



National Information Exchange Model

Human Services Domain Charter

June 15, 2012

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1. Introduction

The Department of Health and Human Services (HHS) has identified the National Information Exchange Model (NIEM) as a potential framework for effectively enhancing the interoperability and standardization of health and human services information exchange content. NIEM offers a proven approach for developing standardized, reusable information exchange packages and has been adopted across federal, state, and local government. In order to support standards-based human service information sharing across exchange partners, the Administration for Children and Families (ACF) will establish the NIEM Human Services (HS) Domain and serve as the NIEM HS Domain Steward.

This HS Domain Charter is a brief document that summarizes the essential information for a project team, including:

- NIEM Overview
- ACF role as the NIEM HS Domain Steward
- NIEM HS Domain purpose, functions, goals, and expected outcomes
- NIEM HS Domain Governance
- NIEM HS Domain Performance Measures

1.1 Document Scope and Audience

The NIEM HS Charter captures the NIEM HS Domain purpose, functions, goals, governance structure and key performance measures.

This document does not cover the details of the actual information exchanges or the data exchange models that will be part of the NIEM HS Domain.

This is an internal document to assist ACF and the human services field in the operations of the Domain. It will also be shared with the NIEM Program Management Office (PMO), existing NIEM committees, and other domains and interested parties.

1.2 National Information Exchange Model (NIEM)

NIEM is a partnership of the U.S. Department of Justice (DOJ), the Department of Homeland Security (DHS), and HHS. It is designed to develop, disseminate and support enterprise-wide information exchange standards and processes that can enable jurisdictions to effectively share critical information in emergency situations, as well as support the day-to-day operations of agencies nationwide. NIEM is a working and

collaborative partnership among key governmental agencies, operational practitioners, technologists, systems developers, solution providers, standards bodies, and other stakeholders at all levels of government and across the broad landscape of the justice, public safety and homeland security enterprise.

NIEM, which uses the Extensible Markup Language (XML) standard as a foundation, enables information sharing, focusing on information exchanged among organizations as part of their current or intended business practices. The NIEM exchange development methodology results in a common semantic understanding among participating organizations by using data formatted in a semantically consistent manner. NIEM will standardize content (actual data exchange standards), provide tools, and manage processes.

1.3 Administration for Children and Families (ACF)

ACF, within HHS, is responsible for federal programs that promote the economic and social well-being of families, children, individuals, and communities. ACF programs aim to achieve the following:

- Families and individuals empowered to increase their own economic independence and productivity;
- Strong, supportive communities that have a positive impact on the development of children and their quality of life;
- Partnerships with front-line service providers, states, localities, and tribal communities to identify and implement solutions that transcend traditional program boundaries;
- Services that are planned, reformed, and integrated to improve needed access; and
- A strong commitment to working with vulnerable populations including people with developmental disabilities, refugees, and migrants, to address their needs, strengths, and abilities.

The reliability, availability, and interoperability of both emergency and non-emergency communications is of paramount concern to ACF.

The NIEM HS Domain is a component of a larger human services movement toward interoperability. ACF has made it a high priority to create and encourage greater collaboration and service integration across programs and agencies. Service integration, or interoperability as it is known today, is gaining tremendous momentum and is transforming the way the public and private sectors plan for change and conduct business. Over the course of the next few years, our human service systems will change dramatically, offering enormous opportunities for improving how we do

business. ACF is including human service programs in new interoperable systems being created through the Affordable Care Act (ACA). ACF is deeply committed to interoperability and helping build linkages between human services and ACA to improve client outcomes, lower costs and enhance operational efficiency. The use of NIEM for exchanges of information across the human service sector and beyond will be a key element of interoperability.

2. Authority

ACF has been authorized by the HHS Office of the Chief Information Officer (OCIO) to be the NIEM HS Domain Steward. ACF is responsible for establishing the NIEM HS Domain, which promotes interoperability between organizations in the human service sector. Within ACF, the Office of Child Support Enforcement (OCSE) has been assigned responsibility for managing and implementing the tasks associated with the ACF Interoperability Initiative, including the development of the NIEM HS Domain.

3. NIEM Human Service Domain Overview

This section provides an overview of the NIEM HS Domain purpose, functions and the expected outcomes from successful adoption of the NIEM HS Domain.

