WorkSource I&T Steering Committee
Charter and Bylaws

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2   COMMITTEE NAME AND DURATION

These charter and bylaws are for the **"WorkSource I&T Steering Committee"**, sometimes referred to as the "Steering Committee" throughout various sections of this document. This is a perpetual Standing Governance Committee with no anticipated term.

3   PURPOSE AND APPROACH

The WorkSource 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.

The WorkSource I&T Steering Committee is a governing body whose 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.

To support and enable the WorkSource I&T Steering Committee to fulfill its mission, a limited number of functional committees or workgroups may be implemented and chartered separately (including the presently established WorkSource Advisory Committee) to provide expert advice and counsel to the WorkSource I&T Steering Committee.

The primary function of the WorkSource I&T Steering Committee is to develop and prioritize the WorkSource investment portfolio and make decisions on issues or requests forwarded by the WorkSource Advisory or other functional committees, submitted by Local Workforce Development Board ("LWDB") representatives, or mandated by state, legislative or program requirements.

This Steering Committee is focused on developing WorkSource enterprise business strategies that improve the customer experience and provides a stabilizing influence so organizational directions are sustained with a long-term systemic view. Members of the Steering Committee set WorkSource I&T enterprise priorities, make funding decisions, ensure I&T service objectives are met, and that Committee-approved projects and initiatives remain on track.

3.1   APPROACH

- **Strategic Alignment:** Manage and align the WorkSource portfolio resources and policy with state, agency, and workforce system priorities.
- **Customer Centricity:** Embed the experience and perspective of community members impacted by the workforce system throughout the decision-making process of determining WorkSource governance policy and funding.
- **Workforce Analysis:** Understand current local and regional 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 WorkSource portfolio.
- **Resource Impact:** Consider the impact on WorkSource enterprise resources (human, financial, facility, equipment, etc.)
- **Risk Management:** Consider and account for risks as related to WorkSource I&T strategic initiatives.
- **Performance Measures:** Review portfolio performance against strategic priorities of the WorkSource enterprise.
- **Innovation:** Identify and assess innovation opportunities across the WorkSource enterprise.

In practice, these responsibilities are carried out by performing the following functions:

- Define the business continuity objectives, priorities, and scope for the WorkSource enterprise investment portfolio.
- Evaluate and direct the system of I&T Governance for the WorkSource enterprise.
- Evaluate and direct stakeholder engagement management.
- Determine the sources and availability of funds.
- Monitor the WorkSource portfolio at regular Steering Committee meetings for system-wide alignment, strategic business value, and customer experience.
- Monitor WorkSource portfolio performance and execution; make decisions related to project or initiative approval and sponsorship, prioritization, budget requests, change of scope, compliance, risk, and impacts to other projects or initiatives.
- Maintain prioritization of portfolio objectives and outcomes; ensure work priorities are aligned with business, technology and service solutions that meet the needs of job seekers, employers, and staff.
- Perform proactive problem management; control scope as emergent issues or legislative mandates force changes to be considered, ensuring that scopes of work align with the business and service requirements of sponsors and stakeholders.
- Provide aid and direction to the WorkSource Advisory Committee and other functional subcommittees or workgroups.
- Resolve conflicts and disputes escalated by the WorkSource Advisory Committee or workgroups, reconciling differences of design, approach, scope, etc.
- Monitor risk management strategies, ensuring that risks to the success of projects within the WorkSource I&T portfolio have been identified, estimated, and addressed, and that the risks are regularly re-assessed via the WorkSource Advisory Committee and workgroups.
- Ensure risks to the WorkSource I&T portfolio which *also* impact State or ESD Agency technology investments, programs, public service delivery, or operating policies and procedures are communicated to the ESD Agency Governance and Risk Committees.

4 AUTHORITY AND PRINCIPLES

The WorkSource I&T Steering Committee is sponsored by the **Employment Connections** division of the Washington State Employment Security Department ("the ESD Agency"), and reports to Employment

Connections and Local Workforce Development Board ("LWDB") executive leadership regarding WorkSource Portfolio status.

The WorkSource I&T Steering Committee is authorized to make decisions on the WorkSource Portfolio and all WorkSource system-wide governance strategies. The Steering Committee forwards risks or issues that are beyond the authority of the Steering Committee to implement, *which are those impacting State or ESD Agency technology investments, programs, public service delivery, or operating policies*, to the ESD Agency Governance and Risk Committees.

Consultative communication channels will be established and maintained with the ESD Governance and Risk Committees, as well as with the WorkSource Advisory or other functional subcommittees, to receive and communicate relevant information.

The Steering Committee makes decisions on recommendations from the WorkSource Advisory Committee, or other functional subcommittees and workgroups, that impact the WorkSource system. This includes but is not limited to decisions such as:

- Approval and prioritization of requests for new technology, enhancements, and services
- Changes to project budgets within the WorkSource system
- Changes to implementation schedules that impact overall portfolio budgets or timelines
- Changes to technology that could alter the overall scope or function of the WorkSource system

The Steering Committee may request that any directors, officers or employees of the ESD Agency or its partner affiliates, or other persons whose advice and counsel are sought by the Committee, attend any meeting of the Committee to provide such pertinent information as the Committee requests. The Steering Committee may also delegate matters to a functional subcommittee or workgroup.

