WorkSource Integrated Technology (WIT) Project
Stakeholder Plan
Updated April 2024

Plan Development History

Date	Description of Change
March 2022	Approved by I&T Steering Committee Officers
July 2022	Added new stakeholders identified during the RFP development process.
October 2023	Updated names and current project information
April 2024	Updated names and current project information

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1. Stakeholder Plan Objectives

The purpose of this Stakeholder plan is to define the approach that will be used by the project's Planning Team, Implementation Team, and WorkSource Advisory teams (e.g., Communications Team, RFP Team, Change Team, Training Team) responsible for external Stakeholder engagement in supporting the project.

The goal is to identify the key people, groups and organizations that could be / will be impacted by the project and seek appropriate and effective strategies to gather Stakeholder feedback to inform project decisions. The Project Manager will coordinate with existing WorkSource staff and partners responsible for Stakeholder relations and engagement as noted in this Plan.

The Stakeholder Plan will focus on the following:
- Identify Stakeholders influencing and impacted by the project
- Describe how we will ensure Stakeholders are engaged at the right time with the right information
- Identify the project's resources & corresponding responsibilities
- Outline the project's Stakeholder communications, leveraging as many known and established WorkSource methods and planned forums as possible.

2. Identification of Stakeholders

The WorkSource System has many teams and individuals that work with Stakeholders. The Project Manager worked early on with the Planning Team, Implementation Team, I&T Steering Committee Officers, and WorkSource I&T Advisory Committee to identify the Stakeholders to be included on a project Stakeholder Register (Appendix A). Lists have been reviewed and updated throughout the life of the project. Stakeholders (both internal and external) may be individuals or groups and are referred to as Stakeholders throughout this Plan. The purpose of the project Stakeholder Register is to catalog Stakeholders, identify the impact of the project on them, the impact their engagement has on the project and describe the specific engagement or deliverable needed from them for the project to succeed. Each Stakeholder has a designated Point-of-Contact responsible for coordinating with them. Stakeholder groups are noted as a single entity on the project's Stakeholder Register.

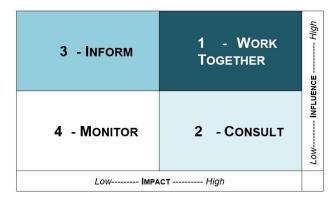# 3 Stakeholder Classification

The Stakeholders will be assessed and grouped using two criteria: influence and impact.
- Influence reflects the Stakeholder's active involvement and level of authority over the project's planning or execution
- Impact reflects the Stakeholder's potential of being impacted by the project outcomes and delivery.

The scale is High to Low for each criterion. These two data inputs will result in the Stakeholder being classified as one of four types:
- Work Together (Type 1) = High in Influence / High in Impact
- Consult (Type 2) = Low in Influence / High in Impact
- Inform (Type 3) = High in Influence / Low in Impact
- Monitor (Type 4) = Low in Influence / Low in Impact

STAKEHOLDER MATRIX

3 - INFORM	1 - WORK TOGETHER	High
4 - MONITOR	2 - CONSULT	Low — INFLUENCE —
	Low——— IMPACT ——— High	

Stakeholders in the plan, will encompass both internal to WorkSource and external groups.

4 Approach / Strategy for Stakeholder Engagement

Stakeholder engagement and communications will be tailored according to their classification on the Stakeholder matrix. Where necessary, customized activities will occur. For example, (Advisory Committee) are classified as a "Work Together" Type 1. This project requires leveraging the existing WorkSource governance structure as outlined in the I&T Steering Committee Charter and Bylaws. For example: the I&T Advisory Committee is responsible for the operations feasibility and organizational readiness. Given this, we will leverage existing forums and standing meetings for their engagement, and additional activities will be planned and executed as needed to ensure they are properly informed, participate in reviews / feedback, and have the communications and support they need to successfully support the design and implementation of the case management system.

Work Together (Type 1)

These groups should be viewed as an extension of the implementation team. Their involvement, feedback, risks/issues, decisions may have a direct impact on the implementation. The strategy with this group is to ensure they understand their influence on the project, they know who to contact for questions and concerns, and expectations for their input on project deliverables are clear and timely.

Stakeholder engagement and communications with these groups need to be proactive, predictable, and consistent. We recognize the impact the project will have on these Stakeholders and their ability to execute on the project's outcomes is imperative to the project success. WorkSource has established mechanisms to provide and receive information from these Stakeholders, and the project will utilize these forums accordingly, and augment with additional strategies when the allocated time or cadence is not sufficient.

Consult (Type 2)

This group does not have the direct implementation dependency of the Work Together (Type 1) group, but the outcomes of project delivery do impact their work. Stakeholder engagement for groups with "Consult" Type 2 is to ensure we are gathering input and mitigating any negative project impacts to these Stakeholders. The objective is to provide proactive, predictable, interesting, and consistent communications to keep them informed on and engaged in the project's progress, so that they can plan accordingly.

