

'Using Governance to Drive User Adoption'

Shikhar Agarwal, Enterprise Microsoft Practice, SOGETI USA

E-mail: shikhar.agarwal@us.sogeti.com | Blog: <http://shikharagarwal.wordpress.com> |
Twitter: @shikharagarwal

Agenda

- Introduction
- Myths
- Leveraging IT Governance
- Leveraging Microsoft Content
- SharePoint Governance: Deep Dive
 - Strategic
 - Functional
 - Operational
- Notes from the Field
- Q & A



Real Life
Examples

Introduction

About Myself



About Yourself

- Name
- Company
- Role
- Expectations

Myths

Myth # 1: Governance is New

- ❑ Sorry, IT Governance has always been around
- ❑ Interestingly, IT Governance has ranked as a Top 10 concern of a CIO for last 5 years by Gartner

Myth # 2: Governance is Complex

- ❑ Not really... nothing more than many other disciplines like project management
- ❑ Governance can become complex since it is an attempt to use people, policy, and process to resolve ambiguity, manage short- and long-range goals, and mitigate conflict within an organization – all within the context of a technology

Myth # 3: Governance is Optional

- It is true many implement governance as an afterthought, it does not make governance 'optional'
- Interestingly, in a survey done out of Europe, more than 2/3 failed SharePoint implementations had no governance

Myth # 4: Governance is Management (Maintenance)

- Governance is not Ops or Operating Manual
- Interestingly, not surprisingly, Microsoft approaches governance from a technology centric view

Myth # 5: Governance hinders User Adoption

- Not at all!
- Contrary to popular belief (and my own), having a well thought out governance actually fosters adoption and acceptance

Introducing SharePoint Governance

SharePoint Governance Framework

- Leverages
 - ▣ IT Governance
 - ▣ Microsoft Literature
 - ▣ Technology
- Balances
 - ▣ larger corporate footprint
 - ▣ demand of “creativity” and “innovation”
 - ▣ consumer maturity

Leveraging IT Governance

IT Governance

Definitions

- "... focuses on information technology systems and their performance and risk management."
- "The processes that ensures the effective and efficient use of IT in enabling an organization to achieve its goals"

Interesting Facts

- IT Governance has ranked as a Top 10 concern of a CIO for last 5 years by Gartner
- Major problem identified as CIOs is lack of involvement and engagement by business management

Gartner Reports (2007 – 2009)

IT Governance - Ten Commandments

- Share Leadership
- Realize that nearly any governance structure is good
- Stimulate desirable behavior
- Understand that people are allergic to excessive control
- Keep it simple – simplicity is the mark of truth
- Recognize that in the end the business determines the value of IT
- Allocate the IT funding to concrete business goals
- Continue to evaluate
- Cultivate maturity
- Stay tuned

Making IT Governance Work in a Sarbanes Oxley World, 2006, Bloem, Doorn & Mittal (Wiley Press)

IT Governance Maturity



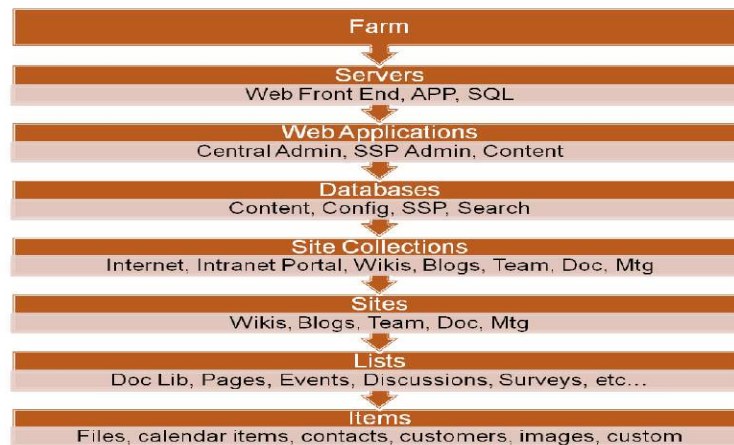
Steering Committee



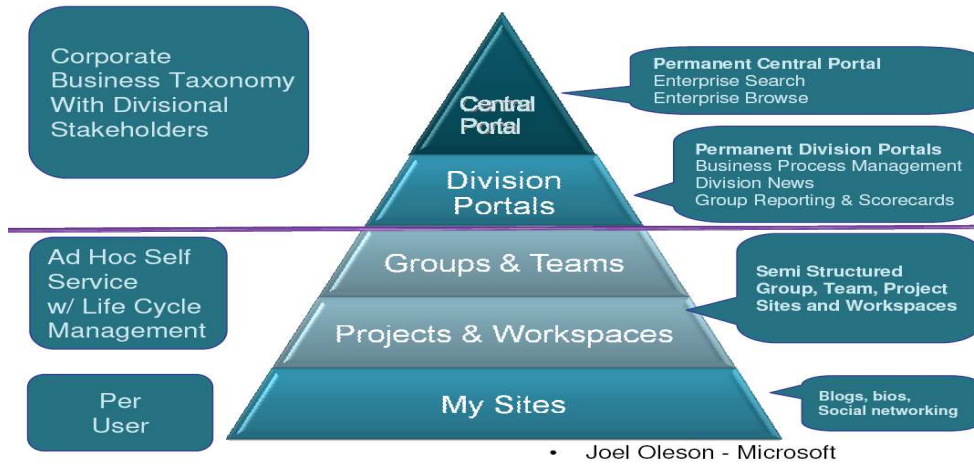
Governance is an essential building block for EIM, 2008 (Gartner)

