

Charter: WIT Replacement Project

Updated 12/8/2023

Date	Description of Change
2/1/2022	Approved Project Charter by Steering Committee
11/30/2022	Updated with Planning & Implementation Team member names and roles; updated Critical Dependencies / Connections to Project Success table; updated project scope to reflect 11/7/22 Steering Committee Decision
6/1/2023	Phase 1 & 2 consolidated; updated with names, reflect current budget allocation and plans
12/8/2023	Updated with decision package information (budget update) and elongated launch timeline; staff names and linkage to the Project Resource excel workbook; technical team roles and responsibilities

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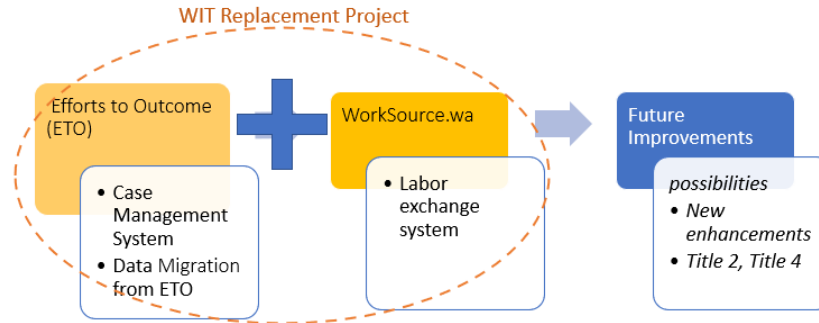
PURPOSE | GOAL & OBJECTIVES**WIT Project- Goals:**

- Avoid the scenario where the successful vendor directs all system enhancements, bug fixes, and integration efforts through their own staff at a premium cost that ESD is unable or unwilling to pay.
- Develop a system that has the basic "core" functionality that supports Title I, Title III, other ESD-delivered reemployment and training programs, PIRL reporting and validation and program service delivery so all necessary data is compiled for compliance with Department of Labor standards.
- Expand the number of technical partners / vendors that ESD can leverage to augment the team now, and in the future, to assist in implementing the solution and enhancing it in the future. Select a vendor that pushes to support a partner ecosystem and knowledgebase that is widely known and supported by the technology industry.
- Select a vendor that will enable WorkSource partners to contract with independent consulting firms described above, at their own discretion and without directing their money through the ESD's existing contract, to build out additional program-specific functionality that may be needed in the future.
- Ensure the platform will reduce the number of IT applications partners and staff have come to rely on because of the shortcomings of current technology choices, by enabling teams to build out or integrate those applications into the new platform independently of ESD's vendor.
- Replace the current labor exchange providing job seekers and employers a user-friendly self-service event(s) (in alignment with the WIOA standards).

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Business Case: The Monster Government Solutions (MGS) initial contract was for a 5-year term (2015-2020) and has two, one-year extensions for a maximum term of seven years. The contract with MGS has been extended through May 2025 with the ability to end early. Early configuration decisions had unexpected downstream consequences that impair some pieces of ETO functionality. This is a summary of the current system issues:

- Insufficient data validation and normalization.
- Insufficient federal reporting capacity and capability.
- Challenges managing employers with multiple locations utilizing the same tax ID numbers and reconciling multiple data sources such as NGTS, AFRS, and WSWA which all provide employer data.
- No grant management functionality including contract management
- Creation of new and additional systems integrations are cost prohibitive.
- Based on the modules purchased at contract execution, workflow automation was not included but is a highly sought after function.

This project will be implemented honoring the WorkSource I&T Steering Approach (listed here) and Guiding Principles (noted in the document's footer):

- **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...
- **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.

