

Unemployment Insurance Modernization Project Stakeholder Board Charter

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Program Overview

The Employment Department's Modernization Program is a multi-year initiative focused on transforming the agency's business processes and core technology systems. Computer systems supporting receipt of unemployment insurance taxes, payment of unemployment insurance benefits, and delivery of employment services will be replaced. Further, business processes will be transformed to take advantage of opportunities and benefits available through new system capabilities.

Project Overview

The Unemployment Insurance (UI) Modernization Project is an initiative being chartered through the Modernization Program. Its purpose is to replace the computer systems supporting receipt of UI taxes and payment of UI benefits, and transform the business processes to take advantage of opportunities and benefits available through new system capabilities.

Document Audience

This document is intended for:

- **Program sponsors and executive steering committee members** – to understand their roles and responsibilities within the governance model.
- **Stakeholders** – to understand how their interests are represented in the project and inform their participation.
- **Internal and external oversight entities** – to understand our governance structure and determine whether appropriate processes are in place and continue to be followed.
- **Program and project team members and vendor staff** – to understand the governance structure, roles and responsibilities, and decision-making hierarchy and escalation process.
- **Agency employees and program partners** – to reference for general awareness.

Document Purpose

This charter describes the purpose, responsibilities, activities, and membership of the UI Modernization Project Stakeholder Board ("UI Stakeholder Board" or "Board"). This charter will be reviewed as needed (at least annually) to ensure that the UI Stakeholder Board remains structured and managed to serve its purpose. The Modernization Program Governance Plan provides structural and functional context for the UI Stakeholder Board.

Purpose of the UI Stakeholder Board

The purpose of the UI Stakeholder Board is to enable the Modernization Program to honor its first Guiding Principle, "Focus on our customers' experience", and to enable the UI Modernization Project to achieve its Goal 1 "Enhance Customer Experience" and its Goal 2 "Transform Business Processes".

The program's customers include the Oregonians and businesses that we support as well as each of our many stakeholder partners. We know that these partners also support Oregonians and Oregon businesses. By working together we can first imagine and then deliver improved services to our shared customers and to one another.

Responsibilities

The UI Stakeholder Board will deliver value through the following mechanisms.

- Identify opportunities to better serve shared customers, including Oregonians, businesses, state agencies, and other partners, including reviewing input from Employment Department customer surveys.
- Represent the practices, needs, and opportunities of their parent organizations.
- Identify and explore alternative approaches to take advantage of opportunities. Make recommendations to the Modernization Executive Steering Committee.
- Participate, through an elected representative, in the Modernization Executive Steering Committee.
- Collaborate with the Modernization Executive Steering Committee and the Modernization Program to coordinate decisions and actions across entities.
- As appropriate, charter technical working groups to support collaborative work across organizational boundaries. Using resources from their own organizations and those provided by the Modernization Program, ensure that technical working groups are appropriately resourced, overseen, and held accountable for their assigned work.
- Identify and respond to significant risks, issues, or barriers.
- Advocate for the Modernization Program and the UI Modernization Project.
- Communicate inside their organizations to ensure appropriate leadership support and change management for the changes resulting from the UI Modernization Project.

Membership

The UI Stakeholder Board will be chaired by the Unemployment Insurance Division Director. The Board will consist of no fewer than 7 and no more than 15 voting members, including the board chair and the Modernization Program Director. Remaining members shall be selected from the Stakeholders listed in the UI Modernization Project Charter. Selection shall be made by the Modernization Executive Sponsor, who shall solicit the advice of the board chair and the Modernization Program Director.

Membership shall be managed to include key partners (state agencies and other organizations) and to represent the diversity of Oregonians and Oregon businesses.

There are two categories of voting members, with distinct duties and responsibilities.

Service Delivery Partners: Service delivery partners represent state agencies or divisions with which the Employment Department operates tightly coupled processes essential to the operation of the UI Program (such as tax filing, tax collection, business registration, benefit payment, technology hosting, or printing and distribution). Members representing service delivery partners shall be executive-level agency staff who can commit their agency to decisions, courses of action, and timelines, and will be accountable for delivering on those commitments.

Customers: Customers represent 1) non-state entities served by the Unemployment Insurance Program including businesses, workers, and job-seekers, and 2) state agencies that, while not operating tightly

coupled business processes with the Unemployment Insurance Program, either serve or are served by the Program. This includes agencies that obtain data from the Program.

