



Data Governance Council

Charter

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Purpose

The Workforce Training & Education Coordinating Board is formalizing a Data Governance body, herein referred to as the Data Governance Council, to accompany the data & technology integration efforts needed to address the ongoing system integration priorities for Washington's workforce system. Establishing the Data Governance Council was identified as a core recommendation from the 2019 *Common Intake and Workforce System Integration Research* study to move towards a strengthened and integrated state workforce system.

Construction of the Data Governance Council is part of broader systems integration efforts supported through a 2023-2025 state budget proviso. Under Section 614 of the state operating budget, funding is provided for "a full-time information technology (IT) position to collaborate with other state workforce agencies to establish and support a governance structure that provides strategic direction on cross-organizational information technology projects." The position, in collaboration with Data Governance Council members, will seek to identify priorities, gaps, and resourcing needs for information technology projects needed for systems integration.

The function of the Data Governance Council is to establish priorities, initiatives, and oversight pertaining to cross-organizational information technology projects. Responsibilities include:

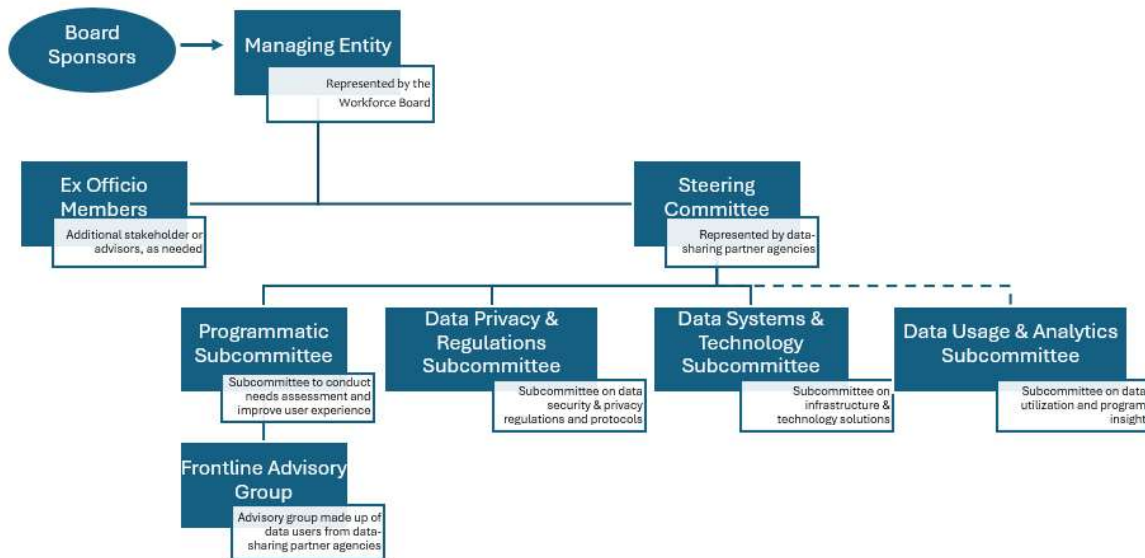
- Identify the strategic priorities for the integrated workforce data system.
- Review and provide input on the implementation strategy (including resourcing), prepared with guidance and consultation from the subcommittees, to ensure alignment to the strategic direction of the Data Governance Council.
- Ensure compliance with federal, state, and agency data security and privacy regulations. The Data Governance Council may also function to identify needs for clarity or statutory changes to support systems integration.
- Oversee progress, risk mitigation, and troubleshooting for the project.
- Set the direction of analytics to support and enhance the state workforce system.
- Review and approve of deliverables, including decision packages.
- Establish and revise data governance policies and procedures.
- Provide input on the membership, structure, and procedures for the council.

Structure

The Data Governance Council will be led by a Workforce Board member sponsor and composed of the managing entity and the steering committee. The Workforce Board staff will serve as the managing entity, acting as convenor for the Data Governance Council and securing resources attendant to priorities and initiatives identified. The council will, alongside the Steering Committee, advocate and foster the work of the workforce data system with other state agencies, Legislature, Governor, and public.

Below are the designated responsibilities and operations of the groups within the Data Governance Council. These may be reviewed and revised, as needed, or additional groups created to adaptively and effectively meet the needs of the data integration project.

Figure 1: Data Governance Council Structure



Board Sponsor(s)

Responsibilities

- Serve as the Chair of the Steering Committee, providing oversight of the cross-agency initiatives and alignment to the values and priorities of the Workforce Board.
- Act as an advocate and facilitate resourcing and prioritization with the Workforce Board for the cross-agency initiatives and supporting workforce systems integration.

Managing Entity

Responsibilities

- Serve as the coordinating lead among the data-owning partner agencies and stakeholders. Represent workforce system-wide interests in the full lifecycle of the data and systems integration efforts and mediate across partners to ensure alignment and shared vision.
- Facilitate the interagency collaboration in the Data Governance Council, including the coordination of workflows across the organizational structure within the Council.
- Oversee the vendors, contracts, and external partnerships necessary for the planning, implementation, and accountability of the data integration project.
- Establish and strengthen partnerships with external stakeholders to align with statewide strategies and priorities, including coordination with WaTech and OFM, among others.
- Lead the project management of the data integration project, representing the cross-agency interests of the Workforce Board as well as the workforce system agency partners. Project management will include identification of the roadmap, risk mitigation strategies, timely project progress, and addressing roadblocks or blockers—among others.
- Procure resources to support the cross-agency information technology projects.

- Mediation and dispute resolution: The Managing Entity will facilitate discussion when disagreements arise. For larger grievances among partners, the Managing Entity will bring in external counsel, as needed, to address mediate or resolve such grievances.