The project also supports [ESD Priorities](#) and [ESD Value Lens](#):

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Strategies	Values Lens
<ul style="list-style-type: none"> • Organizational Excellence (most complex processes are made simple and easy for staff & customers) • Customer Service People receive accessible, safe and equitable services at the right time, in the way they need it.) 	<ul style="list-style-type: none"> • Integrity – Acting with honesty and truthfulness and are good stewards of our resources • Innovation – thinking outside the box and applying process improvement tools to optimize efficiency

Project Assessment: Level 3

Project / Initiative Levels- Assessment

Step 1: EFFORT					Step 2: EFFORT RATING	Step 3: LEVEL OF CONFIDENCE								
Cost, \$K	Duration (Schedule, Mo)	Playbook Goal / Strategy	Scale	Exposure	Very High (4)	High (3)	Medium (2)	Low (1)	Very Low (0)	Very Low (0)	Low (1)	Medium (2)	High (3)	Very High (4)
>500	> 12	Key goal	Inter-Agency	Publicly noted, Governor report	Very High	3	3	3	3	3	3	3	3	3
200- 500	6 to 12	Playbook goal / Key Strategy	Cross ESD	Substantial stakeholder impact	High	2	2	2	2	3	3	3	3	3
50 – 200	3 to 6	Playbook strategy	Cross-Division	Moderate stakeholder impact	Medium	1	2	2	2	2	2	2	3	3
5 – 50	1 to 3	Playbook Initiative	2-3 workstreams Within Division	Minor stakeholder impact	Low	1	1	1	1	2	2	2	2	2
< 5	< 1	Tactic, Efficiency, Lean	Within workstream	Little stakeholder impact	Very Low	1	1	1	1	1	1	1	1	1

Project Level: Level 1 Level 2 Level 3

BACKGROUND

Current system background and solution deficiency

In May 2016, ESD went live with technology provided by Monster Government Solutions (MGS) that provided two main business functions: a job-matching public portal to connect job seekers and employers (referred to as Worksourcewa.gov, WSWA, WorkSourceWA, labor exchange, LX) and a case management system to track re-employment services and outcomes (ETO). The case management system generates the data summary for the federally required reporting on a quarterly and annual basis. Performance data are transmitted through the Participant Individual Record Layout (PIRL), which is basically a large data file.

The case management functionality of the system implemented in May 2016 has not met either the case management needs of WorkSource offices (as described in the business case above) or federal reporting requirements. Due to the solution deficiencies, in 2020 the State Auditor (SAO) issued the finding / recommendation below and identified future audits will explore whether the findings have been resolved.

"Finding:

- The Department did not have adequate internal controls over and did not comply with requirements to ensure quarterly performance reports submitted for the WIOA grant were complete and accurate.
- The Department did not establish an effective review process to ensure data elements of PIRL quarterly reports were accurate and complete before the reports were submitted to DOL. The Department also did not have written data validation procedures required by DOL.

Recommendations:

- Establish written validation procedures as required by the DOL
- Establish a review process to ensure quarterly PIRL reports are submitted completely and accurately
- Ensure all required elements are completed for participants listed in the PIRL reports before being submitted to DOL"

Also, the USDOL Data Element Validation (DEV) while completed, was not to USDOL's standards (note: USDOL standards were not defined clearly). Given this USDOL feedback, a team was convened to

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focus on the PIRL Validation efforts and as of 1/2022, the DEV policy is now complete, implemented, and ESD completed DEV per USDOL specifications.

Prioritization of vulnerable populations

The labor exchange process and case management programs are designed to address, specifically, populations that are more vulnerable and lack access to employment connection services. The case management system needs to accommodate WIOA priorities along with any priorities identified by the Governor.

BUDGET OVERVIEW

In ESSB 5693, Section 225 (24), ESD was directed, in collaboration with its WorkSource partners, to acquire a new case management solution(s) for tracking re-employment services and outcomes to replace the existing WorkSource Integrated Technology (WIT) case management system. The WIT case management system supports case management, and the labor exchange will provide services for employers to link potential job applicants with opportunities. The project was approved via the 2022 supplemental budget, and funds appropriated via the 2023-2025 request. The ESD did not receive the requested Maintenance and Operations budget for continued maintenance of the system.

This approach did not account for in-kind services that support this project.

Employment Security updated the funding strategy and submitted a 2024 Supplemental Budget Request in September 2023. The supplemental request seeks to extend as ongoing the current 18 fund and add 9 new project staff along with updated contract costs of \$24.4 million to:

- Adequately support the WIT project.
- Cover additional contract costs of the new vendor.
- Extend existing project staff into February 2026.

Ongoing annual costs, beginning March 2026, are assumed to be licensing costs of \$8.4 million for LaunchPad and the 27 FTE to support and maintain the system.

The OCIO has approved the the OCIO technology budget, and it will be updated in June-July 2023 once the fiscal year closes. Monthly budget reporting began October 2022.