The Steering Committee shall keep written minutes of its meetings, which minutes shall be maintained with the books and records of the sponsoring agency.

The Steering Committee Executive Sponsor will designate an ESD staff person to serve as the WorkSource Governance process manager to facilitate the Committee's activities, support governance, and coordinate with the Committee Sponsor as well as any functional or subcommittees.

4.1 PRINCIPLES

The WorkSource I&T Steering Committee adheres to the following guiding principles:

PRINCIPLE	DEFINITION
Customer Centricity	We prioritize the needs of our customers before the needs of the Committee or its partnerships. We proactively seek to improve employment and training opportunities for all, particularly those previously left behind, applying an equity lens to all our work, decision-making and investments, and being responsive to regional labor markets and community needs.

Integrity	Integrity comprises both straightforward dealing and completeness. It is based upon honesty and objectivity, and high standards of propriety and probity in the stewardship of public funds and resources and management of an entity's affairs. It is dependent on the effectiveness of the control framework and on the personal standards and professionalism of the individuals within the entity. It is reflected both in the entity's decision-making procedures and in the quality of its performance reporting.
Accountability	Accountability is the process whereby public sector entities, and the individuals within them, are responsible for their decisions and actions, including their stewardship of public funds and all aspects of performance, and submit themselves to appropriate external scrutiny. It is achieved by all parties having a clear understanding of those responsibilities and having clearly defined roles through a robust structure. In effect, accountability is the obligation to answer for a responsibility conferred.
Openness	Openness is required to ensure that stakeholders can have confidence in the decision-making processes and actions of public sector entities, in the management of their activities, and in the individuals within them. Being open through meaningful consultation with stakeholders and communication of full, accurate and clear information leads to effective and timely action and stands up to necessary scrutiny.
Commitment	We are committed to foster healthy and productive partnerships with teamwork, collaboration, and respect; ensuring local participation wherever possible to maximize integrated customer service, and to eliminate barriers that may stand in the way of achieving our mission. We are committed to invest in and provide resources to sustain our core functions and build capacity to serve our customers.

5 COMMITTEE COMPOSITION

5.1 OFFICERS

The WorkSource I&T Steering Committee includes the following five Officer positions:

OFFICE	TITLE
Executive Sponsor/Chair	Director, Employment Connections, ESD
Co-chair	LWDB CEO/Director Appointee
Vice Chair	Chief Information Officer, ITSD, ESD
Vice Co-chair	LWDB CEO/Director Appointee
Secretary	Governance Process Manager, ESD

5.2 VOTING MEMBERS

The WorkSource I&T Steering Committee includes the following nine Voting Members:

NAME	TITLE	ORGANIZATION
Jairus Rice	Director, Employment Connections (Chair)	ESD
Daniel Zeitlin	Director, Employment System Policy & Integrity	ESD
Nick Demerice	Director, Public Affairs	ESD
Maribeth Sapinoso	Chief Information Officer (Vice-chair)	ESD
Carole Holland	Chief Financial Officer	ESD
Mark Mattke	Chief Executive Officer (Co-chair)	LWDB, Spokane
Amy Martinez	Chief Executive Officer (Vice Co-chair)	LWDB, South Central
Katie Condit	Chief Executive Officer	LWDB, Pierce County
Kevin Perkey	Chief Executive Officer	LWDB, Southwest

5.3 NON-VOTING MEMBERS

The WorkSource I&T Steering Committee includes the following Non-voting members:

NAME	TITLE	ORGANIZATION
Steven Ross	Director, Data Architecture, Transformation & Analytics	ESD, DATA
Anne Goranson	System Alignment Liaison Manager	ESD, EC
Nona Mallicoat	Strategic Operations Manager	ESD, EC
Gary Kamimura	UI Workforce Policy Manager	ESD, ESPI
Danielle Cruver	Budget Director	ESD, Financial Services
Christa Castanon	WorkSource/Other IT Systems Manager	ESD, ITSD
Lawrence Banks	Deputy Chief Information Officer	ESD, ITSD
Ardriel Galvan	WorkSource Governance PM (Secretary)	ESD, PPP
Joel Getzendanner	Product Portfolio Manager	ESD, PPP
Clare DeLong	Communications Director	ESD, Public Affairs
Joy Emory	Chief Executive Officer, Workforce Snohomish	LWDB, Snohomish
(Pending)	(LWDBs to designate additional participants as desired)	(LWDB)
Sandra Miller	WWA Executive Director	WWA

5.4 NON-MEMBERS WITH OPEN INVITES

Executive Leadership Team non-members with an open invite to attend WorkSource I&T Steering Committee meetings and proceedings:

NAME	TITLE	ORGANIZATION
Cami Feek	Commissioner	ESD
Phil Castle	Deputy Commissioner	ESD
Julie Lord	Director, Unemployment Insurance Customer Support	ESD
Lisa Kissler	Director, Leave & Care	ESD

Michaela Doelman	Chief Human Resources Officer	ESD
John Snodgrass	Director, Financial Crimes	ESD
Shawn Murinko	Director, Administrative Services	ESD
Beth Marchand	Director, Product, Planning & Performance	ESD
Ben Hainline	Director, Internal Audit	ESD
Open	WIOA Title II and Title IV Representatives	ESD

