



# Governance

Get a Helping Hand with your Governance



# The Case for Governance

Why people want to put Governance in place:

- 1 Risk of people doing the wrong thing (publishing content they shouldn't be publishing, making decisions without the right authority, consultation or capability)
- 2 Unsure of who does what (what kind of queries are answered by IT support vs the comms or intranet team?)

## What is Governance?

- The essence of governance is having a **framework** in place that enables the **decision-making and planning** processes for the intranet
- It provides **support** for the technical and business teams that are tasked with ownership of the environment and assists with the smooth running of the intranet
- Governance covers both the **technical** framework (hardware, software, security, access etc.) and **operational** matters (alignment to business operation, training, permission, scope)
- A good governance model appropriately manages organisational **risk and aligns** with organisational strategy and priorities





## ✓ **Governance IS:**

- A framework to define a way of working
- Aligned to the organisational strategies and priorities
- Helpful to the supporting team and staff generally
- Useful across the day-to-day, and the project work
- Used to resolve conflict and manage organisational risk
- A framework providing clarity and ease to content authors, supporting teams and end-users

## ✗ **Governance IS NOT:**

- Out of step with the way people work
- A document (although it may be documented)
- Abstract or theoretical
- Something that makes life difficult
- A means to use technology to solve management issues
- Unbalanced - overly-concerned with risk, or technology
- Technical (although we might have technical governance)



# What are the Risks if We Don't Govern?

Most people don't go out of their way to break rules.

**BUT...**

if processes are too difficult, workarounds will abound, and the change / benefits won't happen.



# Our Method of Governance

## The Process Overview 1,2,3

### ① Workshop

- One huge session (or a few largish ones)
- Brainstorm questions around various areas of governance
- Figure out who owns/ deals with the question at a strategic and an operational level

### ② Define and document a framework around the outcomes

- Document your governance framework in easily digestible sections
- Define any new processes and amend current ones to fit your new governance model
- Capture the new structure, including roles, responsibilities, timing and accountabilities

### ③ Put the framework into practice

- Post the new structure and the roles and responsibilities on the intranet
- Create a Modern Workplace guideline and add it to your policies and procedure hub
- Share the new model with your Content Authoring Community of Practice, change managers and others





# 1. Workshop

- **Who should come?**
  - Invite everyone, the more the merrier
  - Ensure you have good coverage
    - Business
    - Technical
    - Intranet
    - End-users
    - Senior Leaders
    - Line Managers
    - Help Centre Team
    - Content Owner and Authors
- **How big should the sessions be?**
  - Generally about 5 - 10 people is a good guide, but if you're an experienced facilitator, invite up to 30 people
    - Allows for good discussion
    - Reasonable size to manage
    - Ensure each group has cross functional representation.
    - DON'T put people of similar roles or from the same area into one workshop

## ① Educate and align about governance

- Use the first part of this slide deck
- Add in a few specific examples to ensure it hits home for your people

## ② Provide a framework for the various areas of governance

For example:

- Collaboration
- Strategic Alignment
- Technical
- Content & Document Management
- Workflow/ processes
- Access (remote working, devices, permissions etc.)

## ③ Brainstorm all the possible questions by area

- Throw up a few questions around each area to get people thinking
- On the side make a big list with your core project team (just in case you need it)
- Use sticky notes (real or virtual) and have them come up with a BIG set of questions for each area
- Set a timer, don't be scared of the volume of questions

## ④ Discuss and resolve

- Take turns going through the questions.
- Go around the various areas.
- Get different teams to select a question and read it out to the group.
- For each question define:
  - The BAU person responsible for dealing with the 'doing'
  - The Senior Leader responsible for high-level decisions
- The first few questions take a fair amount of time to resolve, but you'll be surprised at how fast the pace picks up as you progress.



