

Governance – The Key to Success with SharePoint 2010

Track: CIO/IT Executive, SharePoint 2010

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About Miguel Wood

- Over 10 years of SharePoint Experience (2001, 2003, 2007, 2010)
- Microsoft Certified Master (MCM), SharePoint 2010
- MCITP, SharePoint Server 2010
- MCPD, SharePoint Server 2010
- MCTS, Configuring and Development, WSS 3.0, MOSS 2007
- Microsoft Virtual Technical Solutions Professional (VTSP) Program
- Only non-Microsoft individual authorized to instruct SharePoint 2010 Ignite (pre-release training) for BOTH IT Pro and Developer tracks
- Fun Facts
 - Veteran U.S. Army Paratrooper
 - Lead Singer for Rock Band at LSU



About Statêra

- In business 10 years
 - 2010 revenue ~\$40M
- Headquartered in Denver with offices in Phoenix, Seattle, Salt Lake City, and Dallas
- Commands over 17 Microsoft competencies
- Broad business-focused technology consulting organization of over 300 consultants

How Big is SharePoint?



Bill Gates at the 2008 SharePoint Conference

“There is an incredible demand today for solutions that help businesses to harness the power of a global work force and tackle the challenges that come with the explosive growth of digital information.

The spectacular growth of SharePoint is the result of the great combination of collaboration and information management capabilities it delivers. I believe that the success we’ve seen so far is just the beginning for SharePoint.”

Agenda

- Governance Defined
- Why Governance?
- Governance Plan Framework
- Key Points for SharePoint 2010
- Notes from the Field
- Summary

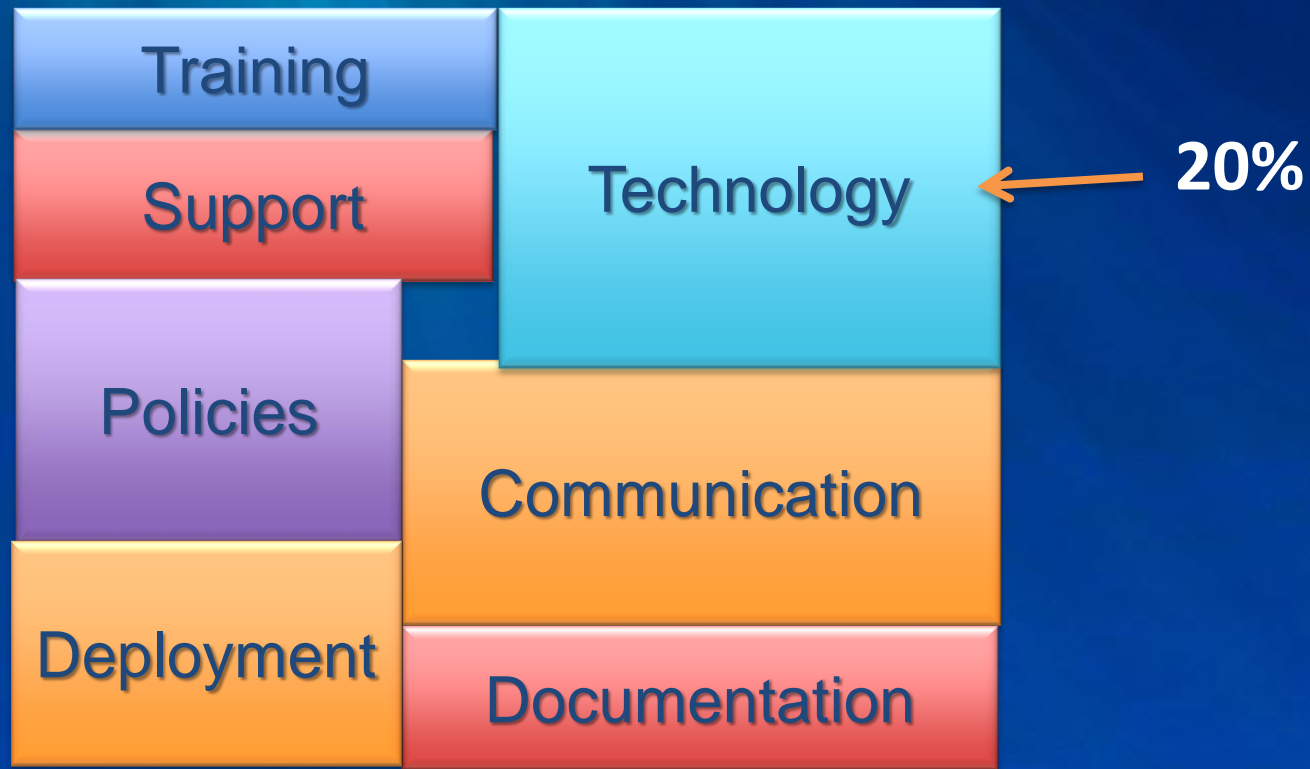
Governance Defined

- From TechNet:

Governance is the set of policies, roles, responsibilities, and processes that guide, direct, and control how an organization's business divisions and IT teams cooperate to achieve business goals.