HIGH-LEVEL REQUIREMENTS

In Scope:

- Collaborate with the twelve Local Workforce Development Boards (LWDBs), state agencies (e.g. DSHS, Labor & Industries) and ESD.
- Design and document the WorkSource OneStop System Product Roadmap (includes all four types of the OneStop: Comprehensive ("full service"), Affiliate, Specialized and Connection). – *completed November 2022.*
- Define and deliver the program management and operational needs of all WIOA partners to ensure equitable access for job seekers and employers, including reporting (e.g. pre-built, custom, ad hoc).

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- Successful procurement of an IT Vendor for a low-code/no code solution; along with corresponding DES approval for delegation authority to facilitate procurement. - *completed December 2022; and again September 2023.*
- Data normalization to prepare for new system migration
- Any activities that are required to successfully implement the WIT Case Management System including but not limited to:
 - Data normalization and migration
 - Stakeholder engagement
 - External Research for Key potential benchmarks and lessons learned
 - Communications & outreach (e.g. Communities of Practice, recurring open forums)
 - Organizational change management
 - Operational processes to facilitate and track re-employment services and outcomes
 - Training & education resources for customer assistance network
 - Fiscal and accounting practices
 - ESD funding model to resource the project
 - IT capacity planning
 - Governance and change control process
 - Policy validation
 - Working with oversight agencies (OCIO, OFM, DES) to get supporting contracts in place (e.g. Quality Assurance).
- Implement a new case management system that can:
 - Meet local and state case management and reporting requirements for WIOA and other federal and state grants (refer to be outputs from the PIRL Validation Project).
 - Accommodate Training and Employment Guidance Letters (TEGLs) published by the US DOL Employment and Training administration. TEGLs align and streamline performance indicators and requirements across WIOA programs.
 - Flexible enough to adjust to future compliance requirements from the Department of Labor and/or state law (e.g., new law, ICRs, etc.)
 - Accommodate the other grant programs that serve clients in WorkSource Offices with unique requirements, such as Reemployment Services and Eligibility Assessment Grants (RESEA), Migrant and Seasonal Farmworker (MSFW), Veterans State Grant (JVSG), and National Farmworker Jobs Program; along with various short-term grants, such as Opioid and NDWG grants.
 - Provide the Application Programming Interface(s) and integration(s), **including but not limited to** interface with AFRS and DSHS's eJAS system, labor exchange (new or existing WorkSourceWA), **and many others that will be outlined in the technical requirements.** Forward and backwards compatible with ESD IT systems of record.
 - Facilitate tracking of required activities for those receiving unemployment assistance and provide services to employers to link potential job applicants with opportunities.
 - Create support service vouchers and obligate/de-obligate funds for program participants in programs; ability to create expenditure reports.
 - Provides system of record data that can successfully inform reporting requirements such as state plan data requirements and to inform statistical modeling for performance negotiations.
 - Support reporting capabilities with pre-built reports, and allow for customized and ad hoc reporting.
 - Meet OCIO (Policy 188) and certification application for One-Stop System requirements for accessibility.
- Labor Exchange System

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- Changes and updates to [WorkSourceWA](#), the public-facing website
- Capture all the data elements necessary to manage the program participation records and information necessary to develop performance data required for the PIRL (system of record for WIOA Title 1-B services provided and summary of WIOA Title I-B funds expended) and other mandated reporting requirements).

Not included in the scope of work (*Denotes strong dependency/connection in the success of WIT replacement):

- PIRL Validation Project* (dependency because before we can turn on new system, we must have tested that we have the capacity to generate a clean PIRL in an automated fashion)
- Interim management of the quarterly performance federal reporting* (important parallel effort, dependency similar to the PIRL Validation Project)
- Creating and establishing data sharing agreement policies* (dependency to the required data sharing agreements, important parallel effort)
- Ongoing operations & maintenance of the ETO technical solution; including the ETO system enhancements* (important parallel effort to mitigate the customer / user impacts from the existing system); also referred to as Intake & Analysis Team and its process / deliverables
- Cloud Projects* (important parallel effort; there are several concurrent efforts and initiatives within the ESD. PIRL Validation Project is not part of WIT Replacement MVP)
- Recurring business meetings & deliverables of the Intake & Analysis Team
- PALMS (Data Lake) efforts
- RIPL Project (unfunded effort, provides a longer term approach to get data to LWDBs)
- Technology Improvement Committee and its process / deliverables
- Shadow systems owned by the local workforce development boards
- Re-branding or refreshing the brand for WorkSource

