SharePoint Governance:

A Definitive Guide

Jeremy Thake
Chief Architect, AvePoint

Randy Williams
Director of AvePoint Client Services, AvePoint

Richard Harbridge
Senior SharePoint Architect & Evangelist, Portal Solutions

About the Authors

Jeremy Thake

As AvePoint's Chief Architect and a Microsoft SharePoint MVP, Jeremy utilizes his 10-plus years of experience in the software development industry and his expertise in Microsoft technologies to educate the global SharePoint community, as well as work directly with enterprise customers and AvePoint's research & development team to develop solutions that will set the standard for the next generation of collaboration platforms, including Microsoft SharePoint 2013. Highly sought after for speaking engagements, Jeremy leads keynotes, gives presentations, and moderates panel discussions at industry conferences and user forums worldwide.

Prior to relocating to New York to join AvePoint, Jeremy worked closely with numerous global enterprises to tailor their Enterprise Content Management and Portal Technologies to meet their business challenges. His blog, www.made4the.net, is referenced by various well respected SharePoint people in the community worldwide.

Randy Williams

As Director of AvePoint Client Services, Randy works directly with enterprise customers to deliver and implement solutions that will help unleash their full business potential, as well as share proven practices with the SharePoint community through speaking engagements and appearances at global conferences.

Randy has more than 20 years of IT experience and his current focus is helping organizations align information management solutions with the strategic needs of business. Randy writes for SharePointPro and Windows IT Pro magazines, and his latest book – *SharePoint 2013 Administration Inside Out* – will be released in Summer 2013. He has a master's degree in Information Systems along with a number of Microsoft certifications. From 2009-2011, he was awarded the Microsoft Most Valuable Professional (MVP) in SharePoint. A frequent speaker at conferences and symposiums worldwide, Randy currently lives in San Diego, Calif.

Richard Harbridge

Richard Harbridge is an internationally recognized expert in Microsoft SharePoint and is a technology and business evangelist with deep expertise in information architecture, enterprise content management, and technology strategy. He has defined, architected, developed and successfully implemented well over a hundred SharePoint solutions from small implementations on a single server to over 80,000+ user implementations in international organizations.

As a sought-after speaker and writer he often shares his insights, experiences, and advice around collaboration, knowledge management, social computing, ROI, governance, user adoption and training at many industry events.

About Portal Solutions

Having performed well over 200 SharePoint implementations Portal Solutions has helped many organizations share what they know and find what they need by connecting people, data, and content. At Portal Solutions we believe that effective SharePoint Governance is a requirement for any successful SharePoint implementation. That is why we have a dedicated SharePoint advisory practice and have worked hard to develop Governance accelerators that make SharePoint Governance faster and easier to implement. Contact us at Support@PortalSolutions.net if you would like to know more.

Portal Solutions focuses on creating solutions that people love to use. Our solutions span the entire lifecycle from advisory, through user experience, to implementation, and even to the support and management of those solutions.

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About AvePoint

AvePoint is a global technology company and proven software leader. Since its founding in 2001, AvePoint has become the world's largest provider of enterprise-class governance, compliance, and management solutions for social enterprise collaboration platforms. AvePoint helps more than 10,000 customers – including many Fortune 500 companies and government agencies – meet their specific business objectives by enabling collaboration with confidence. AvePoint, Inc. is headquartered and maintains its principal operational center in Jersey City, NJ, with wholly owned operational centers in the USA, Canada, Australia, South Africa, United Kingdom, France, Germany, Netherlands, Switzerland, Japan, Singapore, and China. AvePoint is a Depth Managed Microsoft Gold Certified Application Development Partner and Gold Certified Collaboration and Content Partner as well as a US Government GSA provider via strategic partnerships.

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Chapter 1: What is Governance?

Within organizations, there are a few words that can instill fear across both business and IT teams. Governance is one of those words. Let's face it, governance is not easy to define. Part of the challenge is that governance means different things to different organizations. It can also be interpreted differently between business units within the same company.

There are many published definitions. While none of them are all-encompassing, let's use a few to home in on the essential concept relevant to this paper.

Wikipedia suggests that the goals of clear information technology (IT) governance are to "assure the investments in IT generate business value and mitigate the risks that are associated with IT." [1] The same article goes on to suggest that governance encourages desirable behavior.

"At its core, governance provides direction or guidance on how a solution or service should be used to improve the current state of an organization."

The Latin form of governance is *gubernare,* which means to steer or guide a ship. In fact, just as there are natural forces such as wind, rain and water currents that affect a ship's course, forces within and outside our organization can affect its overall direction. We need governance to guide us to our destination. It is our compass. The destination will vary by organization, but it should be toward an improved state overall as well as greater efficiency.

According to Microsoft, governance is defined as: "The set of policies, roles, responsibilities, and processes that guides, directs, and controls how an organization's business divisions and IT teams cooperate to achieve business goals." [2] The idea here is that business and IT must work together.

At its core, governance provides direction or guidance on how a solution or service should be used to improve the current state of an organization. If we add the need for cooperation between business and IT, governance comes down to four key components:

> *"The people, processes, policies, and technologies that deliver a service."*

In the context of this paper, the interest is not in putting up "red tape" to deter bad behavior but in lighting up the right path to promote good behavior. After all, the purpose of governance is not only to mitigate risks, but to improve efficiency – that includes establishing standards in best practice.

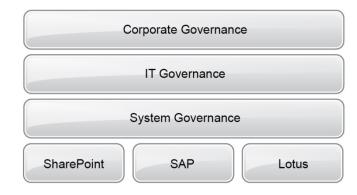[1] http://en.wikipedia.org/wiki/Governance
[2] http://download.microsoft.com/download/3/2/4/324897AE-6A81-4F37-8BDD-0E9A949D857D/governance-sharepointserver-2010.pdf

Aligning Governance Models

There are many kinds of governance that may exist in your organization – corporate governance, IT governance, or legal governance – all of which play a role in the topic of this paper: SharePoint governance. Alignment between these models is essential to maintaining the health of an organization.

Corporate governance provides the over-arching guidance across the organization, ensuring accountability and compliance as a whole while preserving and perpetuating the welfare of its shareholders. IT governance is a subset of corporate governance and is indispensable in today's competitive market. IT governance "sustains and extends the organization's strategies and objectives." IT governance exists due to its importance and is why the roles of information and technology officers have risen to C-level positions such as CIO and CTO.

Figure 1: Aligning Governance

Similarly, SharePoint has also risen in importance. Since SharePoint is an IT solution and service, it becomes a subset of IT governance. A governance plan should be comprehensive: When forming your SharePoint governance strategy, be sure it aligns with and supports other models. Without alignment, confusion is created which can erupt into chaos, and ultimately a weak and unhealthy organization.

