



WorkSource I&T Governance Committees

Bylaws

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1 COMMITTEE NAMES AND DURATION

These bylaws govern the “WorkSource I&T Steering Committee” and the “WorkSource I&T Advisory Committee,” referred to throughout this document as the “Steering Committee” and “Advisory Committee.” These committees are established as ongoing, permanent, standing governance committees.

2 PURPOSE AND APPROACH

The Washington workforce system operates through a layered governance structure that balances strategic oversight, operational input, and collaborative decision-making. Authority levels vary by topic and are shaped by ownership, funding responsibility, and system-wide impact. The WorkSource I&T* governance process exists to provide the mechanism by which WorkSource enterprise evaluates technology investments, work items, and requests that impact technical systems. This work will be vetted, approved, and monitored throughout its lifecycle.

**“IT” refers specifically to the organizational unit responsible for managing and delivering technology services. In contrast, “I&T” encompasses the full spectrum of information the enterprise creates, processes, and relies on to achieve its objectives, along with the technology that supports those objectives throughout the enterprise.*

The **Advisory Committee** is a standing, operations focused body responsible for information sharing, planning, intake and management of work items within scope, and technology requests originating from Local Workforce Development Boards (LWDBs) for the WorkSource I&T enterprise. Its role includes reviewing new requests and recommendations, assessing operational impacts, monitoring active initiatives, ensuring that subcommittees and workgroups provide timely updates, and providing information to their local leaders and staff as needed. The Advisory Committee synthesizes this operational insight and forwards recommendations to the **Steering Committee**.

The **Steering Committee, comprised of Employment Security Department (ESD), and LWDB leadership**, provides strategic oversight of information, technology, and I&T service delivery across the WorkSource enterprise. While the Advisory Committee manages work items within scope, the Steering Committee makes all work item related decisions, including approval, funding, and alignment with enterprise strategy. Its purpose is to increase speed, quality, and quantity of employment and training support and services for the public.

To support this structure, a limited number of **functional committees or workgroups** may be established and chartered separately. These groups provide updates to the Advisory Committee, which integrates their operational findings into the recommendations to the Steering Committee.

The Steering Committee’s responsibilities include developing work items within scope (defined in section 3), acting on issues or requests elevated by the Advisory Committee, responding to Local Workforce Development Board (LWDB) requests, and addressing state, legislative, or program mandates.

In practice, these responsibilities are carried out through the following functions:

Intake

All work items proposed for WorkSource efforts enter through a single intake process so that requests are elevated consistently, against a common standard, and their status is visible to both Committees.

1. **Submission:** Any voting member of the Advisory Committee may submit a new Work Item through intake. Requests originating elsewhere must be submitted through an Advisory Committee member which is then routed directly to the Workforce Services Portfolio Manager.
2. **Initial Review:** The Workforce Services Portfolio Manager reviews each submitted Work Item, records it in the Request Log, and determines whether it falls within scope defined in Section 3.
3. **Work Items Within Scope:** Work Items determined to be within scope are brought to the Advisory Committee for review. The Advisory Committee evaluates operational impact, risk, and resource implications, and forwards the work item to the steering committee with a recommended action. The Steering Committee assesses the recommendation and decides whether to approve, deny, or defer the Work Item.
4. **Work Items Outside of Scope:** The Portfolio Manager reports these items to the Advisory and Steering Committees through the monthly portfolio update so that both committees maintain visibility of work affecting the WorkSource system
5. **Scope Determinations:** Where scope determination is unclear or disputed, the Advisory Committee prepares a recommendation, and the steering officers make the final determination.

3 SCOPE

The Steering committee has oversight of work items meeting any of the following criteria:

1. Work Items that impact shared WorkSource technology systems.
2. Work Items that impact shared WorkSource service delivery, branding, and marketing.
3. Technology changes, upgrades, or adoption of new technology that impact WorkSource customers.
4. Requests for ESD resources to support potential grant awards.

Work items meeting any one of these criteria enters the governance process through portfolio intake and are subject to Advisory and Steering review, approval, and monitoring throughout its lifecycle. Work items that do not meet these criteria remain the responsibility of ESD or the LWDB. This scope does not extend to the internal operations, programs, or service delivery of ESD divisions or of LWDBs except where those activities meet one of the criteria above. Where scope is

unclear or disputed, the Advisory Committee prepares a recommendation, and the Steering Committee makes the determination.

To reduce technical debt, control costs, and increase consistency across the statewide system, local areas introducing new technology or programs must submit work items through the Advisory Committee for technical review by ESD Information Technology Services Division (ITSD). Technical review assesses integration, security, data-sharing, licensing, and ongoing support implications, and accompanies the Work Item through the intake process described in Section 2.

