

INFORMATION TECHNOLOGY PROFESSIONAL STRUCTURE (ITPS) GOVERNANCE FRAMEWORK

COMMITTEE CHARTER

A. GOVERNANCE DEFINITION AND FRAMEWORK

Information Technology Professional Structure (ITPS) governance provides the framework for management and decision-making related to ITPS classification strategies, practices and performance outcomes across Washington State agencies and higher education institutions. It provides a systematic approach to enterprise management of ITPS and establishes a set of agreed-upon processes for decision-making, accountability, leadership, and direction exercised within that framework. ITPS governance identifies best practices and aligns the function with short and long-term strategic and operational objectives of both State HR and agencies/institutions. It establishes multi-directional communication protocols that maintain transparency of defined governance processes and effectively provide information to/from internal and external stakeholders.

The development of ITPS governance is focused on providing strategic direction and oversight that guide the achievement of identified outcome measures of the IT Reclassification Initiative and align with IT workforce strategies of the future. Governance will be the mechanism for reviewing and ensuring consistency in IT classification across the enterprise and provides a forum for continuous assessment of the “current state” of Washington’s IT workforce, with responsibility for development of recommendations to adjust content and direction to align with changing statewide IT needs and industry standards.

B. BACKGROUND AND CONTEXT

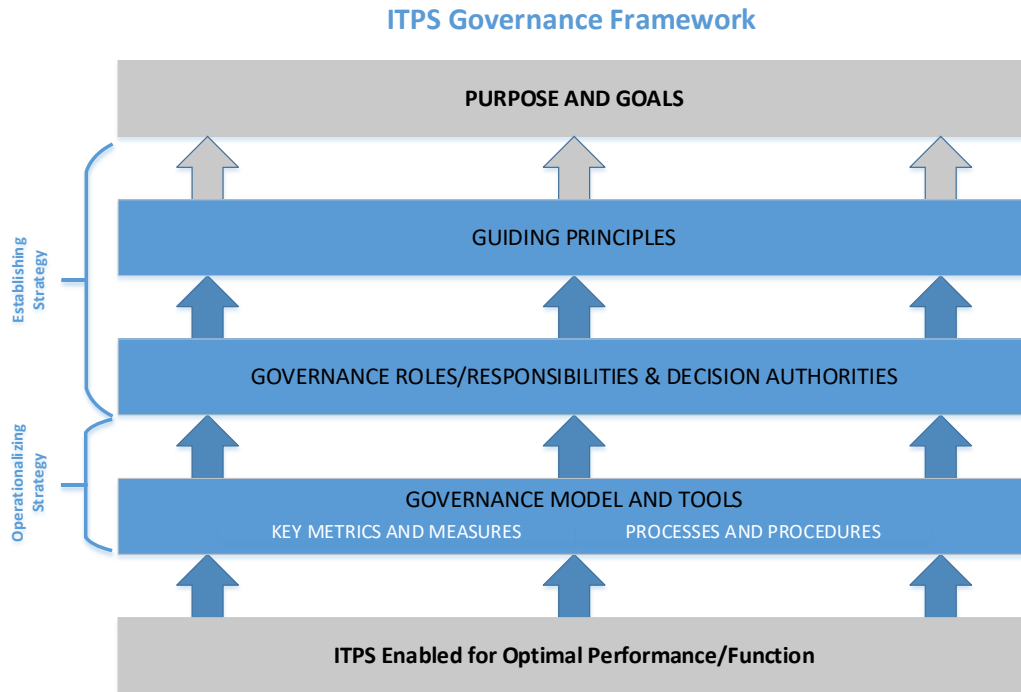
Washington State Human Resources partnered with the Washington State Office of the Chief Information Officer (OCIO) in January 2014 to initiate a comprehensive study of Information Technology (IT) classifications in the State of Washington. The study responded to a variety of issues related to the IT classification structure including the need to provide specificity to IT classification definitions and align state definitions of IT-related work with private industry and market definitions, enabling more accurate comparison of job skills and compensation with private sector jobs. In addition, the study provided comparative information across state agencies and institutions of higher education and pointed to the need for consistency in definition and implementation across the state. The study was designed to address the need to fully understand the state’s technology workforce and more fully equip the state to keep pace with technology changes and assist leaders in making informed decisions.

