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Organizational Decision Making

Who makes what decisions?

Enjoy, it's a start if you need a framework. Feel free to adjust to your organization.

Corporate Strategy

Decision / Area	Develop	Review	Approve	Execute
Corporate Vision & Mission	Department Heads	CFO & COO	CEO	Department Heads
Operational Strategy	CFO & COO	CFO & COO	CEO	Department Heads
Corporate Initiatives (Manage Initiative Portfolio)	Department Heads	Portfolio Management	CFO & COO & CEO	Department Heads
Corporate Initiatives (Approval, Success, etc.)	Department Heads	Portfolio Management	CFO & COO & CEO	Department Heads
Culture & Values	CFO & COO & CEO	CFO & COO & CEO	CEO	Department Heads
Product Strategy (Direction)	Product Management	COO	CEO	Product Management
Strategic Alliances	Department Heads	CFO & COO	CEO	Department Heads
Marketing Strategy Plan	Marketing / CMO	COO	CEO	Marketing
Shareholder Value	CFO	COO	CEO	Department Heads

External Communications

Decision / Area	Develop	Review	Approve	Execute
Board Meeting Presentation	All Departments as Required	CFO & COO	CEO	CEO
Board and Owner Financial Communications	Accounting	CFO & COO	CEO	CEO
Executive Compensation Policy	CFO	COO	CEO	CFO
Public Relations Plan	Marketing	COO	CEO	Marketing
Media / Industry Contact	Marketing / Sales	COO	CEO	CEO
Community Outreach	HR w/Department Heads	CFO & COO	CFO	Department Heads

Corporate Governance

Decision / Area		Develop	Review	Approve	Execute
Organizational Structure & Roles		COO	-	CEO	Department Heads
Corporate Policies	People	HR	CFO & COO	CEO	Department Heads
	Financial	Accounting	CFO	CEO	Department Heads
	Contract / Purchasing - Budgeted Dollar value below \$x	Departments	Department Heads	Department Heads	Departments
	Contract / Purchasing – Budgeted Dollar value above \$x - Assumes Forecast is timely and accurate	Departments	Department Heads / CFO	CxO	Departments
	Contract / Purchasing - Unbudgeted Dollar value between \$y to \$z	Department Heads	COO	CFO	Department Heads
	Contract / Purchasing - Unbudgeted Dollar value above \$z	Department Heads	COO	CFO	Department Heads
	Operating	Operating Department Heads	COO	CEO	Operating Department Heads
Risk Management (Exposure)		Risk Management	CFO & COO	CEO	Department Heads
Prioritize Operating Resource Model & Allocation		Department Heads	CFO	COO	Department Heads
Issue Management (Arbitration)		Department Heads	Appropriate CxO	Appropriate CxOs	Department Heads

Business Planning Cycle

Decision / Area	Develop	Review	Approve	Execute
Financial Reporting and Analysis	Finance	CFO	COO	Finance
Budget & Forecast	Department Heads	CFO & COO	CEO	Department Heads
Departmental Business Plan	Department Heads	CFO & CEO	COO	Department Heads
Financial Performance Metrics & Targets	Department Heads	COO	CFO	Department Heads
Operational Performance Metrics & Targets	Department Heads	CFO	COO	Department Heads
Establish & Prioritize Annual Corporate Objectives	COO	CFO	CEO	Department Heads
Product Plan	Product Management	COO	CEO	Product Management

Employee Lifecycle

Decision / Area	Develop	Review	Approve	Execute
Organization Staffing Requirements	Department Heads	CFO	Appropriate CxOs	Department Heads
Budgeted Hiring Request	Departments	HR	Department Heads	Departments
Unbudgeted Hiring Request	Department Heads	HR	CFO	Department Heads
Benefits	HR	CFO & COO	CEO	HR
Compensation Program	HR	CFO & COO	CEO	Department Heads
Performance & Reward Program	HR	CFO & COO	CEO	Department Heads
Community Outreach	Employees	Department Heads	Department Heads	Employees
Leadership Program	CFO	CFO	CFO	HR
Employee Advisory Committee	Employees	-	HR	Employees
Training Plan / Sales	Sales Operations	Sales Department Heads	SVP Sales	Sales / Sales Operations
Training Plan / Non-Sales	Departments	Department Heads	Department Heads	Departments
Employee Expense Policy	Accounting	CFO	CxO	Departments
Executing Employee Relations Plan Subject to Contract / Purchasing Budgeting	Departments	Department Heads	Department Heads	Departments
Setting Employee Relations Policy	Department Heads	HR	COO	Department Heads

Customer Lifecycle

Decision / Area	Develop	Review	Approve	Execute
Business Processes & Procedures	Departments	Department Heads	CxO	Departments
Service & Quality Metrics & Targets	Departments	Department Heads	CxO	Departments
Customer Service Plan	Customer Service	Customer Service & Sales	COO	Customer Service
Product Marketing Plan	Marketing & Sales Operations & Product Management	Sales & Marketing Department Heads & CPO & COO	CMO / CEO	Marketing & Sales Operations
Brand Management Marketing Plan	Marketing & Product Management	Marketing & CPO & COO	CMO / CEO	Marketing
Billing & Collections Plan	Controller	CFO	COO	Controller

Revenue

Decision / Area	Develop	Review	Approve	Execute
Pricing Strategy	Product Management & Sales	CFO & COO	CEO	Sales
Sales Plan	Sales	SVP Sales	COO	Sales
Sales Commission Plan	Sales	SVP Sales & CFO	COO	Sales

Corporate Assets

Decision / Area	Develop	Review	Approve	Execute
Space Plan	Facilities	CFO	COO	Facilities
Fleet Plan	Facilities	CFO	COO	Facilities
Voice Communications Plan	Facilities	CFO	COO	Facilities
Data Communications Plan	IT	CIO	COO	IT
Data Center Management Plan	IT	CIO	COO	IT
Safety & Security Plan	Facilities	CFO	COO	Facilities
Business Continuity Plan	IT & Facilities	CFO	COO	IT & Facilities