Elements of Governance

Armed with a basic understanding of governance, let's see how the key components of governance – people, process, policy, and technology – apply in a SharePoint context. Figure 2 depicts how the components come together to deliver a service. No component is unaffected by movement in another.

Figure 2: Elements of Governance

People

Governance doesn't exist without people – the human capital of any organization. While it may sound trite, governance plans are developed by the people, for the people. SharePoint especially emphasizes this aspect as it lets you find and collaborate on ideas, as well as exchange knowledge with people. Using SharePoint, people can publish, secure, and share feedback on content. Business processes are largely performed by people. The governance plan covers people, the roles they play, and the tasks they perform. Regardless of your culture, incorporating change is never easy, and governance architects must be sensitive to the rate of change that people can accept.

Process

A business process consists of steps taken to achieve a business goal. The output is usually a product or service. Every organization has business processes, whether formally defined or not. You likely have business processes for paying invoices, onboarding new employees, or producing TPS (Testing Procedure Specification) reports. SharePoint often introduces new processes in an organization while retiring others. In many cases, SharePoint asks users to work differently, to change their habits in ways that improve the current state of an organization.

One of the primary reasons that a SharePoint project can fail is because it is deployed before reaching a consensus on how the business will use the system and what steps people must take to achieve stated goals of the system. It is important to note that users, when left to themselves, will not simply "figure out how to use SharePoint". They may be capable of opening files and modifying tasks, but will they use the system in a way that improves their day-to-day effectiveness and does that improve the current state of the business? Sadly, for many organizations, SharePoint becomes little more than a content dump for files. Users need guidance – be sure that your governance plan provides just that to ensure

your solution delivers value beyond a file repository. In the [Identify and Prioritize Business Objectives](#) and [Provide Tactical Support Planning and Coordination](#) sections of this paper, you'll learn how this is done.

Policy

There are many cases where compliance is mandatory part of a governance plan, perhaps due to regulatory or statutory requirements. Users are expected to meet these policies without fail or risk penalty to the business. In many cases these policies are derived from corporate or legal governance plans. For example, patient data in a hospital must be secured and all forms of access audited. In some cases, a regulation or policy may require that a business process be performed in a specific way. For example, a sexual harassment complaint must be processed according to HR guidelines with specific documentation and by specific people.

If SharePoint is responsible for safekeeping records or automating processes, we must have policies in place that are clearly articulated and enforced either in a manual or automated way. Policy enforcement will be covered in more detail in [Chapter 4: How Do You Enforce Your Policies?](#) of this paper. Policies within other governance plans do not need to be rewritten, but should be put into context of the system that it's used in. For example, if a use policy or a Service Level Agreement is in place for IT systems, SharePoint simply inherits it with specifications clarifying how that policy applies to SharePoint usage.

In some cases, policies are not always in clearly defined in black and white terms. Users often need help distinguishing what way is the "best way" or best practice based on their circumstances. For example, you may suggest versioning to be used on document libraries within collaborative team sites. That's not a clear-cut policy, as you are not requiring conformity. Instead, you're defining the organization's best practices. In Microsoft's *SharePoint 2010 Governance and Planning* whitepaper[3], these are called standards. In this paper, we refer to them as guiding principles. When developing your governance plan, be sure you can clearly differentiate between policies and guiding principles, so that users are clear on what they *must* and *should* do. In some cases, it may be decided that the cost to enforce policy is greater than the risk of non-conformance — in which case, the policy should become a guiding principle.

Technology

In many governance plans you will find little that discusses the technology component of governance. People, processes, and policy are usually well articulated, but technology is an equally important pillar that must be addressed. As SharePoint expert Dan Holme writes, "You must understand the technology that you are trying to govern; you can't ask it do to something that it cannot do."[4] While you should not develop your governance strategy around the features and limitations of a platform or product, it does

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[3] http://technet.microsoft.com/en-us/library/ff848257.aspx
[4] http://www.sharepointpromag.com/article/sharepoint/architecting-sharepoint-governance-140244

influence how your governance plans are implemented. You are trying to govern the technology, and in turn the technology is trying to deliver good governance for the organization.

When does technology come into play during your SharePoint governance planning? Ideally, well before you have deployed any policies, but after you have defined the business and information management requirements. This should be one of the selection criteria for choosing a technology. If the technology cannot satisfy the requirements, you need to find one that can. This is where solutions like SharePoint and other third-party enhancements are often validated as technological choices. While SharePoint is often a valid choice, you cannot assume this is the best choice in all cases.

Your governance requirements can also be used to help design a logical architecture. By this, we mean how many farms, web applications, site collections (and so forth) you will have. For example, there might be a security requirement that states that the legal department's content be stored on separate infrastructure. This suggests that you should have a separate site collection, content database, and possibly even a separate web application. Without considering the technology and its inherent features and limitations, you cannot know whether you can enforce a policy. You cannot architect a solution without governance input, and you cannot create a governance service without a solid logical architecture.

Governance for the SharePoint Service

The SharePoint service, whether provided as part of an on-premise deployment or any of the hosted options such as SharePoint Online and others, is simply the solution that is offered to the business. The details of the service and any service level agreements (SLAs) will depend on requirements set by each organization. As with all services, there is a cost. Regardless of whether or not there is a chargeback model in place, the overall value of the service to the organization should exceed the cost.

The SharePoint service is delivered and supported by four fundamental elements: people, process, policy, and technology. SharePoint governance guides people in their processes, ensuring compliance to corporate policies. Technology acts as a facilitator, and where necessary, enforces the policies. Focusing on the four key elements, we provide the necessary guidance while creating a SharePoint service that can be governed.

Chapter 2: Why is SharePoint Governance Necessary?

Developing and implementing a good governance model is not easy, and this challenge may cause us to question whether it's really necessary. Keep in mind that SharePoint is a complex solution and unlike any other product on the market. It can deliver on diverse business needs such as a portal, collaboration, document management, search, and many others. It stands to reason that the more complex or unfamiliar a system is, the more important proper guidance becomes.

In contrast, users know how to use basic email or how to save and open files from a file server. These are common systems that organizations have used for at least a decade. People already understand them, and while some form of governance is still needed, their simplicity and familiarity make a governance plan much easier.

It's Your How-to Guide

How SharePoint should be used across the organization is anything but obvious. It is not as simple or familiar to most users as you might think. A common mistake made with SharePoint is by following the Hollywood movie "Field of Dreams" analogy: "If you build it, they will come."

