



## ABOUT THIS DOCUMENT

This document describes the governance framework of the Getronics Workspace Alliance (GWA). The framework has been developed collaboratively by all seven members of the GWA. It helps ensure that our clients, in any international service engagement initiated through any of the seven Alliance members, have a clear and consistent view of relationships and responsibilities.

The GWA offers international organizations a new model for IT service Provision. The model combines the benefits of strong local service partners with the simplicity and consistency of unified international contract management.

The governance framework is an essential tool for both GWA members and their clients. In essence, it underpins the practical operation and accountability of this innovative, alliance-driven service model.

This document should be shared across all GWA members, and will also be of direct interest to any organization considering engagement with any member of the Alliance with a view to extended international service delivery through the GWA.

For all new international client contacts, this document should be set as the basis of the Governance Model between the GWA Primary Contract Holder and the other GWA partners involved.

Note that this document includes a number of templates relating to governance structures and professional roles. These templates can be cut and pasted directly into GWA contract, planning and operational documentation, where they can be compiled with the relevant detail.

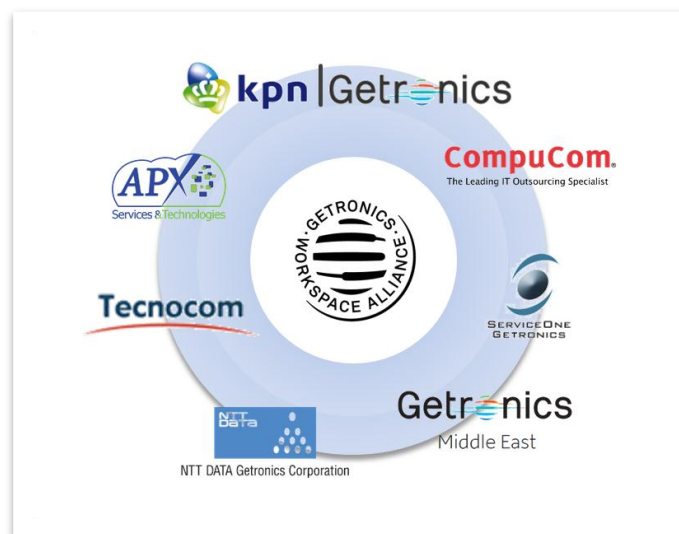


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## RELATIONSHIPS BETWEEN CONTRACTING PARTIES

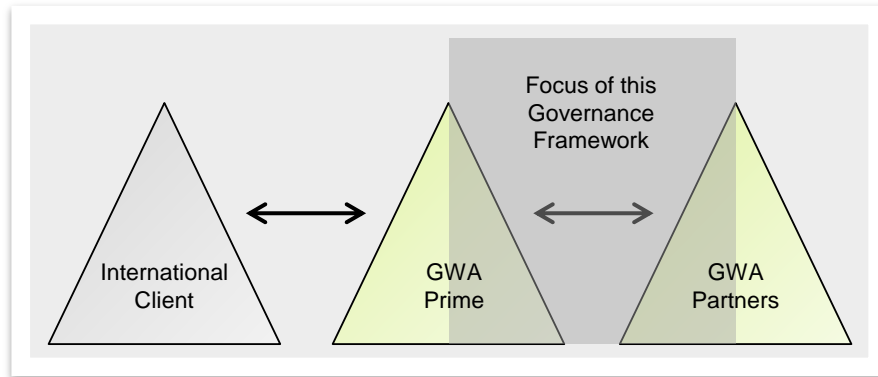
There are seven members of the GWA. These are shown in the Figure 1 below.



**Figure 1: GWA members**

Any member of the GWA is able to engage directly with a client or prospective client in their own right. If a client requires IT services to be delivered in locations best served by other members of the GWA, then the Alliance member acting as the initial point of engagement will liaise with other members as required. The Alliance member owning the client relationship is considered the **GWA Primary Contract holder** (GWA Prime).

Figure 2 below shows the relationship between the client, the GWA Prime, and the other Alliance partners. This Governance Model Framework focuses on the relationship between the partners involved.