The HR IT class study was completed in January 2017, with an implementation plan approved shortly thereafter. The study included evaluation of 2,600+ IT position descriptions from every user organization, and resulted in development of a new classification and compensation structure that addressed the issues noted above and provided support to the Washington State IT workforce.

The new structure was fully implemented in July 2019. It provides enterprise and organizational alignment and equity and the ability to respond to IT workforce issues by providing detailed

classification and compensation data by job family and level of work. It also establishes the foundation for assessment of market competitiveness and more rapid response to IT industry changes.

With implementation of the new IT Classification and Compensation structure, there is a need to develop a governance framework that provides appropriate controls for ongoing implementation and operations, assesses achievement of desired outcomes over time and provides a forum for continuous response to a rapidly changing environment.



C. COMMITTEE DESCRIPTION AND PURPOSE

The ITPS Governance Committee, co-chaired by the State Human Resources Director and the State Chief Information Officer, is a multi-agency collaborative responsible for effective and sustainable oversight and guidance for post-implementation administration of Washington’s ITPS. These efforts protect the integrity of the process across Washington State government, with supporting protocols and measures. The Committee will:

- Maintain a governance structure that integrates and aligns IT workforce priorities across agencies/institutions and promotes an open dialogue of needs and issues.
- Protect the integrity of the ITPS structure; ensure agency/institution compliance with ITPS policies and processes that promote consistent application across agencies/institutions.
- Develop and monitor performance measures that assist in sustaining ITPS’ potential to deliver its intended value.
- Provide a forum for communication to/from the IT and HR communities

WHY GOVERNANCE MATTERS

ITPS governance creates a responsible, realistic and effective way to integrate and align ITPS across state agencies and higher education institutions.

- Evaluate proposals and/or issues that are offered to the Committee for decision-making and prioritization.
- Provide flexibility to ensure the State is well positioned to rapidly respond to a changing technology environment; establish and maintain a process for regular review of job families and integration of future IT workforce needs.
- Champion the ITPS strategy and periodically review governance processes to guide effective oversight and thoughtful planning.

D. ITPS GOVERNANCE COMMITTEE GOALS

The ITPS Governance Committee focuses on goals in three related areas, with key tasks/actions to accomplish these goals noted.

1. Washington has an established, shared vision and consistent management of ITPS across agencies and institutions of higher education
 - Design and execute processes that support an equitable application of the ITPS job families and levels across agencies and higher education institutions
 - Evaluate and create IT workforce development strategies; consider emerging needs of the workforce and development of sample career paths that incorporate best practices and provide useful guidance for IT staff and managers
 - Develop processes for the identification, prioritization, tracking and resolution of ITPS issues and risks
2. There is flexibility in the ITPS structure that allows the State to keep pace with private industry and the IT marketplace
 - Create a forum for discussion and decision-making that allows ITPS to quickly respond to changing needs
 - Design methods for periodic review and identification of processes that hinder the ability to be nimble in responding to change
3. A set of measures are established and regularly reviewed that assist in the evaluation of the success of ITPS into the future
 - Create and implement a measurement system that utilizes data to determine when job families or job levels should be reviewed or new job families should be introduced
 - Continuously monitor the effectiveness of governance processes and practices to ensure the sustainability of the Committee going forward
 - Provide up-to-date ITPS information resources.

E. ITPS GOVERNANCE COMMITTEE SCOPE

The ITPS Governance Committee is created for the purpose of ensuring appropriate oversight and strategic direction to guide and enhance the ITPS framework. Specific scope of responsibilities for the Committee may include the following:

- Develop a committee structure with membership that will provide active direction and effective leadership to achieve strategic committee objectives
- Provide strategic direction to ensure continued success of the ITPS structure
- Conduct periodic reviews of existing ITPS structure and/or need for new IT job families and levels, while considering IT market analysis and industry best practices to inform adjustments

- Provide oversight of ITPS utilization to ensure consistent application and allocation across agencies and higher education institutions
- Provide IT training and workforce development guidance
- Review ITPS issues and/or recommendations and prioritize areas of focus
- Develop and facilitate transparency and open communication to all relevant audiences
- Develop/maintain a set of performance metrics used to evaluate and communicate ITPS operational effectiveness.

WHY GOVERNANCE MATTERS

Effective governance is able to measure how it contributes to the sustained success of the function and the business it supports.