6 ROLES AND RESPONSIBILITIES

6.1 RESPONSIBILITIES OF THE COMMITTEE

The WorkSource I&T Steering Committee is focused on the following responsibilities to fulfill its mission:

- **Proposal Approval:** The Steering Committee will review and approve program, project, initiative, and investment proposals or make recommendations to the ESD Agency regarding items that are beyond the approval authority of the Steering Committee. Decisions will be based on advice from functional governance committees and workgroups (such as the WorkSource Advisory Committee), the knowledge and experiences of the Steering Committee members and other perspectives as appropriate.
- **Portfolio Management:** The Steering Committee will employ portfolio management processes to prioritize projects and initiatives within the WorkSource I&T portfolio, to maintain visibility of the resources available to support the WorkSource I&T portfolio, and to monitor portfolio performance to ensure investments align with program priorities.
- **Governance Policy:** The Steering Committee Sponsor will select a subset Governance team from the Steering Committee member group to develop, monitor and control WorkSource I&T Governance policies and procedures. The Governance Team will ensure communication and collaboration with the LWDB's and the following ESD Agency divisions and offices:
  - o Administrative Services Division
  - o Data Governance Management Office
  - o Employment Connections Division
  - o Executive Programs
  - o Financial Services Division
  - o Information Technology Services Division
  - o Policy, Data, Performance & Integrity
- **Functional Subcommittees/Workgroups:** The Steering Committee will appoint chairpersons for each of the functional subcommittees and will work with those chairpersons to ensure the functional subcommittees, and any workgroups, are staffed appropriately to fulfill their duties. The Steering Committee will approve functional subcommittee charters.

6.2 RESPONSIBILITIES OF COMMITTEE MEMBERS

WorkSource I&T Steering Committee members should review provided materials prior to a meeting and conduct any additional inquiry or research so they can come to the meeting prepared to discuss topics from an informed position. Committee members are not expected to be Subject Matter Experts but

should approach their deliberations and decision-making activities with WorkSource enterprise-wide strategic goals in mind.

Steering Committee members are expected to attend regular meetings, as well as any ad-hoc or workgroup meetings they have been designated to attend.

The WorkSource I&T Steering Committee members should:

- Understand the implications and outcomes of issues, proposals and requests considered by the committee.
- Appreciate the significance of the project requests for all major stakeholders and represent their interests holistically and systemically, with the understanding that each member is representing the WorkSource system.
- Be genuinely interested in project and initiative requests and be an advocate for broad support for the outcomes being pursued.
- Help balance conflicting priorities and resources and ensure portfolio outputs meet the requirements of WorkSource business owners and key stakeholders.
- Foster positive relationships and communications by working to develop collaborative decisions regarding issues escalated to the Steering Committee.

6.3 MEMBERSHIP

The WorkSource I&T Steering Committee consists of Employment Connections, ESD Agency, and Local Workforce Development Board executive leaders, **nine** of whom are empowered to vote on matters coming before the Committee.

The WorkSource Governance Process Manager/Secretary is a nonvoting member appointed by the Committee's Executive Sponsor.

The officers of the Committee include the Executive Sponsor/Chair, Co-chair, Vice Chair, Vice Co-chair, and Secretary.

6.3.1 Terms of Membership

The WorkSource I&T Steering Committee is a perpetual, standing committee and there are no minimum or maximum terms established for members.

6.3.2 Officer Vacancies

In the event there is a vacancy in the office of the **Executive Sponsor/Chair**, the Vice Chair succeeds to the office of Chair until ESD Executive Leadership appoints a replacement *Director, Employment Connections* to serve as Executive Sponsor/Chair.

In the event there is a vacancy in the office of the **Vice Chair**, the *ESD Deputy CIO* succeeds to the office of Vice Chair until ESD Executive Leadership appoints a replacement *Chief Information Officer* to serve as Vice Chair.

In the event there is a vacancy in the office of the **Co-chair**, the Vice Co-chair succeeds to the office of Co-chair until the Local Workforce Development Board executive leaders appoint a replacement Co-chair.

In the event there is a vacancy in the office of the **Vice Co-chair**, the Co-chair and the Local Workforce Development Board executive leaders will appoint a replacement Vice Co-chair.

In the event there is a vacancy in the office of **Secretary**, the Executive Sponsor/Chair will appoint a replacement Secretary.

6.3.3   Alternates

Each voting member of the WorkSource I&T Steering Committee may designate an individual to function in their place as an alternate with the right to cast their vote. Each alternate must be designated by written notice to the Executive Sponsor/Chair and Co-chair.

6.4   MEMBER ROLES CHART

ROLE	EXPECTATIONS
All Members	• Support the mission, purpose, and vision of the WorkSource I&T Steering Committee • Follow the guiding principles and respect the rules of procedure • Support decisions once made • Consistently participate in committee meetings, arrive on time, and review meeting documents prior to attending • Listen attentively and restrict conversation to agenda items while at meetings, wherever possible • Respect other participants and maintain an open-minded attitude toward other's opinions • Support all other Committee Members in the conduct of their responsibilities • Undertake and complete allocated tasks or deliverables • Always represent the Committee with integrity
LWDB Members	• Comprises a select number of designates appointed to the Committee by the Local Workforce Development Board ("LWDB") CEO/Directors and/or the Washington Workforce Association ("WWA") to speak and vote on behalf of the 12 LWDB's. • Participate in both the WorkSource I&T Steering Committee and their home committee(s) and appoint delegates to functional subcommittees as needed. • Facilitate regular communications between those committees. • Gather input from the other, non-member LWDB CEO/Directors, their home committees, and the WWA to inform votes and decisions of the WorkSource I&T Steering Committee.

