**B3 Program**

**Information Governance Organization Design**

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# Document Change History

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# Approvals

|  |  |  |  |
| --- | --- | --- | --- |
| **Role/Title** | **Name** | **Signature** | **Date** |
| B3 Deloitte Data Lead | **Karthik Sukumar** | Karthik Sukumar | 08/02/2013 |
| B3 Broadcom Data Lead | **Chris Mitsch** | Chris Mitsch | 08/02/2013 |
| B3 Information Management Lead | **Madhu Kolli** | Madhu Kolli | 08/16/2013 |
| B3 Technology Lead | **Andrew Bray** | Andrew Bray |  |

# Executive Summary

The purpose of this document is to propose an effective Data Governance Organization based on leading practices in order to successfully administer and govern master data post B3 project implementation.

**What is covered in this deliverable?**

This deliverable is proposal for the Data Governance Organization that may be established by Broadcom, based on leading industry practices and the knowledge of current state high-level Master Data Governance needs.

* This is not the final approved Data Governance Organization. The proposal within this deliverable will be evaluated as part of the Enterprise Data Governance initiative (in parallel to B3 project) and will be finalized prior to B3 project – Final Prep phase.
* This deliverable does not specify individuals from Broadcom that are assigned to the roles within the organization
* This does not cover the detailed policies and processes that will be in place post B3 project related to data governance
* This does not cover detailed templates, artifacts and working mechanics of data governance post B3 project
* This does not cover the list of Master Data / foundational data that is planned to be governed post B3 project implementation

All these activities will be evaluated as part of the Enterprise Data Governance initiative (in parallel to B3 project) and will be finalized prior to B3 project – Final Prep phase.

**Strategic Objectives Data Governance Organization:**

The Data governance organization will perform the following key strategic objectives (proposed):

* Protect Broadcom from potential business disruption through oversight on cross-impact data components – SAP Master Data
* Protect existing Broadcom business functions during mass data creation / update exercise during business acquisitions, or during other ad hoc business needs.
* Protect the integrity of the overall Master data assets of the SAP system supporting the core B3 functional areas – Finance, Sales, Operations and HR.

**Tactical Accountability of the Data Governance Organization:**

The Data governance organization will be responsible and accountable to perform the following tactical activities, in order to execute on the strategic objectives:

* Define and execute procedures and processes to effectively govern master data maintenance (create, update and delete activities) across the B3 functional areas – Finance, Sales, Operations, HR
* Review and action on any ad hoc request for mass data maintenance that has the potential to have a cross-functional or business disruption impact (create, update, delete/ deactivate SAP master / transactional data)
* Perform periodic review of SAP master data quality and execute remediation as appropriate

**Proposed Data Governance Organization Model:**

The overall Data Governance Organizational Model proposed in this document has five distinct organizational levels.

* Executive Sponsor(s)
* Data Governance Lead
* Business Data Owners
* Data Stewards
* Data Maintainer

These organizational elements are designed to provide strategic guidance, tactical management and operational control for Data Governance.

**Executive Sponsor/s** is responsible for providing strategic business direction, vision, executive support, budget and approval. The sponsor is accountable for the success of the entire governance program.

**Data Governance Lead** aligns the master data governance vision with the strategic direction of Broadcom.

**Business Data Owners(s)** are individuals from the business who champion data governance for their domain across all business units. They are authorized to make decisions for their data domains.

**Data Stewards** (expected to be Business Analysts supporting the application) receive requests for modifications to master data. They are responsible for ensuring process compliance.

**Data Maintainer(s)** (expected to be IT / Data / Business Analysts supporting the application) perform the day to day activities of master data maintenance and SAP system support.

**Data Governance Council** comprises of:

* Data Governance Lead
* Business Data Owners
* IT and B3 Data Team members

The council is the operational layer of the data governance organization that formulates and implements governance policies

# Introduction

## Purpose

Data Governance refers to the operating discipline for managing data and information as a key enterprise asset. This includes organization, processes and tools for establishing and exercising decision rights regarding valuation and management of data.