First off, users may not easily adopt SharePoint and adapt their work habits around it. Think of governance as the how-to guide for users, one that encourages desirable behavior. How *should* users be using SharePoint in your organization? What is the desirable behavior that reduces risks for the organization? What process will help put the company in a better state? Without a governance plan, this is usually not clear among the end users or the project team deploying SharePoint.

SharePoint will ask people to change their work habits, and many instinctively fear change, especially when facing something unfamiliar. There may be skepticism along with annoyance at having to learn another system. Within the leaner organizations, there may be good reason to feel this way. One major goal of using SharePoint is to be more efficient, but this will not be clear to users without guidance. A governance plan, along with training, helps users see the value of the effort required. This will be covered in more detail in the Provide Tactical Support Planning and Coordination section later in this paper.

> *Think of governance as the how-to guide for users, one that encourages desirable behavior.*

It Helps Manage the Adoption Balance

Many organizations struggle with adoption balance – finding the "sweet spot" where maximum desired usage meets sensible operation – tipping the scale either way would mean losing efficiency. If only half of the people use SharePoint to collaborate, the overall value of this service is at a fraction. If everyone uses it, but it's difficult to locate content or there's a significant duplication of content due to lack of ownership and structure, you're looking at wasted time and unnecessary additional storage, both of which reduce overall value of this service.

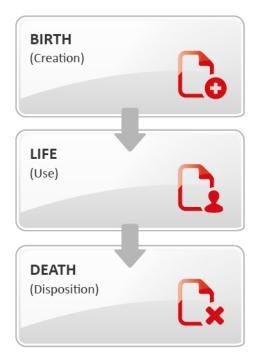**Figure 3: Balancing Business Needs and Technical Needs**

Governance helps address the adoption problem by providing clear guidance on who should use SharePoint and how. By addressing the people component, you manage the adoption rate. Perhaps SharePoint is deployed selectively across the organization for small teams, then to business units, then to the organization as a whole. You may then choose to incrementally add new workloads (features) to it. For example, it can start with document collaboration and grow over time into an enterprise content management (ECM) solution.

Helping to manage the balance also helps address organizational readiness and cultural barriers to adoption, such as knowledge hoarding, or employees that have no time or feel there is no incentive to share.

It Adds Structure to Your Content Lifecycle

One of the problems with a SharePoint deployment is managing growth of sites, files, storage, and the overall volume of content. Organizations without a governance strategy often struggle with proliferation of content, or sprawl, with no solutions to manage or dispose of it. This is a near ubiquitous problem with file servers. Over time file servers grow to the point where they become a bit like a black hole: It's easy to add in a new file, but can you find it later when you need it? The challenge comes from our planning on how to organize and dispose of out-of-date content.

SharePoint offers much better technology to address these challenges, but only if it is enabled as part of your governance plan. The plan should identify who the key data stewards are and the areas for which

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Figure 4: Lifecycle of Content

they are responsible. This role is often filled by a "site librarian" or those responsible for risk management in the enterprise. Information management policies can be used to automatically delete documents, or you may be using third-party solutions to archive documents, libraries, and sites to cheaper forms of storage.

You need a way to manage the lifecycle of content, from birth through its life and to its death. Without it, content stores grow to unmanageable sizes increasing storage costs and making finding content difficult. For those organizations that must enforce a retention policy for records (e.g. sales contracts must be purged after 5 years) the disposition is a legal requirement that must be in a governance plan.

It Sets Standards for Content Quality

Data stewards are not only responsible for managing the disposition of content, they also ensure the quality of information. As more assets flow into SharePoint, it can quickly become the standard for organizational knowledge. People rely on it to perform daily tasks and make key decisions. If SharePoint contains a high degree of out-of-date, inaccurate, or inappropriate content, its perceived value diminishes. Perhaps worse, this creates mistrust and subsequently destroys user adoption. A vicious cycle now exists, one that is very difficult to break.

Part of the governance plan ensures that data stewards have the standards and tools necessary to maintain quality content in their SharePoint deployment. For example, if a sales executive goes to her dashboard in SharePoint and notices that certain charts are based on outdated or inaccurate numbers, who does she contact to resolve this problem? If the problem cannot be resolved, she may stop using the system, or perhaps worse, she may have colleagues making decisions on outdated information.

> *If SharePoint contains a high degree of out-of-date, inaccurate, or inappropriate content, its perceived value diminishes.*

Chapter 3: Where Do You Start?

This section will help summarize some key activities that may help cast off any procrastination that is holding you back. While much of the guidance may sound like it has been geared for those planning to deploy SharePoint for the first time, it still applies even if SharePoint has been running for years without any formal governance plan in place. In our experience, most SharePoint deployments either have no governance plan or an ineffective governance plan in place. If that is the situation you are in, you do not need to switch off your current system and start from scratch. You may have an advantage since there are many lessons learned from deployment that will go into making a governance plan a better fit in the organization.

When starting off, SharePoint governance must begin with a clear articulation of the business objectives, as covered in the Identify and Prioritize Business Objectives section. Be sure these objectives can be mapped to built-in SharePoint capabilities or a custom/third-party application you intend to use. Be specific: make sure these objectives are not just vague platitudes but are improvements you can measure either quantitatively or qualitatively. Be sure the policies can be enforced by either manual or automated means.

When developing process, research must be done to understand what organizational lessons can be applied. Understand what successes can be repeated as well as what failures can be avoided from past mistakes. Where it makes sense you should automate process, but approach this in an incremental way as process often needs to change slowly to account for the pace at which staff can adopt and adapt to new habits.

Create a Governance Board

SharePoint is a business and technical solution, so you should have a cross-functional board of business and IT personnel that develop the high-level overarching governance plan. Membership should include key departments that are affected by the SharePoint solution. In most cases your board consists of major IT and business stakeholders. As people are a key component of governance, be sure your governance board includes representation from your Human Resources department. If SharePoint will be protecting and preserving legal records, make sure legal offices are present as well. Other representatives often include Corporate Communications, Finance and Compliance/Risk management.

As people are a key component of governance, be sure your governance board includes representation from your Human Resources department.

The board functions like a steering committee, and as such, its members not only need to be able to represent their own area of expertise but need to be able to think cross-functionally to ensure that the governance plan is comprehensive. As we addressed in the Aligning Governance Models section of this

paper, your SharePoint governance plan should align with policies set by the other governance areas that exists within your organization.

While governance needs to be comprehensive, it's also important that the governance plan can keep up with the continuous changes in the organization. As such, avoid overloading the committee with too many members. Ultimately, the board needs to not only be well informed, but capable of pushing through the necessary decisions to keep up with the changing needs of the organization.