3.1 Domain Purpose

Effective information sharing is critical to the success of a coordinated human services system. The purpose of the NIEM HS Domain is to support information sharing and promote interoperability between and beyond social service providers at the federal, state, tribal and local levels.

The NIEM HS Domain tools and processes will also serve as a reusable resource for new exchange development efforts so that content can be modeled in an agile but interoperable manner.

3.2 Domain Functions

As the HS Domain Steward, ACF will govern the NIEM HS Domain within the NIEM governance model. ACF will support the NIEM PMO on NIEM HS Domain-related issues associated with the following:

- Establishing a domain stewardship Memorandum Of Agreement (MOA)

- Creating a technical infrastructure for domain management activities including technical development, testing, review, and deployment of HS contents to the NIEM data exchange model.
- Following the *NIEM High-Level Version Architecture* and the *NIEM Naming and Design Rules* and other documentation, standards and guidelines to maintain its content, and will participate in cross-domain harmonization activities.
- Recommending NIEM Core components from the HS Domain effort.
- Managing, harmonizing, and re-using NIEM components across the NIEM HS Domain community and NIEM community as a whole.
- Developing, recommending and implementing processes to ensure that the NIEM HS Domain meets the NIEM conformance requirements.
- Expanding the scope of the HS Domain to incorporate additional data elements to reflect the evolution and expansion of HS Domain requirements in accordance with scope control mechanisms put in place by the domain governance board.
- Tracking technical issues and requirements and ensuring they are resolved in a timely fashion and as required incorporated into NIEM releases, documentation, communications and training, tools, etc.
- Participating, when time and budget permits, in NIEM events, working groups and workshops in order to advance the NIEM program.

The ACF team will ensure that technical recommendations are considered from a business perspective and that business decisions are appropriately reviewed for technical feasibility. The domain governance and appropriateness of the NIEM HS Domain within NIEM data exchange model is essential to the success of the NIEM HS Domain stewardship.

3.3 Domain Goals and Outcomes

This section describes the goals of the NIEM HS Domain and the expected impact and outcomes of achieving the goals.

3.3.1 Goals

The following are goals of the NIEM HS Domain:

- Set up a domain stewardship agreement and manage the HS Domain governance structure.

- Create a technical infrastructure for domain management activities including technical development, testing, review, and deployment of the HS Domain contents to the NIEM data exchange model.
- Promote human services information sharing between Federal, State, local, and Tribal entities.
- Establish 6-month life-cycle project schedule that serves as roadmap for current and future work as it relates to the governance and support of the NIEM HS Domain.
- Expand the NIEM core data exchange model by harmonizing them with the NIEM HS Domain data exchange model.
- Manage and govern the NIEM HS Domain data exchange model, Information Exchange Package Documentation (IEPDs), Service Specification Packages (SSPs) Management Package Documents (MPDs) and Business Information Exchange Components (BIECs).
- Collaborate with NIEM PMO and ensure that the NIEM HS Domain is following the NIEM best practices and conforming to NIEM requirements.

3.3.2 Expected Outcomes

Once the NIEM HS Domain is established and used actively, the following outcomes are expected:

- Harmonized release of the data elements into the NIEM HS Domain data exchange model at regular intervals.
- HS information sharing between Federal, State, local, and tribal partners using the NIEM HS Domain contents.
- Publication of new HS information exchanges as they are submitted and/or developed.
- The NIEM HS Domain data exchange model will form a strong foundation for future information exchanges and demonstrate re-use thus reducing the incremental cost of implementing new information exchanges.

The next section describes NIEM HS Domain governance that will facilitate the achievement of the above listed goals and outcomes.

4. Domain Governance

NIEM domain governance is accomplished using a federated model. In this model, NIEM governing structures provide the governance for the NIEM core and delegate

governance of the individual domains to the domain's governance body. Figure 1 below shows the top level relationship between the NIEM core governing structures and the NIEM HS Domain governance body.