The purpose of this document is to propose an effective Data Governance Organization based on leading practices in order to successfully administer and govern master data post B3 project implementation.

## Target Audience

* B3 Program Leads
* B3 Program Management Team (PMO)
* Broadcom Legacy Technical Team
* Broadcom Security and Controls Team
* Broadcom Business Owners

# Assumptions and Guiding Principles

## Assumptions

* Readers are cognizant of the to be B3 SAP landscape

## Guiding Principles

* Clearly defined Data Governance Organizational Structure
* Standardized, well defined and transparent Data Maintenance processes
* Defined and documented roles

# Master Data Governance Overview

Data governance can be viewed as the overarching framework required in achieving data integrity. The following diagram establishes the components that are involved.

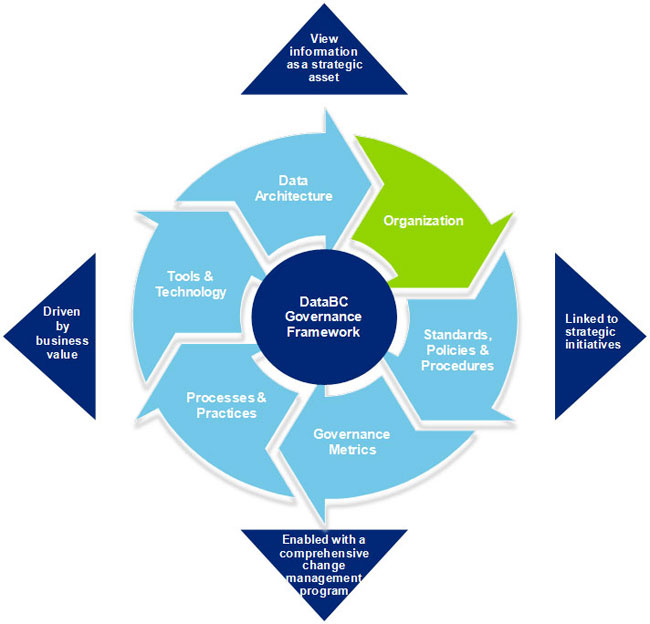


Figure 1.0 : Data Governance Framework

# Data Governance Organization design

## Data Governance Organizational Levels

A data governance organization not only governs the maintenance of the business processes and data standards but also provides strategic guidance so that the data supports medium and long term business objectives. In order to achieve consensus across Broadcom’s business functions and units, tactical and strategic governing bodies must be present to facilitate and implement decisions across the organization. Thus the data governance organization will involve a multi-tiered combination of roles organized for sustained governance. While the strategic level provides overarching guidance, the tactical and operational levels provide day to day measurement control and the execution of governance activities.

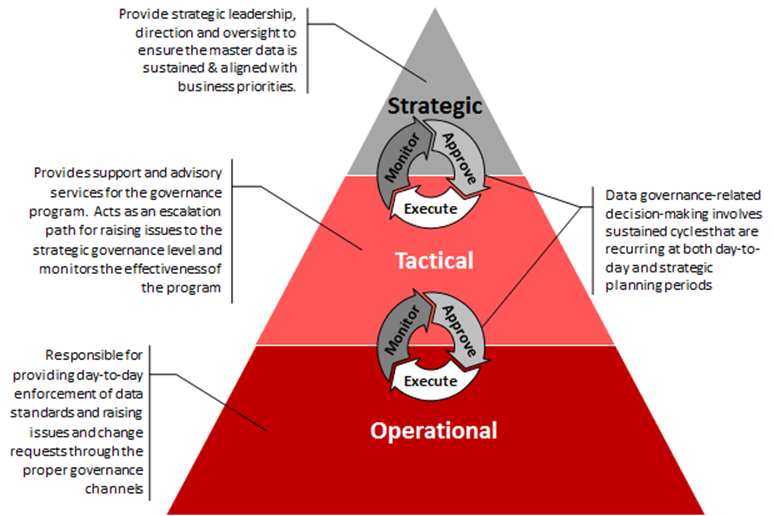


Figure 2: Data Governance Organization Levels

## Key design considerations for Data Governance Organization Model

A robust and sustainable governance organization fulfills the following design principles