Out of Scope:

Individual employee matters (reviews, appeals, etc.) and State classifications outside of the ITPS structure are considered out of scope for this Committee.

F. GROUPS/COMMITTEES ALIGNED WITH ITPS GOVERNANCE

The following depicts committees/groups and their alignment within the ITPS framework. A complete list of individuals and committees with associated categories is included as Appendix A.

Legend:	
R = Responsible	Governance
A = to whom "R" is Accountable – may sign off on work/decisions as appropriate	Governance
S = Supporting, provide resources or can play a supporting role in implementation	Operational
C = May be consulted, has information and/or capability necessary to complete work	Strategic
I = Informed, must be notified of results, but need not be consulted	Informational

Activity/Task	Governance Committee	State HR	Strategic Groups	Operational Groups	Informational Groups
Authorize ITPS Governance Committee and provide strategic direction		A,R	C,I	S,C	I
Document ITPS Governance Charter including Purpose, Goals and Principles	R	A	C	S	I
Identify ITPS membership	R	A	C	S	i
Create and implement review processes to ensure consistency and an equitable application of ITPS structure	R	A	S	S,C	I
Establish criteria for consideration and prioritization of ITPS governance issues	R	I	A,S	S,C	I
Develop documentation for Governance Committee issues/decisions	R	S,I	A,S	I	I
Make decisions/recommend actions related to ITPS issues brought to the Committee	R	A	S	S	I
Review market analysis and industry best practices; recommend ITPS changes as needed	R	A	S	S,C	I
Provide guidance and examples (including baseline IT training guidance) to support IT training and workforce development.	R	S,C	A,S	S,C	I
Provide clear communications among stakeholders	R	S	A,S	S	I
Review performance of ITPS structure	R	A	C,S	C, I, S	I

G. GUIDING PRINCIPLES

- The ITPS Governance Committee is transparent – sharing what we do and why we do it – and all members have the opportunity to provide meaningful input into decisions.
- Processes and communications are consistent and promote participation, respect and trust.
- The Committee operates from a statewide/enterprise perspective with enterprise interests in mind. Members will share specific experiences that assist the Committee in making informed decisions.
- Decisions are driven by the need for continued alignment of statewide policy with agency/institution business needs.
- The Committee will utilize a transparent decision making framework in which all decisions are clearly documented and accompanied by decision rationale.
- The Committee speaks with one voice. While the strength of this voice is found in the diversity of member viewpoints, Committee members will work together to facilitate implementation once a decision is made.
- The Committee will operate in a strategic yet pragmatic manner; short-term objectives and decisions should be based on long-term goals.
- The Committee will maintain a reasonable mixture of IT and HR on the Committee for balanced ideas and input.

H. ROLES AND RESPONSIBILITIES

Role	Accountable Individual	Responsibility
ITPS Co-Chairs	State Human Resources Director and the State Chief Information Officer	<ul style="list-style-type: none"> – Ensure attendance at meetings with minimal cancellations, with active engagement in discussion – Facilitate ITPS Governance Committee meetings – Provide final approval of Committee Charter, strategy and approach – Eliminate/minimize barriers to meeting Committee goals and objectives – Set direction for strategic and tactical planning; engages the Committee in discussion around ITPS issues – Facilitate external communications and agreements with stakeholders
Committee Members	In addition to co-chairs, 6 HR Representatives and 6 IT Representatives (detail in Section J below)	<ul style="list-style-type: none"> – Ensure attendance at meetings with minimal cancellations, with active engagement in discussion – Be prepared to openly discuss issues/questions and to make decisions/recommendation. – Adhere to Guiding Principles set forth in this Charter and reinforce those Guiding Principles within their respective organizations – Complete assignments/action items, including working with SMEs as appropriate

		<ul style="list-style-type: none"> – Raise issues and risks promptly – Champion implementation of ITPS Committee decisions. – Annually review and assess the adequacy of the ITPS Governance Committee Charter and recommend to the Co-chairs any changes or improvements that are considered necessary.
ITPS Committee Support	State Human Resources Division staff	<ul style="list-style-type: none"> – Schedule meetings – Track attendance of membership – Coordinate/publish agendas – Take meeting minutes and ensure posting as appropriate – Facilitate coordination of Action Items – Maintains/updates SharePoint site – Develops/maintains Committee measures of success – Develop/maintain regular communications as defined in the Committee Communications Plan.