- Managed by the Governance Plan Document

Technology is just a small portion of the solution



Governance Goals

- The investment in SharePoint should be realized by the business value it brings to the organization.
- Avoid the risks associated with SharePoint. (Yes, there are risks!)
- Ultimately, the users define the value of the solution. Ensure they know how to use it properly.

Lack of Governance – A Reason for SharePoint Failure

- Common Mistakes of SharePoint Implementations:
 - Not treating SharePoint like an enterprise application
 - Not providing SharePoint as a centralized service for the organization
 - Not defining policies on what and when to use SharePoint for (and what and when *not* to use it for)
 - Empowering users without appropriate training and guidance
 - Not planning for scale and/or growth
 - Not testing the backup/recovery process

SharePoint Governance Areas

- IT Service
 - Services provided and levels of service
- Information Management
 - Architecture, Management, Access, and Content Lifecycle
- Application Management
 - Customizations, Branding, Solutions, Application Lifecycle

SharePoint 2010 Governance Model Poster

<http://tinyurl.com/ti2011-wood-spgov1>

Why Governance?

- Avoid portal, team site, and content "sprawl"
- Ensure that content quality is maintained for the life of the portal
- Consistently provide a high quality user experience by ensuring that the governance plan is followed
- Establish clear decision making authority and escalation procedures so that policy violations are dealt with and conflicts are resolved on a timely basis
- Ensure that the portal strategy is aligned with business objectives so that it continuously delivers business value

Questions Answered by Governance

- Who is responsible for technical management of the environment, including hardware and software implementation, configuration, and maintenance? Who can install new Web Parts, features, or other code enhancements?
- Which social computing features do we want to deploy?
- Who is allowed to set up, or who will be responsible for setting up, new sites within the existing hierarchy? If this responsibility is controlled by the IT department, then it is likely that IT will have to negotiate a service level agreement (SLA) for site setup responsiveness with the business stakeholders. If this responsibility is delegated, users will need training to ensure that they follow acceptable conventions for naming, storage, and so on.
- Who will be allowed to create a new level in the navigation or promote an existing site to the top level of the navigation?
- Who has access to each page or site? Who can grant access to each page or site?