Executive Sponsor/ Chair	• The Executive Sponsor/Chair guides the Committee in developing strategies, directing ESD funds and resources, and proposing products and services that will further the goals and objectives of the WorkSource I&T Steering Committee.
	• The Chair will, in consultation with the Co-chair, decide how best to share and divide their responsibilities.
	• The Executive Sponsor/Chair shall jointly preside at all meetings with the Co-chair, shall appoint all subcommittees, may serve as an ex officio member of all subcommittees, and shall perform such other duties as may be assigned by the ESD Agency.
	• Evaluates the Committee's efforts and communicates accomplishments to the Committee and to ESD Agency executive leadership.
	• Liaises with the ESD Agency Governance and Risk Committees.
	• Makes reports as necessary to the ESD Agency Governance Committee and/or Agency Executive Leadership Team.
	• Enforces the procedural rules of the Committee during meetings.
	• Participates in deliberations and votes in all matters before the Committee.
	• Ensures that the functions of the Committee are carried out to the best of their abilities.
	• Executes on behalf of the Committee any documents and papers duly authorized by the Committee that may require signature.
	• Supports increased collaboration within WorkSource partnerships.
Co-chair	• Together with the Chair, the Co-chair guides the Committee in developing strategies, making decisions on allocating funds and resources across the WorkSource I&T Steering Committee investment portfolio, and proposes products and services that will further the goals and objectives of the WorkSource I&T Steering Committee.
	• The Co-chair shares joint leadership and accountability with the Chair and will, in consultation with the Chair, decide how best to share and divide their responsibilities.
	• The Co-chair jointly presides at all meetings, appoints subcommittees together with the Chair, may serve as an ex officio member of all subcommittees, and shall perform such other duties as may be assigned by the Local Workforce Development Board executive leaders.
	• Evaluates the Committee's efforts and communicates accomplishments to the Committee and to LWDB executive leaders.
	• Liaises with and reports to the Washington Workforce Association and all 12 LWDB CEO/Directors.
	• Enforces the procedural rules of the Committee during meetings.
	• Participates in deliberations and votes in all matters before the Committee.

	• Ensures that the functions of the Committee are carried out to the best of their abilities. • Executes on behalf of the Committee any documents and papers duly authorized by the Committee that may require joint signature. • Supports increased collaboration within WorkSource partnerships.
Vice Chair	• The Vice Chair shall perform all duties of the Chair when the Chair is absent and shall perform such other duties as assigned by the Committee. • The Vice Chair shall be the Chief Information Officer, ITSD, ESD. • The Vice Chair shall retain all voting rights.
Vice Co-chair	• The Vice Co-chair shall perform all duties of the Co-chair when the Co-chair is absent and shall perform such other duties as assigned by the Committee. • The Vice Co-chair shall be appointed by the LWDB executive leaders. • The Vice Co-chair shall retain all voting rights.
Secretary	• The Secretary shall be an ESD staff member who is appointed by the Committee's Executive Sponsor. • The Secretary will serve on the Committee to facilitate the Committee's activities, and coordinate with the Executive Sponsor/Chair and Co-chair to facilitate the functions and operations of the Committee as well as the functional subcommittees. • The Secretary shall prepare the agenda for all meetings in consultation with the Executive Sponsor/Chair and Co-Chair; provide meeting notices; shall record proceedings of the Committee and keep such records; and perform other duties as shall be delegated by the Committee. • The Secretary shall be a non-voting member of the Committee.

7 COMMITTEE MEMBER SELECTION

Representation on the WorkSource I&T Steering Committee shall reasonably reflect the sponsoring Agency and the respective population of the twelve Local Workforce Development Boards.

The WorkSource I&T Steering Committee Executive Sponsor/Chair and Co-chair shall be responsible for appointing Steering Committee officers and for approving or removing Voting Member nominees submitted by the Steering Committee.

The WorkSource I&T Steering Committee Voting Members shall be responsible for nominating Voting Members and for approving or removing Non-voting Member nominees submitted by the Steering Committee.

A Voting Member may resign from the WorkSource I&T Steering Committee by submitting a resignation letter to the Steering Committee Executive Sponsor/Chair and Co-chair.

The WorkSource I&T Steering Committee Executive Sponsor/Chair and Co-chair may remove a Voting or Non-voting member which has been submitted for removal at the request of the Steering Committee by majority vote. Notice to the member being considered for removal shall be provided at least fifteen (15) days prior to the vote on the removal.

A WorkSource I&T Steering Committee Voting Member may be removed for three (3) consecutive absences from scheduled Steering Committee meetings where no prior notice or communication was given.