Steering Committee

The Steering Committee is represented by state workforce agencies identified as data contributors for the data integration project. Each data-contributing agency would appoint a designee to represent the agency in the Data Governance Council. This may be an agency head or a delegate who has been granted decision-making authority.

These agencies include:

- 1) Department of Services for the Blind (DSB)
- 2) Division of Vocational Rehabilitation (DVR)
- 3) Economic Services Administration (ESA)
- 4) Employment Security Department (ESD)
- 5) Department of Labor and Industries (LNI)
- 6) State Board for Community and Technical Colleges (SBCTC)
- 7) Office of the Superintendent of Public Instruction (OSPI)
- 8) Workforce Training & Education Coordinating Board (Workforce Board)

Responsibilities

- Represent agency leadership in the decision making of data integration efforts.
- Ensure alignment between the vision, priorities, direction, and implementation of the portfolio of data integration IT projects with the agency's priorities and needs.
- Review the recommendations of the respective subcommittees and serve as the authoritative decision-making body for the data integration efforts.
- Determine membership of the Data Governance Council, including subcommittee representation and ex officio membership.
- Address roadblocks or other challenges to support project implementation.

Programmatic Subcommittee

Responsibilities

- Coordinate and align with the TAP strategic priority for systems integration, including data sharing, coordinated intake, and any additional effort to realize service integration.
- Align operations with ongoing statewide workforce initiatives and projects, preventing duplication and ensuring cohesion with other agency efforts and goals.
- Understand the user experience within the workforce system, including an examination by user personas and/or profiles.
- Identify business needs or gaps in the state's workforce system pertaining to data and system integration, including challenges experienced at the state or local administrative level or by frontline staff, jobseekers, and employers.

- Recommend key information (e.g. data elements) for data sharing that would support workforce service partners and an integrated workforce system.
- Collect qualitative data to capture user experience or user feedback on how to enhance systems integration. Feedback may also include input and comments on design proposals or pilots to support a continuous improvement cycle.
- Coordination with the Data Systems & Technology Subcommittee in the translation of programmatic needs into technical requirements.
- Have a grounding in the regulatory landscape that programs adhere to that affect or determine how systems are or can be integrated. Consultation with the Data Privacy & Security Subcommittee ensure compliance with regulatory standards.
- Lead in recommendations for statutory changes to support workforce systems integration.

Data Privacy & Regulations Subcommittee

Responsibilities

- Serve as the subject matter experts on data security and privacy regulations for the agency, including compliance with state and federal regulations. Provide consultation to subcommittees in understanding security and privacy regulations impacting feasibility or design parameters.
- Have key input into governance of data security and privacy, including formal agreements like the memorandum of understanding (MOU) or data sharing agreements (DSAs).
- Facilitate discussion with legal counsel or contracts management staff at the agency.

Data Systems & Technology Subcommittee

Responsibilities

- Operationalize the programmatic needs of the data and service integration efforts, as identified and in partnership with the Programmatic Subcommittee.
- Oversee technical feasibility studies to inform implementation and operational strategy.
- Identify technology and data management best practices, as supported by industry and landscape analysis of similar efforts, to inform technical design and recommendations.
- Ensure operational design and implementation is compliant with data governance policies and regulations at the agency, state, and federal level through coordination with the Data Privacy & Security Subcommittee.
- Serve as the oversight body for product development and ongoing operations and maintenance of technology products and tools.
- Determine the level of investment and resourcing needed to achieve and maintain the technology infrastructure for data and systems integration.

Data Usage & Analytics Subcommittee

The Workforce Board staff oversees an Evaluation working group that is tasked with finalizing the state workforce evaluation plan and reports directly to the Workforce Board with on-going evaluation recommendations. The Evaluation working group may be leveraged to fulfill the data usage and analytic considerations for the integrated data sharing initiative.

Responsibilities

- The Analytics Subcommittee will stay informed of state workforce system deliberations pertaining to the development and implementation of the state evaluation plan and representing those interests in the data integration priorities.
- The Analytics Subcommittee will be the forum to propose, discuss, and approve the use of data to provide statewide insights or analytics.
 - If a partner agency's data is being requested for inclusion in any approved studies, the agency representative will determine if the agency's data may be used towards the approved study.
- The Analytics Subcommittee may partner with the partner agencies' contract management personnel to finalize data sharing agreements.
- The Analytics Subcommittee will lead decisions on external data uses, if any, with data-owning agency approval.
- The Analytics Subcommittee will provide input to the Data Integration Project, as needed, to inform additional data elements that would be instrumental in answering key research questions about the state's workforce system. This input will be used, in conjunction with other identified needs, to prioritize additional data integration and sharing efforts.

End User Advisory Group

The Frontline Advisory Group is intended to prioritize a user-centered design approach. This advisory group will capture the experiences of frontline staff in determining data and system integration needs and frame the discussion and priorities of the Programmatic Subcommittee. The Frontline Advisory Group is also intended to provide feedback of experiences for any data sharing or system integration pilots and serve as a feedback loop to iterate on process or design. The specific responsibilities and operation of the Frontline Advisory Group will be determined by the Programmatic Subcommittee, including the appropriate time to stand up this advisory group, defining the scope, and identifying the appropriate participating members, including strong partnership with the Local Workforce Development Boards (LWDBs) and the Washington Workforce Association (WWA).

Ex Officio Members

Responsibilities

- Provide subject-matter expertise to the Data Governance Council, either at large or in consultation to a dedicated group. Examples of honorary ex officio members may include representation from data and technology partners such as the Office of the Chief Information Officer (OCIO) or the Office of Financial Management (OFM); it may also include workforce system partners like the Department of Commerce or Department of Corrections.