|  |  |
| --- | --- |
| **Characteristic** | **Description** |
| **Sponsorship** | An Executive Sponsor who provides overall guidance and sponsorship to all Data Governance efforts. The executive sponsor(s) need to be specifically recognized. They must support the initiative and are often legally accountable for the accuracy of the data |
| **Leadership** | A Business Data Owner provides leadership and is accountable for driving effective use of data across the enterprise |
| **Cross-functional structure** | A Council Model specifically recognizes the importance of working cross-functionally to deliver and manage data governance effectively. A cross-section of the business is represented by Business Data Owners, Data Stewards and support functions throughout the organizations |
| **Dotted line Matrix** | The data governance organization is naturally joined through dotted line responsibilities with many groups to provide effective communications, ownership and buy-in. |
| **Distinct Roles** | The Business Data Owners and the Data Stewards are district roles with differing responsibilities and mission |
| **Ownership of Data** | There are Business Data Owners and Data Stewards for each major class of data |
| **IT involvement** | IT is essential to the success of any data governance initiative. IT leadership, DBAs, Data Architects etc. must buy into the operational aspects |
| **Organizational Support** | There are many important Supporting Functions including Audit, Security and Controls etc., and they should be included in governance efforts as necessary |

# Enterprise Data Governance Organization Structure

## Defining the Organization Structure

The proposed governance organization structure consists of five critical organizational elements:

* Executive Sponsor(s)
* Data Governance Leadership Council
* Business Data Owners
* Data Stewards
* Data Maintainer

These elements are designed to provide strategic guidance, tactical management and operational control for Data Governance. The structure details are discussed in the subsequent sections of this document.

**Data Maintainers**

**Operations Analyst**

**Finance Analyst**

**Sales Analyst**

**HR Analyst**

Support Functions

Can be replaced with Tool

**Data Stewards**

**Operations**

**Finance**

**Sales**

**HR**

IT Leadership

**Business Data Owners**

**SME Operations**

**SME Finance**

**SME Sales**

**SME HR**

IT

Audit

Security

**Data Governance Leadership Council**

**Executive Sponsor**

Strategic

Tactical

Operational

**Data Governance Lead**

**IT Dev. Team**

**Data Team**

**Business Owners**

=

Figure 3 Data Organization Structure

## Overview of Organizational Roles and responsibilities

This section outlines the detailed responsibilities, time commitment and skills required for each of the roles in the Broadcom proposed Data Governance Structure.

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Definition** | **Focus** | **Level** |
| **Executive Sponsor(s)** | * Provide strategic business direction, vision, executive support, budget and approval * Accountable for the success of the Enterprise Data Governance program * Authorized to make enterprise-wide decisions within the Broadcom Data Governance Organization | Enterprise-wide | Strategic |
| **Governance Lead** | * Aligns the master data governance vision with the strategic direction of Broadcom * Responsible for Oversees the day-to-day operation of the Enterprise Data Governance organization, including leading the Enterprise Data Governance Council * Manage all Enterprise Data Governance issues, standards, policies, processes, etc. from definition through to execution, compliance measurement, and continuous improvement | Enterprise-wide | Strategic and Tactical |
| **Data Owner** | * Individual(s) from the business who champion Data Governance for their data domain(s) across all business units * Accountable for their data definitions, data quality, and compliance within the Data Governance framework * Authorized to make decisions for their data domain | Domain Specific | Tactical and Strategic |
| **Data Steward** | * Expert in a particular master data domain for one or more business units * Responsible for maintaining on-going data quality and master data definitions * Maintain compliance with the Data Governance standards, policies, and processes | Domain Specific | Operational and Tactical |
| **Data Maintainers** | * Perform the day-to-day activities of creation and maintenance of Vendor and Material master data as per the defined processes and SLAs * The roles involved in the creation and maintenance of Vendor and Material master data are outlined in the Vendor Master and Material Master Business Process Design documents. | Domain Specific | Operational |
| **Support Functions** | * Serve as advisors to and support the Broadcom’s governance model councils and working groups * Fulfill requests from the Broadcom’s governance model councils and working groups | Enterprise-wide | Tactical and Operational |
| **Data Governance Leadership Council** | * Formed by the Broadcom B3 Data Team, the Data Governance Lead and the Business Data Owners * The council is responsible for formulating policies and addressing issues | Enterprise-wide | Strategic and Tactical |