DELIVERABLES (IN NO PARTICULAR ORDER) *-status as part of the charter update*

- WIT Replacement Project Charter - *in place*
- Resource Management plan (including contracted and project positions)- *in place*
- Delegated authority for contracting/procurement from DES -*in place*
- WorkSource OneStop System Product Roadmap
 - Defined Minimum Viable Product (MVP) *-outlined in the IT Vendor RFP, Product Framework*
 - Refined backlog for ETO *-complete; and mechanisms for future review in place*
- OFM & Legislative Decision Package(s) *-complete*
- Monthly Status Reports - *in place*
- Information & Technology Steering Committee updates- *Recurring monthly meetings in place*
- Technical & business requirements) *-in progress*
 - Data (normalization) migration strategy- *complete*
- Procurement & selection of the technical vendor(s) for the Case Management system-*in place*
 - Vendor contract/statement of work - *complete*
 - Request for proposals or official solicitations for bids *-complete*
- Procurement & selection of the quality assurance vendor(s) for the WIT Replacement Project-*complete*
 - Vendor contract/statement of work-*complete*

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- Request for proposals or official solicitations for bids-*complete*
- Project Schedule - *in place*
- Project Management Plan (which includes governance policy, roles & responsibilities, decision, RACI & escalation structure, risk & issue management, communications plan and stakeholder registry) - *complete*
- Organizational Change Management Plans- *strategy & approach in place, 13 plans in place*
- Decision Log-*complete*
- Risk & Issue Log-*complete*
- Change Request Log- *in place*
- Data Sharing Agreements
- Training Plan(s)- *Needs Assessment completed Fall 2023; Plans still to be developed*
- Go / No-Go criteria checklist
- OCIO IT Project materials (IT Project Assessment, Project Concept Review, Approval, subsequent IT Project Dashboard updates) -*complete, and will be updated through the project*
- OCIO Gated Funding deliverables (Investment Plan, Funding Application & Budget workbook) - *complete, and will be updated through the project*
- Close out activities (Lesson's Learned, OCIO Post Implementation Review)

PROJECT MILESTONES & DEPENDENCIES

The core objective is to deliver scope related to the milestones on-time, on budget and with quality that ensures a positive customer experience. The WIT replacement is a multi-year project. 2022 will secure / confirm key resources (Legislature Decision Package funding, Project Vendors, allocated staff) to set up this project for success. 2023 through 2025 will focus on the technical configuration of the procured technology system and mobilize all the necessary operational planning & coordination for a smooth Launch. Significant progress on the data migration strategy will be underway. As we roll into late Summer 2025 the final project activities of end-to-end testing, quality validations, Go/No-Go checklist reviews will ensure the WorkSource OneStop System is ready for the technical and operational launch.

Critical Dependencies / Connections to Project Success

In order to deliver the project, there are several initiatives that are outside the scope of this project that are major dependencies or have significant connection to the Project.

Initiative / Project	Point of Contact	Impact Level to WIT Replacement – and why
PIRL Validation Project- Done	Brian Mark	High – ability to generate a clean version of the PIRL report
(Internal) Data Policies and Agreements	Aji Lemcke	High- foundation to establish data sharing agreements and responsibilities
Enterprise Data management	Medina Williams	High- establishes the procedures, management strategies around how the data moves around the systems of record
Service Catalogs—Done	Elise McKnight Byron Mukai	High – The accuracy and statewide buy-in on the Service Catalog will inform the build of the WIT Replacement system
ETO Portfolio of Project (requested enhancements in the backlog)	Michael Luchini	Medium- Current User experience / Operations

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Initiative / Project	Point of Contact	Impact Level to WIT Replacement – and why
Quarterly Report Analysis	Sam Havens	Medium- Current User experience / Operations
IT MOD / Data estate (Cloud-computing Initiatives)	Sam Kim,ITSD CIO	High – Affects contract conditions

PLANNING TEAM ROLES & RESPONSIBILITIES

The WorkSource system has an existing Governance Structure through the Information & Technology Steering Committee. This reporting structure, roles and responsibilities and how it relates to the project governance will be outlined in the project management plan.