In addition to voting members, non-voting members may be added at the discretion of the executive sponsor. This provision is intended to allow for the participation of Modernization Program staff, oversight staff, and technical experts, among others.

ORGANIZATION

The board chair is responsible to organize agenda topics and facilitate meetings. The Modernization Program team will provide staff support to the board, such as distribution of the agenda and preparation of minutes. Meeting agendas and supporting materials will be distributed at least four business days prior to the meeting to allow sufficient time for review. Meeting minutes will be prepared and distributed within one week of the meeting, and will include any additional materials or presentations reviewed during the meeting.

GUESTS

At the discretion of the board chair, guests may attend meetings to present or receive information or to answer questions. Guest attendees will be noted on the agenda and they will receive agendas and relevant materials prior to the meeting.

ALTERNATES

If a member is unable to attend a meeting, they may designate an alternate to represent them in their absence. The board chair should be notified of the alternate's attendance in advance of the meeting. Alternates will be expected to fully participate on behalf of the board member.

QUORUM

A quorum for the Board is over half of the Board's voting members. When less than a quorum is present at a meeting, items listed on the agenda may still be reviewed and discussed; however, any action will be postponed until a quorum is present.

MEETING FREQUENCY AND LOCATION

The Board shall meet monthly. Additional meetings may be scheduled as needed. Attendance in person is strongly preferred where possible, but phone and/or videoconference may be made available at the discretion of the board chair, in particular to support the inclusion of diverse stakeholders who would otherwise have to travel. Meetings shall generally be held in Salem.

DECISIONS AND DECISION PROCESS

The Board is empowered to make recommendations to the Modernization Director and the Modernization Executive Steering Committee, request resources, create and manage of technical working groups, and negotiate multi-agency agreements in support of the UI Modernization Project. Recommendations of the Board, along with who should review the recommendation for decision, shall be recorded in its meeting minutes, as shall attendance at meetings.

The UI Stakeholder Board may identify decisions and matters for consideration through its own processes. In addition, as the project proceeds project decisions that have policy or broad operational impacts that affect service delivery partners should be referred by the project team to the UI

Stakeholder Board for consideration. The Board may charter technical working groups, made up of staff from organizations represented on the Board, to analyze and advise on technical decisions. The Modernization Director shall assign staff from the Modernization Program to participate in each technical working group, and shall also provide staff support for the group (scheduling, document management, etc.). The technical working group shall complete a decision analysis form¹ that documents alternatives, risks, and impacts considered, and shall present a recommendation to the Board for decision. The Board shall then make a recommendation to the Modernization Director. If the recommendation is not accepted by the Modernization Director, the Board may ask the Modernization Executive Steering Committee to consider the topic. The Board may also raise any matters of interest or concern and refer them to the Modernization Director. The Board may escalate matters to the Modernization Executive Steering Committee as it deems necessary. Communication of recommendations and referrals to the Modernization Director or the Modernization Executive Steering Committee shall be made through actions at the Board’s meetings and recorded in the minutes.

The Board will strive for consensus in its recommendation process. If consensus cannot be reached as to a particular item or issue, the board’s recommendation will be determined by a majority of the board’s members in attendance at the meeting where a quorum is reached. In the case of a tie, a recommendation will be made by the board chair. Urgent business may be decided by email or teleconference, at the discretion of the board chair; in which case the board chair shall make reasonable efforts to include all voting members.

Document Maintenance

This document is maintained by the modernization team and will be updated only if major revisions are necessary. All program documents are stored within the program’s file share here:

<\\WPOEDFILL04\014\Shared\00 Program Management\Program Plans\>.

Version	Date	Author	Change Description
V1.0	01/2019	Jeff Hughes, Modernization Business Analyst Ethan Benatan, Modernization Director	Initial version of the document.
V2.0		Jennifer Hannan, Modernization Program Manager Lynn Kneeland, Modernization Communications Specialist	Clarified that board is expected to make recommendations rather than formal documented decisions. Updated approving authorities.

¹ The current decision analysis form shall be maintained on the Modernization Program shared drive, under <\\WPOEDFILL04\014\Shared\05 Resources\Standards\>.