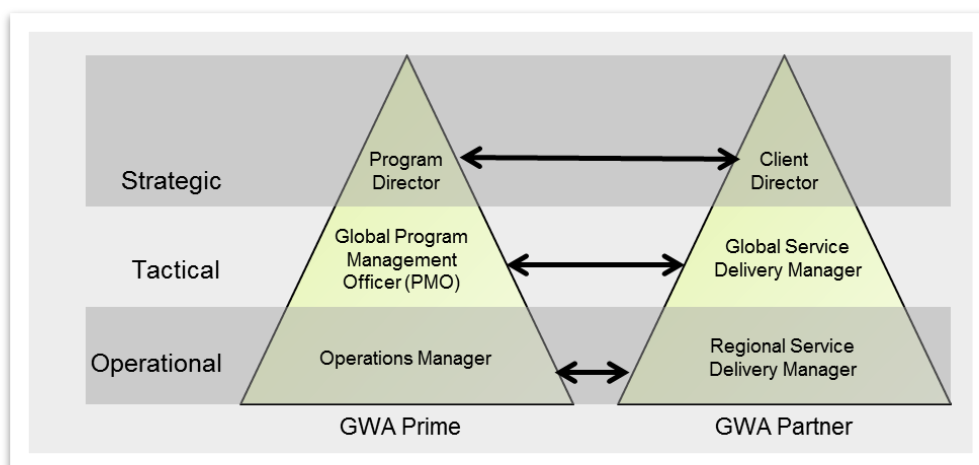
**Figure 2: GWA Relationships and Governance Focus**

In many instances, Getronics itself will play a prominent role either as Primary Contract Holder or as principal secondary interface, especially where the engagement is extensive, complex, or spans multiple Alliance partners. The model is designed, however, to enable direct relationships between GWA members, where appropriate, without the direct involvement of Getronics.

## ROLES AND RESPONSIBILITIES

Relationships and communications between GWA Prime and GWA Partner will always exist at three clearly defined levels: strategic, tactical and operational. The professional roles associated with each level, and the associated tasks and responsibilities are clearly defined.

These three levels of responsibility are designed to ensure that clear and efficient communications exist between collaborating members of the GWA at all times. These are shown in Figure 3 below.



**Figure 3: GWA Governance - levels of responsibility**



These three levels exist to ensure that all service professionals are fully empowered to act to the limit of their responsibility. When escalation is necessary, then the process must be clear and the relevant individuals must be quickly and easily identifiable. The objective however, is to minimize the number of escalations and to maximize people's ability to solve problems for themselves.

The table below lists the relevant corresponding roles between GWA Prime and GWA partner. If more than one member is engaged through the GWA Prime, then the relevant details need to be provided for each.

The table below can be cut, pasted and compiled for use in individual, contract and engagement documents.

<b>GWA Primary Contract Holder</b>		<b>(Enter GWA member name here)</b>	
<b>Level</b>	<b>Role</b>	<b>Name</b>	<b>Contact (e-mail + cell phone)</b>
Strategic	Program / Client Director		
Tactical	Global PMO Manager		
Operational	Operations Manager		
<b>GWA Partner</b>		<b>(Enter other involved GWA partner name here)</b>	
Strategic	Contract Director		
Tactical	Global Service Delivery Manager		
Operational	Regional Service Delivery Manager		

The tables below summarize the responsibilities of each nominated individual role at strategic, tactical and operational level for both GWA Prime and GWA Partner. These roles can be combined in a single person, depending on the size and complexity of the deal.

## **GWA RESPONSIBILITIES AND ROLES: STRATEGIC LEVEL**

<b>Primary Contract Holder Role:</b>	<b>Contributing GWA member Role:</b>
<p><b>PROGRAM / CLIENT DIRECTOR</b></p> <ul style="list-style-type: none"> <li>• The <b>Program Director</b> is the overall owner of the relationship with the contracted international client, and as such, holds final responsibility for all issues related to the client account.</li> <li>• Responsible for all international and regional management.</li> <li>• Final point of contact and responsibility for escalations.</li> </ul>	<p><b>CONTRACT DIRECTOR</b></p> <ul style="list-style-type: none"> <li>• The <b>Client Director</b> is accountable for the delivery and performance of all onsite services contracted to the GWA member s/he represents.</li> <li>• Also responsible for any contractual issues arising between the Primary Contract Holder and his/her own organization.</li> <li>• Final point of contact for escalations and issues raised by the Program Director of the Primary Contract Holder.</li> </ul>