Like Work Together (Type 1) WorkSource has established mechanisms to provide and receive information from these Stakeholders, and the project will utilize these forums accordingly, and augment with additional strategies when the allocated time or cadence is not sufficient.

Inform (Type 3)

These Stakeholders possess a high degree of influence and can serve the project by leveraging their expertise and leadership to mitigate risks and eliminate project blockers. The Stakeholder management strategy for groups with "Inform" Type 3 is to promote visibility into the project's activities, progress, and barriers. The Inform (Type 3) Stakeholders will serve as a collaborative partner to ensure the project's success.

To effectively engage Inform (Type 3) Stakeholders, they need to be provided with consistent, relevant, and timely progress updates. An example of this group is the Technology Services Board (TSB) Portfolio/Policy Subcommittee. To keep the Inform Stakeholder engaged, monthly status reports will be posted to the Office of the Chief Information Officer (OCIO) Washington State IT Project Dashboard, and the project could be featured in one of the recurring TSB Portfolio/Policy Meetings. In situations where a potential issue could arise, the noted Point-of-Contact would pre-meet with Inform (Type 3) Stakeholders in advance to provide a briefing that would contain the problem statement, analysis, options, and recommended approach.

Monitor (Type 4)

There are several Stakeholders that are assessed and grouped into the "Monitor" Type 4 category, meaning the project's impact on this organization/group scored low as well as their influence on the project. For Stakeholder management it is expected this will take minimum effort. However, the strategy is to maintain one-way information sharing with Monitor (Type 4) Stakeholders and monitor whether they should be placed into a different quadrant on the Stakeholder Matrix. The plan is to utilize the WorkSource established communication and engagement mechanisms to provide information about the project.

5 Stakeholder Point of Contact Responsibilities

The following are the responsibilities of the Points of Contact listed in Appendix A for executing the project's Stakeholder Plan.

- Review and maintain the Stakeholder Register in Appendix A.
- Maintain and manage their Stakeholder Group's contacts and distribution list.
- Provide project communications and facilitate feedback per the Communications Plan following the established forums, meetings, and procedures.
- Troubleshoot and plan, when needed, additional mechanisms to engage with their Stakeholder Group when necessary.
- Ensure their Stakeholder Group(s) are proactively informed about the project's purpose, scope, risks, and approach, as appropriate.
- Develop and maintain open lines of communication to the project Planning Team (link to Charter) and Advisory Team focused on Communications, specifically focused on sharing project feedback, risks, problem solving and concerns.

6 Stakeholder Communication Plan

The project will effectively and efficiently engage project Stakeholders, business partners, internal staff, and executive leadership through a communication plan. Project success is supported through timely information provided to impacted audiences throughout the duration of the project. The Project Owner, advisory team leads, and assigned points of contact for stakeholders will coordinate as needed with the Project Manager, ESD communications, and Employment Connection's internal communications consultant to facilitate communications within and outside the project teams as noted in the project communications plan.

Communication with Stakeholders is managed through multiple distribution/contact information lists maintained by the individuals responsible for coordination or communication with the Stakeholder. The most current distribution/contact list will be considered as the source of truth for contact information generating from the project.

7 Stakeholder Management Plan Maintenance

The Stakeholder Management Plan is a living document that will be updated by the Project Manager as plans, processes, tools, personnel, and other resources on the project change.

8 Stakeholder Plan Approval

The Stakeholder management plan was reviewed and approved in March 2022 by the I&T Steering Committee Officers. This revision is meant to update the register and does not need to be circulated for approval as the context of the plan has not changed.

