Committee.
 - BA returns to I&A for more info or
 - Steering Committee Executive Business Sponsors seek feedback from those they represent.

WorkSource Governance I&A Routing

If a request is received by the WorkSource I&A Team and is identified as an item which needs to be routed to another ESD business unit (such as to ESPI / ITSD / DATA / PPP), or to another ESD Committee (such as the ITSD Technology Intake Committee / Agency Governance / Agency Risk) the I&A Team will work in collaboration with that team and utilizing that team's internal intake process, to route the request via email, intake form, or Remedy.

PRIORITIZE

The WorkSource I&T Steering Committee is the governing body of the WorkSource enterprise and is solely authorized to make enterprise level decisions that impact the WorkSource system.



EXECUTE

Work that is approved by the WorkSource Governance I&T Steering Committee is documented, socialized, and sponsored for resourcing and implementation.

The solution request Sponsor initiates the project or initiative with the appropriate teams, according to standard business operating procedures.

Business sponsors and project owners are responsible for managing and executing the work, providing regular health updates, and managing or escalating risks to schedule, scope, or budget.

Governance Portfolio Management

WorkSource governance portfolio management focuses on selecting the optimum mix of projects and initiatives the enterprise should undertake based on its available funding and resources. Portfolio management focuses on the coordination of several related projects over time to deliver outcomes that benefit the WorkSource enterprise, and projects are undertaken for the efficient delivery of a defined output.

Roles & Responsibilities

- Expectations for the WS Steering Committee
 - Setting strategic plan for the portfolio
 - Balancing and prioritizing the portfolio
 - Making decisions on Solution Requests presented to the committee
 - Monitoring and addressing escalated risks

- Expectations for the WS Advisory Committee
 - Managing and advising I&A work
 - Managing I&A ticket logging and reporting
 - Monitoring and advising team workloads and capacity for new work
 - Monitoring and advising project and/or portfolio risk
 - Escalating risks to Steering Committee where appropriate
- Expectations for WS Project Sponsors & Owners
 - Managing/executing project work
 - Managing/executing project governance
 - Managing/executing project communications
 - Preparing /submitting all project status reports
 - Escalating project risks that require a governance decision to resolve (i.e., scope, schedule, budget)

Portfolio Database

A centralized database of all work considered to be part of the WorkSource Governance project portfolio, which database is used to produce portfolio-level status reports for ESD and LWDB executive leaders and sponsors.

The Portfolio database is currently housed within the [ESD-WorkSource Governance](#) MS Teams site.

Definitions

WorkSource Portfolio Definitions:

List	Definition
Executive Sponsor	The person who is authorizing the project or initiative to be funded & staffed, who signs/executes the Charter and has final decision-making authority and accountability for the initiative.
Project Sponsor	This is the project "owner" who is responsible for overall project execution/delivery. Can be a Program Manager, Business Unit Manager, Product Manager, Project Manager; or a program, division, or workgroup (if a specific owner has not yet been named).
Operational Manager	Manages the business unit or workgroup(s) conducting the work on the project. May be same as project sponsor.
Project Manager	Responsible for day-to-day management of the project and all project artifacts; Reports to and takes direction from the project Sponsor on all things related to the project; Monitors project scope, budget, schedule, and quality against defined project objectives.
Status	<p>Except for the "Completed" state, projects and initiatives cannot change Status without governance committee approval.</p> <p>INTAKE</p> <ul style="list-style-type: none"> • a solution request submitted to WS Governance for evaluation <p>NO</p> <ul style="list-style-type: none"> • unsponsored by the governance committee; work will not be initiated on this request • intake request moves to CANCELLED upon a NO vote <p>CANCELLED</p> <ul style="list-style-type: none"> • 1 - a solution request that received a NO vote from WS Governance