## GWA RESPONSIBILITIES AND ROLES: TACTICAL LEVEL

Primary Contract Holder Role: <b>GLOBAL PMO MANAGER</b>	Contributing GWA member Role: <b>GLOBAL SERVICE DELIVERY MANAGER</b>
<p>The <b>Global PMO Manager</b> holds specific responsibility for:</p> <ul style="list-style-type: none"> <li>• <i>Innovation</i> – developing and implementing a continuous global improvement strategy based on ticket and trend analysis.</li> <li>• <i>Change Management</i> – supervising the documentation, review and support for all changes undertaken in the client service program.</li> <li>• <i>Regulation and Compliance</i> – documenting and implementing changes in process and procedure to ensure that all compliance obligations are met.</li> <li>• <i>Performance and financials</i> – managing analysis, aggregation and reporting across all regions.</li> </ul> <p>The <b>Global PMO Manager</b> also acts as the secondary point of contact for escalations.</p>	<p>The <b>Global Service Delivery Manager</b> holds specific responsibility for:</p> <ul style="list-style-type: none"> <li>• Contract compliance and fulfilment – ensuring that services are delivered as agreed.</li> <li>• Meeting all SLAs.</li> <li>• Overseeing and managing all international regions.</li> <li>• Ensuring end-user satisfaction for all in-scope services across all regions.</li> <li>• Handling the resolution of all tactical client issues.</li> <li>• Executing all agreed onsite client approvals and all new service delivery projects.</li> </ul> <p>The <b>Global Service Delivery Manager</b> works in close collaboration with the <b>Global PMO Manager</b> with regard to:</p> <ul style="list-style-type: none"> <li>• <i>Innovation</i> – (see Global PMO Manager)</li> <li>• <i>Change Management</i> – (see Global PMO Manager)</li> <li>• <i>Regulation and Compliance</i> – (see Global PMO Manager)</li> </ul> <p>The <b>Global Service Delivery Manager</b> acts as the secondary point of contact for escalations.</p>

## GWA RESPONSIBILITIES AND ROLES: OPERATIONAL LEVEL

Primary Contract Holder Role: <b>OPERATIONS MANAGER</b>	Contributing GWA member Role: <b>REGIONAL SERVICE DELIVERY MANAGER</b>
<ul style="list-style-type: none"> <li>• The <b>Operations Manager</b> manages regional performance and service delivery across a single region.</li> <li>• Works proactively using the Primary Contract Holder's reporting system.</li> <li>• Provides feedback on innovation initiatives to the global team, to service partners and to the client.</li> <li>• Identifies and implements changes in scope or</li> </ul>	<p>The <b>Regional Service Delivery Manager</b> is responsible for:</p> <ul style="list-style-type: none"> <li>• Regional contract compliance.</li> <li>• Meeting regional SLAs.</li> <li>• Regional management and supervision.</li> <li>• Monitoring and implementing all local innovation initiatives.</li> <li>• Regional end-user satisfaction for all in</li> </ul>



<p>service delivery as indicated through the Change Management Process.</p> <ul style="list-style-type: none"> <li>• Oversees compliance in Change Management</li> <li>• Coordinates onsite activity, including visits.</li> </ul> <p>The <b>Operations Manager</b> is the primary point of contact for escalation.</p>	<p>scope services.</p> <ul style="list-style-type: none"> <li>• Resolution of operational account/client issues.</li> <li>• Execution of regionally approved changes.</li> <li>• Execution of new regional service delivery projects.</li> <li>• Documenting, reviewing and supporting implementation of regional change.</li> </ul> <p>The <b>Regional Service Delivery Manager</b> is the primary point of contact for regional escalation.</p>
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## MEETINGS

Good communications between all interested parties is critical in achieving quality of service; and regular, well-structured meetings are the foundation. According to attendance and good sense, meetings can be held using any combination of virtual and physical approaches.

Meetings are held at strategic, tactical and operational level. Every meeting is formally documented with its own RAID log (Risks, Actions, Issues and Decisions), which will be kept by the GWA Primary Contract Holder. A template of this log can be found on the GWA share point.

Particular note is taken of any agenda item which cannot be resolved. Open items can then be passed on to the next level in the escalation chain. Once a resolution has been identified at a higher level, it is then fed back through the command chain, to ensure speedy and effective implementation.

RAID logs are automatically distributed amongst all meeting participants, and to the “next level” in the escalation chain.

In any GWA engagement, the meeting program will be based on the structure outlined in the following table. As a guide, Strategic Level meetings are held quarterly, Tactical Level meetings monthly and Operational Level meetings weekly.