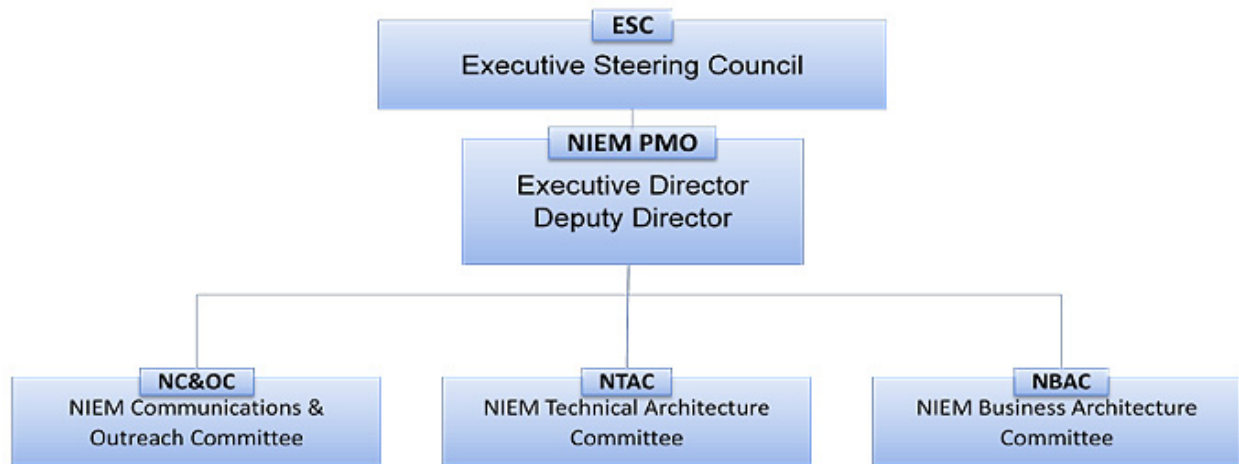


Figure 1: NIEM Governance Structure

4.1 NIEM HS Domain Governance Structure

The NIEM HS Domain organization structure facilitates the governance of the constituents in the community who will be developing or using the data with respect to the following:

- NIEM HS Domain data exchange model.
- NIEM HS Domain IEPD's, SSP's, MPD's, BIEC's.
- Establishing NIEM HS Domain data exchanges.
- NIEM HS Domains Adoption, Outreach and Communications.

The NIEM HS Domain Governance structure is shown in Figure 2 below and described in the next few sub-paragraphs.

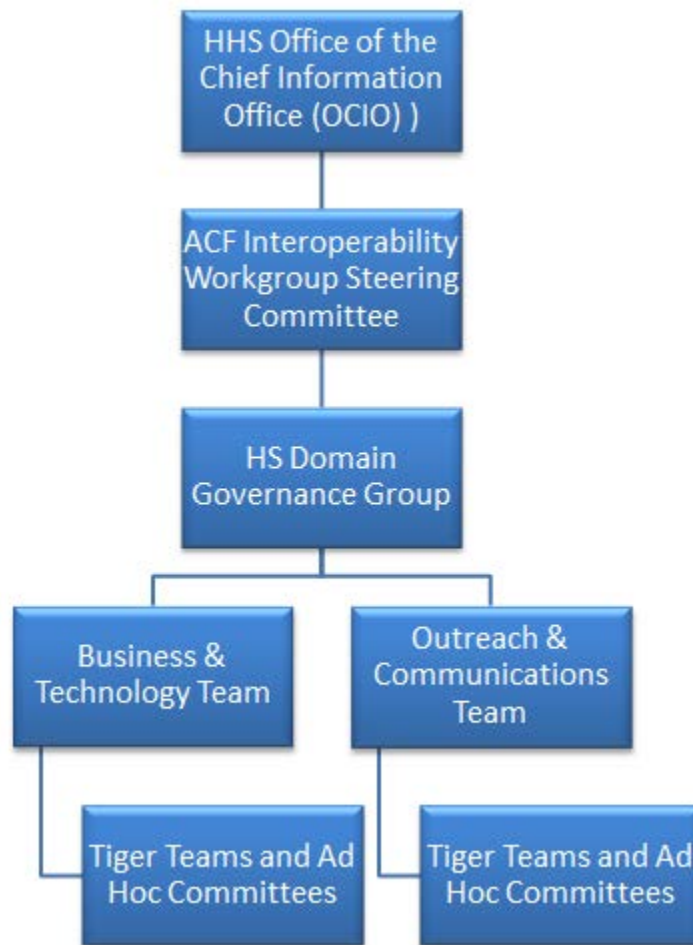


Figure 2: NIEM HS Domain Governance Structure

The governance structure consists of a Domain Steward Manager (DSM) and a NIEM HS Domain Governance Board and associated workgroups.