8 DECISION MAKING

Only the WorkSource I&T Steering Committee makes decisions on behalf of the WorkSource enterprise. Other bodies provide recommendations from their groups (i.e. LWDB committees, the WorkSource Advisory Committee, or other functional subcommittees) to the WorkSource I&T Steering Committee to support decision-making.

WorkSource I&T Steering Committee decision-making definitions, factors, and processes are described in this section.

8.1 DEFINITIONS
- **Conflict of Interest:** A conflict between a person's private interests and public obligations. When a member can privately benefit from a decision, this person will not participate in either the discussion or vote.
- **Decision Type:** The framework used to make decisions, including decisions by Consensus, Super-Majority, Majority or Quorum.
- **Level of Formality:** The decision-making strategy employed based on the level of risk and impact to the WorkSource enterprise. Formality levels include Governance Decisions, Informal Decisions, and Advice.

8.2 FACTORS

8.2.1 Level of Formality
For each decision, the *level of formality* for decisions or requests for input submitted to the WorkSource I&T Steering Committee will be determined by the Committee's Voting Members. If there is any question about the level of formality required for a decision, the Steering Committee Executive Sponsor/Chair and Co-chair should be consulted. The levels of formality employed by the WorkSource I&T Steering Committee are described below, in order of formality.

- **Governance Decision:** Decisions that affect the entire WorkSource enterprise (e.g. policies, funding, prioritization of system-wide initiatives, etc.) or which have a high risk or large impact at regional or local levels. Governance decisions are made by the WorkSource I&T Steering Committee only and incorporate representative input from across the enterprise.

- **Informal Decision:** Decisions made by the WorkSource I&T Steering Committee or by one of its appointed subcommittees that have minimal impact on the WorkSource enterprise or its other committees.
  - Functional subcommittees of the WorkSource I&T Steering Committee may use the Informal or Advice processes to make decisions on their own behalf, but it should be made clear that their position or input does not represent the entire WorkSource enterprise.
  - Any functional or subcommittee can initiate a Governance decision by submitting a request to the WorkSource I&T Steering Committee. If the Steering Committee agrees to move it forward, the initiator then helps to facilitate and document the decision-making process with the support of the Steering Committee.
- **Advice:** When input from the WorkSource I&T Steering Committee is desired, rather than a decision.

8.2.2 Decision Type

The *type* of decision will also need to be determined for each decision. Decisions by Consensus are strongly preferred to ensure that diverse voices and perspectives are fully considered. The following represents this Committee's decision types:

- **Consensus:** Full agreement among all **9** voting members is desired, if possible. This means zero "no" votes but does allow for abstentions.
- **Super-Majority:** Recommendations require **7 of 9** voting members to approve.
- **Majority:** Recommendations require **5 of 9** voting members to approve, including at least **1** LWDB voting member. Used when a quick decision is desired.
- **Quorum:** The minimum number of voters (**x4**) required to make any decision, including at least **1** LWDB voting member.

8.3 PROCESS FLOWS

LEVEL OF FORMALITY DECISION PROCESS **WorkSource I&T Steering Committee**

Advice – when input from the WorkSource I&T Steering Committee is desired, rather than a decision.
 	
• Who votes?
  ○ No vote is required. All attendees are free to provide input.
• Process flow:
  ○ Steering Committee members may submit an advisory-level request at a Committee meeting or via email to the Committee Secretary on behalf of functional subcommittees, workgroups or other agency or partner committees.
  ○ Advisory-level requests may be discussed during the Committee meeting when presented, if time permits, or added to the agenda for a subsequent meeting.

Informal Decision – decisions made by the WorkSource I&T Steering Committee or one of its appointed subcommittees with minimal or localized impacts to the WorkSource enterprise.

- Who Votes?
    - Members with voting privileges
- How many voters must be present for a decision to be made?
    - Majority (x5 of voting members) is preferred
    - Quorum (x4 voting members) at minimum
- Process flow:
    - Steering Committee members may submit an Informal Decision request at a Committee meeting or via email to the Committee Secretary.
    - Informal Decision requests may be discussed during the Committee meeting when presented, if time permits, or added to the agenda for a subsequent meeting.
    - Informal Decisions may be introduced, discussed, and voted on at the same meeting.

Governance Decision – decisions that affect or represent the entire WorkSource enterprise or which have high risk or large impact to any part of the WorkSource system. These decisions are made at the WorkSource I&T Steering Committee only, and incorporate diverse, representative input from across the enterprise.

- Who votes?
    - Members with voting privileges
- How many voters must be present for a decision to be made?
    - Consensus (all 9 voting members) is preferred
    - Super-majority (x7 of voting members) at minimum
- Who has final decision-making authority?
    - The WorkSource I&T Steering Committee Executive Sponsor
- Process flow:
    - See the Default vs. Expedited decision chart below.