4 AUTHORITY

The **Steering Committee** is sponsored by the Washington State Employment Security Department (ESD). It is led by the ESD Workforce Services Division (WSD) Director, the ESD Chief Innovation Officer, and Local Workforce Development Board (LWDB) executive leadership.

The Steering Committee is authorized to make decisions regarding work items within scope. When risks or issues arise that exceed the Committee's authority — specifically those affecting State or ESD Agency technology investments, programs, public service delivery, or operating policies — the Steering Committee escalates them as needed.

To support effective governance, **consultative communication channels** are established and maintained with the ESD Governance and Risk Committees, the **Advisory Committee**, and any functional subcommittees or workgroups. These channels ensure that relevant information flows consistently between operational bodies and strategic decision-makers.

Relationship to the Advisory Committee

The **Advisory Committee serves as the operational arm** of WorkSource I&T governance. It reviews intake for work items, supports the active work items in scope, monitors operational impacts, and synthesizes input from subcommittees and workgroups. The Steering Committee relies on the Advisory Committee to provide:

- Operational analysis
- Work item recommendations
- Risk and issue identification
- Customer-experience insights
- System-wide operational impacts

The Steering Committee **reviews and makes decisions** on recommendations elevated by the Advisory Committee or other functional subcommittees and workgroups. These decisions may include, but are not limited to:

- Approval or denial of work items within scope.
- Work item funding decisions and budget adjustments

- Scope changes or compliance requirements
- Resolution of cross-work item impacts or conflicts

Committee Operations and Delegation

The Steering Committee may request that directors, officers, or employees of ESD or partner organizations—and any other individuals whose expertise is relevant—attend Committee meetings to provide information or counsel. The Committee may also **delegate specific matters** to a functional subcommittee or workgroup when specialized analysis or operational work is required.

The Steering Committee maintains **written minutes** of its meetings. These records are kept with the books and records of the sponsoring agency to ensure transparency and continuity.

Governance Support

The Steering Committee Executive Sponsor designates an ESD staff member to serve as the **facilitator**. This individual facilitates Committee activities, supports governance operations, and coordinates with the Committee Sponsor, the Advisory Committee, and any functional subcommittees or workgroups to ensure alignment and smooth execution of governance processes.

5 PRINCIPLES

WorkSource Governance Committees and subcommittees adhere to the following guiding principles:

PRINCIPLE	DEFINITION
Customer Centricity	We prioritize the needs of our customers before the needs of the Committee or its partnerships. We proactively seek to improve employment and training opportunities for all, particularly those previously left behind, applying an equity lens to all our work, decision-making and investments, and being responsive to regional labor markets and community needs.
Integrity	Integrity comprises both straightforward dealing and completeness. It is based upon honesty and objectivity, and high standards of propriety and probity in the stewardship of public funds and resources and management of an entity’s affairs. It is dependent on the effectiveness of the control framework and on the personal standards and professionalism of the individuals within the entity. It is reflected both in the entity’s decision-making procedures and in the quality of its performance reporting.

Accountability	Accountability is the process whereby public sector entities, and the individuals within them, are responsible for their decisions and actions, including their stewardship of public funds and all aspects of performance, and submit themselves to appropriate external scrutiny. It is achieved by all parties having a clear understanding of those responsibilities and having clearly defined roles through a robust structure. In effect, accountability is the obligation to answer for a responsibility conferred.
Openness	Openness is required to ensure that stakeholders can have confidence in the decision-making processes and actions of public sector entities, in the management of their activities, and in the individuals within them. Being open through meaningful consultation with stakeholders and communication of full, accurate and clear information leads to effective and timely action and stands up to necessary scrutiny.
Commitment	We are committed to foster healthy and productive partnerships with teamwork, collaboration, and respect; ensuring local participation wherever possible to maximize integrated customer service, and to eliminate barriers that may stand in the way of achieving our mission. We are committed to invest in and provide resources to sustain our core functions and build capacity to serve our customers.

6 STEERING COMMITTEE COMPOSITION

6.1 OFFICERS

The Steering Committee includes the following four Officer positions:

OFFICE	TITLE
Executive Sponsor/Chair	Director, Workforce Services Division (WSD), ESD
Co-chair	LWDB CEO/Director Appointee
Vice Chair	CIO, Information Technology Services Division (ITSD), ESD
Vice Co-chair	LWDB CEO/Director Appointee

6.2 VOTING MEMBERS

The Steering Committee includes the following nine Voting Members:

TITLE	NAME	ORGANIZATION
Director, Workforce Services Division	Ismaila Maidadi	ESD

