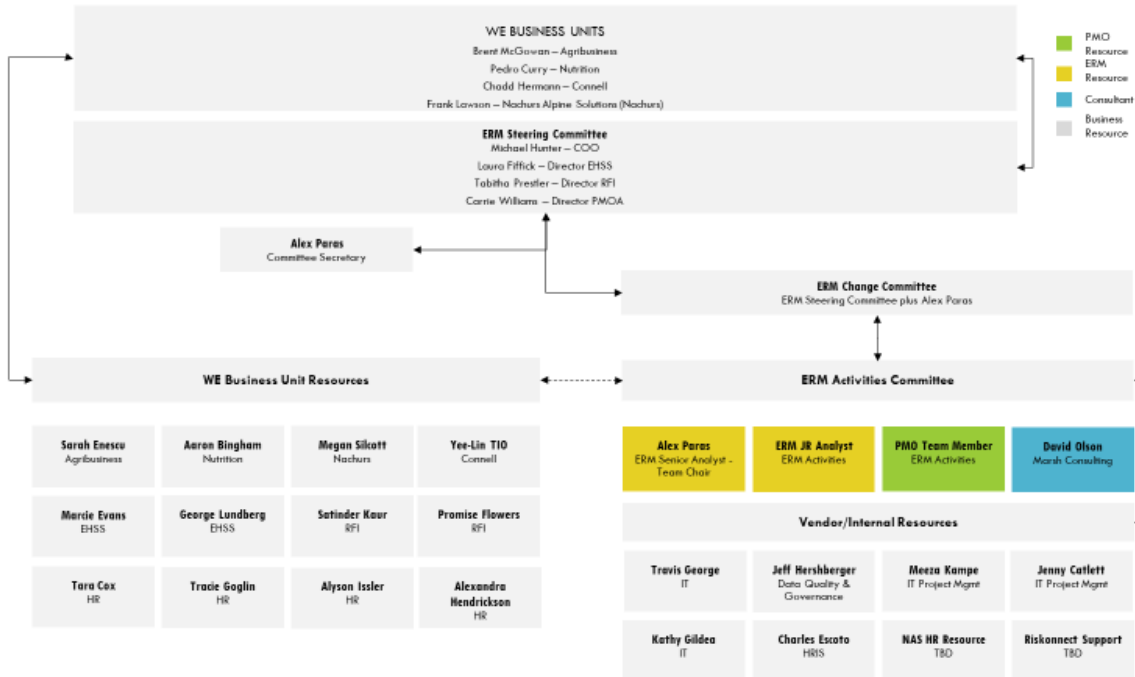


ERM Governance Structure



Goals: The Goal of the ERM Steering Committee (and its attached governance) is as follows

- Be Aligned with the Business and its objectives
- Enable the business to maximize its benefits
- Reduce Risk for the Business when possible
- Ensure all resources are used responsibly
- Any business risks are identified and managed appropriately
- Provide a coherent management framework for implementing investment and change.

The goals of the ERM Steering Committee are accomplished by the following: Creating Set Objectives using the following as consideration(s)

- Increase Automation (make the business more effective)
- Decrease Costs (make the Enterprise more efficient)
- Manage applicable Risks
- Standardize Applications and Align Processes across the Enterprise
- Impact to the Business Unit (Low, Medium, High Impact)
- Improves the Decision-Making Process for Leadership

How these Set Objectives are Satisfied

- ERM Activities Team will set establishment of Task(s) and the Size and Scope (defined as need of resources) of Tasks that will accomplish the SOs.
 - Small Tasks; Take internal individual contributor/minimal vendor resource only, and can be accomplished in 0-60 days.
 - Medium Task; Take multiple individual contributor(s) up to an individual Team Level internally, major vendor resource externally, and can be accomplished in 60-90 days.

- Large Tasks; Takes Multiple Teams Internally, multiple vendor resources externally, and can be accomplished in 90-180 days.

How this is Accomplished.

ERM Governance Model		ROLES	Business Unit Leaders	ERM Steering Committee	ERM Activities Team	Business Unit Resource	Internal Resources	Vendor	Consultants
Deliverable or Task	Status		Sponsor / Leadership		Project Team				
Set Objectives									
Need For Business Presented		R	I	C					
Establishment of Set Objectives (As Defined)		I	R	I					
Provide Direction									
Establishment of Scope/Size of Tasks		I	A	R	D	D	D	D	D
Change Management of Tasks		I	A	C	C	I	I	I	I
Issues with Scope/Size/Requirments		I	A	R	I	I	I	I	I
Testing/Delivery of Tasks		I	A	R	S	S	S	S	S
Measure Performance									
Performance Metrics Set for Review		I	A	R	C				
Capture of Performance Metrics		I	A	R	C				
Compare									
Comparison of Performance Metrics		I	A	R	C				
Insert new rows above this one									

D	Driver	Assists those who are responsible for a task.
R	Responsible	Assigned to complete the task or deliverable.
A	Accountable	Has final decision-making authority and accountability for completion. Only 1 per task.
S	Support	Provides support during implementation.
C	Consulted	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.
I	Informed	Must be informed after a decision or action.