	<ul style="list-style-type: none"> • 2 - work that was previously approved but has been permanently cancelled, defunded & unstaffed <p>FUTURE WORK</p> <ul style="list-style-type: none"> • 1 - work that may or may not be picked up at a later date; good idea, but not urgent now and will need to be reevaluated by the governance committee • 2 - placeholder for an approved project that is either not yet prioritized by the governance committee or is not yet ready to move to IN PROGRESS (i.e. large projects on the radar that will need to be staffed/funded at some point in future) <p>BACKLOG</p> <ul style="list-style-type: none"> • work had once been IN PROGRESS but has since been deprioritized by the governance committee and moved to Backlog; this work is not being cancelled, but will be revisited for prioritization later on <p>SCOPING</p> <ul style="list-style-type: none"> • 1 - for IN PROGRESS work that needs to be reevaluated for changes or expansion of scope • 2 - for INTAKE work that requires more information in order to be prioritized by the governance committee - time, resources, budget, risk, priority evaluation is in process; will be brought back to governance for additional prioritization <p>IN PROGRESS</p> <ul style="list-style-type: none"> • work that is approved by WS Governance goes immediately to "in progress"; authorized/sponsored by the committee and approved for resourcing • projects/initiatives that are approved, resourced & staffed and are actively being worked <p>COMPLETED</p> <ul style="list-style-type: none"> • a project or initiative that has been fully completed and signed-off by project sponsors as closed
<p>Scope Level</p>	<p>Scope level is advised by the project Sponsor & Owner and confirmed by the governance committee. Requests to INCREASE scope must be submitted to the governance committee.</p> <ul style="list-style-type: none"> • 1 - Small scope - minimal WorkSource system minimal impact; primarily local impact; minimal time, cost, risk • 2 - Moderate scope - moderate WorkSource system impact; impacts more than one LWDB; moderate time, cost, risk • 3 - Large scope - high WorkSource system impact; multiple LWDB or Regional impacts; high time, cost, risk
<p>Priority</p>	<p>Priority is assigned by the governance committee. Requests to change priority must be submitted to the governance committee. These priority levels are currently being used by the ESD Agency PMO.</p> <ul style="list-style-type: none"> • Very High • High • Medium • Low • Very Low
<p>Health</p>	<p>Health is managed and assigned by the project owner. Risks that require governance action must be escalated to the governance committee.</p> <p>Project Measures: Budget, Risk, Schedule, Scope</p>

	<p>Overall Health:</p> <ul style="list-style-type: none"> • Green - on target; no identified risk and no mitigation required • Yellow - one or more project measures are at medium risk; mitigation is being handled by project owners and may or may not need to be escalated to governance committee for decision making • Red - one or more project measures are at high risk; risks to be communicated to governance, and mitigation may need to be escalated to governance committee for decision making
Strategic Goal	<p>Goal is used to align projects and initiatives to strategic outcomes, and to visualize and balance the WorkSource Portfolio. Goals include:</p> <p><i>[Under Construction: see the PMO Results software for strategic "Goal" categories; customize list for WS Governance?]</i></p> <ul style="list-style-type: none"> • IOE - Improve Organizational Effectiveness • RTW - Return to Work (jobs) • Security - access control, threat protection, etc. • Compliance - work must be conducted to comply with Legislative, Grant, Program, or other requirements.
Start Date	The date the project or initiative was approved by the governance committee and moved to IN PROGRESS.
End Date	The target or expected project/initiative end date. Includes <i>Critical End Date</i> , if applicable (i.e. date required to comply with legislative, contract, Program or grant requirements, etc.)

Project Status Reporting

- **TDB: tap into using the PMO’s Results tool?**
 - high-level process (reference PMO materials & training, and support contacts)
 - paste the chart that Sean updated during our calls with Chris Barker?
- MS Teams Planner – the WS Portfolio Database and I&A Ticket Log
 - [WorkSource Portfolio](#) – moving forward, this portfolio should include only those projects and initiatives which have been submitted through the WS Governance process
 - Administered/managed by the WSG process manager
 - Project owners must provide status updates once monthly
 - The WorkSource PM consolidates all updates and generates the Portfolio Dashboard Report
 - The Dashboard Report is then posted to the WPC governance page and the WSG Teams site; and is archived to the WSG SharePoint.

Posting to the Workforce Professionals Center (WPC)

Email your updates to Lynn Aue (lynn.aue@esd.wa.gov) and Jordyn Johnsen (jordyn.johnsen@esd.wa.gov) as they have access to administer these pages.

- [Project Updates](#) page
- [Governance](#) page

Governance Process Management

Process Manager duties include:

- WS Governance process management & facilitation
- Governance process documentation and artifact management
- Committee secretary (WS Steering + Advisory)
- Committee meeting facilitation and document management, including decision logs, minutes, agendas, Charters, and other artifacts
- Communications and project portfolio reports
- Updating SharePoint & WPC
- MS Teams administration
- MS Forms administration (Intake Form & Scoring Poll)
- Stakeholder communications relationship mgmt. – support System Alignment Liaison
- Portfolio Management: facilitating communications and info sharing between teams and committees where needed, gathering status updates from project owners, attending project meetings where appropriate, supporting risk identification & escalation to decision-makers, facilitating decision requests
- Advisory: Intake & Analysis facilitation; secretary
- Steering: Scoring & Prioritization facilitation; secretary

Communications

- Roles & Responsibilities
- Communications Management Plan
- Communications Matrix
- Communications Tools & Channels
- WS Governance SharePoint Site
- InsideESD Governance Page
- Workforce Professionals Center (WPC website) governance & projects pages
- MS Teams: channels, chat, portfolio database, intake tickets, document library
- Email/Phone: secretary, facilitation, action items & follow up