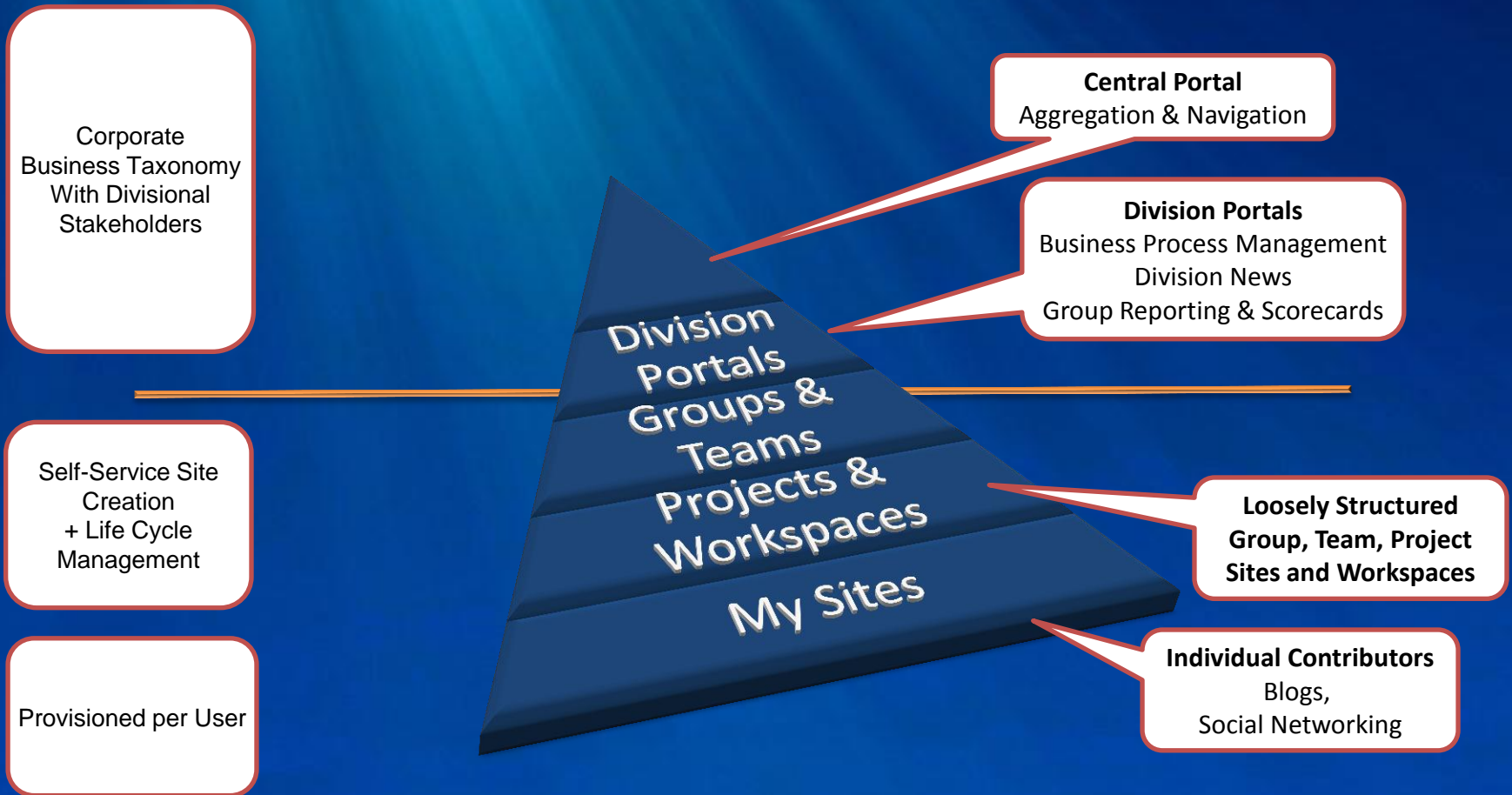
Questions Answered by Governance (cont.)

- How much responsibility for page or site design will you delegate to page owners? Can users modify Web Parts (Web-based data and UI components) on pages that they own in team sites? Can they modify Web Parts on pages that are part of the corporate intranet publishing solution?
- Will some Web Parts be fixed on the page, or will page owners be allowed to customize all of the content on their pages?
- Who is responsible for managing metadata? Who can set up or request new Content Types or Site Columns? How much central control do you want to have over the values in site columns? (Content Types and Site Columns allow you to specify elements in your taxonomy.)
- If the Governance Plan says that page and site owners are responsible for content management, are you prepared to decommission pages where no one in the organization will take on page ownership responsibilities?
- How will the Governance Model be updated and maintained?

Governance Plan Framework

- Technology versus Policy
- Centralized Enforcement versus Decentralized Empowerment
- It's a 'Framework', *not* a 'Rule'
 - Customize it to *YOUR* organization

The Big Picture



Governance Plan Document

Must be a Living Document

Key Elements

- Vision statement
- Roles and responsibilities
- Guiding principles
- Policies and standards

Example Outline

- SECTION 1: General Governance Guidelines
 - 1.0 Governance Plan Objective
 - 2.0 Vision Statement
 - 3.0 General Guidelines
 - 4.0 Roles and Responsibilities
 - 5.0 Guiding Principles

Example Outline (cont.)

- SECTION 2: Detailed Governance Policies and Standards
 - 6.0 Content Management Policies and Standards
 - Posting Content to Existing Pages or Sites
 - Posting Content to the Home Page
 - Posting Content to Personal Pages
 - Social Tags and Ratings
 - Records Retention
 - Content Auditing and Review
 - 7.0 Design Policies and Standards
 - Creating New Subsites
 - Page Layout and Organization
 - Content Types and Metadata
 - Content-Specific Guidelines/Policies
 - Security
 - Branding
 - 8.0 Customization Policies and Standards
 - Browser-based updates
 - Updates based on SharePoint Designer
 - Sandboxed Solutions
 - Centrally-deployed / 3rd Party Solutions

Vision Statement

- Business Goals
 - Improve collaboration with partners
 - Create a searchable central repository of marketing assets
 - Share best practices and collaborate across teams with online collaboration workspaces
 - Replace shared drives with searchable, organized document repositories
 - Provide a platform for document management
 - Showcase a business process dashboard

Vision Statement (cont.)