Create a Governance Plan

There are very few one-size-fits-all plans for SharePoint governance. In part this is because the primary drivers for SharePoint vary from organization to organization, or the drivers that encourage the organization to invest time and energy into governance can be very different depending on when and how the technology has been implemented. For some organizations, the primary driver for governance may be risk mitigation and risk management, and for some a greater emphasis may be placed on getting more return out of SharePoint investments.

Businesses that have achieved a level of success with their SharePoint governance may take slightly different approaches to implementing and planning governance, but all of these approaches involve critical steps and activities that other organizations can leverage for greater benefit.

Suggested governance steps:

1. Identify business objectives
2. Prioritize and map objectives to technology solutions
3. Develop technology roadmap and identify technical objectives
4. Provide communication, incorporate feedback and engage users
5. Provide tactical operation planning and coordination
6. Provide tactical development planning and coordination
7. Provide tactical support planning and coordination
8. Repeat and review these steps

What follows is an extended outline of each of these Governance steps which includes their supporting activities and some example artifacts that come from performing the activity.[5]

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[5] For a collection of governance document samples, go to http://www.rharbridge.com/?page_id=726

Identify and Prioritize Business Objectives

Everything starts with a business objective, requirement, or clearly identified need. For any technology to have effective governance planning, the purpose and intended use of the technology must be understood. In the context of SharePoint, this means understanding what business challenges it is solving or supporting. Often businesses focus on the technology and solutions when they discuss governance and forget about how important it is that the business provides clear objectives, priorities, and direction in order for technology leadership to develop their solution roadmaps and multi-year SharePoint strategies.

Business goals must be specific. Vague objectives like "enhancing collaboration" or "automating and improving business processes" assumes that positive statements will provide the direction necessary for its SharePoint implementations. If you take the example of "automating and improving business processes," that objective is difficult to measure. How do you know when you have successfully automated and improved business processes? What kind of business processes? Which processes? What

> *Business goals must be specific. Vague objectives like "enhancing collaboration" or "automating and improving business processes" assumes that positive statements will provide the direction necessary for its SharePoint implementations.*

about these processes are the existing pain points/issues right now? By drilling down to a much more specific level, you can begin to expose what potential solutions SharePoint (or any technology) can provide.

While this may sound simplistic it can be difficult to do this in an engaging way that encourages organizational participation and fairness. Often while you cannot get complete agreement in a room, you can create a sense of shared understanding through the use of visual techniques. One such technique called mind mapping is visualized below as a sample of how vague or generalized objectives can be broken down into much more specific objectives through stakeholder participation.

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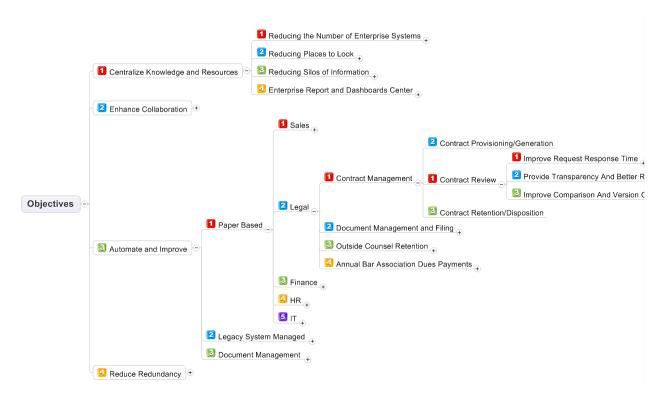
Figure 5: Extracting Actionable Goals to Organizational Concerns[6]

The only way to achieve a measurable level of success (and to be able to define clear solutions) is by first breaking down vague objectives into real business concerns, issues, challenges, and pain points, then address them through technology leadership. A common mnemonic used to set objectives for the results described above is **SMART** [7] or Specific, Measurable, Attainable, Relevant, and Timely. So be sure the objectives you define are SMART objectives.

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[6] This figure was developed using MindMapper: http://www.mindmapper.com
[7] http://en.wikipedia.org/wiki/SMART_criteria

The following is an example of an activity often performed within this governance step:

Table 1: Example of Business Objectives

Activity Name	Activity Purpose	Example Artifacts
Business Strategy Envisioning Workshop(s)	Define, break down, clarify, and prioritize business objectives with key business stakeholders.	• Workshop slide deck(s) • Definition Of Business Strategy Team • Objective Definitions Map(s) • Objective Priority Map(s) • Draft of Technology Vision Document (Including Ownership, Roles, and Responsibilities) • Workshop Notes

Prioritize and Map Objectives to Technology Solutions

If the organization has defined SMART business objectives, we can start coming up with many ways in which we can use technology (namely SharePoint) to help achieve these objectives. When we begin discussing the business requirements that relate to a clear and well-defined objective, most technology architects or leaders will begin thinking about how they can use different features and capabilities of the technology platform to support or improve that process.

This is the solution envisioning process. It is critical that the technology being envisioned for the solution works well with the organizations existing technology investments, and leverages the right technology for the right technical challenge. SharePoint is not always the technology that best maps to each solution envisioned (it's not a silver bullet[8]), but when it does map to the challenge it will certainly be impacted by SharePoint technology governance.

There is an additional challenge of prioritizing which solutions should be developed and implemented first. We can use the importance (and business value) of each objective to help define the priority for our proposed solutions and contrast that value/business priority with the difficulty of developing, implementing, and maintaining that solution.

During and after the solution (technical) strategy envisioning process, the technical experts/solution implementers are also responsible for ensuring that the businesses' expectations are being managed and met accordingly. If there are technical dependencies, unexpected complications, or new challenges that come to the surface, it's important for the implementation teams to report it to the business and technology leadership so that business expectations can be managed appropriately.

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[8] https://www.nothingbutsharepoint.com/sites/eusp/Pages/SharePoint-is-not-a-Silver-Bullet.aspx

What follows is an example of an activity often performed within this governance step.

Table 2: Example of Prioritizing and Mapping Objectives to Technology Solutions

Activity Name	Activity Purpose	Example Artifacts

Technology Strategy Envisioning Workshop(s)	Define, break down, clarify, and prioritize technical objectives that correspond to business objectives.	• Workshop slide deck(s)
		• Definition of Technology Strategy Team
		• Prioritized Listing(s) or Map(s) of Objectives (Includes Estimated Value of Objectives)
		• Prioritized Listing(s) or Map(s) of Solutions
		• Updates For Technology Vision Document
		   o SharePoint Vision and Scope Outlined
		   o Ownership, Roles & Responsibilities Updated
		• Workshop Notes

Develop Technology Roadmap and Identify Technical Objectives

With prioritized SharePoint solutions and prioritized business objectives clearly defined, the organization can now develop a technology roadmap. An advantage of this step is that it validates how well defined the solutions and objectives were. If it is difficult to estimate the time frame in which a solution will be developed and implemented, there may not be enough specificity around the solution definition or its prioritization. If it's difficult to ascertain when a business objective will be met, it too may be too vague and not 'SMART' enough.

