Example Governance Model
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

**Steering Committee**
- System Sponsor
- System Owner
- Business Leads

**Decision Makers**
- Application Sponsor
- Business Process Owners
- Application Owner

**Stakeholders**
- Power Users
- Vendor
- Project Team
- IT
# Key Processes – Scope of Governance

<table>
<thead>
<tr>
<th>Program Vision and Plan</th>
<th>Metrics – define and monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Management</td>
<td>Training Plan</td>
</tr>
<tr>
<td>Support Process</td>
<td>Testing</td>
</tr>
<tr>
<td>Communication Plan</td>
<td>Release Management</td>
</tr>
<tr>
<td>Change Management</td>
<td>Staffing and Funding</td>
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</tbody>
</table>
# 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
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 do 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

<table>
<thead>
<tr>
<th>Role</th>
<th>Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>System/Application Sponsor (Chief Talent Officer)</td>
<td>All</td>
</tr>
<tr>
<td>System/Application Owner</td>
<td>All</td>
</tr>
<tr>
<td>Business Owner/Leader (Director of Talent Management)</td>
<td>Performance, Goal Setting, Succession Planning, Learning, Workforce Planning</td>
</tr>
<tr>
<td>Process Owner/Leader (Director of Total Rewards)</td>
<td>Compensation, Bonus, Workforce Planning</td>
</tr>
<tr>
<td>Business Owner/Leader (Director of Talent Acquisition)</td>
<td>Recruiting, Workforce Planning</td>
</tr>
<tr>
<td>Application Administration</td>
<td>All</td>
</tr>
<tr>
<td>IT Support</td>
<td>All</td>
</tr>
<tr>
<td>Module Owner</td>
<td>Compensation</td>
</tr>
<tr>
<td>Module Owner</td>
<td>Career &amp; Development, 360</td>
</tr>
<tr>
<td>Module Owner</td>
<td>Recruiting</td>
</tr>
<tr>
<td>Module Owner</td>
<td>Learning</td>
</tr>
<tr>
<td>Module Owner</td>
<td>Performance Management, Goal Setting, Succession Planning, Workforce Planning</td>
</tr>
</tbody>
</table>
# Sample Role Summaries

<table>
<thead>
<tr>
<th>Role</th>
<th>Role Description</th>
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</thead>
</table>
| 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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