Director, Employment System Policy & Integrity	Lekha Fernandes	ESD
Director, Labor Market Information & Research	Gustavo Aviles	ESD
CIO, Information Technology Services Division	Lisa Kissler	ESD
Chief Financial Officer	Tony Hansen	ESD
Chief Executive Officer	Amy Martinez	LWDB, South Central Workforce
Director	William Dowling	LWDB, Olympic Workforce Development Council
Executive Director	Marissa Cahill	LWDB, Northwest Workforce Council
Director	Barney Brockwell	LWDB, Eastern Washington Partnership

6.3 NON-VOTING MEMBERS

The Steering Committee includes the following non-voting members:

TITLE	ORGANIZATION
WSD Assistant Director of Operations	ESD, WSD
ESPI Assistant Director	ESD, ESPI
Executive Directors	LWDBs
Executive Leadership Team	ESD
Product Manager	ESD, PPP
Workforce Services Portfolio Manager	ESD, PPP
ESD Support Staff	ESD, WSD

6.4 NON-MEMBERS WITH OPEN INVITES

Executive Leadership Team non-members with an open invite to attend Steering Committee meetings and proceedings:

TITLE	ORGANIZATION
Commissioner	ESD
Executive Director	WTECB

7 ADVISORY COMMITTEE COMPOSITION

7.1 MEMBERS

The Advisory Committee includes the following voting member positions:

Area	NAME	ORGANIZATION
WDA 1	Luci Bench	LWDB
WDA 2	Dan Cooling	LWDB
WDA 3	Scott Iddings	LWDB
WDA 4	Cassandra Yi	LWDB
WDA 5	Jeremy Warren	LWDB
WDA 6	Josh Stovall	LWDB
WDA 7	Amy Gimlin	LWDB
WDA 8	Aaron Parrott	LWDB
WDA 9	Ariana Cordova	LWDB
WDA 10	Barney Brockwell	LWDB
WDA 11	Jessie Cardwell	LWDB
WDA 12	Tim Robinson	LWDB
Administrative Services	Emily Kok	ESD
Communications	Betsy DiSimone	ESD
Employment System Policy & Integrity	Sundara Chan	ESD
Information Technology Services	Sumit Gupta	ESD
Information Technology Services	Karandeep Kondal	ESD
Labor Market Information & Research	Josh Moll	ESD
Product, Planning, and Performance	Michael Luchini	ESD
Product, Planning, and Performance	Eric Le	ESD
Workforce Services	Michelle Wilson	ESD
Workforce Services	Michelle Griffith	ESD
Workforce Services	Sandy Crews	ESD

7.2 NON-MEMBERS WITH OPEN INVITES

Guests may attend meetings when doing so helps them gather the information they need to support their job responsibilities.

8 ROLES AND RESPONSIBILITIES

8.1 RESPONSIBILITIES OF THE COMMITTEES

The **Steering Committee** and the **Advisory Committee** work together to guide, advise, and support work items within scope. While the Steering Committee provides strategic direction and final decision making authority, the Advisory Committee serves as the operational and management body that informs those decisions.

8.1.1 Steering Committee Responsibilities

Proposal Approval

The Steering Committee reviews and approves program, work item, initiative, and investment proposals. For items beyond its scope, the Committee may provide recommendations to the ESD Agency. Decisions are informed by input from functional governance committees and workgroups—including the Advisory Committee—along with the expertise and experience of Steering Committee members.

Portfolio Management – Request Logs and Product Roadmaps

The Steering Committee uses the Advisory Intake Sheet and roadmap to prioritize work items and initiatives. These tools help maintain visibility into available resources and monitor work item performance to ensure investments align with program priorities. The Committee receives monthly updates on the Advisory Intake Log, Product Backlog, and Product Roadmap.

Functional Subcommittees and Workgroups

The Steering Committee appoints chairpersons for each functional subcommittee and collaborates with them to ensure committees and workgroups are properly staffed and supported. The Steering Committee also reviews and approves all functional subcommittee charters.

8.1.2 Advisory Committee Responsibilities (Integrated Role)

The **Advisory Committee** supports these Steering Committee responsibilities by:

- Submitting and reviewing new intake work items that are within scope.
- Preparing operational analyses, risk assessments, and prioritization recommendations for Steering Committee review.
- Maintaining and updating the Advisory Intake Log, Product Backlog, and Product Roadmap for Steering Committee oversight.
- Coordinating with functional subcommittees and workgroups to gather insights, surface issues, and ensure operational alignment.
- Elevating proposals, risks, and system-wide impacts to the Steering Committee for decision-making.

Together, the Steering and Advisory Committees ensure that WorkSource I&T investments are strategically aligned, operationally sound, and responsive to the needs of job seekers, employers, and staff across the WorkSource enterprise.