# Areas Covered by Governance

<b>COLLABORATION</b>	Can I work on my documents with an external supplier?	When do I collaborate on the intranet as opposed to Teams?	I have a document I want to share with my fellow collaborators, who decides where and how i do this?	
<b>STRATEGIC ALIGNMENT</b>	Who will provide the budget?	Who decides the intranet' purpose?	Who owns the intranet?	Who will align the intranet strategy to the organisation strategy?
<b>TECHNICAL</b>	Can I have access to XXX system/ tool?	How will the roadmap be monitored and managed?	How do we design page templates?	Who decides which third-party add-ons are allowed?
<b>CONTENT &amp; DOCUMENT MANAGEMENT</b>	Does this document need to be archived?	Can I get my news item on the homepage?	Who decides what content from other systems go on the intranet?	Can I get my news item on the homepage?
<b>WORKFLOW / PROCESS</b>	Can I work make my own workflow?	How will we ensure fast, consistent provisioning of repositories?	What naming conventions or etc need to be in place to ensure that people can find records?	
	Since I can access everything all the time, can I work from home all the time?	How will we promote a culture that opens information up, while maintaining a strong audit trail?	How do we mitigate the risk of undiscoverable information silos?	

# Governance is Specific To You

- Have a good discussion around the questions
- Don't worry if the first questions take up a lot of time, things quickly speed up
- Ensure you move through all the areas around which you've grouped questions
- Select a question from each grouping
- Look for a couple of similar questions so you can check the answers hold up
- The discussion is more important than the outcomes. Listen to what people are saying. Take notes
- Work on the unanswered questions outside the session
- Some questions may require a restructure or amendment to processes or accountabilities
- Governance is specific to you
- There are no right or wrong answers
- The best answer in a different organisation may be the worst one for your accountabilities
- There are no 'best practice outcomes.' There are only best practices for getting to your best answers

## Discuss and resolve (examples)

	Who sets the intranet budget?	I can't log onto the intranet	Who sets the intranet budget?	I can't log onto the intranet	I can't log onto the intranet
Strategic Alignment Decision about the overarching process	COO Supported by Steer CO	IT Manager	COO Supported by Steer CO	IT Manager	IT Manager
Implementation The person 'doing it' and making it happen	Intranet Manager	IT Support Desk	Intranet Manager	IT Support Desk	IT Support Desk

## 2. Define and document a framework around the outcomes

- The document is not the point, it's just a helpful thing for bringing everything together
- The core team are the only ones that should ever see the whole document
- Organise the Governance document so that you can easily share specific pieces with those that need them when they need them
- The Governance document, like the intranet is a living document, it's not something you can 'set and forget'
- Ensure everyone is aware of their role and responsibilities
- **Some things you might like to include:**
  - Overview of governance
  - Intranet strategy
    - Intranet concept      • Intranet principles
    - Intranet goals      • Intranet approach
  - Scope and role of the intranet in the organisation
  - Relationship of the intranet to other systems and concepts (digital workplace, website, M365, Teams)
  - Intranet roadmap
- **Management model**
  - Distributed content management
  - Centralised overarching management
- **Key Roles**
  - Summary of roles & responsibilities
  - Roles in detail
- Outstanding issues (requiring resolution)
- Appendices
  - Organisational strategy
  - Content authoring guide
    - Authoring Community of Practice
    - Online writing tips
    - Online writing tip sheet
  - Process to arrive at the model



## 3. Make It Happen

### Put the governance framework into play

- Post roles and responsibilities on the intranet
- Create a guideline and put in your policies and procedures hub; reference the full Governance document
- Run a session with the Content Authoring Community of Practice Group to share the new governance model
- Walk through governance with other groups in the organisation such as change and digital transformation and web teams
- Add content ownership and authoring responsibilities to job descriptions
- Amend processes or create new ones that reflect the new world order



# Need our Help?





# Governing can be Tough

Defining governance is not something corporate teams do every day. Facilitating AND participating is difficult. Even with the best of intentions, objectivity can be elusive.

## Investment

KICK-OFF & SET-UP	1-DAY
REQUIREMENTS AND DISCOVERY	2-DAYS
DEFINE ANALYSE & RECOMMEND	2-DAYS
PROJECT MANAGEMENT	1-DAY
AUD\$11,995 ex-GST	







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