Membership will be a combination of federal, state, local, and tribal representatives. These representatives will be chosen to provide a combination of programmatic, policy, business and technical expertise in creating standardized data exchanges in an acceptable format. This includes, but is not limited to the following:

- Chair – Immediate Office of the Assistant Secretary (in accordance with the Administration for Children and Families Strategic Initiatives Plan).
- Co-chair – on a rotational basis every six months, one from either the Office of Child Support Enforcement (OCSE) or Children's Bureau (CB).

- Co-chair – State or local agency representative from a jurisdiction that has successfully used NIEM or other data standards for a human services project.
- At least 3 other ACF agency representatives from Family Assistance, Developmental Disabilities, and Administration for Native Americans, Head Start, Child Care and/or others).
- At least 1 tribal representative.
- 1 representative from a state actively involved with ACA enterprise solutions involving collaboration with human services programs.
- 1 representative from a state actively involved with Child Support/Child Welfare (IV-D/IV-E) data sharing projects.
- 1 additional OCSE representatives involved in on-going data sharing projects including, but not limited to, Federal Parent Locator Services (FPLS), Query Interstate Cases for Kids (QUICK), FPLS State Systems Portal (SSP), NIEM (data standards).
- 1 additional children's bureau representatives involved in on-going data sharing projects (IV-E/IV-D data sharing, NIEM, data standards).
- 1 representative each from Centers for Medicare and Medicaid Services (CMS) and from Food and Nutrition Service/Supplemental Nutrition Assistance Program (FNS/SNAP).

4.1.1 HHS Office of the Chief Information Office (OCIO)

The HHS Office of the Chief Information Officer (OCIO) will provide oversight to the NIEM HS Domain. OCIO will provide oversight to the HS Domain project and assist in coordination with the NIEM Health Domain governance board. The Chief Information Officer (CIO) at OCIO will review and approve this HS Domain Project Charter and the Operations and Maintenance Plan. The CIO has delegated federal review and approval of specific workproducts developed by the NIEM HS Domain workgroups to the Interoperability Workgroup Steering Committee at the Administration for Children and Families (ACF).

4.1.2 Project Sponsor

ACF Office of the Assistant Secretary will be the Project Sponsor.

Responsibilities:

- Champion the HS Interoperability Initiative and HS Domain projects and raise awareness at executive levels.
- Serve as the ultimate authority responsible for the project.
- Assure availability of project funding.
- Review high level project plans and reports and offer recommendations for changes and improvements.

4.1.3 Project Executive

ACF Office of the Assistant Secretary will be the Project Executive.

Responsibilities:

- Champion the project and raise awareness at the senior staff level.
- Make key organizational and staffing decisions for the project based upon ACF strategic priorities.
- Assure availability and adequacy of essential project resources and funding.
- Lead the Steering Committee as Chair representing the Project Sponsor.
- Review high level project plans and reports and offer recommendations for changes/improvements.

4.1.4 Interoperability Workgroup Steering Committee

Membership in the Steering Committee will be a combination of federal, state, local, and tribal representatives. These individuals represent their respective program areas as key stakeholders and as such are vital to the HS Interoperability Initiative. Program representation from across the spectrum of human services is critical to the success of the initiative. For that reason, the active involvement and participation from such programs as Temporary Assistance for Needy Families (TANF), Child Care, Low-Income Heat and Energy Assistance, Food Stamps, Head Start, the Administration for Native Americans, Child Abuse and Neglect, Disabilities, and Family and Youth Services, in addition to that of the Children's Bureau and Child Support Programs is assumed and expected. These representatives will be chosen to provide a combination of programmatic, policy, business, and technical expertise.