## Detailed Role description

This section outlines the detailed responsibilities, time commitment, and skills required for each of the roles in the BROADCOM’S data governance organization structure.

|  |  |
| --- | --- |
| **Executive Sponsor(s)** | |
| **Role Description** | The Executive Sponsor oversees the data governance program and is accountable for the success of the data governance program. |
| **Commitment** | Part Time ( 3-4 hours / month ) |
| **Key Responsibilities** | * Accountable for the success of the Enterprise Data Governance program * Champion the organizational change effort by ensuring data governance commitment of the business units and functions * Participate in Enterprise Data Governance Council meetings * Evaluate need for changes to the governance organization * Approve funding/resources for enhancements and changes to the Enterprise Data Governance program * Resolve issues escalated by the Enterprise Data Governance Council * Bring corporate perspective and business strategies across Broadcom’s business units and functions |
| **Skills Description** | * Passion for data quality and data governance * Ability to approve funding and resources to support Enterprise Data Governance initiatives * Sufficient executive influence to effectively resolve issues and obtain commitment across Broadcom’s * Ability to respond to critical issues on a short notice |
| **Recommended Individual** |  |

|  |  |
| --- | --- |
| **Data Governance Lead** | |
| **Role Description** | The Governance Lead manages the Enterprise Data Governance activities and is the chairperson of the Enterprise Data Governance Council. As such, the Governance Lead plays a pivotal role in balancing the interests of the various data governance stakeholders. |
| **Commitment** | Full Time |
| **Key Responsibilities** | * Accountable for the day-to-day operation of the Enterprise Data Governance organization, including oversight and facilitation * Provide strategic direction in moving Broadcom towards the targeted level of Data Governance maturity that balances business objectives, investment, and other factors * Chair the Enterprise Data Governance Council * Align the Master Data Governance vision with the strategic direction of the Broadcom’s organization plan * Review and refine key measurements that communicate governance performance, including KPIs, monthly achievements, project status, and issues to be addressed * Assess how well all data maintenance and governance services are being delivered, including quality and adherence to all established Service Level Agreements (SLAs), and initiate actions for improvement * Lead the implementation of controls and compliance metrics across the organization to reduce data issues and improve data quality and measure performance of governance activities * Develop and nurture relationships with the Business Data Owners and Data Stewards across the enterprise. Promote alignment between the end-to-end data governance framework and the Data Owners, Stewards, and Maintainers * Communicate with business functions regarding business requirements and their expected involvement in the Data Governance framework, with an emphasis on data quality but also a consideration of localized and/or domain-specific exceptions, when required * Evaluate need for changes to the governance standards, policies, processes, etc. * Provide input to the prioritization of governance development activities * Lead the development and implementation of governance standards, policies, processes, etc. * Communicate new and updated governance standards, policies, processes, etc. to the data governance organization * Measure, evaluate, and improve governance standards, policies, processes, etc. on an on-going basis * Maintain all appropriate data governance-related records to meet internal and external audit requirements. Report on non-compliance with corporate data governance standards, policies, processes, etc. Support the execution of Broadcom’s internal audit plans. Implement process improvements and remediation plans in a timely manner based on audit results. * Identify and evaluate cross-data domain, cross- business unit, and cross- function issues * Arbiter in case of conflicts in the governance processes * Drive resolution of issues escalated to the Enterprise Data Governance Council * Review and escalate issues to the Executive Sponsor, as needed * Solicit advice and assistance related to data governance from the support functions, as necessary * Serve as Data Governance subject-matter expert for Broadcom’s projects and initiatives, as necessary * Act as backup to Business Data Owners, as necessary |
| **Skills Description** | * Ability to manage BROADCOM’S’s data governance organization and its operations * Passion for data quality and data governance * Sufficient influence to effectively resolve issues and obtain commitment for data governance * Ability to review and understand master data requirements * Ability to prioritize issues and change requests * Ability to understand the impacts of data across business functions and business units * Ability to define and document business process flows, data standards, and policy definitions * Ability to serve as an escalation point for issues * Self-motivated and acts with sense of urgency * Encourages excellence in peers and subordinates * Builds relationships and gains trust of business as well as functional leaders by executing plans and delivering on commitments * Takes aggressive action when goals are not met to improve results in the future * Communicates clearly using written and verbal skills to influence, negotiate, and collaborate effectively * Demonstrates ability to listen and respond respectfully to others’ points of view * Effectively builds relationships across boundaries and with key stakeholders by developing and leveraging informal/formal networks and sharing best practices * Drives continuous improvement by proactively identifying process issues and deriving solutions to remedy * Challenges the status quo and proactively identifies opportunities for improvement |
| **Recommended Individual** | |
|  | |