Governance Decision – Default	Governance Decision – Expedited *Used only for urgent, time sensitive decisions.*
Step 1 – Decision Request. The person sponsoring the decision request emails the request to the Committee Chair, Co-chair and Secretary; must include a Project Brief or request description with the minimum level of detail required by the WorkSource Governance Intake & Analysis process. The decision request is reviewed by the Chair and Co-chair before being introduced to the Committee via email a minimum of one week prior to meeting.	**Step 1 – Decision Request.** The person sponsoring the decision request emails the request to the Committee Chair, Co-chair, and Secretary with as much detail as possible. **Step 2 – Review and Approach.** The Chair and Co-chair will review the decision request and decide on the best approach for addressing the request. This approach may include scheduling an emergency, ad-hoc meeting with the Steering

Step 2 – Decision Introduction. The decision request is calendared by the Committee Secretary and then introduced at a Steering Committee meeting by the request Sponsor.	Committee's voting members to take a draft vote.
Step 3 – Input Gathering. Committee members seek input on the decision request from those they represent via internally scheduled meetings, email, or phone.	**Step 3 – Draft Vote.** The decision request is discussed with Voting Members, a draft decision is presented by the Chair and Co-chair, and proceeds with a single majority vote.
Step 4 – Discussion. The decision is calendared for discussion at a Steering Committee meeting. This meeting may be calendared outside of the normal meeting schedule for expediency. Members and Stakeholders express the feedback received from their counterparts.	**Step 4 – Document.** The draft decision is documented by the Secretary in the meeting minutes and decision log and made available to all Committee members. **Step 5 – Input gathering.** Committee members seek input on the Draft decision that was made from those they represent.
Step 5 – Vote. At the same Steering Committee meeting as in Step 4, the Committee Chair and Co-chair initiates the vote and the Secretary tallies responses.	**Step 6 – Discussion.** Committee members present feedback from their counterparts at a Steering Committee meeting and the Committee decides whether any additional decision-making is required.
Step 6 – Document. The decision is documented by the Committee Secretary in the meeting minutes and decision log and made available to all Committee members.	**Step 7 – Document.** The final decision is documented by the Committee Secretary in the meeting minutes and decision log and made available to all Committee members.

9 VOTING PROCEDURES

9.1 QUORUM

The requirement for a quorum is protection against totally unrepresentative action in the name of the WorkSource I&T Steering Committee by an unduly small number of persons.

The WorkSource I&T Steering Committee is composed of 9 Voting Members and 4 of those voting members, including at least 1 LWDB voting member, constitute a quorum for voting on Informal decisions. Quorum votes do not apply to Governance decisions, excepting in cases of emergency.

Decisions of the majority of Voting Members present at a meeting wherein a quorum is present, shall be considered the act of the WorkSource I&T Steering Committee, unless a greater number of voters is required by these Bylaws (i.e. for Governance decisions).

9.2   VOTING

All WorkSource I&T Steering Committee Voting Members shall have the right to vote on any matters coming before the Steering Committee. Members may abstain from voting and abstention will be noted in the minutes.

Each WorkSource I&T Steering Committee Voting Member (or their designated alternate) shall have one vote, which may not be assigned to another member. Alternates must be designated by written notice to the Steering Committee Executive Sponsor/Chair and Co-chair in advance of any vote and in no case will extend past a single vote.

Should a tie or conflict arise, final decision-making authority will reside with the Executive Sponsor.

No votes shall be taken outside of the regular meeting schedule (except in cases where an urgent, ad-hoc meeting has been scheduled) nor shall votes be taken by secret ballot.

In general, the WorkSource I&T Steering Committee will strive for consensus as it engages in decision-making and issue resolution. However, it may not be possible to attain 100% consensus on all topics and recommendations.

For Governance decisions, a majority vote of those attending (with a minimum of 7 members required to be present) will constitute a final decision. In case of an emergency only, a draft Governance decision may proceed by quorum until a final decision is reached.

For Informal decisions, a majority vote of those attending (with a minimum of 4 members, including at least 1 LWDB voting member, required for a quorum) will constitute a final decision.

Decisions made by the Steering Committee will be recorded in the minutes of the Committee meeting where the decision was made and will include whether the decision was attained by Quorum, Majority, Super-majority, or Consensus.

9.3   COMMITTEE MEMBER DELEGATION AUTHORITY

Each Voting Member of the WorkSource I&T Steering Committee may designate an individual to function in their place as an alternate with the right to cast their vote by proxy; provided the alternate authorization is presented in writing to the Steering Committee Executive Sponsor/Chair and Co-chair prior to the taking of a vote and that the authorizing member is not present when their proxy is cast. Alternate proxy authorizations may be limited to specific agenda item(s) or may be unlimited but in no case shall a proxy authorization extend beyond a single meeting unless specifically renewed.

Voting Members who are unable to attend a meeting may instead choose to send a non-voting delegate in their stead. The Steering Committee Secretary must be notified in advance of the meeting if a delegate is sitting in for a voting member. Repeated or regular delegation by a member may be considered non-participation under member roles and responsibilities.

9.4 ADVISORY VOTES

Any WorkSource I&T Steering Committee member, voting or nonvoting, may request that the Steering Committee conduct an advisory vote on any request that has not yet been decided. The Executive Sponsor/Chair or Co-chair, at their discretion, may initiate the requested advisory vote. Each Steering Committee member or their designee, voting or nonvoting, shall have one vote for purposes of this section. The advisory vote is not binding and only serves as a recommendation to the voting members of the Committee.

10 COMMITTEE MEETINGS

The WorkSource I&T Steering Committee will convene once monthly for 90 minutes. The meeting schedule for the upcoming year shall be adopted at the last meeting of the current year and will be distributed to all members by the Committee Secretary.

