Example Governance Model



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Governance

• Why is it important?

- As an organization's strategy and priorities evolve, changes to the automation should sync up with the process changes
- Decision making should be centralized and have a holistic view and an understanding of the benefits or downstream impact of any changes made
- A governance team/board will document the changes and business decisions surrounding the changes

• What are the objectives of a governance board

- A governance board should include key members from various functions who would be impacted by the system or changes
- Ensures that each decision is looked at from all angles to ensure all benefits or negative impacts are considered
- Discuss system activity, usage, business requirements and HR process cycles, changes to testing and production environment, future enhancements and releases, etc.

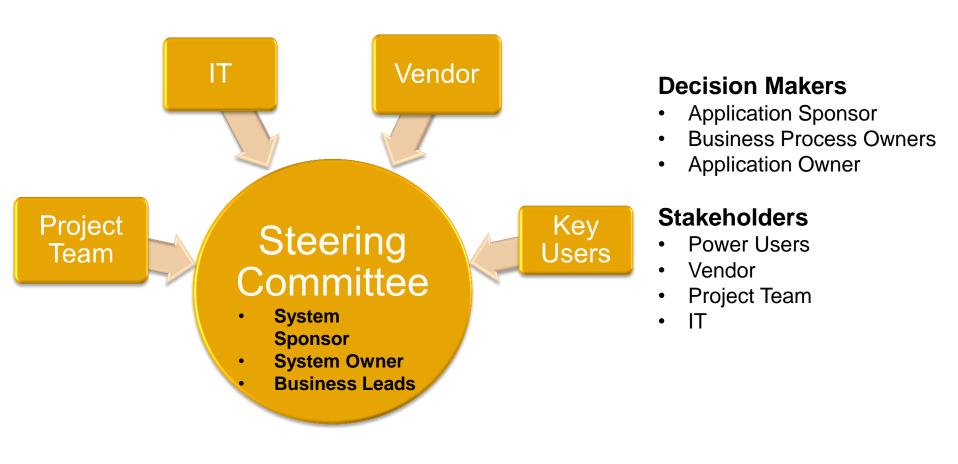
Key Tenets of Effective Governance

Governance provides a formal structure and is the formation of a chain of command that everyone understands and agrees upon. Effective governance structures must participate actively and provide clear roles, span of control, and accountability

The governance body must:

- Participate actively to guide and oversee the entire project, and sign off on goals at each stage of the implementation.
- Continually communicate the vision and business objectives to all members of the project team.
- Cross many functional areas in order to set goals and initiate activities that will achieve the overall objectives.
- Support and reinforce organizational change at each stage of the implementation.
- Set the appropriate project and program management structures in place to execute on the implementation of the project plan.

Sample Governance Structure



Key Processes – Scope of Governance

Program Vision and Plan

Program Management

Support Process

Communication Plan

Change Management

Metrics – define and monitor Training Plan Testing Release Management Staffing and Funding

Sample Steering Board Agenda

| Agenda | |
|--|---|
| Scorecard User engagement/satisfaction Module statistics # PM/Goals complete Courses completed Applicants reviewed Financial status of project | Key Activities Communication updates, training progress, major issues Requests for management action/intervention |
| Project Team Statuses Red, Yellow, Green status Key risks and activities | Planning New project requests Upcoming release items Prioritization of tasks |

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Discovery Questions

- Is there a project steering committee? How often do they meet?
- Is it clear who is accountable for the success of the overall project? Each module? Day to day support?
- How do you measure success and create project goals?
- How do you plan and prioritize change? Who is the final decision maker on project priorities?
- How to stakeholder provide inputs and priorities? How do you communicate the roadmap to stakeholders.
- Who owns project milestones? Who is accountable for managing and tracking progress?
- Do you maintain change, communication, and training plans?
- How do you escalate urgent project issues or scope changes? To whom?
- Is there a defined team and reporting structure? Project based or solely organizational?

Program Management

Program management handles the establishment of the rules and people involved in the implementation project

- Defines the rules of how you move your project forward
- Identifies who has the authority to make decisions
- Provides accountability for your project
- Ensures quality assurances are in place
- Maintains the detailed project plan
- Manages escalation and change procedures

Create a cross-functional team that blends IT professionals, executives, and users to ensure a broad base of experience in technical, business, and SuccessFactors-specific skills

Program Management

Key Responsibilities

- Formalizes regular program status meetings
- Assigns resources and ownership of tasks and issue resolution
- Reviews status of detailed tasks and resources
- Executes detailed tasks necessary to meet project schedule and objectives
- Identify risks and mitigation strategies

Appendix



Indicators of Effective Governance

- Active and visible overall governance
- Accountability for achieving goals and objectives
- Clear prioritization and ownership of issues and tasks
- Decisions made in a timely manner
- Escalation procedures are identified
- Changes made with clear agreements
- Consequences of success and failure are understood

Sample SuccessFactors Team Structure

| Role | Modules |
|---|---|
| System/Application Sponsor (Chief Talent Officer) | All |
| System/Application Owner | All |
| Business Owner/Leader (Director of Talent Management) | Performance, Goal Setting, Succession Planning, Learning, Workforce Planning |
| Process Owner/Leader (Director of Total Rewards) | Compensation, Bonus, Workforce Planning |
| Business Owner/Leader (Director of Talent Acquisition) | Recruiting, Workforce Planning |
| Application Administration | All |
| IT Support | All |
| Module Owner | Compensation |
| Module Owner | Career & Development, 360 |
| Module Owner | Recruiting |
| Module Owner | Learning |
| Module Owner | Performance Management, Goal Setting, Succession Planning, Workforce Planning |

Sample Role Summaries

| Role | Role Description |
|--------------------------|--|
| Sponsor | Overall responsibility for the success of the program Generally owns funding and financial responsibilities Final decision maker and accountable to executive steering committees |
| System Owner | Formalizes regular program status meetings Assigns resources and ownership of tasks and issue resolution Reviews status of detailed tasks and resources Executes detailed tasks necessary to meet project schedule and objectives Identify risks and mitigation strategies |
| Business Owner/Leader | Leads business functions Owns the associated business processes (Talent Strategy, Talent Management, Total Rewards, Recruiting, Compensation, Performance Management) |
| Module Owner | Primary liaison between Business Owner/Leader and System Administration Plans for and manages detailed configuration needs for each module Alerts Administrator and Assistant Administrator to functionality issues Works with Administrator to conduct regular "health checks", representing the business function need Works with Administrator on all configuration changes and prioritization |
| Administrator | Plays key role in aligning business leadership with system capabilities Advocate to IT and Vendor for business leadership Advocate for system capabilities Stays abreast of current system enhancements, upgrades Conducts regular "health checks" of the system against business function needs Prioritizes and assess need for configuration changes across all modules Maintains issues log Works with module owners and business function leadership on compliance issues |
| IT | Infrastructure support Integration with other key systems Security |

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