8.2 RESPONSIBILITIES OF COMMITTEE MEMBERS

Members of the **Steering Committee** and the **Advisory Committee** are expected to actively support effective governance of the Work Items within scope. While the Steering Committee provides strategic direction and final decision-making authority, the Advisory Committee provides operational insight, intake, and analysis that informs those decisions.

Committee members should review all materials provided in advance of meetings and conduct any additional inquiry needed to participate from an informed, enterprise-wide perspective. Members are not required to be subject matter experts; however, they are expected to approach deliberations with WorkSource’s system-wide strategic goals in mind.

Members of both committees are expected to attend regular meetings, as well as any ad-hoc or workgroup meetings to which they have been assigned.

8.2.1 Expectations for Steering and Advisory Committee Members

- **Understand the implications and outcomes** of issues, proposals, and requests brought before the committee.
- **Represent the interests of all major stakeholders** holistically and systemically, recognizing that each member speaks on behalf of the WorkSource enterprise—not solely their program or organization.
- **Demonstrate genuine interest** in work item and initiative requests and advocate for broad support of outcomes that advance the WorkSource mission.
- **Help balance competing priorities and resources**, ensuring that portfolio outputs meet the needs of WorkSource business owners, customers, and key stakeholders.
- **Foster positive relationships and communication**, working collaboratively to develop shared decisions on issues escalated to the Steering Committee or surfaced through the Advisory Committee.

Together, Steering and Advisory Committee members ensure that WorkSource I&T governance is informed, collaborative, and aligned with the needs of job seekers, employers, and staff across the WorkSource system.

9 COMMITTEE MEMBER SELECTION

Representation on the **Steering Committee** shall reasonably reflect the sponsoring Agency and the respective population of the twelve Local Workforce Development Boards (LWDBs).

Representation on the **Advisory Committee** shall reflect the operational needs of the WorkSource enterprise, with members appointed by the appropriate ESD division leaders or LWDB directors.

The **Steering Committee Executive Sponsor/Chair and Co-chair** are responsible for appointing Steering Committee officers and for approving or removing Voting Member nominees submitted by the Steering Committee.

The **Steering Committee Voting Members** are responsible for nominating Voting Members and for approving or removing Non-voting Member nominees submitted by the Steering Committee.

A Voting Member may resign from the Steering Committee by submitting a resignation notice to the Executive Sponsor/Chair and Co-chair.

The **Executive Sponsor/Chair and Co-chair** may remove a Voting or Non-voting Member when such removal has been submitted by the Steering Committee through a majority vote. Notice to the member being considered for removal shall be provided at least fifteen (15) days prior to the vote.

A Steering Committee Voting Member may be removed for **three (3) consecutive absences** from scheduled Steering Committee meetings when no prior notice or communication was provided.

9.1.1 Advisory Committee Membership

Members of the **Advisory Committee** are appointed by the relevant **ESD division leaders** or **LWDB directors**, depending on the origin of the seat. Advisory members may resign by notifying their appointing authority and the Advisory Committee Chair. Appointing authorities may also remove or replace Advisory members as needed to ensure consistent representation and operational continuity.

9.1.2 Committee Officers

The officers of the Steering Committee include the Executive Sponsor/Chair, Cochair, Vice Chair, and Vice Cochair. Advisory Committee leadership roles are established separately through the Advisory Committee charter and coordinated with Steering Committee officers to ensure alignment across governance bodies.

9.1.3 Terms of Membership

The Steering Committee is a perpetual, standing committee. No minimum or maximum terms are established for Steering Committee members or Advisory Committee representatives.

Vacancies

Steering Officer Vacancies

- **Executive Sponsor/Chair:** If this position becomes vacant, the Vice Chair assumes the role until ESD Executive Leadership appoints a new Director of The Workforce Services Division to serve as Executive Sponsor/Chair.
- **Vice Chair:** If this position becomes vacant, another ESD Executive Leader with IT expertise and responsibilities assumes the role until ESD Executive Leadership appoints a permanent replacement.
- **Co-chair:** If this position becomes vacant, the Vice Co-chair assumes the role until LWDB executive leadership appoints a new Co-chair.
- **Vice Co-chair:** If this position becomes vacant, the Co-chair and LWDB executive leadership jointly appoint a replacement.

Advisory Committee Vacancies: If an Advisory Committee position becomes vacant, the appropriate **LWDB executive leader** or **ESD division leader**—depending on the origin of the seat—will appoint a replacement to ensure continuity of representation and operational expertise.

10 DECISION MAKING

The Steering Committee makes decisions on behalf of the WorkSource enterprise except where delegation of their authority has been granted. Other bodies provide recommendations from their groups (i.e. LWDB committees, the WorkSource Advisory Committee, or other functional subcommittees) to the Steering Committee to support decision-making.