4.1.5 NIEM HS Domain Steward Manager

The ACF Assistant Secretary shall appoint the Domain Steward Manager (DSM) who will take primary responsibility for advising and supporting the Domain, the Sponsor, NIEM PMO, and the NIEM Business Architecture Committee (NBAC) on business and technical issues of the NIEM HS Domain. The DSM can assign staff to assist him/her in this role. The responsibilities of DSM include, but are not limited to the following:

- Prioritize the program goals and tasks as they relate to the NIEM HS Domain effort.
- Facilitate stakeholder participation in the development of the NIEM HS Domain.
- Serve as the official liaison and representative for the NIEM HS Domain in all matters when dealing with the NIEM PMO leadership and executive sponsors.
- Provide guidance and direction to the NIEM HS Domain Governance Group and associated workgroups and tiger teams.
- Ensure robust and effective development of the NIEM HS Domain governance structure to support NIEM.
- Provide the technical guidance, tools and methodologies to implement the business requirement within the NIEM HS Domain.

- Ensure all content in the NIEM HS Domain appropriately conforms to the NIEM architecture, Naming and Design Rules (NDR) and best practices.
- Advise the NIEM PMO on the establishment of a functional, self-service domain that will facilitate broad-based use and implementation of NIEM.
- Provide management and oversight to the NIEM HS Domain technical staff to meet the NIEM or domain sponsors requirements.
- Establish an NIEM HS Domain Governance Group that consist of representative members from the HS components.
- Provides prioritization on the HS technical issues to the HS technical staff.
- Report status and progress as necessary to the ACF Interoperability Initiative Steering Committee and NIEM HS Domain Sponsors.
- Ensure the committee actions and achievements can be tracked through a Project Management Plan (risk management, action items, project schedule, etc.)
- Ensure that the NIEM HS Domain stewardship operates in accordance to the NIEM HS Domain charter.
- Provide leadership to staff in planning and conducting meetings, drafting and reviewing documents, etc.
- Assign tasks to committee and subcommittee members and establish deadlines and milestones for their completion.

4.1.6 NIEM HS Domain Governance Group

A standing subcommittee, the NIEM HS Governance Group, made up of human service experts appointed to serve by membership agencies representing the various disciplines in the human services field, will provide subject matter expertise and assistance to further the NIEM standard within the human services sector. The members of the sub-committee will consist of government practitioners at the federal, state, local, and tribal level to recommend domain vision, mission, and goals; monitor progress toward goals; and act on recommendations from the other two domain sub-committees. The appointed candidates will serve as representatives of their various disciplines.

The NIEM HS Domain Governance Group is the primary group after the domain steward that is responsible for managing the activities of the NIEM HS Domain and promotion of the NIEM HS Domain at public events. The NIEM HS Domain Governance Group will direct the activities of the NIEM HS Domain Business and Technology Team, Outreach & Communications Team and the temporary Data Exchange Work Group Tiger Teams.

4.1.7 Business & Technology Team

Two teams with revolving membership—Business & Technology and Outreach & Communications—will be formed. Business & Technology will spearhead the review

and creation of NIEM IEPDs and other artifacts and will compile its recommendations for the Steering and Governance Committees. It supports the Domain Governance Group with business and technical expertise related to the human service sector and the NIEM data exchange model as appropriate and to manage the lifecycle of IEPD's once they are approved.

4.1.8 Outreach & Communications Team

Outreach & Communications (O&C) will undertake an internal and external campaign to increase knowledge and understanding of NIEM within the human services community. O&C will use all available media outlets and opportunities at its disposal to accomplish its mission, and will advise the domain steward on communications and outreach.

4.1.9 Work Groups, Tiger Teams, & Ad Hoc Committees

The HS Domain Governance Group, with approval of the DSM, may establish Tiger Teams to carry out specific tasks. Key stakeholders, practitioners, advisors, and subject matter experts may serve as members of these subcommittees or teams. These subcommittees or teams will be led by a chairperson selected by the HS DSM.

The responsibilities of the subcommittee or team chairpersons include, but are not limited to the following:

- Work with the DSM to clarify subcommittee tasks as appropriate.
- Organize and lead subcommittee meetings.
- Ensure proper participation by subcommittee members.
- Report to the DSM on the status of committee member participation and activities.