○ Business Outcomes

- Provide **easier and more timely access to the information** employees need to get their work done
- Provide **easier and more effective mechanisms to move work between business entities**, such as self-service for customers or partners, enabling outsourcing by providing business partners with access to a collaboration environment or business data on an extranet
- Provide an **organized "one stop shop"** for information by making it easier to find authoritative information

Sample Vision Statements

- “The portal enables the creation, management, and sharing of document assets in a business-driven environment for collaboration, classification, and access across the whole company. Through its workflow capabilities and application development foundation, the portal will support the organization’s information management needs and provide a business process framework for all business units.”
- “Provides a holistic view of organizational assets that simplifies employee interaction with our enterprise business systems and helps improve collaboration within the company and with our suppliers, partners, and customers, thus improving employee productivity and employee and customer satisfaction.”

Enterprise Roles and Responsibilities

Role	Responsibilities
Executive Sponsor	Provides executive level sponsorship for the solution. The primary responsibility of the Executive Sponsor is strategic, positioning the solution as a critical mechanism for achieving business value and helping to communicate the value of the solution to the management levels of the organization.
Governance Board/Steering Committee	Serves as a governance body with ultimate responsibility for meeting the goals of the solution. This Board is typically comprised of representatives of each of the major businesses represented in the solution, including Corporate Communications and IT.
Business Owner	Manages the overall design and functionality integrity of the solution from a business perspective.
Solution Administrator (Technology)	Manages the overall design and functionality integrity of the solution from a technology perspective. Works in partnership with the Business Owner.
Technology Support Team	Ensures the technical integrity of the solution. Develops new web parts and provides support to Site Sponsors/Owners seeking enhancements to their pages or new uses of the solution.

Site Roles and Responsibilities

Role	Responsibilities
Site Sponsor/Owner	Serves as the centralized, primary role for ensuring that content for a particular page/site is properly collected, reviewed, published, and maintained over time. The Site or Page Sponsor/Owner is an expert in the content that is showcased on the site or page.
Site Steward	Manages the site day-to-day by executing the functions required to ensure that the content on the site or page is accurate and relevant. Monitors site security to ensure that the security model for the site matches the goals of the business and Site Sponsor/Owner and support users of the site by serving as the primary identified contact point for the site.
Users	Uses the solution to access and share information. Users may have different access permissions in different areas of the solution, sometimes acting as a Contributor and other times acting as a Visitor.

Guiding Principles

- Guiding Principles help Site Designers narrow the scope of the “possible” to focus on the “practical” and “valuable.”
- Guiding Principles help Site Designers make trade-offs (e.g. “if this is the problem, choose this approach”)
- Guiding Principles remind users of the behaviors necessary to achieve business objectives (e.g. “send links, not attachments”)

Example Guiding Principles – Design

- Consistent user experience
- Design with the end user in mind – minimize the need for training
- Standards tied to scope (audience)
- Just because you can, doesn't mean you should (“with great power comes great responsibility”)
- Existing rules still apply (privacy, use of IT resources, records retention)
- Default access is “read only” for all – apply additional “read” security only as needed

Example Guiding Principles – Usage and Content Management

- No e-mail attachments – send links
- Publish once, link many
- Use folders, inherit metadata
 - Document Set content types
- Content management is everyone's responsibility but site owners are accountable
- Content owners are responsible for ensuring their content is managed according to corporate records retention policies.

Policies and Standards – The ‘Details’

- Content
 - Posting content to existing pages or sites
 - Posting content to the home page
 - Content auditing and review
 - Records retention
- Design
 - Creating new subsites
 - Page layout and organization
 - Content Types and metadata
 - Social Tags and Ratings
 - Content-specific guidelines/policies
 - Security
 - Branding

Governance Plan Document - Tips and Tricks

- Consider breaking the document into “consumable” chunks
 - Vision, Roles and Responsibilities, Guiding Principles
 - Policies, Guidelines/Best Practices, and Procedures
- Don't include:
 - Implementation Details
 - Network Requirements
 - Feature Requirements

