

# Example Governance Model



**successfactors**<sup>™</sup>  
An SAP Company

# Governance

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- 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

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**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



## Decision Makers

- Application Sponsor
- Business Process Owners
- Application Owner

## Stakeholders

- Power Users
- Vendor
- Project Team
- IT

# Key Processes – Scope of Governance

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**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

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Agenda	
<b>Scorecard</b> <ul style="list-style-type: none"><li>• User engagement/satisfaction</li><li>• Module statistics<ul style="list-style-type: none"><li>• # PM/Goals complete</li><li>• Courses completed</li><li>• Applicants reviewed</li></ul></li><li>• Financial status of project</li></ul>	<b>Key Activities</b> <ul style="list-style-type: none"><li>• Communication updates, training progress, major issues</li><li>• Requests for management action/intervention</li></ul>
<b>Project Team Statuses</b> <ul style="list-style-type: none"><li>• Red, Yellow, Green status</li><li>• Key risks and activities</li></ul>	<b>Planning</b> <ul style="list-style-type: none"><li>• New project requests</li><li>• Upcoming release items</li><li>• Prioritization of tasks</li></ul>

# Discovery Questions

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- 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

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**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

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## 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

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- 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	<ul style="list-style-type: none"> <li>• Overall responsibility for the success of the program</li> <li>• Generally owns funding and financial responsibilities</li> <li>• Final decision maker and accountable to executive steering committees</li> </ul>
System Owner	<ul style="list-style-type: none"> <li>• Formalizes regular program status meetings</li> <li>• Assigns resources and ownership of tasks and issue resolution</li> <li>• Reviews status of detailed tasks and resources</li> <li>• Executes detailed tasks necessary to meet project schedule and objectives</li> <li>• Identify risks and mitigation strategies</li> </ul>
Business Owner/Leader	<ul style="list-style-type: none"> <li>• Leads business functions</li> <li>• Owns the associated business processes (Talent Strategy, Talent Management, Total Rewards, Recruiting, Compensation, Performance Management)</li> </ul>
Module Owner	<ul style="list-style-type: none"> <li>• Primary liaison between Business Owner/Leader and System Administration</li> <li>• Plans for and manages detailed configuration needs for each module</li> <li>• Alerts Administrator and Assistant Administrator to functionality issues</li> <li>• Works with Administrator to conduct regular “health checks”, representing the business function need</li> <li>• Works with Administrator on all configuration changes and prioritization</li> </ul>
Administrator	<ul style="list-style-type: none"> <li>• Plays key role in aligning business leadership with system capabilities</li> <li>• Advocate to IT and Vendor for business leadership</li> <li>• Advocate for system capabilities</li> <li>• Stays abreast of current system enhancements, upgrades</li> <li>• Conducts regular “health checks” of the system against business function needs</li> <li>• Prioritizes and assess need for configuration changes across all modules</li> <li>• Maintains issues log</li> <li>• Works with module owners and business function leadership on compliance issues</li> </ul>
IT	<ul style="list-style-type: none"> <li>• Infrastructure support</li> <li>• Integration with other key systems</li> <li>• Security</li> </ul>

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