

# Workforce Modernization Project Engagement Board Charter

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## 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	04/2023	Amber Drake, Modernization Operation & Policy Analyst	Initial version of the document.

## 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 (UI) taxes, Paid Leave Oregon contributions, payment of UI and Paid Leave Oregon benefits, and delivery of employment services will be replaced or established. Further, business processes will be transformed to take advantage of opportunities and benefits available through new system capabilities.

## Project Overview

The Workforce Modernization Project is an initiative chartered through the Modernization Program. Its purpose is to replace the computer systems supporting the delivery of employment services and administration of federal programs. Additionally, we will transform business processes to take advantage of opportunities and benefits available through new system capabilities.

## Document Audience

This document is intended for:

- **Sponsors and executive steering committee members** – to understand their roles and responsibilities within the governance model.
- **Partners and customers** – 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** – to reference for general awareness.

## Document Purpose

This charter describes the purpose, responsibilities, activities, and membership of the Workforce Modernization Project Engagement Board ("Workforce Modernization Engagement Board" or "Board"). This charter ensures that the Board remains structured and managed to serve its purpose. The Modernization Program Governance Plan provides structural and functional context for the Workforce Modernization Engagement Board.

## Purpose of the Workforce Modernization Engagement Board

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

The program's customers include Oregonians and the Oregon businesses we support as well as each of our 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 Workforce Modernization Engagement Board will deliver value through the following mechanisms.

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

## Membership

The Workforce Modernization Engagement Board is chaired by the Workforce Operations Division Director. The Board will consist of no fewer than 8 and no more than 15 voting members, including the Board chair and the Modernization Program Director. The Modernization Executive Sponsor, who shall solicit the advice of the Board chair and the Modernization Director, shall make selection.

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 Oregon's workforce system (such as WorkSource Oregon customer registration, employer registration, job listing management, training and referrals, data exchanges, and reporting). Members representing service delivery partners shall be executive-level staff.

Customers: Customers represent 1) non-state entities served by Oregon's workforce system including businesses, workers, and job-seekers, and 2) state entities that, while not operating tightly coupled

business processes with the state's workforce system, either serve or are served by said system. 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. The intent of this provision is to allow for the participation of Modernization Program staff, oversight staff, and technical experts, among others.

## ORGANIZATION

The Board chair facilitates meetings and is responsible to organize agenda topics; agenda creation is in partnership with the Modernization Sponsor and Communications Officer. The Workforce Modernization Project 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 two business days prior to the meeting to allow time for review. Meeting minutes are 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 or Modernization Director, guests may attend meetings to present or receive information or to answer questions. Meeting agendas will make note of guest attendees; 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 are expected to fully participate on behalf of the Board member.

## QUORUM

Quorum is reached when half-plus-one of the Board's voting members are present for a meeting. If a meeting does not include quorum, agenda items may be reviewed and discussed; however, all actions are postponed until a quorum is present. The Board's meeting minutes will record member attendance.

## MEETING FREQUENCY AND LOCATION

The Board shall meet monthly. Additional meetings may be scheduled as needed. Meetings occur within a virtual environment using videoconferencing technology, however a teleconference option will be available. Once per quarter, the Board will meet in-person; if a member indicates they cannot attend the in-person meeting, a videoconferencing option will be provided. In-person meetings occur 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 work groups, and negotiate multi-agency agreements in support of the Workforce Modernization Project. The Board's meeting minutes will record the Board's recommendations, along with who should review the recommendations for decision.

The Workforce Modernization Engagement Board may identify decisions and matters for consideration through its own processes. The Board may charter work groups, made up of staff from organizations

represented on the Board and others, to analyze and advise on decisions. The Modernization Director shall assign staff from the Modernization Program to participate in each work group, and shall also provide staff support for the group (scheduling, document management, etc.). The work group may complete a decision analysis form<sup>1</sup> that documents alternatives, risks, and impacts considered, and when appropriate may 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 regarding a particular item or issue, the Board's recommendation will be determined by simple majority of the Board 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. At the discretion of the Board chair, urgent business may be decided by email, teleconference, or videoconference; in these cases, the Board chair shall make reasonable efforts to include all voting members and note the outcome in the Board's meeting minutes.

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<sup>1</sup> The current decision analysis form is maintained on the Modernization Program shared drive, under \\wpoedfill04\Modernization\00 Program Management\Decisions.

## Approving Authorities

*David Gerstenfeld*

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David Gerstenfeld, Modernization Program Executive Sponsor  
Acting Agency Director, Oregon Employment Department

Date

*Jim Pfarrer*

[James PFARRER \(Apr 5, 2023 09:42 PDT\)](#)

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Jim Pfarrer, Modernization Program Business Sponsor  
Workforce Operations Division Director, Oregon Employment Department

Date

*Renee Royston*

[Renee ROYSTON \(Apr 3, 2023 17:03 PDT\)](#)

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Renee Royston, Modernization Program Sponsor  
Modernization Director, Oregon Employment Department

Date













# Workforce Modernization Engagement Board Charter V1.0

Final Audit Report

2023-04-07

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