When developing the technology roadmap, certain technical dependencies and objectives will be identified. These technical objectives often must be met in order to enable the solutions to be developed, implemented, and maintained. For example, when planning on using a SharePoint-based solution that utilizes user profiles, it may be necessary for Active Directory to be prepared or updated. In this same scenario, it is also important to note the services and the solutions that use these services can have their own roadmaps. For the SharePoint User Profile Service to be ready, it may be necessary to note the user properties required or the privacy that must accompany the information entered.

This can just as easily be said for implementing MySites, ratings, tags, notes, and other social features. Each of these capabilities can be considered a service which, in this case, personalized or organizational solutions can be developed and implemented. Each of these services should be planned out in how the

organization plans to utilize it, when it is required for use, how the organization will pilot or roll out the service, and how the organization intends to manage it over time.

What follows is an example of an activity often performed within this governance step.

Table 3: Example of Developing Technology Roadmap and Identifying Technical Objectives

Activity Name	Activity Purpose	Example Artifacts
Develop SharePoint Strategy Roadmap	Outline and plan multiyear organizational SharePoint strategy.	- Timeline(s) Containing Phases, Objectives, Solutions and Milestones. - SharePoint Strategy Plan - Service Plan - Infrastructure Plan - Risk Management Plan - Resource/Personnel Plan - Product Plan 3rd Party - Licensing Updates - Upgrades - Budget Plan - Revenue/Cost Allocation/Chargeback

SharePoint Governance Tip:

Understanding SharePoint and how it functions is a great way of ensuring there is initial Shared Understanding between stakeholders, sponsors, and staff. Try providing a scenario-based SharePoint 2010 feature overview.

- Demonstration of SharePoint features and functionality.
    - This often is targeted to the industry and business to improve relevancy.
    - It is critical to make this scenario based when possible so that it uses real business cases and business scenarios when it explains the technology benefit and any changes to existing behavior.
- Facilitate focused discussion around business challenges and how the organization can overcome them through the application of SharePoint.

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Provide Communication, Incorporate Feedback, and Engage Users

It will be critical as your SharePoint implementation matures and evolves to have effective feedback and communication channels so that users can understand what is changing, when it is changing, how it will affect them, and what influence they have in any changes.

Providing feedback channels will enable the users to give feedback at the right time. Some examples of incorporating feedback into your SharePoint implementation are:

- **Couldn't find what you were looking for? Let us know what you were looking for.**
    - On search pages this can capture failed queries and provide more context as to why the query failed. Organizations can then act on this and update the search result with a best bet, or ensure the intended result displays and follow up with the requesting user.
- **Intranet design or improvement contests.**
    - Incentivize and give employees a voice or a way of contributing how they believe the Intranet can be improved or how key pages might be improved.
- **Do you like the new Homepage (or XYZ page) design? Click 'I like it' or leave a note!**
    - Embedding the notes web part directly on the page for a short time can make it easier for users to provide feedback until enough time has passed.
- **Blog/announce new features/changes and encourage comments.**

Many of these methods for incorporating feedback planning into your SharePoint implementation and governance also require engaging users, which leads to greater user adoption.[9]

What follows are examples of governance activities performed within this step.

Table 4: Example of Providing Communication, Incorporating Feedback and Engaging Users

Activity Name	Activity Purpose	Example Artifacts
SharePoint Governance Site Provisioning & Population	Throughout the growth and management of your SharePoint environment, it will be important to have a location to coordinate, collaborate, and communicate governance effectively.	- Governance Site, which can contain: - Governance Templates - Policies, Standards, and Guidelines - Team Resources and Minutes - The Governance Teams, Team Definitions, and Associated Rosters - Governance Announcements

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[9] If you are looking for different ways you might be able to improve user adoption, take a look at these user adoption activities listing more than 50 proven user adoption activities: http://www.rharbridge.com/?page_id=565

Activity Name	Activity Purpose	Example Artifacts
		o SharePoint Solutions Listing o FAQs and a Glossary o Patterns and Practices (Knowledge Base) o Feedback and Surveys o Self Help and Support Resources o Complete Site Listing
Communica-tion and Feedback Planning	It is critical to incorporate communication and feedback planning into your SharePoint implementation, solutions, and governance so that users have a voice and understand changes.	• Feedback channels/features are identified and developed throughout the SharePoint implementation or based on specific SharePoint solutions • Communication Plan • Surveys
User Adoption Planning	When implementing new SharePoint services or solutions it is important to plan on how you will engage the users or encourage behavior change (when necessary).	• User Adoption Activity Plan(s) • Incentive Programs • Reward Programs

Provide Tactical Operation Planning and Coordination

The purpose of this governance step is to determine where an organization's SharePoint operations group can improve, and to provide practical advice for how the organization can manage SharePoint operations more effectively. The reality is that SharePoint is not a simple platform to manage. The platform is often used for different workloads as its usage matures within the organization.

This step is also often performed by a consistent group or team of people. This team will often manage the more routine maintenance of the system by performing nightly backups, performance monitoring and analysis, and keeping the environment current with security releases and upgrades.

Operational excellence is something every SharePoint implementation should strive to achieve. As this team meets and discusses SharePoint challenges on a regular basis, they will be sure to document their plans and resolution strategies. This is more typical for dedicated or on-premise deployments, as Office 365 or share/multi-tenant implementations require far less routine maintenance.

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What follows are examples of governance activities performed within this step.