The Project's Executive Sponsor is Cami Feek. Other Project Sponsorship is provided by:

- The Project's Business Owner is Ismaila Maidadi.
- The Technology Sponsor is Lisa Kissler.
- Two Business Sponsors representing the LWDBs- Mark Mattke and Amy Martinez.

This section outlines the Planning Team members and their responsibility to the project.

Role	Responsibility
Project Owner, Michelle Griffith (started 4/19/23) (Supported by Management Analyst, Anne Buchan)	<ul style="list-style-type: none"> - Collaborates with Implementation Team to meet objectives - Ensures the implementation team members are connected and coordinating with the I&T Advisory Teams - Oversee and assist in resolution of issued associated with quality, scope, risk, schedule and budget. - Update the Project Sponsorship as needed. - Provide active and visible support to the Planning and Implementation teams. - Serves as the main point of contact for the stakeholders and general questions. - Develop and deliver project communications to the LWDB and internal Employment Connections staff. - Leads the Communications Advisory Team - Maintains the WPC project pages.
Project Manager, Linda Kleingartner (Lead) IT Project Manager, Reddy Varakantham (started 2/16/22)	<ul style="list-style-type: none"> - Responsible for day-to-day management of the project - Facilitate project tracking & reports project scope, budget, schedule and quality status. - Conduct risk and issue management process. - Working with Project and Business Owners, plan and organize project related meetings, team meetings, Executive Steering Committee meetings, planning meetings (including agenda, meeting materials, decision documentation, follow up actions). - Prepares, monitors and maintain project plans & materials on project SharePoint site. - Escalate as appropriate to the Project Owner.
Product Manager, WorkSource Michael Luchini	<ul style="list-style-type: none"> - Accountable for the delivery of the MVP feature set - Supply data-driven decision to WorkSource one-stop system backlog - Postpone or cancel initiatives based on strategic priority, risk and product road map. - Develop and maintain the WorkSource one-stop system Product Roadmap - Manage the WorkSource one-stop system portfolio

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Role	Responsibility
Organizational Change Manager, Liane Johnson (supported by Sara Crosby)	<ul style="list-style-type: none"> - Provide OCM expertise to conduct change readiness assessment(s) to inform the organizational change management plan. - Champions the team of OCMs and Division Change Agents to support the project. - Provide executive coaching as needed. - Works closely with Project Manager to integrate OCM activities
WIT Contract Manager, Amy Seiberlich (started 9/2022)	<ul style="list-style-type: none"> - Responsible for ensuring vendor adherence to the contract (performance). - Monitors and approves contract expenses. - Works with Contracts Office on any change requests or amendments. - Responsible for vendor management and change request / amendments if needed. - Identifies and monitors success factors.
Technology Delivery Manager, Venkat Ammisetty Solution Architect Luke Hansen (Started 5/2023) (supported by Sumit Gupta)	<ul style="list-style-type: none"> - Accountable for the delivery of the technical implementation - Develop statewide & agency-wide business solution architecture. - Support/promote best practices and standards for the internal & external platforms, solution interoperability, and modernization. - Maintain the ETO and Worksource.wa - Responsible for the hiring processes and selection of the IT positions - Represents the technical support needs of the project
WIT Trainer, McKenzie Hogan (started 5/2023)	<ul style="list-style-type: none"> - Conduct Training Needs Assessment to inform the training strategy, approach, and plan(s). - Create and implement the Project training plans - Leads the Training Advisory Team to support the project training initiatives. - Works closely with Project Manager to integrate Training activities. - Works closely with IT vendor to design and develop training curriculum.

IMPLEMENTATION TEAM ROLES & RESPONSIBILITIES**Implementation Team Responsibilities and Expectations**

Each member will have specific functions they provide to the Implementation Team (see list below).

The Implementation Team is responsible for:

- Facilitate the development of the project planning documents.
- Resolve issues and escalate when needed.
- Coordinates activities between the workstreams.
- Provides status updates to the Business Owner and Project Manager(s).
- Liaison about their workstream's "work" to the Implementation Team.
- Share project updates to their workstream.
- Take ownership around a key goal and activate the goal.
- Identify the overlaps, dependencies and barriers.
- Do the work with their own teams.
- Accountable to each other on the Implementation Team.
- Maintain project documentation.