Steering Committee decision-making definitions, factors, and processes are described in this section.

10.1 DEFINITIONS

- **Decision Type:** The framework used to make decisions, including decisions by Consensus, Super-Majority, Majority or Quorum.
- **Level of Formality:** The decision-making strategy employed based on the level of risk and impact to the WorkSource enterprise. Formality levels include Governance Decisions, Informal Decisions, and Advice.

10.2 FACTORS

10.2.1 Level of Formality

For each decision, the *level of formality* for decisions or requests for input submitted to the Steering Committee will be determined by the Committee's Voting Members. If there is any question about the level of formality required for a decision, the Steering Committee Executive Sponsor/Chair and Co-chair should be consulted. The levels of formality employed by the Steering Committee are described below, in order of formality.

- **Governance Decision:** Decisions that affect the entire WorkSource enterprise (e.g. policies, funding, prioritization of system-wide initiatives, etc.) or which have a high risk or large impact at regional or local levels. Governance decisions are made by the Steering Committee only and incorporate representative input from across the enterprise.
- **Informal Decision:** Decisions made by the Steering Committee or by one of its appointed subcommittees that have minimal impact on the WorkSource enterprise or its other committees.
 - Functional subcommittees of the Steering Committee may use the Informal or Advice processes to make decisions on their own behalf, but it should be made clear that their position or input does not represent the entire WorkSource enterprise.
 - Any functional or subcommittee can initiate a Governance decision by submitting a request to the Steering Committee. If the Steering Committee agrees to move it forward, the initiator then helps to facilitate and document the decision-making process with the support of the Steering Committee.

- **Advice:** When input from the Steering Committee is desired, rather than a decision.

10.2.2 Decision Type

The type of decision will also need to be determined for each decision. Decisions by Consensus are strongly preferred to ensure that diverse voices and perspectives are fully considered. The following represents this Committee’s decision types:

- **Consensus:** Full agreement among all **9** voting members is desired, if possible. This means zero “no” votes but does allow for abstentions.
- **Super-Majority:** Recommendations require **7 of 9** voting members to approve.
- **Majority:** Recommendations require **5 of 9** voting members to approve, including at least **1** LWDB voting member. Used when a quick decision is desired.
- **Quorum:** The minimum number of voters (**x4**) required to make any decision, including at least **1** LWDB voting member.

10.3 PROCESS FLOWS

LEVEL OF FORMALITY DECISION PROCESS Steering Committee
Advice – when input from the Steering Committee is desired, rather than a decision. • Who votes? ○ No vote is required. All attendees are free to provide input. • Process flow: ○ Steering Committee members may submit an advisory-level request at a Committee meeting or via email to the ESD staff support on behalf of functional subcommittees, workgroups or other agency or partner committees. ○ Advisory-level requests may be discussed during the Committee meeting when presented, if time permits, or added to the agenda for a subsequent meeting.
Informal Decision – decisions made by the Steering Committee or one of its appointed subcommittees with minimal or localized impacts to the WorkSource enterprise. • Who Votes? ○ Members with voting privileges • How many voters must be present for a decision to be made? ○ Majority (x5 of voting members) is preferred ○ Quorum (x4 voting members) at minimum • Process flow: ○ Steering Committee members may submit an Informal Decision request at a Committee meeting or via email to ESD Staff Support.

- Informal Decision requests may be discussed during the Committee meeting when presented, if time permits, or added to the agenda for a subsequent meeting.
- Informal Decisions may be introduced, discussed, and voted on at the same meeting.

Governance Decision – decisions that affect or represent the entire WorkSource enterprise or which have high risk or large impact to any part of the WorkSource system. These decisions are made at the Steering Committee only, and incorporate diverse, representative input from across the enterprise.

- Who votes?
 - Members with voting privileges
- How many voters must be present for a decision to be made?
 - Consensus (all 9 voting members) is preferred
 - Super-majority (x7 of voting members) at minimum
- Who has final decision-making authority?
 - Steering officers - if no majority, ESD Commissioner
- Process flow:
 - See the Default vs. Expedited decision chart below.