Table 5: Example of Providing Tactical Operation Planning and Coordination

Activity Name	Activity Purpose	Example Artifacts

SharePoint Operations Kick Off Meeting (or Review Meeting)	The purpose of this activity is to determine the current state of *operational* readiness, and to identify what gaps must be closed to support the SharePoint technology roadmap and implementation of SharePoint solutions.	• Definition of SharePoint Operations Team
		  o Consider Related Teams/Roles (Identity Management, Help Desk, Development, etc.)
		• Prioritized Listing or Map of Operations Objectives
		  o Includes Estimated Effort of Objectives
		  o Assigned Ownership, Roles & Responsibilities
		• Draft of SharePoint Service Level Agreement (SLA)
		  o This is updated based on the other Operational activity outcomes.
		• Meeting Notes

SharePoint Environment Planning	A tactical activity that is ongoing for the operations team. Ascertain the current state of the SharePoint environment as well as what the desired future state of the environment should be (and what must be done to achieve this desired future state).	• Documentation of current state environment and planned future state environment
		  o Client Configurations
		  o Server Diagrams
		  o Network Diagrams
		  o Log/Issue Analysis (Event, SharePoint, IIS)
		  o Installation & Configuration
		    ▪ Accounts
		    ▪ Local Storage Locations
		    ▪ Administrators
		  o Anti-Virus Configurations
		  o Virtualization Support Plan
		  o Capacity & Resource Allocation Plan

SharePoint Maintenance Planning	This tactical activity is often an ongoing one that is repeated based on organizational usage and	• SharePoint Maintenance Plan (Examples: CU, Hotfixes, SPs, Hardware) • SQL, Maintenance, and Management Plans

Activity Name	Activity Purpose	Example Artifacts
	need. It involves keeping SharePoint healthy, up to date, and ready to support demand being placed upon it.	○ Database Index Maintenance ○ Disk Growth Management ○ Disk IO Monitoring
SharePoint Monitoring Planning	Monitoring SharePoint usage and its impact is important. In related tactical tasks this may be accomplished but it is certainly worth outlining this as a separate activity based on the magnitude of effort depending on the size of the implementation.	• SharePoint Monitoring Plan ○ Site Quota Templates ○ Usage Reports • SharePoint Environment Monitoring Plan ○ Storage Monitoring ○ Performance Monitoring ○ SQL Monitoring ▪ Disk IO Monitoring
SharePoint Disaster Recovery Planning	A tactical activity that is ongoing for the operations team and is critical to ensuring that the SLA can be met.	• SharePoint Disaster Recovery Plan ○ Backup Steps, Schedule, Exceptions ○ Restore Steps, Scenarios, Objectives ○ Recycle Bin Settings
SharePoint Security and Authoriza-tion Planning	A tactical activity that is ongoing for the operations team. This activity is focused on ensuring that there is clear support and planning for how security will be managed in the SharePoint implementation.	• Security and Authorization Plans ○ AD Support ○ Firewall/External Access ○ Security Management Reviews
SharePoint Deployment Planning	A tactical activity that is ongoing for the operations team. This activity often involves the support and development teams. It is critical to have a clear plan for how new solutions, 3rd party components, and	• SharePoint Deployment Plan, Schedule, and Policies

Activity Name	Activity Purpose	Example Artifacts
	enhancements will be deployed in each environment.	
SharePoint Performance Planning	A tactical activity that is ongoing for the operations team and sometimes involves development team support. The purpose of this activity is to determine where performance currently is not satisfactory, a plan of action for improving that performance, and then after the execution of that plan a review to determine how successful it has been.	- Page Weight Planning - Image Optimization Recommendations - Script Optimization Recommendations - Slowest Pages Identification & Planning - Cache Planning - Client Cache - Server Cache - Output Cache - Disk Based Caching - RSS Caching - Warm Up Script Planning - SPDisposeCheck & Developer Assurance Planning - Closed Web parts & End User Impact Planning - Large List Identification, Throttling and Planning - Index/Crawling Schedules Impact Planning
Operations Patterns & Practices Discussions	This activity may be necessary for larger organizations/ implementations where resources need to be able to be able to backup or fill in for a resource. The goal of this activity is for SharePoint operations individuals to share the techniques they use, what is working, and what they have learned doesn't work to avoid duplication of	- SharePoint Operations Knowledge Base - Developed Administration Scripts - Patterns & Practices Meeting Notes

Activity Name	Activity Purpose	Example Artifacts
	effort and reduce risk.	

Provide Tactical Development Planning and Coordination

The purpose of this governance step is to determine where an organization's SharePoint development group can improve and to provide practical advice for how the organization can manage SharePoint development effectively.

The reality is that SharePoint development relates directly to the solutions being scoped and defined to achieve business objectives. The platform is often used for different workloads as it matures within the organization and as the business or the technology group finds success in the implementation of SharePoint-based solutions, it may be necessary to empower more resources to develop, more ways in which to ensure consistency (where appropriate) and document what is being done.

Often the governance activities performed in this step are performed by a team or a loosely knit community whose membership ranges from skilled programmers to technically savvy end users in charge of personalizing departmental team sites. One of the biggest reasons for having this team or community approach is to encourage and foster the sharing of best practices and experience between more mature developers and those who are still learning their way around common SharePoint challenges.

What follows are examples of governance activities performed within this step.

Table 6: Example of Providing Tactical Development Planning and Coordination

Activity Name	Activity Purpose	Example Artifacts
SharePoint Development Kick Off Meeting (or Review Meeting)	The purpose of this activity is to determine the current state of *development* readiness, and to identify what gaps must be closed to support the SharePoint technology roadmap and implementation of SharePoint solutions.	- Definition of SharePoint Development Team - Determine Desired Future Roster (Example SharePoint Designer, InfoPath, or End User Developers) - Prioritized Listing or Map of Development Objectives - Includes Estimated Effort of Objectives - Assigned Ownership, Roles & Responsibilities - Draft of Development Standards, Guidance, or the creation of a Development Community Site - This is updated based on the other Development activity outcomes. - Meeting Notes

Activity Name	Activity Purpose	Example Artifacts

Development Patterns & Practices Discussions	This activity may be necessary for larger organizations/ implementations where resources need to be able to be able to backup or fill in for a resource. The goal of this activity is for SharePoint developers to share the techniques they use, what is working, and what they have learned doesn't work to avoid duplication of effort and reduce risk.	• SharePoint Development Knowledge Base
		  o Customization Policies
		  o Development Standards
		  o Development Guidance
		  o Catalog of Existing Solutions
		  o Validation/Testing Scripts
		• Patterns & Practices Meeting Notes

Application Lifecycle and Deployment Planning	Sometimes this tactical activity is done during or in parallel with the operations activity of defining a SharePoint Deployment Plan.	• Application Lifecycle and Deployment Framework
		  o Production
		  o Staging/QA
		  o Development
		  o Schedules

Provide Tactical Support Planning and Coordination

The purpose of this governance step is to determine where an organization's SharePoint support group can improve, and to provide practical advice for how the organization can support SharePoint effectively. This is unfortunately one of the broadest and most challenging steps as it directly relates to how SharePoint is used, how SharePoint matures, and what the organization intends to accomplish with the platform.

The idea of an operations team or a development community works well for the focus areas of governance. Support can be one of the hardest areas of SharePoint governance to create roles, structure and in many cases assign responsibility. Some organizations have found success in creating a support-focused SharePoint Governance team that will often create and manage a support system with effective training and proper channels of question or issue escalation and resolution. When organizations utilize this team they have found that it is critical to include influential users and leaders.