The Committee Sponsor/Chair and Co-chair may convene ad-hoc meetings of the Committee as needed, with the goal of providing sufficient notice to Committee members to facilitate their attendance.

The Sponsor/Chair and Co-chair presides over the meeting, and the Sponsor/Chair's appointed representative facilitates the meeting and agenda.

All committee members are expected to attend each meeting, either in person or via telephone or videoconference. Steering Committee meetings may take place in-person, typically hosted at 640 Woodland Square Loop SE, Olympia, WA 98503 – 4th Floor, States Avenue room. However, all meetings must include, at minimum, a speakerphone with conference call capability and videoconferencing technology to allow members to attend remotely. All members in attendance must be able to hear and communicate with remote participants.

10.1 NON-MEMBER PARTICIPATION AT MEETINGS

Participation at WorkSource I&T Steering Committee meetings shall be limited to Steering Committee members and open invitees with the following exceptions:
- When scheduled agenda items call for reports, advisory recommendations, or participation by non-members.
- When comments or other participation by non-members is relevant or material to a matter under consideration or before the Committee for decision-making.

10.2 MEETING AGENDA AND MINUTES

Meeting agendas will be prepared by the Secretary for every WorkSource I&T Steering Committee meeting and will be provided to the Committee members (and their alternates) at least three days in advance of the scheduled meeting, along with the appropriate materials needed to make informed decisions.

An agenda for ad-hoc meetings, with approval of the Sponsor/Chair and Co-chair, shall be delivered to each WorkSource I&T Steering Committee member and alternate (if applicable), as early as possible prior to the meeting.

Minutes are to be prepared for each WorkSource I&T Steering Committee meeting and distributed to all Committee members by the Committee Secretary as soon as practicable after each meeting. Meeting minutes will include a list of attendees, topics discussed, action items and owners, decisions made and by what method, who voted, and any abstentions.

11 COMMUNICATIONS

The WorkSource I&T Steering Committee meeting calendar, agenda and minutes will be managed and distributed by the Steering Committee Secretary in accordance with the WorkSource Governance Communications Management Plan.

11.1 PROJECT STATUS REPORTING

WorkSource Portfolio status reporting will be consolidated from project owners and distributed to Committee members prior to each regular meeting. It is the responsibility of Operational Managers and their assigned Project Owners to maintain current and accurate project status reports for any project or initiative considered to be part of the WorkSource Portfolio, whose status may impact other projects within the Portfolio, and to deliver this data to the WorkSource I&T Steering Committee as outlined in the WorkSource Governance Communications Management Plan.

11.2 CRITICAL RISK ESCALATIONS

In cases where an urgent or critical risk to the ESD Agency, its partners, staff or customers has been identified by any member of the WorkSource I&T Steering Committee, all members shall follow and abide by the Commissioner's Critical Information Requirements ("CCIR") escalation protocol.

12 EVALUATION OF THE COMMITTEE

The WorkSource I&T Steering Committee shall on an annual basis evaluate its performance, which evaluation should:

- compare its performance with the requirements of these Charter and Bylaws
- evaluate its performance against its goals and objectives for the previous year
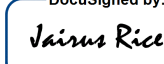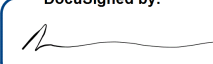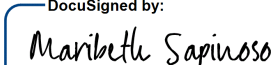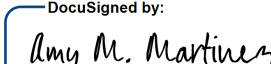- and set forth its goals and objectives for the upcoming year

The evaluation should include a review and assessment of the adequacy of the Steering Committee's Charter and Bylaws. The Committee shall address all matters that it considers relevant to its performance, including at least the following: the adequacy, appropriateness and quality of the information and recommendations presented by the Steering Committee, the manner in which they were discussed or debated, and whether the number and length of meetings of the Committee were adequate for it to complete its work in a thorough and thoughtful manner.

The Steering Committee shall document the results of its evaluation, including any recommended amendments to these Charter and Bylaws.

13 COMMITTEE CHARTER APPROVAL

These Charter and Bylaws supersede and replace all previous WorkSource Committee charters, including the *WorkSource Technology Steering Committee* charter executed by this committee's Executive Sponsor on July 15, 2019.

This agreement shall be effective as of the date executed by all duly authorized officers of the WorkSource I&T Steering Committee listed below.

WorkSource I&T Steering Committee – Chair	DocuSigned by: *Jairus Rice* X _____ A51FA3605B3B474... **Name:** Jairus Rice **Title:** Director, Employment Connections | ESD **Date:** 10/14/2021 _____
WorkSource I&T Steering Committee – Co-chair	DocuSigned by: *[signature]* X _____ 3891A1B318614AA... **Name:** Mark Mattke **Title:** CEO, Spokane Workforce Council **Date:** 10/21/2021 _____
WorkSource I&T Steering Committee – Vice Chair	DocuSigned by: *Maribeth Sapinoso* X _____ 6D5172334EE5475... **Name:** Maribeth Sapinoso **Title:** CIO, Information Technology Services | ESD **Date:** 10/21/2021 _____
WorkSource I&T Steering Committee – Vice Co-chair	DocuSigned by: *Amy M. Martinez* X _____ 5F18D07462F6460... **Name:** Amy Martinez **Title:** CEO, South Central Workforce Council **Date:** 10/14/2021 _____

13.1 AMENDMENTS

These Charter and Bylaws may be amended at any regular meeting of the WorkSource I&T Steering Committee by a two-thirds affirmative vote of all eligible voters; provided that written notice of an intention to amend was introduced at the preceding regular meeting, together with at least a definitive outline of the amendment(s) being proposed.