|  |  |
| --- | --- |
| **Business Data Owner** | |
| **Role Description** | A Business Data Owner is an individual responsible for one or several of Broadcom’s master data domains. A Business Data Owner is authorized to make decisions for the data domain, with input and insight from the Data Stewards as needed. |
| **Commitment** | Part Time (4-8 hours/week (varies depending on amount of activities)) |
| **Key Responsibilities** | * Champion data governance for responsible data domain(s) * Accountable for the domain specific data definitions, data quality, and policy compliance * Understand and in alignment with the end-to-end data governance process requirements * Maintain compliance with the data governance framework for their data domain(s) to reduce data issues, improve data quality, and measure performance of governance activities * Participate in Enterprise Data Governance Council meetings, including the resolution of issues escalated to the council * Provide input to the development of enterprise data standards and initiatives * Drive data domain-related issues to resolution, including those raised by Data Stewards and those brought to the Data Domain Councils * Communicate new and updated governance standards, policies, processes, etc. to the Data Stewards and Data Maintainers * Prioritize selection of master data development activities for the data domain * Review and approve master data standards so that any key change to a data standard is sufficiently understood and its integrated impact is fully assessed * Accountable for ensuring training materials are developed, training is conducted, and knowledge transfer occurs for the Data Stewards and the Data Maintain * Responsible for reviewing and approving all data domain-specific training materials * Solicit advice and assistance related to data governance from the support functions, as necessary * Accountable for approving access to data domain(s) system transactions * Review and escalate issues to the Data Governance Lead, as needed * Serve as data domain subject-matter expert (SME) for Broadcom’s projects and initiatives, as necessary. Align and optimize new and existing data definitions, standards, and processes for efficiencies and effectiveness. * Delegate work to the Business Data Stewards, as necessary |
| **Skills Description** | * Ability to review and understand master data requirements for the data domain * Ability to prioritize issues and change requests * Ability to understand the impacts of data across business functions, business units, processes, and systems * Ability to coordinate data quality-related issues for their data domain and bring to resolution * Ability to serve as an escalation point for data domain-related issues * Self-motivated and acts with sense of urgency * Encourages excellence in peers and subordinates * Builds relationships and gains trust of business unit leaders and functional leaders by executing plans and delivering on commitments * Discerns and applies the appropriate level of deliberation to decisions within their data domain * Takes aggressive action when goals are not met to help promote improved results in the future * Communicates clearly using written and verbal skills to influence, negotiate, and collaborate effectively |
| **Recommended Individual** | |
| **Operations** |  |
| **Finance** |  |
| **Sales** |  |
| **Human Resources** |  |