Frequency	Attendees	Typical Agenda
<b>STRATEGIC LEVEL</b>		
<b>Quarterly</b>	GWA Primary Contract Holder: <ul style="list-style-type: none"> <li>• Global PMO Manager</li> <li>• Program Director</li> </ul> Contributing GWA member: <ul style="list-style-type: none"> <li>• Client Director</li> <li>• Global Service Delivery Manager (if requested)</li> </ul>	<ul style="list-style-type: none"> <li>• Review strategic RAID log</li> <li>• Discuss cross-account standardization of processes to drive improvements, efficiencies and reduce costs</li> <li>• Capture “Good News” success stories for reporting to Account Teams</li> </ul>



		<ul style="list-style-type: none"> <li>• Discuss innovation opportunities and prioritize initiatives for sponsorship</li> <li>• Relationship planning</li> </ul>
<b>TACTICAL LEVEL</b>		
<b>Monthly</b>	<p>GWA Primary Contract Holder:</p> <ul style="list-style-type: none"> <li>• Global PMO Manager</li> <li>• Program Director</li> </ul> <p>Contributing GWA member:</p> <ul style="list-style-type: none"> <li>• Global Service Delivery Manager</li> <li>• Client Director</li> </ul>	<ul style="list-style-type: none"> <li>• Review tactical RAID log</li> <li>• Review SLA performance</li> <li>• Analyze ticket volumes (open/closed)</li> <li>• Status updates</li> <li>• Client satisfaction review</li> <li>• Desktop project assessment</li> </ul>
<b>OPERATIONAL LEVEL</b>		
<b>Weekly</b>	<p>GWA Primary Contract Holder:</p> <ul style="list-style-type: none"> <li>• Operations Manager</li> <li>• Global PMO Manager</li> </ul> <p>Contributing GWA member:</p> <ul style="list-style-type: none"> <li>• Regional Service Delivery Managers</li> <li>• Global Service Delivery Manager</li> <li>• Local Service Provider/s (if requested)</li> </ul>	<ul style="list-style-type: none"> <li>• Review operational RAID log</li> <li>• Issue resolution review</li> <li>• Open ticket analysis</li> <li>• Project status review</li> <li>• Discuss escalations and determine resolution/preventative actions.</li> <li>• Discuss any customer complaints and initiate appropriate actions</li> </ul>

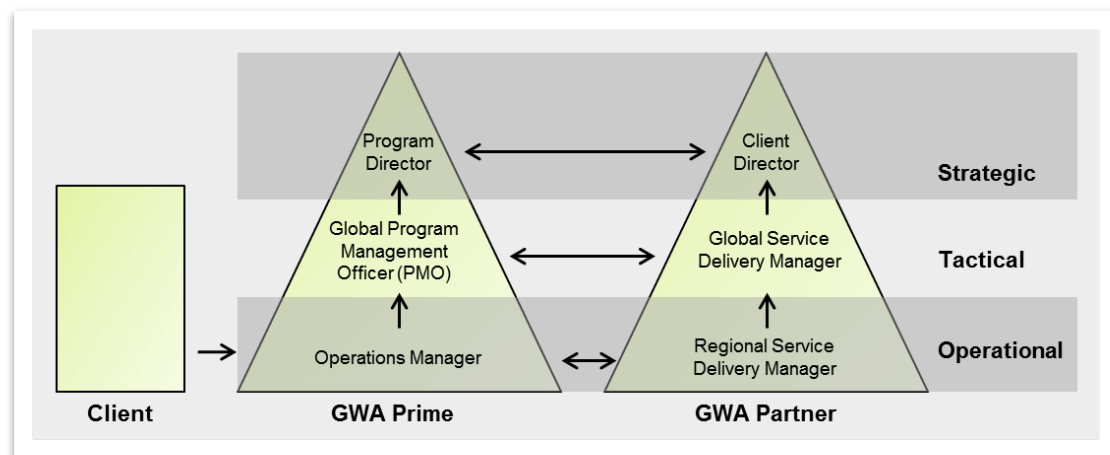
## ESCALATION

The GWA governance model seeks to minimize the need for escalation by empowering teams to use their own experience and intelligence to “solve at source” wherever possible.

If escalation is required, it must be executed with the greatest efficiency to ensure that problems are resolved in the shortest possible time and at the lowest possible cost.

