We have proposed an integrated governance model that recognises the essential roles that Workday, KPMG, and [Client] executives have in governing the delivery excellence, engaging in change and user adoption, and anticipating and resolving risks and issues to achieve success for this program. We genuinely believe that working shoulder-to-shoulder as a unified team is the key to success, and our project team structure is reflective of this.

We propose an integrated governance model that has a defined structure for managing, coordinating, and communicating the status and performance of the delivery of the solution with [Client] executives and key stakeholders (including third-party providers) for the program. This model defines the typical integrations for validating and communicating progress, and the escalation hierarchy for program decisions, changes, risks, and issues. We have three levels of relationships involved as part of an overall program:

* Strategic – At an executive management level, we maintain and develop the partnership, resolve significant issues, set direction, and approve strategic changes. The Program Steering Committee is organised at this level.
* Tactical – Through a series of key relationships and regular review meetings, we can confirm that progress is being made according to the overall objectives of the program/project.    
  The program/Project Management is set at this level; and
* Operational – Work day-to-day to deliver against program/project tasks across streams.    
  The stream leads and project coordinator are organised at this level.

The governance model highlights the escalation between the three relationships and is defined as a holistic governance structure for the program/project and Solution Design (Business Design Authority), build, integration (Technical Design Authority) and deployment (OCM Committee).

Strategic – Program Steering Committee

The Program Steering Committee provides business oversight and confirms that the project objectives are achieved, resolves critical issues, and mitigates critical risks. The Steering Committee reviews and approves variation outside the remit of the defined committees.

* [Client]: Chief Financial Officer, Director, HR, Chief Information Officer, Key Senior Executives nominated as change leaders, Program Manager.
* KPMG: Engagement Partner, Engagement Delivery Lead.
* Workday: WD Executive Sponsor.

Frequency: Monthly.

Tactical – Program Management Committee

The Program Management Committee monitors the outcomes of the relevant authorities and committees and status meetings to confirm that progress is according to the project's overall objectives. The committee resolves or escalates to the Steering Committee issues/risks as required.

* [Client]: Program Manager, HR Solution Lead, System Integration Lead, Data Lead, PM Change Management and Training.
* KPMG: Engagement Delivery Lead, HCM Functional Lead, Integration Lead, Data Conversion Lead, Training Lead.

Frequency: Fortnightly.

Tactical – Business Design Authority

The Business Design Authority is empowered to make design decisions and resolve design conflicts within their defined remit to achieve a solution fit for [Client]. It is the responsibility of this authority to advocate for business outcomes in Solution Design. Members of this authority will be critical in ensuring open design decisions are resolved promptly during the design phase, thereby preventing delays to the commencement of the solution build.

* [Client]: HR Solution Lead, System Integration Lead, SMEs (as required).
* KPMG: HCM Functional Lead, Integration Lead.

Frequency: Weekly.

Tactical – Technical Design Authority

The Technical Design Authority manages environments (tenants), technical architecture and security aspects for the project. Members of this authority are critical to managing the upstream and downstream application and integration dependencies with Workday and aligning the required application environments needed to support the end-to-end testing phases of the program.

* [Client]: HR Solution Lead, System Integration Lead.
* KPMG: HCM Functional Lead, Integration Lead, Data Lead.

Frequency: Weekly.

Tactical – Organisation Change Management Committee (Optional depending on KPMG Scope of Work)

The Organisation Change Management Committee manages, approves, and provides a strategic direction for all stakeholders, communication, Change and Training activities. This committee makes sure the solution is fully embedded across [Client]. Members of this authority are influential leaders from [Client] representative of the hospitals and business units material to [Client]. These members advocate and drive the change to be enacted across the sites.

* [Client]: Key Stakeholders, PM Change Management and Training.
* KPMG: Change SME, Change Lead, Training Lead.

Frequency: Fortnightly.

Tactical – Change Control Board

The Change Control Board manages/approves proposed scope changes (including timeline, resources, and budget changes) to the project and confirms that all impacts are understood and measured.

* [Client]: Program Manager, Key Stakeholders.
* KPMG: Engagement Delivery Lead

Frequency: Fortnightly

Operational – Program Status Meetings

The purpose of Project Status Meetings is to review the project's status comprising the progress against the baseline and analyse/resolve/mitigate project issues/risks.

* [Client]: Program Manager, HR Solution Lead, System Integration Lead, Data Lead, PM Change Management and Training.
* KPMG: Engagement Delivery Lead, HCM Functional Lead, Integration Lead, Data Conversion Lead, Change Lead, Training Lead.

Frequency: Weekly.

Operational – Risk/Issues Meetings

The Risk/Issues Meetings involve reviewing key risks and issues and executing the mitigation actions.

* [Client]: Program Manager, HR Solution Lead, System Integration Lead, Data Lead, PM Change Management and Training.
* KPMG: Engagement Delivery Lead, HCM Functional Lead, Integration Lead, Change Lead, Training Lead.

Frequency: Weekly.

Operational – Plan and Dependency Meetings

The Plan and Dependency meetings involve reviewing the dependencies between the project streams.

* [Client]: Program Manager, HR Solution Lead, System Integration Lead, Data Lead, PM Change Management and Training.
* KPMG: Engagement Delivery Lead, HCM Functional Lead, Data Conversion Lead, Integration Lead, Change Lead, Training Lead.

Frequency: Weekly.

The governance model, operating rhythm, terms of reference and reporting tools will be agreed upon with [Client] before the commencement of the project. For consistent monitoring and control of the project, a standard set of Key Performance Indicators (KPI’s) will be established in line with the overarching governance structure and project dimensions.