Team Member expectations:

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- Participate in recurring Implementation Team Meetings.
- Meeting attendance- send a backup if you are unable to attend.
- Complete assigned task work, including assigned Risk/Issue status, assigned Decision tracking.
- Adhere to the project organization outlined in the Project Management Plan.
- Maintain Project Documents following established file organizational structure.
- Facilitate Project Communications.
- Schedule and status reporting.

Implementation Team Membership

The Planning Team covered above is part of the Implementation Team. The Implementation Team meetings and activities are hosted by the WIT Project Manager. Those demarked with an * will be in more of a consultative role, serving the project for defined pieces, and intermittently engaged with the Implementation Team as needed. They will not need to attend the recurring Implementation Team meetings, unless agenda requires their participation.

Note the participant names may change over the course of the project, but the functional role remains.

Role on Team	Function	ESD Participant(s)
Scrum Lead	Accountable for establishing Scrum; Builds understanding of the project's agile framework and practice, both inside the Scrum Team itself and outside the team. Provides coaching as needed. Accountable for the Scrum Team's effectiveness via continuous improvement.Helps remove impediments, assist the teams focus, and plan to create high-value increments that meet the Definition of Done. Establish empirical product and project planning.	Rebecca McGinnish (within PPP)
Data Migration Team *	Heavily engaged in the data migration activities, early engagement to develop a readiness plan and work closely with the IT Vendor NOTE: this is a formal subproject of the WIT, with Sam Havens and Sumit Gupta serving as sponsors (link to the Data Migration strategy / charter (internal link))	Luis Medina* (Lead); Sri Sivasankaran* (BA Lead); Vickie Hall*, Kevin Persell*, Peter Sundholm*, Elise McKnight* + Data Integrity Team
Data Sharing and the Records Office*	Lead the effort to establish data sharing policies. Create, execute and monitor of the ESD's data sharing agreements	Maddie Veria-Bogacz* (within ASD)
Product Team	Working closely with the LWDB community establish criteria from a customer, end-user point of view. Use Customer Journeys to align solutions to customer and end-user needs. Conduct usability testing to ensure alignment across products.	Marissa Meyer (CX) & Mei Ling Chin* (UX designer, within PPP) Wole Olarewaju* (Business Analyst)
Division-assigned Organizational Change Managers	Provide OCM expertise within the Division to inform the organizational change management plan; provide coaching as needed. Works closely with OCM Lead (on Planning Team) to integrate OCM activities	EC: Liane Johnson (within PPP) ITSD / LWDB: Kelly Ziesemer* (within PPP)
Procurement & Contracts	Develops procurement & contract documents. Works with SMEs/Program to develop contract deliverables, vendor performance expectations, and a statement of work. Collaborates with AAG on procurement and contract documents.	Contracts & Procurement Supervisor, Greg Grahn* Melanie Williams* (within ASD)

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Role on Team	Function	ESD Participant(s)
Technical Team	WIT specific technology supports of development, business analysis, quality, testing, dev ops (refer to organizational chart and responsibility matrix within Resource Planning_CARS_workbook (linked here))	see Technical Team section below
WorkSource Budget Manager*	Monitoring and track the project expenses, working closely with the Project Owner and Project Manager	Connie Riker* (within Finance)
Policy Manager*	Provide policy guidance and clarification when needed with the WIOA program and the Washington (One-Stop) System	Gary Kamimura* (within ESPI)
DOL Program Managers	Ensure the existing monitoring and compliance activities for DOL is facilitated (extends beyond Title 1-B). Liaison the DOL MVP requirements of the current and future systems	Gary Kaminura (within ESPI) Alberto Isordia (within EC)

These positions noted below included on the Implementation Team's meeting distribution list as a means to keep them informed on the project, but are not formal Implementation Team members, and do not have the noted responsibilities or expectations noted above.

- Other Product Managers (e.g., Internal Platforms within PPP)

TECHNICAL TEAM ROLES & RESPONSIBILITIES

The project's technical leads and their respective teams are part of the Implementation Team. These autonomous teams will work closely alongside the IT Vendor and project management office during the implementation so that they have the knowledge and ability to support and enhance the technology solution and have developed the agile processes for maintenance and operations.