Governance Decision – Default	Governance Decision – Expedited <i>Used only for urgent, time sensitive decisions.</i>
Step 1 – Decision Request. The person sponsoring the decision request emails the request to the Committee Chair, and Co-chair; must include a Project Brief or request description with the minimum level of detail required by the WorkSource Governance Intake & Analysis process. The decision request is reviewed by the Chair and Co-chair before being introduced to the Committee via email a minimum of one week prior to meeting. Step 2 – Decision Introduction. The decision request is calendared by Steering Officers and then introduced at a Steering Committee meeting by the request Sponsor. Step 3 – Input Gathering. Committee members seek input on the decision request	Step 1 – Decision Request. The person sponsoring the decision request emails the request to the Committee Chair, and Co-chair with as much detail as possible. Step 2 – Review and Approach. The Chair and Co-chair will review the decision request and decide on the best approach for addressing the request. This approach may include scheduling an emergency, ad-hoc meeting with the Steering Committee’s voting members to take a draft vote. Step 3 – Draft Vote. The decision request is discussed with Voting Members, a draft decision is presented by the Chair and Co-chair, and proceeds with a single majority vote.

from those they represent via internally scheduled meetings, email, or phone. Step 4 – Discussion. The decision is calendared for discussion at a Steering Committee meeting. This meeting may be calendared outside of the normal meeting schedule for expediency. Members and Stakeholders express the feedback received from their counterparts. Step 5 – Vote. At the same Steering Committee meeting as in Step 4, the Committee Chair and Co-chair initiates the vote and tallies responses. Step 6 – Document. The decision is documented in the meeting minutes and decision log and made available to all Committee members.	Step 4 – Document. The draft decision is documented in the meeting minutes and decision log and made available to all Committee members. Step 5 – Input gathering. Committee members seek input on the Draft decision that was made from those they represent. Step 6 – Discussion. Committee members present feedback from their counterparts at a Steering Committee meeting and the Committee decides whether any additional decision-making is required. Step 7 – Document. The final decision is documented in the meeting minutes and decision log and made available to all Committee members.
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11 VOTING PROCEDURES

11.1 QUORUM

The requirement for a quorum is protection against unrepresentative action in the name of the Steering Committee by a small number of persons.

The Steering Committee is composed of 9 Voting Members and 4 of those voting members, including at least 1 LWDB voting member, constitute a quorum for voting on Informal decisions. Quorum votes do not apply to Governance decisions, except in cases of emergency.

Decisions of the majority of Voting Members present at a meeting wherein a quorum is present, shall be considered the act of the Steering Committee, unless a greater number of voters is required by these Bylaws (i.e. for Governance decisions).

11.2 VOTING

All **Steering Committee Voting Members** have the right to vote on matters brought before the Steering Committee. Members may abstain from voting, and any abstention will be recorded in the meeting minutes.

Each Voting Member—or their designated alternate—holds **one vote**, which may not be transferred to another member. Alternates must be designated through written notice to the Executive

Sponsor/Chair and Co-chair in advance of the meeting and are invited **only to the specific meeting** for which they have been designated. Alternate authority does not extend beyond that single vote. It is also the responsibility of the voting member to prepare their designees for any decisions they will vote on.

If a tie or conflict arises, **final decision-making authority rests with the steering officers. If they are unable to reach majority, then the decision-making authority rests with the ESD Commissioner.**

Votes will not be taken outside the regular meeting schedule, except when an urgent ad-hoc meeting has been formally convened. Secret ballots are not permitted.

The Steering Committee strives for **consensus-based decision-making**, recognizing that full consensus may not always be achievable.

11.2.1 Governance Decisions

A governance decision is made by consensus whenever possible and requires, at minimum, **super-majority approval (seven (7) of nine (9))** Voting Members approving). In emergency situations only, a draft Governance decision may proceed by quorum until a final decision is reached.

11.2.2 Informal Decisions

An Informal decision requires a **majority vote of members present**, with a minimum of **four (4)** members—including at least **one LWDB Voting Member**—to establish quorum.

11.2.3 Delegated Decisions to the Advisory Committee

The **Advisory Committee** does not hold voting authority on Steering Committee matters unless the Steering Committee formally delegates a specific decision to the Advisory Committee. When such delegation occurs:

- Advisory Committee members may vote **only on the delegated item**.
- The Advisory Committee's decision will be documented in its meeting minutes.
- The decision will be formally reported back to the Steering Committee at the next scheduled meeting.

Delegated decisions do not grant the Advisory Committee ongoing voting authority; delegation applies **only to the specific decision or topic area identified by the Steering Committee**.

11.2.4 Documentation

All decisions made by the Steering Committee will be documented in the meeting minutes, including whether the decision was reached by **Quorum, Majority, Super-majority, or Consensus**.

11.3 NON-BINDING COMMITTEE POLLS

Any Steering Committee member, voting or nonvoting, may request that the Steering Committee conduct a non-binding poll on any request that has not yet been decided. The Executive Sponsor/Chair or Co-chair may, at their discretion, initiate the requested poll.

Each Steering Committee member—or their designated alternate—shall have one vote for purposes of this section. The results of the poll are not binding and serve only as a recommendation to the voting members of the Steering Committee.