The NIEM HS Domain Governance Group will facilitate the creation of these work groups based on approval of the domain steward and domain governance group. These work groups are temporary in nature and have the specific tasks of creating specific workproducts, such as a data exchange model and IEPD's, MPD's, BIEC's and SSP's for a specific business case. Once these tasks are done, these workproducts are managed by the Business & Technology Team. Once the Tiger Team completes the work outlined in the business case the Tiger Team is discontinued. This and other work groups can be re-created, as required.

Regular communication among the HS Domain participants is essential in order to meet the HS Domain objectives. The structure and operations of the HS Domain will be adapted as needed and this charter amended to best address the Assistant Secretary, the human service sector, and the NIEM PMO priorities, as well as resource availability and funding constraints.

4.2 Roles and Responsibilities

The roles and responsibilities of the various governance committees and groups are summarized in the table below:

Committee Name	Role	Responsibilities	Candidate Members
HHS Office of the Chief Information Office (OCIO)	Provides oversight to the HS Domain	<ul style="list-style-type: none"> Provides General Oversight to the HS Domain development project. Provides coordination between the HS Domain and Health Domain Workgroup. Review and Approve the HS Domain Charter and Operations and Maintenance Plan. 	HHS/OS/ANA/OCIO
Project Sponsor	Ultimate authority and responsibility for the project	<ul style="list-style-type: none"> Champion the HS Interoperability Initiative and HS Domain projects and raise awareness at executive levels. Assure availability of project funding. Review high level project plans and reports and offer recommendations for changes/improvements. 	ACF Office of the Assistant Secretary
Project Executive	Primary oversight for the project at the senior staff level	<ul style="list-style-type: none"> Champion the project and raise awareness at the senior staff level. Make key organizational and staffing decisions for the project based upon ACF strategic priorities. Assure availability and adequacy of essential project resources and funding. Lead the Steering Committee as Chair representing the Project Sponsor. Review high level project plans and reports and offer recommendations for changes/improvements. 	ACF Office of the Assistant Secretary
ACF Interoperability Workgroup Steering Committee	Provides oversight of all ACF interoperability initiatives and tasks, including the NIEM HS Domain	<ul style="list-style-type: none"> Serve as champions and promoters of the HS Interoperability Initiative. Advise Project Executive and Project Sponsor of recommendations for workgroup assignments and scope of work of project initiatives. Serve on workgroups and subgroups to review the design and development of critical interoperability work products and advise other members as subject matter experts. Provide final review and approval of work products developed by workgroups and sub-projects. Raise awareness of projects and workgroup activities and outcomes within their respective agencies and programs. Reconcile alternative recommendations that arise from projects and workgroups. 	ACF

Committee Name	Role	Responsibilities	Candidate Members
		<ul style="list-style-type: none"> Resolve issues and mitigate risks. 	
NIEM HS Domain Steward Manager	Establish and Manage the NIEM HS Domain	<ul style="list-style-type: none"> Establish the NIEM HS Domain along with the necessary processes and procedures. Provide updates to the project executive and feedback from the project executive to the governance group. Serve as the official liaison and representative for the NIEM HS Domain in all matters when dealing with the NIEM PMO leadership, NIEM governance committees, and executive sponsors. 	OCSE
NIEM HS Domain Governance Group	Manage the day-to-day operations of the NIEM HS Domain	<ul style="list-style-type: none"> Review business cases and approve data exchanges for NIEM HS Domain Adoption. Provide direction to the NIEM HS Domain Business, Technical, Data Exchange Working Groups and IEPD development committees. Facilitate interactions between the various committees and Community of Interest. Participate in cross domain harmonization activities. Provide regular NIEM HS Domain updates to the Domain Steward, NIEM PMO and other interested parties. Present communication and outreach plans to stakeholders, public events and facilitate NIEM HS Domain Adoption. 	Management Level resources from state, local, and tribal government, and federal human service offices plus representation from CMS and FNS/SNAP
Business & Technology Team	Provide expertise on business workflows to the Domain Governance Group and manage the NIEM HS Data exchange model	<ul style="list-style-type: none"> Review business cases and provide recommendations on NIEM HS Domain Applicability for the business case. Facilitate use case analysis, scenario planning and requirements gathering activities for a specific use case. Provide support to Data Exchange Work Groups to develop business case for NIEM HS Domain adoption. Develop NIEM HS Domain business value presentations and communication materials to facilitate NIEM HS Domain Adoption. Coordinate with the NIEM HS Domain Technical committee to develop the NIEM HS Domain data exchange model based on business use cases. Provide membership and support to the NBAC as required. Maintain a web presence for the NIEM HS Domain. Review and approve proposed NIEM HS 	Representatives who have one of two skill sets: 1) are knowledgeable in human service business needs and have the ability to articulate business value proposition in addition to business requirements analysis skills; or 2) are knowledgeable in human service standards, NIEM/XML, and/or have the ability to understand and create data exchange models and technical documentation.