Leveraging Microsoft

Model: Containment Hierarchy



Model: Intranet Governance



Sample Governance Plan

SharePoint Governance Plan	
Company Initiative Here	
Prepared for Date & Draft Number	
Prepared by Your Name	
Contributors Joel Oleson Mark Wagner	

Collaboration Service Governance Plan



SharePoint Collaboration Service Governance Plan

Author:

Joel Oleson
Sr. Product Manager, Evangelist
Quest Software

Contributors

John Ross & Jennifer Mason
SharePoint911

Paul Culmsee
Seven Sigma

Date published:

March 2009

Summary:

The following sample governance plan is designed to help you outline the administration, maintenance, and support of an Office SharePoint® Server 2007 deployment in an enterprise. The fictitious company on which the plan is based supports collaboration and an Intranet portal.

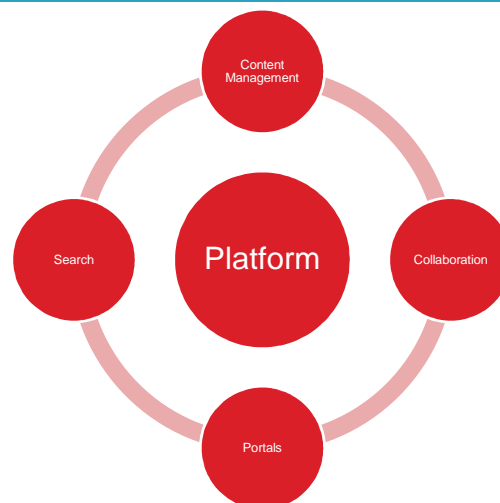
Governance Plan – Deep Dive



Governance - Strategic

- Considerations
 - What are the critical business objectives?
 - Who are the key stakeholders?
 - How did you define organization success with SharePoint initiatives ?
 - How will you measure this success?
 - What areas/processes need to be focused on to ensure solution success?
 - How do you plan for both design and ongoing maintenance?
 - What type of rollout strategy you pursue? What types of communication and training you provide to end users?

Governance - Functional



Content Management

Enterprise
Content
Management

- Considerations
 - Type of Content
 - Published Content, Collaborative Content, Records, Reference
 - Useable
 - Structure Content to Facilitate Search
 - Create a logical & organized taxonomy
 - Leverage personalization
 - Credible & Relevant
 - New Portal Content
 - Existing Portal Content
 - Content Lifecycle Management
- Sample Best Practices
 - Using meaningful content types with related meta data in order to have uniformity across sites
 - Utilizing the records repository for auditing and compliance purposes

Implementing
a New CM
Process?

Collaboration

Collaboration

- Considerations
 - Articulate Collaboration
 - Collaboration Type
 - Structured Vs. Ad-hoc
 - Provisioning
 - IT provisioned Vs. Self service
 - Process for Compliance and Auditing
 - Facilitate Collaboration
 - Keep it Simple
- Sample Best Practices
 - Assign content stewards per portal area / sub area to ensure the provisioning standards are met – also use content approval and take advantage of the publishing features
 - Keep Groups simple and avoid adding individuals over groups to permissions for better organization


It is just a
browser!

Portal



Portal

- Considerations
 - Portal Type
 - Permanent Vs. Temporary
 - Site Lifecycle Management
 - Site Deletion Vs. Archiving?
 - Search & navigation
 - What is your search policy for the site?
 - How does the site fits within your site architecture
 - Site Quotas
 - Branding
 - Establish templates for what the SharePoint sites will look like
 - Determine which types of sites may be modified and which may not
 - Define which parts of the template may be changed by site owners, and which may not.
- Sample Best Practices
 - Use Workflows for automated archival and retention in the records repository (expiration policies)
 - Make sure the top level Portal information is “company-wide” accessible and then start using stricter permissions as you drill down



I have a hybrid portal?