12 COMMITTEE MEETINGS

The **Steering Committee** will convene once monthly for 60 minutes. The meeting schedule for the upcoming year will be adopted at the final meeting of the current year and distributed to all members by the Executive Sponsor.

The Committee Sponsor/Chair and Co-chair may convene ad-hoc meetings as needed, with the goal of providing sufficient notice to support member attendance.

The Sponsor/Chair and Co-chair preside over Steering Committee meetings, and the Sponsor/Chair's appointed representative facilitates the meeting and agenda.

All Steering Committee members are expected to attend each meeting, either in person or via telephone or videoconference. Steering Committee meetings may be held in person or virtually, but all meetings must include speakerphone and videoconferencing capability to ensure full participation by remote attendees. All members in attendance must be able to hear and communicate with one another.

12.1 ADVISORY COMMITTEE MEETINGS

The **Advisory Committee** will also convene once monthly for 60 minutes. All Advisory Committee meetings are held **virtually** to support statewide participation. Meetings are facilitated by the **Workforce Services Portfolio Manager**, who coordinates agendas, discussion items, and follow-up actions in alignment with Committee priorities and support of the WSD Business Owner.

12.2 NON-MEMBER PARTICIPATION AT MEETINGS

Participation at Steering Committee meetings shall be limited to Steering Committee members and open invitees with the following exceptions:

- When scheduled agenda items call for reports, advisory recommendations, or participation by non-members.
- When comments or other participation by non-members is relevant or material to a matter under consideration or before the Committee for decision-making.

Non-member participation in Advisory Committee meetings is encouraged when attendance supports their work or enhances their ability to contribute to the WorkSource system.

12.3 MEETING AGENDAS AND MINUTES

Steering Committee Agendas

Meeting agendas for the Steering Committee will be approved by the Steering Officers, with staff support preparing and organizing agenda materials. Agendas will be provided to all Steering Committee members (and their alternates) **at least three days in advance** of each scheduled meeting and posted on the WPC page along with any materials needed to support informed decision-making.

For **ad-hoc Steering Committee meetings**, an agenda—approved by the Sponsor/Chair and Co-chair—will be distributed to all Steering Committee members and alternates as early as possible prior to the meeting.

Steering Committee Minutes

Minutes will be prepared for each Steering Committee meeting and distributed to all members as soon as practicable following the meeting. Minutes will include:

- A list of attendees
- Topics discussed
- Action items and responsible owners
- Decisions made and the decision method used
- Voting records, including abstentions

Advisory Committee Agendas and Minutes

The **Advisory Committee** follows a less formal process while still ensuring transparency and preparation.

- Advisory Committee agendas are distributed **one week in advance** of each meeting to support broad participation and operational readiness.
- All Advisory Committee meetings are virtual, and agendas are prepared and facilitated by the **Workforce Services Portfolio Manager**.
- Minutes are recorded for each Advisory Committee meeting and distributed to members following the meeting. Minutes summarize key discussion points, recommendations, action items, and any follow-up needed for Steering Committee consideration.

13 COMMUNICATIONS

The Steering Committee meeting calendar, agenda and minutes will be managed and distributed by the ESD staff support. Project Status Reporting: Public links to an actively managed Request

Log, Product Backlog, and Product Roadmap will be made available to the committee members. It is the responsibility of the **Workforce Services Portfolio Manager** to maintain current and accurate project status reports for any Work Item or initiative considered to be part of the Workforce Services Portfolio, whose status may impact other Work Items within the Portfolio, and to deliver this data to the Steering Committee as outlined in the WorkSource Governance Communications Management Plan.

13.1 CRITICAL RISK ESCALATIONS

In cases where an urgent or critical risk to the ESD Agency, its partners, staff or customers has been identified by any member of the Steering Committee, all members shall follow and abide by the Commissioner's Critical Information Requirements ("CCIR") escalation protocol (see Appendix A).

14 COMMITTEE CHARTER APPROVAL

This agreement shall be effective as of the date executed by all duly authorized officers of the Steering Committee listed below.

Steering Committee – Chair	DocuSigned by: X <u>Ismaila Maidadi</u> 23AE19A58739467... Name: Ismaila Maidadi Title: Director, Workforce Services Division ESD Date: 10/12/2026
Steering Committee – Co-chair	Signed by: X <u>Amy Martinez</u> BB337122C22B471... Name: Amy Martinez Title: South Central Workforce Council CEO Date: 10/12/2026
Steering Committee – Vice Chair	Signed by: X <u>Lisa Kissler</u> E7BC5113B99C447... Name: Lisa Kissler Title: ESD CIO ESD Date: 10/19/2026

Steering Committee – Vice Co-chair	DocuSigned by: X <i>William Dowling</i> 60737AC7BF1A4B7... Name: William Dowling Title: Olympic Workforce Development Council Director Date: 10/12/2026
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14.1 AMENDMENTS

These Charter and Bylaws may be amended at any regular meeting of the Steering Committee by a two-thirds affirmative vote of all eligible voters; provided that written notice of an intention to amend was introduced at the preceding regular meeting, together with at least a definitive outline of the amendment(s) being proposed.