14 APPENDIX A: CCIR

The Commissioner's Critical Information Requirements ("CCIRs") provides guidance to ESD leaders for escalating urgent and critical issues, as is current as of the date of this writing.

Commissioner's Critical Information Requirements

Updated: 2/22/2021
Document Owner: Anna Saint Mullaire, PPP Director

The Commissioner's Critical Information Requirements (CCIRs) provides guidance to ESD leaders for escalating issues. Urgent communications must be sent to the Commissioner and Deputy Commissioner **within two hours** of an incident occurrence (or first knowledge of an incident), seven days a week. The guidance provided here is intended to provide examples, but it is not a comprehensive list of all situations that must be reported.

Guidelines for escalation – ESD leaders will consider the following when deciding to escalate an issue:

1. Could ESD face significant monetary, political, reputational, security, legal, data, or other risk?
2. Has new or updated information altered the course of action, compared to what was previously shared?
3. Have unintended or unanticipated consequences been identified from decisions that were previously shared?
4. Has an unforeseen roadblock been identified that is preventing a planned course of action?

CCIR criteria – At a minimum, the following incidents and decisions must be reported:

Type of incident or decision	Threshold	Notes
Deployment of major internal or external system changes affecting the experience of ESD staff, customers, or partners	Prior to all major customer-facing deployments	Deployment of significant planned system changes or identification of system issues affecting ESD staff, customers, or partners
Data security breach[1]	All	When sensitive data has been or is suspected to have been improperly shared or accessed
Unanticipated increase in a backlog or failure to meet ALP for customers	Depends on ALP	Variation in type or volume of work compared to acceptable level of performance (ALP)
Major system outage affecting customers	All more than 4 hrs.	UTAB, PFML, ETO, NGTS, phone systems, etc.
Overdue commitment made to the Commissioner's office	Delay of 1 day or longer	Before missing a deadline or when deciding to delay implementation for agency level projects*
Emergency closure of a facility	All	ESD facility or partner facility
Closure of phone system for inbound customer calls	All	Planned or unplanned closure of the phone systems (UI, PFML, triage phone lines, etc.)
Budget discrepancy	$1 million or more	
Media engagement	Prior to all engagements	All media requests will be sent to ESDGPMedia@ESD.WA.GOV
Serious injury, confirmed contagious illness, or death of an employee, ESD customer, or ESD partner[2]	All	While at an ESD facility or partner facility (WorkSource offices, etc.) AND for ALL ESD employee deaths, regardless of location

Procedure:

Reportable incident, decision, or action occurs (decision made, system outage, building closes, etc.)

1. Accountable employee[3] creates a CCIR via email that contains the following information:
   - Date and time of incident or action occurrence
   - Brief summary describing the issue and impact of issue (who is impacted, how are they impacted, etc.)
   - Point of contact for further information, including email address and phone number
   - Email subject line "CCIR – xxx issue" and set flag as high priority
2. **Within two hours**, accountable employee[3] sends email to the Commissioner, Deputy Commissioner, and their ELT member (include others as needed). When in doubt of whether the issue fits one of the above criteria, the accountable employee[3] is required to contact their ELT member immediately to help make the determination.

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[1] When reporting a security breach, follow the protocols to report the incident to Mike Juhl in alignment with OCIO policy and guidance. Appropriate parties will be notified immediately, in lieu of the two-hour rule.

[2] When reporting an injury or illness, maintain confidentiality of person(s) involved, to the maximum extent possible. Appropriate parties will be notified within 24 hours from first knowledge of the incident, in lieu of the two-hour rule.

[3] The accountable employee is typically a Senior Manager, Subject Matter Expert, or ELT member.

15 APPENDIX B: CHANGE LOG

WorkSource I&T Steering Committee Charter & Bylaws change log:

Date	Author	Change Reference
August 24, 2021	WorkSource I&T Steering Committee	WorkSource I&T Steering Committee Charter and Bylaws fully executed.
October 14, 2021	Ardriel Galvan, Committee Secretary	**Section: 5.2 Voting Members** • **Original text:** Lawrence Banks, Chief Information Officer • **Revised text:** Maribeth Sapinoso, Chief Information Officer **Section: 5.3 Non-voting Members** • **Original text:** Director, Labor Market & Economic Analysis; ESD, LMEA • **Revised text:** Director, Data Architecture, Transformation & Analytics; ESD, DATA • **Original text:** Tommy Weed; IT Service and Incident Manager • **Revised text:** Lawrence Banks; Deputy Chief Information Officer **Section: 5.4 Non-members with Open Invites** • **Original text:** Anna Saint Mullaire; Director, Product, Planning & Performance • **Revised text:** Beth Marchand; Director, Product, Planning & Performance **Section: 13 Committee Charter Approval** • **Original text:** Lawrence Banks; CIO, Information Technology Services | ESD • **Revised text:** Maribeth Sapinoso; CIO, Information Technology Services | ESD