I. DECISION MAKING FRAMEWORK

The ITPS Governance Committee operates under a consensus model and the Co-chairs will facilitate consensus decision-making for all Committee decisions and recommendations. The Committee will discuss issues, consider options, evaluate pros and cons and make every effort to reach a consensus that can be supported by the entire Committee. The Committee may agree to escalate issues to the Co-Chairs for resolution where agreement cannot be reached by the Committee. Escalated topics will be documented in an executive briefing paper that presents the detailed information necessary to inform Co-Chair decision making.

Each Committee member will have one vote on Issues brought before the Committee for decision-making. The Co-Chairs are the key spokespersons to represent the status and progress of the ITPS Governance Committee.

J. MEMBERSHIP/GENERAL PROCEDURES

- The Committee will be co-chaired by the State Human Resources Director and the State Chief Information Officer. Co-chairs will share facilitation of meetings.
- The ITPS Governance Committee is made up of fourteen (14) members (including co-chairs). The Committee includes equal representation from both Human Resources (HR) and Information Technology (IT). It is expected that membership bring diverse perspectives, ensuring a broad representation across state government and higher education. Membership includes:

HR Representatives	IT Representatives
▪ State HR Director (Co-chair)	▪ State CIO (Co-Chair)
▪ One(1) small agency	▪ One(1) small agency
▪ One (1) medium agency	▪ One (1) medium agency
▪ Two (2) large agencies	▪ Two (2) large agencies
▪ One (1) 4-yr higher education institution	▪ One (1) 4-yr higher education institution
▪ One (1) community college	▪ One (1) community college

- Designation of small, medium and large agencies is based on the standard used for the IT position evaluation ratings.
- Committee members are nominated by Agency Directors and voted on by members within each category represented (i.e. small agencies will vote on the small agency representative).
- Members will serve a two or three year term; membership will be staggered to ensure Committee continuity.
- The Committee will meet monthly, or more frequently as agenda items dictate.
- The Committee will be staffed by State Human Resources Division. This includes meeting minutes, scheduling, agenda preparation, etc.
- Committee support staff are responsible for maintenance of the ITPS Governance SharePoint site.
- Agendas will be sent to members at least three days in advance of meetings, with appropriate documentation. Minutes will be prepared to document decisions and actions of the Committee.
- Each member agency/institution will be represented by an individual with authority to speak and make decisions on behalf of the agency they represent.
- The Committee provides a safe place for discussion where differences are respected and encouraged. The Committee should make the most of members' unique and diverse perspectives, and be willing to listen and consider different opinions and approaches.
- Committee members are active and engaged participants, committed to being appropriately informed and prepared before meetings so they can contribute to the decision-making process.
- Committee time is used in ways which make the most efficient and effective use of members' time to deliberate on significant issues.
- The Committee will undertake an annual evaluation process of the charter and its own performance and amend processes as necessary.
- To ensure continuity in conducting Committee business, members may not send a delegate. Voting by proxy is allowed; members may contact Committee chairs with their vote.

K. COMMUNICATIONS

Effective communication promotes transparency and builds trust. As the State of Washington establishes and launches the ITPS Governance Committee, it is of critical importance to institute and maintain regular multi-directional communication with stakeholders identified in Appendix A. Stakeholders represents a broad range of interests; each group has different communication needs with varied influences on the ITPS community. The Committee will develop an *ITPS Governance Committee Communications Management Plan* that defines the information needs, communication vehicles and the frequency of communications for different stakeholder groups. The *Plan* will describe the ways in which ITPS Governance Committee members and stakeholders will be apprised of Committee processes, activities and recommendations. Communication mechanisms and messages defined in the *Plan* will integrate with and support Organizational Change Management efforts within agencies and higher education institutions. The *Plan* will also describe methods by which stakeholders can provide input to the Committee. The *ITPS Governance Committee Communications Management Plan* serves as a guide for communications and will be updated as communication needs change.

L. MEASURES OF SUCCESS

An essential component of defining Committee success is the identification of measures that demonstrate how effectively the Committee is reaching its established goals and objectives. The following measures of success are representative of the goals and objectives of the Committee and establish tracking for accountability. The ITPS Committee will develop data/reporting to support the metrics below and will regularly assess/reassess progress. If Committee priorities change, these measures may be modified or replaced. Additional measures will be added as data matures and additional data is available to support measures.