Search



Enterprise Search

- Considerations
 - Plan Ahead
 - Define Search
 - Integrate taxonomy with search
 - Information Security Approvals
 - Testing
 - End User Expectations
 - Crawled Files, Ignored Files, Content Sources
 - Continuous Refinement
 - Query Reports
 - Keywords
 - Best Bets
 - Scopes
- Sample Best Practices
 - Increase find-ability by utilizing metadata and content types and mapping them out first instead of “as you go along”
 - Plan crawls frequently to ensure correct search information



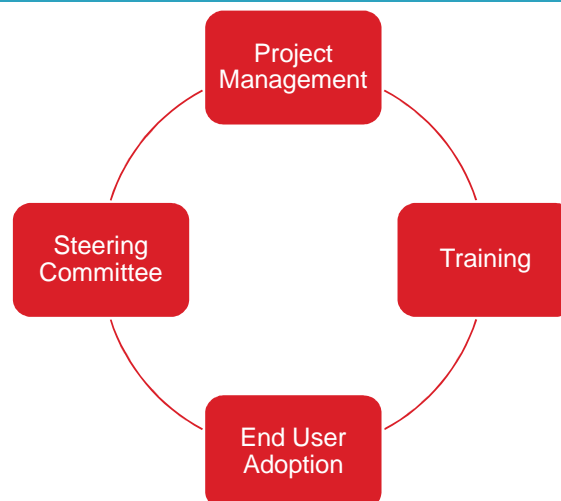
Google Like Search?

Platform

Platform
Services

- Considerations
 - Storage
 - Quotas
 - Security
 - Site, List, or Item level
 - AD or SharePoint groups
 - Maintenance
 - Monitoring – Performance, Backups
 - Downtime – Scheduled, Unscheduled
 - Deployment
 - Reporting - Auditing, Storage, Usage
 - Data Recovery - Site Archival, Recycle Bins
- Sample Best Practices
 - Store large media files on a centralized network share to keep in line with storage quotas.
 - Have a fail safe Disaster Recovery plan for production and test environments that include fail over or load balancing but also on tape to ensure backups.
 - Use a 3rd party software to view the platform stats in more detail as well as keep a hand on the security

Governance - Operational



Project Management

- Considerations
 - ▣ Communications Plan
 - ▣ Change Management Plan
 - ▣ Cost Allocation
 - Decide whether you will be allocating costs back to business units or not
 - If not, consider where the costs should be centered
 - Else, consider what metrics you'll use for the charge back
 - ▣ Service Level Agreement
 - Site Requisition, Site Maintenance, Issues Resolution
 - ▣ Disaster Recovery Plan
 - Disaster Recovery Plan for single file recovery
 - Plan for single or multiple site recovery
 - Plan for server recovery
 - Plan for geo-disaster recovery

My Project
Plan is my
Governance
Plan

Training

- Considerations
 - ▣ Stakeholder Enablement
 - Mostly classroom or live remote training
 - ▣ Community Enablement (initial & ongoing)
 - Classroom
 - User Groups
 - SharePoint enabled Self-Service
 - Best Practices Sharing
 - Training Audits

What
Training?

Adoption

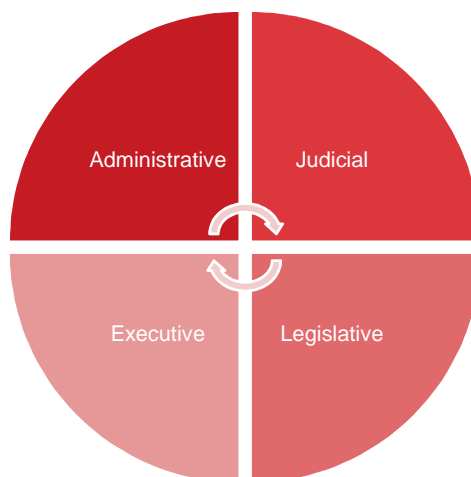
- Governance can be an effective tool to promote user adoption
- Governance ensures the solution is
 - ▣ Simple
 - ▣ Adaptable
 - ▣ Responsive
 - ▣ ...
- Governance sets the guidelines for
 - ▣ Training
 - ▣ Rules of engagement
 - ▣ Change management
 - ▣ ...



SharePoint is
Complex

SharePoint is
Hard to
Manage

Sample Steering Committee



Notes from the Field

Governance Site

- Governance Site
 - Vision Statement
 - Guiding Principles
 - Policies
 - Roles & Responsibilities
 - Collaboration
- Governance Dashboard
- Business Value Measurement Tool

Q & A

References

- Gartner Reports (2007 – 2009)
- Making IT Governance Work in a Sarbanes Oxley World, 2006, Bloem, Doorn & Mittal (Wiley Press)
- Craig Roth, The Burton Group
- The Burton Group
- Microsoft's SharePoint Thrives in the Recession, August 9th, 2009 (New York Times)
 - <http://bits.blogs.nytimes.com/2009/08/07/microsofts-sharepoint-thrives-in-the-recession/?pagemode=print>
- SharePoint Governance (Robert Bogue)
 - http://www.intranetjournal.com/articles/200611/ij_11_27_06a.html
- Governance Resource Center for SharePoint Server 2007
 - <http://technet.microsoft.com/en-us/office/sharepointserver/bb507202.aspx>
- SharePoint Governance and Manageability – Codeplex
 - <http://www.codeplex.com/governance>
- Key Governance Considerations in a SharePoint Deployment – Joel Oleson
 - <http://blogs.msdn.com/joelo/archive/2006/08/23/key-governance-considerations-in-a-sharepoint-deployment.aspx>
- Sogeti's Regatta Approach
 - <http://www.amazon.com/Successfully-Implementing-Microsoft-Dynamics-Regatta%C2%AE/dp/3540715924>