Appendix A – Stakeholder Register

Stakeholder / Stakeholder Group (Point of Contact)	Stake in the Project	Influence / Impact	What we need from them	Type
ESD Leadership Team (Cami Feek)	Overarching responsibility to the implementation of the job matching/case management system	Med / High	Timely decisions; Resource allocation	1
I&T Steering Committee (Ish Maidadi / Mark Mattke), which includes the next group: LWDB Executive Directors	Responsible for the strategic decisions for the WorkSource system	High / High	Timely decisions; barrier removal; issue and risk mitigation	1
Local Workforce Development Board Executive Directors	Oversight of local WIOA one-stop systems, which includes programs that will use the WIT Replacement; local administrators of WIOA Title I-B programs; accountable for WDA-level performance outcomes, which are fed by WIT Replacement data.	High / High	High-level consensus decisions about the WIT Replacement system project and identification of local WIOA Title I-B service providers; input on possible future expansion of WIT Replacement beyond WIOA Titles I-B and III, TAA, JVSG and WorkFirst.	1
WorkSource I&T Advisory Committee (Anne Goranson)	Operations feasibility and organizational readiness	High / High	Pre-planning; action plans; barrier removal; issue and risk mitigation	1
ESD Internal Teams responsible for implementation (Implementation Team)	Responsible for the execution of project plans and activities	High / High	Pre-planning; action plans	1
ESD Employment Connections-administered program staff (Sandy Crews): ✓ WIOA Title III, including Migrant and Seasonal Farm Worker ✓ Trade Adjustment Assistance ✓ Jobs for Veterans State Grant ✓ WorkFirst ✓ Basic Food Employment and Training ✓ Strategies for Success ✓ Reemployment Services and Eligibility Assessment	Users of case management system	High / High	User requirements and functionality of the case management system plus participation in UX/UI sessions (Matt LaPalm).	1
WIOA Title I-B service delivery contractor staff (Local LWDBs and ESD) *Including Adult, DW, Youth*	Users of case management system	High / High	User requirements and functionality of the case management system plus participation in UX/UI sessions (Matt LaPalm).	1
WIOA Title I Migrant and Seasonal Farm Worker Program / National Farm Worker Jobs Program staff (TBD)	Users of case management system	High / High	User requirements and functionality of the case management system plus participation in UX/UI sessions (Matt LaPalm).	1
ESD Data Architecture, Transformation, and Analytics Division (Sam Havens): ✓ Data Integrity Team ✓ Data Solutions Unit		High / High	Participant Individual Record Layout (PIRL) specifications and requirements for mapping data from WIT Replacement to PIRL.	1
Local One-Stop Operators (local LWDBs)	Responsible for the coordination of partner programs working together for service delivery in one-stop sites and the system, which involves MIS/data.	High / High	Awareness of the case management system replacement project	1
ESD Administrative Services Division: ✓ Office of Privacy, Records and Data Sharing, Security, Risk, Facilities (Emily Kok, Maddie Veria-Bogacz)	Accountable for confidentiality of UI wage data in the WIT Replacement system, in particular, and protection of data in WIT Replacement system generally through data sharing and nondisclosure agreements.	High / High	Statutory and regulatory requirements for confidentiality and sharing of UI wage data in WIT Replacement system	1

Stakeholder / Stakeholder Group (Point of Contact)	Stake in the Project	Influence / Impact	What we need from them	Type
ESD Employment System Policy and Integrity Division: ✓ Employment System Administration and Policy Unit (Gary Kamimura) ✓ Workforce Monitoring Unit (Greg Ferland) ✓ Grants Management Office (Tm Probst) ✓ WIOA Title I Program Manager (TBN)	State-level compliance oversight for DOL-funded programs that use the WIT Replacement system.	High / High	Statutory, regulatory, and guidance requirements related to programmatic eligibility and data element validation for DOL-funded programs that use the WIT Replacement system.	1
LWDB Peer-to-Peer (Meranda Smith/LWDB)	LWDB team representing all 12 areas, different mix of people from Advisory and Steering. This forum is meant for cross-collaboration within LWDBs, not decision makers. Mostly management- may help with consultation	High / High	To be invited, as needed, to their twice monthly meetings: -To amplify OCM messages and project communications -To validate project assumptions and vet ideas or approaches	1
LWDB "Advisory / Steering" group (Luci Bench/LWDB)	Not a new stakeholder- but more of a forum where LWDB representatives from the 2 groups meet to collaborate	n/a	See Advisory and Steering—this forum could be used to provide pertinent information and field Q&A (e.g. technology specs from RFP) to expedite LWDB Steering / Advisory review of materials or decisions	1
IT Vendor- Carahsoft / Launchpad (Linda Kleingartner)	Vendor responsible for the delivery of the case management system	High / High	Timely and closely coordinated delivery of the case management system and project deliverables	1
ESD Equal Opportunity Office (Teresa Eckstein)	Responsible for the Adverse Impact Analysis reporting; ESD resource to ensure voice, confidentiality, non-discrimination and end-user compliance with equal opportunities	High / High	Input on key project deliverables (training, procurement, features) and participation in spring planning and review	1
State Workforce Development Board / Workforce Training and Education Coordinating Board, including Business and Labor representatives (Dave Wallace)	State-level accountability for WIOA Title I-B performance negotiations and outcomes; state strategic goal of a common WIOA-related MIS or at least WIOA-related MIS that can "talk" to one another.	Low / High	Statutory, regulatory, and guidance requirements related to performance accountability for the WIOA Title I-B programs that use the WIT Replacement system; requirements of a joint MIS/PIRL. Relay communications to all WIOA-affiliated agencies (SBCTC, DVR, DSB, L&I, Commerce, and OSPI) **AND** State agencies that administer WIOA one-stop partner programs that will not use WIT replacement **AND** US Dept. of Education	2
Governor's Office / OFM (Caitlin Jekel & John Aultman (cc: Budget-Connie Riker)	Supporter of FY23 state operating budget proviso and highest level responsible party for federal finding regarding non-compliant MIS. Gated funding compliance	Low / High	Support for current $$$ allocation and possible future biennial request	2
U.S. Department of Labor, Region 6; TAA, Vets, Titles 1B & 3 (Carol Padovan, Consuelo Hines)	Federal-level accountability for programmatic and performance compliance for DOL-funded programs that use the WIT Replacement system.	High / Low	Statutory, regulatory, and guidance requirements related to programmatic and performance accountability for DOL-funded programs that use the WIT Replacement system.	3