Some Key Areas Regarding SharePoint 2010

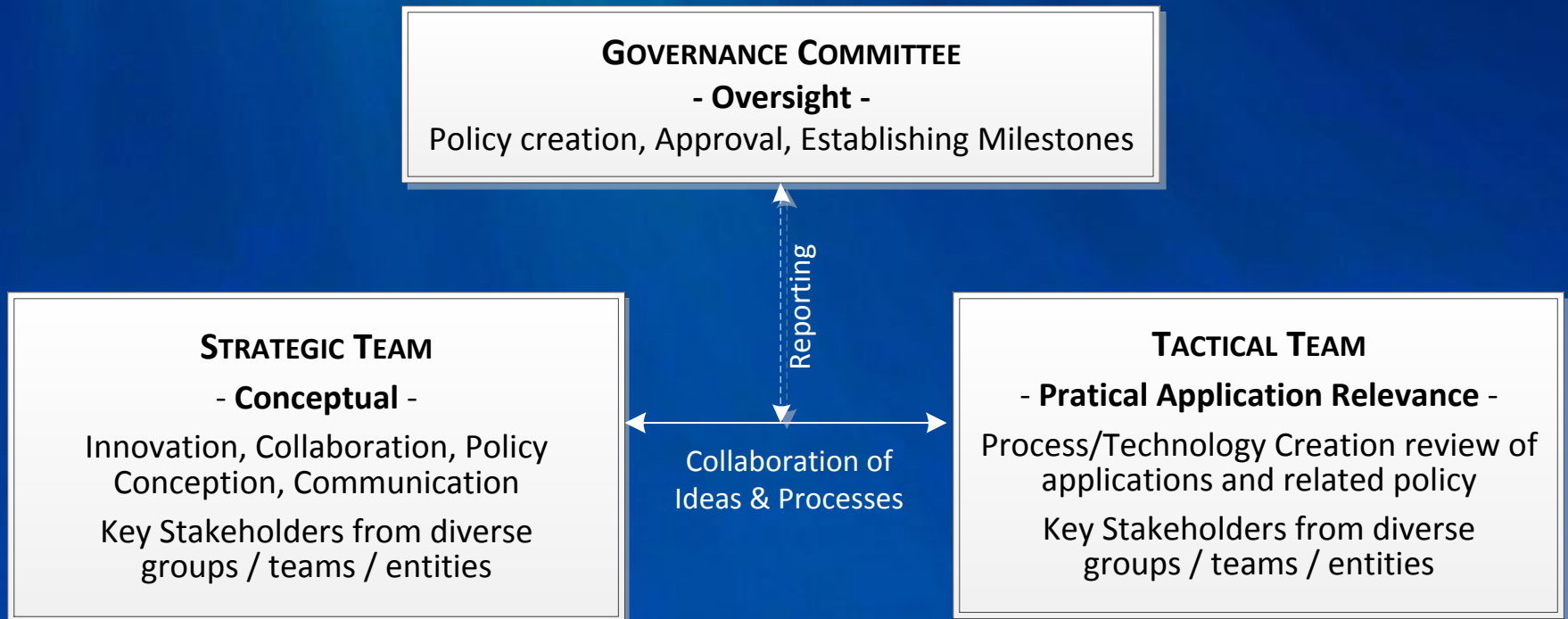
- Social Computing
- Managed Metadata
- Records Management
- Content Organizer
- SharePoint Customization

Notes from the Field

- Almost half of implementations are 'rip and replace'
- Upgrade and/or migration is perfect time to re-align (or create) governance
- Although it sounds bureaucratic, ensure you have a committee with a strong Executive Sponsor
- KISS – Keep It Simple ...
- Don't enable a 'cool' feature unless it addresses a business purpose/value (e.g. Just because you can, doesn't mean you should.)
- A good Governance Plan doesn't constrain the users, but provides guidance to ensure business value over time

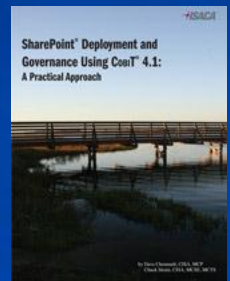
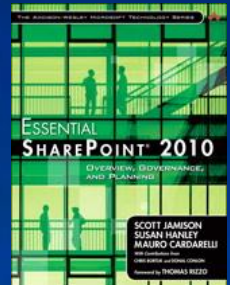
Real World – 22,000+ User Deployment

- Governance Plan Document – Two Versions
 - Complete
 - Overview (Easy Read)



References and Q & A

- Governance Planning for SharePoint Server 2010 – TechNet
 - <http://tinyurl.com/ti2011-wood-spgov2>
- SharePoint 2010 Governance Planning Whitepaper
 - <http://tinyurl.com/ti2011-wood-spgov3>
- Essential SharePoint 2010: Overview, Governance, and Planning by Scott Jamison, et. al.
 - <http://tinyurl.com/ti2011-wood-spgov4>
- SharePoint Deployment and Governance Using COBIT 4.1: A Practical Approach by Dave Chennault, et. al.
 - <http://tinyurl.com/ti2011-wood-spgov5>



An underwater scene with light rays filtering down from the surface, creating a serene and deep blue atmosphere. The top of the image features a solid yellow horizontal bar.

Thank you.

AN INTERFACE TECHNICAL TRAINING LEARNING CONFERENCE