1. A Steering Committee (SC) regularly meets monthly to Set and review Strategic Objectives, prioritize tasks, and direct activities of the subcommittees
 - a. As part of this process the Steering Committee will be asked to consider:
 - i. Review of requests
 - ii. Prioritize of requests/activities
 - iii. Authorization/budget
 - iv. Update on authorization activities
 - v. Change Management
 1. Does the change user's interaction with the system experience? (Work process; Does This have Small/Medium or Large Impact?)
 2. If Yes, then that functional group or business unit process will also need to be examined for need/necessity.

2. The ERM Activities Team goes about its Activities (occasionally it might ask for direction from ERM Functional group (to be defined as Activities, plus internal/external resource teams) (FG) and/or Business Unit (BU) Leaders as part of its Activities) to establish Task(s) to meet the SO's and establish size and Scope of Task(s).
 - a. Issues with SO's are kicked back up to ERM Change Committee for resolution/further instruction.
 - b. Minor changes for Tasks should not be resolved by full Change Committee meeting, but through email communication and timeframe for proceeding with recommendation.
 - i. An example of a minor change would be adding data columns to existing reports.
 - ii. As Task(s) are identified to accomplish Set Objectives, the necessary ERM Functional group (ERM Activities and/or BU(s)) will be advised of any change(s) that will occur with a Task(s) identified and are asked for their input (as necessary for the goal of completing the Task(s))
 - c. As the Task is set to go into testing, the FG/BU will be asked to provide input/resources (the FG/BU has the option to decline in testing/providing resource(s) only)
 - d. Testing will go on as long as is necessary to complete the goal of the task and ensure the following:
 - i. System stability (Does this Crash the System Outright)
 - ii. Potential Error(s) (e.g. Bugs, logic loopholes/failures)
 - e. Once the Task(s) go into Production, a set length of time will be set to measure Performance of the task
 - f. Small Task(s) (30-90 days; enough time to see if the task meets the need of the FG/BU(s))
 - g. Medium Size Task(s) (90-180 days; enough time for the SC to see if the task(s) meets SO's and make changes to SOs for next cycle)
 - h. Large Tasks (180-360 days; enough time to gather wider ranging consensus among FG/BU Leaders for any changes to SOs for next cycle)
3. Once Performance has been measured, the SC will Compare with the SOs set and will either change/modify for the next cycle of Development for the ERM Activities Team. SC Agendas will be based on SO performance trackers to be set by both SC and ERM Activities.

As currently organized the Steering Committee (SC) is as follows
Tabitha Prestler (RFI)
Laura Fiffick (EHSS)
Carrie Williams (ERM Project Mgmt)
Troy Hackett (VP, Head of ERM)

As currently organized the Set Objectives will be confirmed by the SC and Memorialized on Clarizen and SharePoint (If Necessary) (NOTE: This portion is a living document; subject to change by ERM and BU/ Internal Team Leaders)

The ERM Activities Team is as follows (Final Team TBD)
Kristi Shaw (ERM Project Mgmt Office)
Alex Paras (ERM)

TBA ERM JR Analyst (ERM)
David Olson (Marsh Consulting)

Established as BU Leaders are the following:

Ag (Sarah Enescu)

Nutrition (Pedro Curry)

Nachurs Alpine (Megan Silcott, Frank Lawson)

Connell (Chadd Hermann, Yee-Lin TIO)

RFI (Tabitha Prestler, Amanda Hunt, Satinder Kaur, Promise Flowers)

EHSS (Laura Fiffick, George Lundberg, Marcie Evans)

HR Ag (Tracie Gogolin, Tara Cox)

HR Nutrition (Michelle O'Rourke)

HR Nachurs (Alyson Issler)

HR Alexandra Hendrickson (Connell)

Internal IT Team Resources are as follows:

IT (Travis George, Katherine Gildea)

Data Quality and Governance (Jeff Hershberger)

IT Project Mgmt (Mezza Kampe, Lisa Sattler, Diane Thurman)

HRIS (Charles Escoto, Brian Nucum, NAS HR Resource (TBD))

As currently organized, all Tasks will be established and Tracked on Clarizen

The meeting Schedule for the SC will be established For the first Friday of the Quarter, 11am-Noon PST (subject to need and progress of the ERM Activities Team. A Agenda will be submitted 1 week prior to the date of the meeting.)