This section outlines the Technical Team members and their responsibility to the project.

Role	Responsibility
IT Project Manager Reddy Varakantham	<ul style="list-style-type: none"> - Responsible for day-to-day management of the project - Facilitate project tracking & reports project scope, budget, schedule and quality status. - Conduct risk and issue management process. - Working with Project and Business Owners, plan and organize project related meetings, team meetings, Executive Steering Committee meetings, planning meetings (including agenda, meeting materials, decision documentation, follow up actions). - Prepares, monitors and maintain project plans & materials on project SharePoint site. - Escalate as appropriate to the Project Owner.
Technical Delivery Manager , Venkat Ammisetty	<ul style="list-style-type: none"> - Accountable for all technical delivery of the product / tools and services - Facilitate or lead unit staff meetings. - Direct and assign staff on development, project, and operational tasks. - Leads engagement with the product team and delivery architects supplying feedback on design and solution

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Role	Responsibility
	<ul style="list-style-type: none"> - concepts prior to intake of work into application development. - Ensures incoming work is specified in Azure DevOps to the right level of detail. - Attends and monitors agile ceremonies, contributing input and enforcing standards and policies. - Participates in quality processes, including code reviews and giving feedback to developers on their work. - Monitors team's performance and reports on inputs into and outputs from development, identifying gaps. - and correcting impediments to performance. - Facilitates product management interaction with application development. - Coordinate security assurance activities in partnership with project and agency security experts. - Identify and establish new positions as essential through proper approval processes and procedures. - Ensure Quality Assurance / Peer Reviews on work performed by direct reports are completed in a timely manner. - Monitors work of contracted staff.
WSS IT Operations Manager Ardriel Galvan (Interim)	<ul style="list-style-type: none"> - Manages operations after completion of the project and provides operational support during the project - Partners with the Project Manager to transition project work to ongoing operations - Identifies and addresses operational problems and opportunities - Develops and maintains operational policies and procedures
Solution Architect Luke Hansen	<ul style="list-style-type: none"> - Design the overall architecture and technical solution for the Worksource Launchpad application on the Salesforce platform. - Collaborate with the Project Manager, Vendor and stakeholders to understand requirements and translate them into a technical solution. - Provide guidance and support to the development team throughout the implementation process.
Lead Business Analyst Sri Vidya Sivasankaran & Olawole Olarewaju	<ul style="list-style-type: none"> - Works to understand organization structure, goals, and objectives - Works with stakeholders to identify direction or solution - Works with SMEs to gathers all requirements (business, user, functional, non-functional, stakeholder, and quality) - Works to validate and prioritize minimum viable product (MVP) requirements with project team - Leads prep and confirmation of business rules - Ensures project supports stated user requirements - Completes strategy analysis to include mapping current and future state, assessing risks and defining change - Leads prep and confirmation of business rules - Develops user stories and acceptance criteria - Facilitates grooming of backlog - Develops Data Migration and interface requirements

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Role	Responsibility
	<ul style="list-style-type: none"> - Develops design prototypes and Proofs of Concept for any customizations - Confirms test results for quality assurance - Researches and documents the user roles and system access rights - Coordinates and facilitates UAT - Ensures traceability between solution and defined system requirements, and ensures documentation is kept current - Supports and coordinates the release management cycle - Researches and documents the business process flows in solution system
Lead DevOps Engineer Saravana Subbaiah	<ul style="list-style-type: none"> - Work with the vendor to set up and configure the development, testing, and production environments on the Salesforce platform. - Work with the vendor to implement CI/CD pipelines and automation processes to streamline the deployment of code changes. - Monitor and maintain system performance, availability, and security. - Collaborate with the Solution Architect, vendor and Application Developers to ensure smooth deployment and operation of the application.
Lead Data Management Specialist Luis Medina & Rameshbabu Ragothaman	<ul style="list-style-type: none"> - Define data migration strategies and integration points with the ETO database. - Analyze and understand the data structure and requirements of the ETO database. - Develop and execute an effective data migration strategy, ensuring the integrity and accuracy of the migrated data. - Identify and address any data quality issues during the migration process. - Collaborate with the Solution Architect and Application Developers to integrate the migrated data into the Worksource Launchpad application.
Data Management Specialist Vickie Hall, Kevin Persell, Chuong Huynh (Contractor) & Jonathan Glickman (Contractor)	<ul style="list-style-type: none"> - Collaborate with stakeholders and internal ITSD teams on identifying and validating data for migration. - Collaborate with stakeholders, such as data leads, business analysts, and system users, to understand data mapping requirements and objectives. - Create data mapping specifications, considering data types, structures, formats and relationship between source and target system. - Develop and implement data transformation rules and logic to ensure accurate and consistent transformation of data during mapping processes. - Utilize data mapping tools and software to perform data mapping processes and ensure data accuracy and integrity. - Identify and resolve data mapping issues, such as data inconsistencies, missing mappings, or data quality problems, in collaboration with technical teams.