|  |  |
| --- | --- |
| **Data Steward** | |
| **Role Description** | A Data Steward is an individual who ensures that master data is defined and the data governance policies, procedures, and processes are implemented and within compliance. They are responsible for the master data definitions, data quality, and its compliance with Broadcom’s business needs. |
| **Commitment** | Part Time(6-10 hours/week (varies depending on amount of activities)) |
| **Key Responsibilities** | * Provide input for defining new master data standards, policies, and processes. * Research, review, and resolve all data quality issues as required for responsible data domain(s) * Coordinate and resolve issues put forward by the end-users. Promote compliance with the data governance standards, policies, processes, data definitions, etc. * Oversee and resolve issues related to the adherence to all Service Level Agreements related to the CRUD processes for their Data Domain(s) * Participate in the Data Domain Council meetings * Assist the Business Data Owner with master data related initiatives * Responsible for driving consistency, uniformity and accuracy of all master data processes, systems, and data quality within their domain, including both global and local data fields and processes * Run/generate designated data quality reports on a weekly/bi-weekly/monthly, which will support analytics, data accuracy, metrics, audits, reporting, etc. and take corrective actions to improve the data quality * Escalate issues to the Business Data Owner, as needed * Responsible for assessing that adequate knowledge transfer takes place between outgoing and incoming Data Maintainers and performing additional training if necessary * Assist with project/enhancement implementation tasks (e.g. supporting data extracts, performing data cleansing, running test scripts, validating data, etc.) * Coordinate and support all mass updates of master data for their data domain * Act as back-up to other Data Stewards, as necessary |
| **Skills Description** | * Expert in the master data domain(s), across multiple business units and the end to end business processes, for which the Data Steward is serving * SAP experience or prior SAP training required * Ability to implement data policies and principles, providing a mechanism so that data is both acceptable and accurate * Ability to monitor, identify, and resolve data quality-related issues * Ability to define and document business process flows, data standards, and policy definitions * Ability to define master data required to perform a particular task * Ability to serve as an escalation point from a data issues perspective * Good written and verbal communication skills * Ability to work well independently or as part of a team * Sense of urgency and good follow through * Good problem solving and analytics skills |
| **Recommended Individual** | |
| **Operations** |  |
| **Finance** |  |
| **Sales** |  |
| **Human Resources** |  |

## Organizational Interaction Model

The interaction between different elements of the proposed governance happens as per the defined responsibilities. Most of these interactions happen at a defined frequency or as an issue/questions/etc. arises. Each of these organizational elements has a defined role as depicted in the interaction model below.

* Request budget
* Raise issues
* Provide status reports
* Define business goals
* Provide strategic direction
* Resolved escalated issues

Executive Sponsor(s)

* Manage governance initiatives
* Measure and communicate compliance with standards

Governance Lead

* Provide inputs
* Escalate issues
* Resolve Issues
* Inform of new or updated policies

**Business Data Owners**

Audit

Security

Others

IT

* Advise

Governance

Council

* Participate in

Change impact

Assessment

* Provide inputs to develop policies & standards
* Escalate issues
* Seek support for analysis of issues and standards
* Resolve Issues
* Communicate new or updated standards

**Business Data Stewards**

* Support master data technologies
* Help understand where data resides in IT applications
* Fulfill requirements defined by Data Management Working Groups
* Receive data creation or modification request

Figure 4.1 Data Organization Interaction Model

# Data Governance Processes

## Process Design Overview

The graphic below represents the basic process flow for governing any master data object post B3 project implementation.