15 APPENDIX A: CCIR

The Commissioner's Critical Information Requirements ("CCIRs") provides guidance to ESD leaders for escalating urgent and critical issues, as is current as of the date of this writing.

Commissioner's Critical Information Requirements

Updated: 2/22/2021

Document Owner: Anna Saint Mullaire, PPP Director

The Commissioner's Critical Information Requirements (CCIRs) provides guidance to ESD leaders for escalating issues. Urgent communications must be sent to the Commissioner and Deputy Commissioner **within two hours** of an incident occurrence (or first knowledge of an incident), seven days a week. The guidance provided here is intended to provide examples, but it is not a comprehensive list of all situations that must be reported.

Guidelines for escalation – ESD leaders will consider the following when deciding to escalate an issue:

1. Could ESD face significant monetary, political, reputational, security, legal, data, or other risk?
2. Has new or updated information altered the course of action, compared to what was previously shared?
3. Have unintended or unanticipated consequences been identified from decisions that were previously shared?
4. Has an unforeseen roadblock been identified that is preventing a planned course of action?

CCIR criteria – At a minimum, the following incidents and decisions must be reported:

Type of incident or decision	Threshold	Notes
Deployment of major internal or external system changes affecting the experience of ESD staff, customers, or partners	Prior to all major customer-facing deployments	Deployment of significant planned system changes or identification of system issues affecting ESD staff, customers, or partners
Data security breach¹	All	When sensitive data has been or is suspected to have been improperly shared or accessed
Unanticipated increase in a backlog or failure to meet ALP for customers	Depends on ALP	Variation in type or volume of work compared to acceptable level of performance (ALP)
Major system outage affecting customers	All more than 4 hrs.	UTAB, PFML, ETO, NGTS, phone systems, etc.
Overdue commitment made to the Commissioner's office	Delay of 1 day or longer	Before missing a deadline or when deciding to delay implementation for agency level projects*
Emergency closure of a facility	All	ESD facility or partner facility
Closure of phone system for inbound customer calls	All	Planned or unplanned closure of the phone systems (UI, PFML, triage phone lines, etc.)
Budget discrepancy	\$1 million or more	
Media engagement	Prior to all engagements	All media requests will be sent to ESDGPMedia@ESD.WA.GOV
Serious injury, confirmed contagious illness, or death of an employee, ESD customer, or ESD partner²	All	While at an ESD facility or partner facility (WorkSource offices, etc.) AND for ALL ESD employee deaths, regardless of location

Procedure:

Reportable incident, decision, or action occurs (decision made, system outage, building closes, etc.)

1. Accountable employee³ creates a CCIR via email that contains the following information:
 - o Date and time of incident or action occurrence
 - o Brief summary describing the issue and impact of issue (who is impacted, how are they impacted, etc.)
 - o Point of contact for further information, including email address and phone number
 - o Email subject line "CCIR – xxx issue" and set flag as high priority
2. **Within two hours**, accountable employee³ sends email to the Commissioner, Deputy Commissioner, and their ELT member (include others as needed). When in doubt of whether the issue fits one of the above criteria, the accountable employee³ is required to contact their ELT member immediately to help make the determination.

¹ When reporting a security breach, follow the protocols to report the incident to Mike Juhl in alignment with OCIO policy and guidance. Appropriate parties will be notified immediately, in lieu of the two-hour rule.

² When reporting an injury or illness, maintain confidentiality of person(s) involved, to the maximum extent possible. Appropriate parties will be notified within 24 hours from first knowledge of the incident, in lieu of the two-hour rule.

³ The accountable employee is typically a Senior Manager, Subject Matter Expert, or ELT member.

16 APPENDIX B: CHANGE LOG

WorkSource I&T Steering Committee Charter & Bylaws change log:

Date	Change Reference
August 24, 2021	WorkSource I&T Steering Committee Charter and Bylaws fully executed.
October 14, 2021	General updates.
July 2022	Updated Membership list; elimination of secretary from structure.
August 2026	Added Advisory Committee sections. Incorporated Intake process in section 2, added Scope section, reduced the Membership Expectations in section 8 to be a concise list of bullets instead of a larger table, and change the work “Project” to “work items” to encompass more than just project work.