For you own organization, when you are thinking about the roles, and individuals who will support SharePoint it is important to think of a tiered system of escalation, training and empowerment.
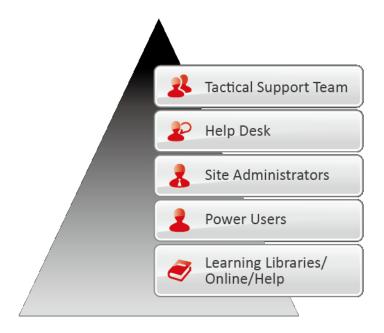

Figure 6: Tiered System of Escalation, Training and Empowerment

If you determine that a support system that suggests the role of site managers, or site owners will work best for your organization, be certain to also define what additional incentives, capability, capacity, influence, and guidance you will be providing to that role (not just the responsibilities and expectations you have for that role).

What follows are examples of governance activities performed within this step.

Table 7: Example of Providing Tactical Support Planning and Coordination

Activity Name	Activity Purpose	Example Artifacts
SharePoint Development Kick Off Meeting (or Review Meeting)	The purpose of this activity is to determine the current state of *support* readiness, and to identify what gaps must be closed to support the SharePoint technology roadmap and implementation of SharePoint solutions.	- Definition of SharePoint Support Team - Determination of SharePoint Support Tiers - Prioritized Listing or Map of Support Objectives - Includes Estimated Effort of Objectives - Assigned Ownership, Roles, and Responsibilities - Meeting Notes

Activity Name	Activity Purpose	Example Artifacts
SharePoint Support Planning	A broad activity that is meant to ensure that the Help Desk is ready and has the appropriate resources they need; that users have the appropriate agreements and expectations; that legal retention and compliance is considered and where possible enforced; and finally to ensure that the support teams have a way of coordinating between other activities.	• Support Structure Plan(s) • Help Desk Categorization and Escalation Plan(s) • Support Agreements • User Expectations Agreements • Legal Retention and Compliance Policies
SharePoint Site Lifecycle Planning	The management of sites is an important factor for successful SharePoint implementations. This activity is meant to ensure that this has been considered fully and that the organization can execute site requests and site dispositions with ease. It is important for site lifecycle plans and related process definitions to be re-evaluated over time as usage of the platform will change.	• Site Request Process Definition • Site Provisioning Process Definition • Site Monitoring and Review Process Definition • Site Disposition Process Definition • Implementation Plan
Information Architecture Planning	Another broadly classified activity that could very well be given a separate series of Governance steps as they relate to information Governance. This is an example of how an organization might	• Platform Classifications • Division of Content Plan • Content Assessments and Recommendations • User Permissions and Security Plan • Taxonomy Definitions & Taxonomy Plan • Usability Assessments and Recommendations

Activity Name	Activity Purpose	Example Artifacts
	approach planning for, and defining the right information architecture for them. This activity may also be specific to the solution or workload being evaluated.	• Search Assessments and Recommendations
Content Planning	An ongoing activity. Knowing what is contained in SharePoint will be critical to supporting it over time. This activity is focused on understanding the content and optimizing the storage and usage of this content where possible.	• Asset Classification • Template Identification & Recommendations • Content Reports (number of files, size of files, and storage of files within SharePoint containment hierarchy)
User Permissions and Security Planning	What happens when a new user is brought into the environment, and what happens when they are removed from the environment? This as well as important questions around how permissions will be scaled and optimized should be answered (on an ongoing basis) during this activity.	• User Lifecycle Policies • Audience Identification and Management Plan • Permissions Management Reviews and Recommendations
Taxonomy Planning	Similar to other activities, this one focuses on elements of SharePoint taxonomy. It may be possible that if you have performed other planning activities this is not necessary, or based on your size, vertical, or workloads this may be a critical area	• Site Map Definition and Evaluation • Navigation Plan and Recommendations • Content Type Definition and Evaluation • Metadata Analysis and Recommendations • Usage Analysis and Recommendations • Common Language Analysis (Terminologies and Personas) • Card Sorting Results and Recommendations

Activity Name	Activity Purpose	Example Artifacts
	upon which to focus additional effort.	
Usability Planning	This SharePoint support activity should be done to identify effective feedback, recommendations, and ways in which the environment can be improved. There are many possible ways usability can be assessed and planned; the key point is that this assessment and planning takes place when appropriate.	• Heuristic Evaluations • Survey Evaluations • Card Sorting Evaluations
Search Planning	Sometimes overlooked initially, this is an important part of the initial implementation and should be executed regularly at the start and then throughout the lifecycle of your SharePoint implementation.	• Search Optimization Recommendations • Search Log Analysis • Synonym Recommendations • Keyword Recommendations • Best Bet Recommendations • Indexing Recommendations • Scope Planning Recommendations • IFilter Recommendations

Training and Communi-cation Planning	There are many ways to support users in understanding the platform, the solutions the organization implements on it, and how to optimize their own usage of SharePoint. This activity is an ongoing one that is often done for major solutions, the implementation, and sometimes to support changes in user behavior.	• Coaching Plan
		• Training Plan
		   o Levels of Training
		   o Areas of Training
		   o Methods of Training
		• Communication Plan

Repeat and Review the Steps

There are quite a few organizations that may agree with these steps or key activities outlined within them, but do not feel as though they need to complete all of these activities. It could be because they think they have already accomplished many of them, or that not all of them apply as they are deeper into the implementation and usage of SharePoint. It's important to highlight that many of these steps must be re-evaluated on a regular basis and that reviewing missed activities may highlight additional opportunities for effective changes in your current implementation. Always add to these activities, customize them, and review your own list of Governance activities on a regular basis to identify any activities that may need to be repeated due to a significant change in your SharePoint implementation such as an upgrade or new workload.

Start Small

There are many reasons why organizations avoid governance altogether. Since governance is so overarching, it seems overwhelming and many don't know where to start. For others, they dive in and start setting policies on everything and never finish. In overly optimistic companies, they assume or expect end users will somehow collectively develop the plan over time. Avoid these traps.

One of the best practices for a SharePoint deployment also applies to your governance plan: start small and grow it incrementally. For example, we wouldn't recommend turning on every SharePoint feature starting on day one. SharePoint has many capabilities, and turning on every feature confuses users and makes governance planning impossible. Start by enabling a small subset of features to match only some of your business objectives. Perhaps start with social collaboration or enterprise search with just a subset of users, your pilot group. Have the governance plans focus on just this area. As SharePoint expands to a wider set of users and additional workloads, you revise the plans. Be sure to recognize that the degree of governance will vary depending on your business goals. For example, if you plan on using SharePoint for informal team collaboration, you'll need fewer rules than if you're a hospital managing sensitive patient records.