Stakeholder / Stakeholder Group (Point of Contact)	Stake in the Project	Influence / Impact	What we need from them	Type
Quality Assurance Vendor- ISG-NW (Linda Kleingartner)	Contracted vendor to provide third-party assessment of project materials	High / Low	Timely feedback and specific observations and recommendations for the project	3
Office of the Chief Information Officer, WATech (Linda Kleingartner)	Assigned itself to directly monitor the WIT Replacement project due to federal compliance finding and high profile generated by prior failures.	High / Low	Technical and regulatory requirements for state agency management information system	3
Office of Cyber Security (Luke Hansen)	Set requirements for maintaining system and network security, data integrity, confidentiality, identified business risk mitigation, set access security requirements, security monitoring and logging requirements for the implementation	High/ High	Signed Compliance summary with key requirements for compliance before production level implementation	3
Technology Services Board (TSB) Portfolio/Policy Subcommittee (Linda Kleingartner)	focused statewide IT strategic vision and planning; enterprise architecture; policy and standards; and major project oversight	High / Low	If requested of the TSB, ability to collaborate with OCIO on the materials to present.	3
ESD Communications Office (Emily Persky)	Ensure that the WIT Replacement communication plan and activities are executed timely and accurately.	High / Low	Effective and timely communication to all Stakeholder types during the project	3
State Legislature (Caitlyn Jekel)	Authorizers of FY23 state operating budget proviso for WIT replacement	High / Low	Support for current $$$ allocation and possible future biennial request	3
Brand and Media Group, aka BAM (Anne Goranson)	Approves materials distributed to the public through WorkSource	High / Low	Timely reviews and feedback	3
Other WorkSource staff that do not use the case management system	Work alongside WorkSource staff who will use the case management system.	Low / Low	Awareness of the case management system replacement project	4
LWDB Technology Hurdles and Opportunities Group (Katie Condit/LWDB)	This group is discussing best practices and other solutions that LWDBs may want to consider in their business ----for features outside of the WIT System	Low/ Low	The Product Manager and EC Management Analyst may want to see about attending as an observer for own awareness of what this group is discussing.	4
Washington Workforce Association (John Traugott)	State association representing 11 of 12 LWDBs	Low / Low	Awareness of the case management system replacement project	4
WorkFirst and BFET Partner State Agencies (DSHS, COMMERCE, SBCTC)	Need assurances that data collected by WIT Replacement are accurate for performance accountability.	Low / Low	Awareness of the case management system replacement project. NOTE: in Phase 2 the impact changes to High.	4
Other WIOA Title I programs (Native American Program, Job Corps, YouthBuild)	Prospective future users of WIT Replacement.	Low / Low	Awareness of the case management system replacement project	4
WorkSource Customers	Users of the Labor Exchange	Low / Low	Awareness of the case management system replacement project	4
Washington Student Achievement Council; Council of Presidents; Independent Colleges of Washington; OSPI, state Board of Education; Educational Service Districts- Vocational ed staff	Other statewide or regional education orgs/agencies that won't use the system but are in a position to refer customers	Low / Low	Awareness of the case management system replacement project	4
Local community organizations (e.g., Associate Development Organizations (ADOs); Economical Development offices/councils; Chambers of Commerce; Councils of Government (Local LWDBs)	Regional organizations that won't use the system but are in a position to refer customers	Low / Low	Awareness of the case management system replacement project	4
Governor's Office of Indian Affairs (Tribal Chairs)	Key Tribal leaders that won't use the system but are able to refer customers (job seekers & employers)	Low / Low	Awareness of the case management system replacement project	4

Stakeholder / Stakeholder Group (Point of Contact)	Stake in the Project	Influence / Impact	What we need from them	Type
Washington State Apprenticeship and Training Council (WSATC) (Sue Keltner)	Represent apprenticeship and pre-apprenticeship programs.	Low / Low	Awareness of the case management system replacement project	4
ASWS Advisory Committee (Bertha Clayton)	Represents the interests of employers and farm workers; and want to know system data is accurate	Low / Low	Awareness of the case management system replacement project	4
PEAR Team (Ayanna Coleman)	an ESD wide team focused to Promoting Equity and Anti-Racism	Low / Low	Awareness of the project	4