The measures below provide a framework for beginning to collect and report data. For each of the measures of success below, the Committee will identify data sources (either currently available, or necessary to develop data collection), measurement criteria and frequency of data production/update for analysis.

- ITPS position trends: This measure establishes metrics that track trends by job family, job level, organization and enterprise, including tracking of job turnover trends, reason for departure from state government, etc.
- ITPS classification changes: This measure tracks the number of ITPS classifications that are changed, by organization and across the enterprise. Metrics include the reason for classification changes including those initiated by reallocation requests, appeals, Personnel Resources Board (PRB) reviews, or other changes.
- Talent acquisition: This measure tracks positions by time to hire, the size and quality of the candidate pool, number of in-training plans developed, etc.
- Outreach/Communication: This measure reports on the status of regular communications as defined in the Committee Communications Plan.
- Market analysis comparisons: This measure develops methods for periodic review of ITPS job families and their comparison to public-sector IT positions and/or other state IT structures.
- Charter Review: The Committee shall annually review and assess the adequacy of the ITPS Governance Committee Charter and recommend to the Co-chairs any changes or improvements that are considered necessary.

M. SIGNATURES

By signing this Charter, members commit to participating in the ITPS Governance Committee as described above:

Title	Signature	Agency/Organization	Date

Title	Signature	Agency/Organization	Date

APPENDIX A

Groups/Committees aligned with ITPS Governance

GROUP	ROLE	CATEGORY
HR/IT Advisory Committee	Committee established to support ITPS implementation, will sunset once ITPS governance is established.	Strategic
Governor	Authorizing environment for funding	Strategic
Legislature	Authorizing environment for funding	Strategic
OFM Executive	OFM Director authorizes revisions to the states classification and compensation plans.	Strategic
State HR Executive	Responsible for state classification and compensation plans	Governance
CIO Forum	Information sharing meetings for general government and higher education CIOs and IT Managers	Informational
HR Managers	Monthly general government HR Manager information sharing meetings	Informational
HR-4yr (HE)	4-year institutions HR Manager information sharing meetings	Informational
HR-CC (HE)	Quarterly community colleges HR Manager information sharing meetings	Informational
IT-4yr (HE)	4-year institutions CIO and IT Manager information sharing meetings	Informational
IT-CC (HE)	Quarterly community colleges CIO and IT Manager information sharing meetings	Informational
Public	Citizens of Washington	Informational
JCER	Joint Committee on Employee Relations. Committee created in statute, meets six times per year. State HR provides workforce updates as requested.	Informational
Deputies	Executive cabinet agency deputies who meet regularly to share information.	Informational
IT Employees	State employees in the IT Professional Structure.	Informational
Unions	Stakeholders and labor representatives for IT employees	Strategic
Agencies / Institutions	Employers managing the workforce	Operational
Cabinet	Regular meetings of executive branch agency directors	Strategic
SHR/C&C	State HR Classification & Compensation responsible for recommending and implementing enterprise classification and compensation changes.	Operational
SHR/LR	State HR Labor Relations negotiates master agreements on behalf of the Governor with union-represented employees. Responsible for compensation modeling.	Operational
SHR/Rules & Appeals	State HR Rules & Appeals responsible for developing, maintaining, interpreting, and advising on the use of the civil service rules (Title 357 WAC) adopted by OFM	Strategic

	State HR and the appeal process for state employee allocations and remedial actions.	
SHR/WS	State HR Workforce Strategies links workforce strategies to desired business outcomes.	Strategic
OFM Budget	Budget Office responsible for the planning, analysis, and implementation of the state's operating and capital budgets.	Operational
ITPS Coordinators	HR Professionals designated by the organization as the internal ITPS SME. Role is required by rule.	Operational
IPMA - IT	IT educational and community association	Informational
Technology Services Board	State government IT oversight committee	Informational
Geographic Information Technology Committee	GIS Leaders in the state, meets quarterly https://ocio.wa.gov/boards-and-committees/geographic-information-technology-git-committee-0	Informational
Labor Relations Roundtable		Informational
CISO Forum		SME Group