Committee Name	Role	Responsibilities	Candidate Members
		<p>Domain IEPD's.</p> <ul style="list-style-type: none"> • Create and manage the NIEM HS Domain data exchange model. • Plan releases, updates and changes to the NIEM HS Domain data exchange model. • Provide support to Data Exchange Work Groups and Tiger Teams to use NIEM HS Domain data exchange model. • Provide guidance to the Data Exchange Work Groups and Tiger Teams to develop the IEPD's in conformance with the NIEM Technical requirements. • Review and approve proposed NIEM HS Domain IEPD's Harmonize the NIEM HS Domain data exchange model with the NIEM core data exchange model. • As applicable: <ul style="list-style-type: none"> ○ Provide guidance and training on NIEM HS Domain tools to facilitate NIEM HS Domain adoption. ○ Identify opportunities for re-use and sharing across the data exchanges. ○ Identify opportunities for coordination with other HHS NIEM projects. 	
Outreach & Communications Team	Create a marketing plan to guide Federal, local, and state communications about the NIEM HS Domain with the goal of domain growth	<ul style="list-style-type: none"> • Create a marketing plan and oversee its implementation. • Attend conferences for the purpose of expanding knowledge of the NIEM HS Domain to the Community of Interest. 	Representatives who have human service subject matter expertise and experience and skills in outreach and communications
Tiger Teams	Create the NIEM HS Domain artifacts necessary for a specific data exchange using the NIEM HS Domain data exchange model	<ul style="list-style-type: none"> • Create the requirements and use cases for the data exchange. • Create the data exchange model for a particular data exchange. • Create the IEPD's for the data exchange. • Create the necessary constraint, subset and other schemas required for the IEPD. • Harmonize IEPD data components with the existing NIEM HS Domain data exchange model. • Provide completed IEPD, MPD, MPD, BIEC and SSP's to the NIEM HS 	Temporary work group subject matter experts knowledgeable in the specific data exchanges identified by the Governance Group with specific skills for the development and maintenance of a specific work product.

Committee Name	Role	Responsibilities	Candidate Members
		Domain Governance Group, Business & Technical Committee for approval. <ul style="list-style-type: none"> • Create necessary documentation to communicate the business value of the IEPD. • Identify roadmap for specific IEPD evolution. • Plan and manage release of IEPD versions. • Communicate with the Community of Interest to develop changes to baseline IEPD's. • Ensure quality, accuracy and completeness of the IEPD with respect to the business case and human service sector requirements. 	

Table 1: NIEM HS Domain Governance Structure Roles and Responsibilities Summary

4.3 Governance Meetings and Reporting

The NIEM HS Domain governance will require regular meetings and reviews. Each team (Governance Group, Business and Technology Team, Outreach and Communications Team) will meet at least monthly – more often if necessary as determined by the DSM. These meetings will be conducted by conference call. In addition, pending funding availability, an annual face-to face meeting of the Governance Group will be conducted. Regular calls as specified by OCIO will be held to brief the HHS CIO's office on progress of the workgroups. Weekly status will be included in the ACF Interoperability Initiative written report to the Project Executive. The DSM or his designee will also participate in monthly conference calls with the NBAC.

4.4 Relationships and Dependencies

The NIEM HS DSM will work closely with other NIEM governance bodies and the NIEM PMO. The NIEM HS DSM will take primary responsibility for communicating, documenting, and sharing recommendations with relevant NIEM contacts.