**Request**

**Review**

**Approve**

**Update**

Figure 5 Process Design

* **Request:** Typically, the need to create / update / delete / deactivate master data is raised by the business users who utilize this data for transactional business needs. The request is received by a Data Steward within the data governance organization who is assigned to this data object / element for further processing.
* **Review:** The data steward assigned to the master data object will perform a detailed review of the impact on master data change along with the business SME and SAP Business / IT / Data analyst. Typical validation such as data duplication, cross-functional / business impact, data incompleteness, potential risks and quality issues are assessed.
* **Approve:** After completion of the review, the data stewards forward the request to Business Owners for approval.
* **Update:** The Data Steward receives the approval and directs the Data Maintainer to update the change in the system (Manual / Automated) which closes the request.

# Data Governance Tools

## Tools Overview

Master data maintenance and governance tools are designed to streamline the process of data governance. These tools help to maintain a verifiable audit trail of when, why and by whom master data is changed. Prebuilt Workflows and Change Request handling solutions optimize the data change approval process.

Listed below are a few popular choices for data governance tools.

* SAP MDG
* EFORMS
* WINSHUTTLE

The following table has a list of proposed tools to be used for master data maintenance post the B3 project. This is the current state (design phase) list that is collected based on high-level workshops conducted with the B3 functional teams. Detailed analysis will be performed as part of the Enterprise Data Governance project and the list will be finalized prior to final prep phase of B3 project.

|  |  |  |  |
| --- | --- | --- | --- |
| Functional Area | Data object | Unit Data Creation | Mass Data Creation |
| Finance | Cost center | ZFIE023 - Cost Center Master Data Maintenance - Webdynpro Application |  |
| Finance | GL account | ZFIE024 -  GL Account Master Data Maintenance - Webdynpro Application |  |
| Finance | Internal order | ZFIE219 - Project Accounting: Internal Order / Project WBS Element Maintenance Form |  |
| Finance | Vendor master | ZFIE220 - Maintain Vendor Master (Internal) - Webdynpro Application |  |
| Finance | Fixed Asset |  |  |
| Finance | Profit center |  |  |
| Finance | Bank Account |  |  |
| Operations | Material Master- MRP Area | NPRF (Agile ) | Winshuttle |
| Operations | Material Master-Lead time | NPRF (Agile ) | Winshuttle |
| Operations | Material Master - MRP1 View | NPRF (Agile ) | Winshuttle |
| Operations | Material Master Classification Data | NPRF (Agile ) | Winshuttle |
| Operations | Material Master - Co-Product equivalence numbers | NPRF (Agile ) | Winshuttle |
| Operations | BOMs | NPRF (Agile ) | Winshuttle |
| Operations | Work Centers | N/A | Winshuttle |
| Operations | Purchase Info Record | N/A | Winshuttle |
| HR | Time/Actions | MSS | Winshuttle |
| HR | Personal Data | ESS | Winshuttle |
| HR | Acquisitions | N/A | Winshuttle |
| HR | Company Instructions | HRBP Forms | N/A |
| HR | Pay | MSS | Winshuttle |
| HR | OM Data | MSS | Winshuttle |
| HR | Bank | ESS | Winshuttle |
| HR | Communications | ESS | Winshuttle |
| HR | Contract Elements | N/A | Winshuttle |
| HR | Monitoring Tasks | N/A | Winshuttle |
| HR | Date Specifications | N/A | Winshuttle |
| HR | Address/Residence Status | ESS | Winshuttle |
| HR | Family Member/Dependents/Health Plans/Insurance Plans/General Benefits | ESS | N/A |
| HR | Recurring Payments / One time Payments | ESS | N/A |

# Related BROADCOM Deliverables

* Enterprise Data Business Requirements