For each new contract, any specific arrangement on escalation should be incorporated into the agreed Governance exhibit, using this GWA Governance Framework as basis.

The escalation sequence is shown in Figure 4 below.



**Figure 4: GWA Escalation Sequence**

Escalation will always begin at the Operational Level of the Primary Contract Holder, and then flow through the governance framework as indicated. The Operations Manager or Regional Service Delivery Manager will always seek to resolve the issue without escalation.

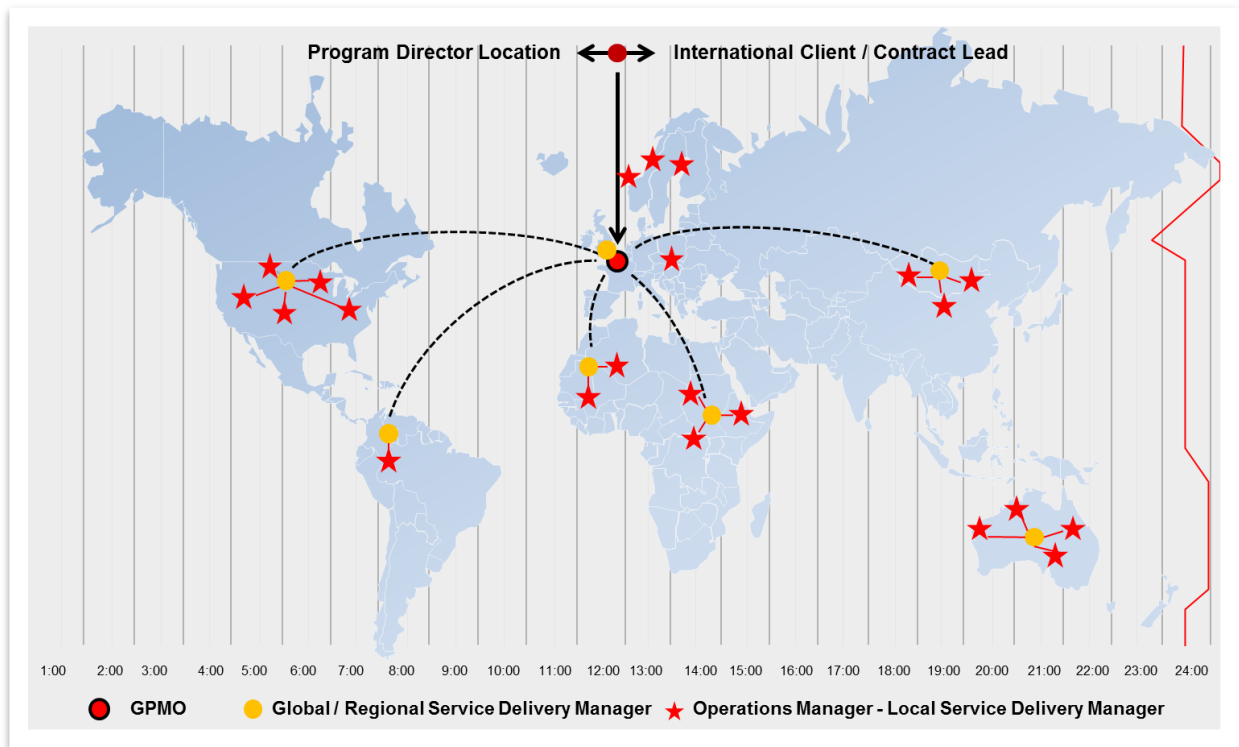
The “horizontal” escalation from Primary Contract Holder to other GWA Member will always be explored before the next level of escalation is opened:

- GWA Prime Operations Manager to GWA Member Regional Service Delivery Manager,
- GWA Prime Global PMO Manager to GWA Partner Global Service Delivery Manager,
- GWA Prime Program Director to GWA Partner Client Director (and vice versa).

Cross-level escalation, e.g. GWA Prime Operational Role to GWA Member Global Service Delivery Manager must be avoided as much as possible.

All parties must agree to the definition of the escalation process in order for it to work.

## ANNEX 1: EXAMPLE OF THE GOVERNANCE MODEL IN A MULTI COUNTRY DEAL



The objective of this model is to be responsive to local needs, with a clear roll up global structure for standardization and escalation.

The GWA service delivery model has regional delivery management that pays attention to not only location, language, and cultural issues but also deals with time zones.