Guiding Principles: Customer Centric • Integrity • Accountability • Openness • Commitment

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Role	Responsibility
	<ul style="list-style-type: none"> - Maintain comprehensive documentation of data mapping processes, mapping rules and any changes made to the mapping configurations. - Conduct thorough testing and validation of data mappings to ensure their accuracy, completeness, and compliance with data standards and requirements. - Collaborate with stakeholders, vendors and internal ITSD teams to develop plans to migrate WorkSource databases to a new low code/no code cloud-based solution. - Identify and analyze system data inputs and outputs writing/using Microsoft SQL scripts to retrieve data from multiple data tables. - Identify risk and resolve issues in a timely manner, to include escalating to the business sponsor, product owner or project management manager to determine mitigation strategies.
Lead App Development Specialist Josh Triance	<ul style="list-style-type: none"> - Lead the development of the Worksource Launchpad application on the Salesforce platform. - Design and implement scalable and efficient solutions that meet business requirements and best practices. - Collaborate with the Solution Architect to ensure the technical design aligns with the overall architecture. - Mentor and guide other Application Developers in coding standards and best practices.
Application Developers TBD	<ul style="list-style-type: none"> - Work with the vendor to understand, develop and implement code changes for the Launchpad application. - Work with the vendor to write scalable and efficient code that meets industry best practices and coding standards. - Collaborate with the Lead Application Developer and Solution Architect to ensure the technical design and implementation align with requirements. - Participate in code reviews and provide feedback to improve code quality and maintainability.
Lead Quality Assurance Specialist Barry Doyle & Soumya Banerjee	<ul style="list-style-type: none"> - Work with the vendor to develop the overall QA strategy and test plans for the implementation project. - Define test cases, scenarios, and test data for functional and integration testing. - Work with the vendor to execute testing activities, including regression testing, to validate the functionality and performance of the application. - Identify and report any defects or issues found during testing and coordinate with the development team to resolve them.
Quality Assurance Specialist Tharangini Jakkena	<ul style="list-style-type: none"> - Work with the vendor to execute test cases and record test results. - Participate in test plan and test case development. - Report defects and track their resolution. - Support the Lead Quality Assurance Specialist in testing activities.

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GOVERNANCE - APPROVAL OF THE CHARTER

The Project Charter was signed and updated as of 6/1/2023. Updates for signatures will be required if the project scope significantly changes.

Signature below indicates approval to proceed with the above described actions and resources for this project.

Role	Name	Signature	Date
Executive Sponsor / WA State Workforce Administrator, ESD Commissioner	Cami Feek	DocuSigned by: Cami Feek 23AE19A58739467...	12/21/2023
Business Owner / I&T Steering Committee co-chair	Ismaila Maidadi	DocuSigned by: Ismaila Maidadi 23AE19A58739467...	12/21/2023
Business Sponsor / I&T Steering Committee co-chair	Mark Mattke	DocuSigned by: Mark Mattke 23AE19A58739467...	1/2/2024
ESD IT Sponsor / I&T Steering Committee Vice co-chair	Lisa Kissler	DocuSigned by: Lisa Kissler 23AE19A58739467...	1/17/2024
Business Sponsor / I&T Steering Committee Vice co-chair	Amy Martinez	DocuSigned by: Amy Martinez 23AE19A58739467...	1/2/2024
Project Owner	Michelle Griffith	DocuSigned by: Michelle Griffith 2B2997AA77224FE...	12/21/2023