The following triggers may require collaboration between organizations:

- The NIEM HS Domain Steward will collaborate with the NIEM PMO, NBAC, and NIEM Technical Architecture Committee (NTAC) for guidance or prioritization of particular issues that will impact the future of NIEM (i.e. harmonization, tool developments, technical architecture, and adding new domains).
- The NIEM HS Domain Steward will collaborate with the NBAC for gathering, defining, and consolidating business needs and priorities from the NIEM user community to ensure that ongoing technical development meets the needs of the larger NIEM community.

- Upon submission of NIEM HS Domain contents to the NIEM Core Governance bodies, NBAC will report to the NIEM HS Domain Steward on any updates or changes to the submitted content for the purpose of mutual resolution.
- The NIEM HS Domain Outreach and Communication Team may reach out to the NIEM Communications and Outreach Committee (NC&OC) for support.

5. Human Services Domain Operations and Communication

The structure and day-to-day operations of the NIEM HS Domain is documented in the NIEM HS Domain Operations and Maintenance Plan. The NIEM HS Domain structure and processes will be adapted to best address priorities from the NIEM HS Domain Steward and the NIEM PMO priorities, as well as resource availability and funding constraints.

6. Key Performance Measures

The NIEM HS Domain Steward will track relevant metrics to evaluate the performance of NIEM HS Domain and its processes. These metrics will include, but are not limited to, the following:

- The number and business benefits of information exchanges created, updated, or deleted from the NIEM HS Domain.
- The number and business benefits of data elements created, updated, or deleted within the NIEM HS Domain.
- The number and business benefits of IEPD, MPD, BIEC, and SSP's created, re-used or removed from the NIEM HS Domain.
- The number of new stakeholders or organizations who are participating in the NIEM HS Domain Community of Interest.
- The number of technical/operational issues resolved within the NIEM HS Domain.
- The number of reviewed and published papers providing official technical guidance and recommendations for various NIEM-conformant and implementation issues.
- The number of training events including conferences, teleconferences, webinars, etc providing outreach opportunities for NIEM-conformant and implementation.

7. Acronyms and Abbreviations

ACA	Affordable Care Act
ACF	Administration for Children and Families
BIEC	Business Information Exchange Components
CB	Children's Bureau
COI	Community of Interest

DHS	Department of Homeland Security
DOJ	Department of Justice
DSM	Domain Steward Manager
EDXL	Emergency Data Exchange Language
FEMA	Federal Emergency Management Agency
FNS	Food and Nutrition Services
FPLS	Federal Parent Locator Services
HHS	Department of Health and Human Services
HS	Human Services
IEPD	Information Exchange Package Documentation
IV-D	Child Support
IV-E	Child Welfare
MOA	Memorandum of Agreement
MPD	Management Package Documents
NBAC	NIEM Business Architecture Committee
NC&OC	NIEM Communications and Outreach Committee
NDR	Naming and Design Rules
NIEM	National Information Exchange Model
NTAC	NIEM Technical Architecture Committee
O&C	Outreach and Communications
OCIO	Office of the Chief Information Office
OCSE	Office of Child Support Enforcement
OIC	Office of Interoperability and Compatibility
PMO	Program Management Office
QUICK	Query Interstate Cases for Kids
SNAP	Supplemental Nutrition Assistance Program
SSP	Service Specification Packages
SSP	State Systems Portal
TANF	Temporary Assistance for Needy Families
TRB	Technical Review Board
UML	Unified Modeling Language
XML	Extensible Markup Language

8. References

- Administration for Children and Families, Human Services Interoperability Initiative, Project Charter and Project Management Plan, Version 1.0, January 2012.
- Establishing Domain Governance: Making Self-Service a Reality, NBAC, February 2009, v. 1.0.
- NIEM High-Level Version Architecture, NTAC, July 31, 2008, v. 1.0, Available from <http://hsxml.nhsdc.org/files/niem-version-architecture>
- National Information Exchange Model (NIEM) Naming and Design Rules, NTAC, October 31, 2008, v.1.3. Available from <https://www.niem.gov/documentsdb/Documents/Technical/NIEM-NDR-1-3.pdf>.

9. Approvals

Joseph Bodmer
ACF, NIEM HS Domain Steward

Date

Melissa Jaacks
ACF, Chief of Staff

Date

Frank Baitman
HHS, Chief Information Officer

Date