Chapter 4: How Do You Enforce Your Policies?

There are different levels of enforcement. Many of these begin with "encouraging" users to do the right thing and end with "managing" the process to ensure that users are doing the right thing. From a perspective of managing SharePoint to comply with policies, there is significant effort required. In more sophisticated policies, out-of-the-box management capabilities of SharePoint may not be capable of ensuring users do the right thing.

Organizations should also take into account the existing culture and maturity level of the organization when determining how compliance is managed. Organizations that have a history of being very relaxed will have a hard time adapting to new policies that are very rigid. It can take months for these changes to be instilled as new work habits, and during this maturation process, proper guidance and suitable transition steps are advised. For example, for organizations looking to use SharePoint for records management should first have a strong understanding and experience with document management capabilities which are less complex in terms of policy.

Ensuring user actions, content, and access controls all occur within your governance policies becomes even more critical when organizations are subject to various regulatory requirements that support key initiatives including:

- Privacy breaches
  - Personally Identifiable Information (PII)
  - Protected health information and HIPAA
- Confidentiality leaks
  - Intellectual property and trade secrets
  - Mergers and acquisitions
  - Financials, earnings statements
  - Collaborations on strategy
- Secure Sensitive Information
  - Sensitive customer information and data
  - Legal and compliance issues
  - Information getting in the wrong hands
  - Operational Security (OpSec)
- Integrity of Data
- Access and Availability of Data; Quality of service

Governance controls are ultimately in place to mitigate risk, and if there is failure to comply with governance policies, the consequences vary from users not being able to work together effectively on one end of the spectrum, or on the other – significant fines or loss of reputability in instances or privacy breaches, for instance.

Manual Enforcement

Manual management of complying with policies is extremely resource intensive for an organization. In a small organization with a small SharePoint footprint this may be feasible, but for organizations that target high adoption the effort often becomes unsustainable.

The manual tasks typically involve:

- Routinely inspecting sites individually to confirm that policies are being followed (e.g. ensuring company-mandated master pages are being used)
- Configuring SharePoint sites individually to control what permissions and settings must be used, such as:
  - Downgrading site owner permissions from Full Control to Contributor
  - Configuring libraries to enable versioning
  - Configuring auditing settings
- Requiring content approval by setting review processes in place
- Reviewing usage, audit, and other reports to ensure the correct users are conducting the proper activities

These manual tasks can either be run by a select few compliance officers, or delegated out to particular business owners or data custodians throughout the organization. For more information on information governance, see [Dan Holme's governance presentation](#)[10] and [Michael Noel's essential guide](#).[11]

Semi-Automated Enforcement

Semi-automated policy compliance is the next level in terms of maturity in enforcement. A semi-automated approach requires less direct effort and is often a reaction to the labor cost of manual compliance. Semi-automated compliance typically involves PowerShell scripts, console applications, or other third-party tools that increase the efficiency of manual intervention.

Generation of reports is the most common form of semi-automated enforcement. These reports are designed to highlight areas that are non-compliant and often provide a heat map of risk in a deployment. Some report examples include:

- A listing of all sites where lists have list item level security broken or where libraries have versioning turned off
- Reporting on site collection and content database sizes
- Access rights to sensitive documents

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[10] http://sdrv.ms/RCJ8vJ
[11] http://bit.ly/NNRSda

Reports can help establish a baseline by being run on schedule, but can often be run on-demand for forensic analysis of issues, assisting to determine the cause of non-compliance. Often from these reports, certain mitigating actions will need to occur to enforce compliance. Some examples include:

- Re-inheriting security permissions on a site, library, folder or item
- Adjusting settings on a list, such as turning on versioning and requiring check out
- Adjusting a site's master page or re-setting (re-ghosting) a customized page to the site definition

In addition to scripts, there are third-party vendors that have built products that have a variety of actions and reports that can be utilized to check and enforce compliance. Some also allow you to act on the information and fix the issues directly from the reporting interface.

Automated Enforcement

Automated policy compliance is the proactive way for sites to establish and remain in a compliant state. A common example of this is found in the provisioning process of site creation. Many large enterprise organizations have a high frequency of requests for new sites and most have policies that prevent users from directly creating sites within the interface to avoid site sprawl. However, tasking farm administrators with site creation is expensive, introduces bureaucracy, and introduces risk of errors being made. A more attractive solution is to automate this with a site request form, a workflow, and a script that automatically creates and configures the site after approval. Such automation isn't natively built in to SharePoint, requiring custom development or third party solutions, but establishes compliance at the start.

SharePoint's logical architecture of farms, web applications and site collections offers some degree of automated enforcement, but policy enforcement is often limited to certain scopes in SharePoint. For example, restricting the size or type of a file is something that can only be enforced at the web application scope. Or, implementing navigation (even so-called global navigation, oddly enough) is done at a site collection scope. Permission management is one of the more flexible areas as access control can be set on many scopes (site, list/library, folder and item). However, this degree of flexibility can also create security headaches without well-designed site hierarchy and permissions guidance.

To address automated compliance needs, you will likely need to evaluate the purchase or development of a solution. Many enterprise organizations would rather avoid the challenge of building and supporting custom applications for each process that needs automation. Fortunately, SharePoint has a wide variety of third-party products that can assist with routine or complex processes. In addition to these two options, non-compliance is also a choice. As stated earlier, you'll want to weigh the cost of these solutions against the risks and potential cost of non-compliance.

Chapter 5: Continuous Improvement

One mistake we often see is organizations getting caught up in trying to build the perfect governance model up front. The problem with that approach is that you cannot predict what works and what doesn't. The idea of continuous improvement accepts that you are not going to get things right on the first attempt. Along the same line, we've seen others make the mistake of creating a governance plan that ends up in a binder on a shelf collecting dust. Industries change and businesses change; a process that worked well six months ago may no longer be optimal now. For a governance plan to be your how-to guide, it must be kept up-to-date. The figure below, commonly referred to the Deming Cycle[12], represents this idea of continuous improvement in four discrete steps: Plan, Do, Check, Act

Figure 7: Deming Cycle

There is no "silver bullet", and over time, some of the policies defined in the first iteration of the model may become irrelevant or cumbersome. New workloads will be introduced to SharePoint as the organization matures on the platform, these will often require new policies to be created and existing ones to be adjusted. The model needs to be able to adapt to organizational changes such as restructures, mergers/acquisitions, and new regulations without disrupting productivity.

> *For governance plans to be your how-to guide, it must be kept up to date.*

It is important that culturally, the organization accepts changes to this model and that the changes be managed on planned schedules. The gap between these changes differs in each organization but at a

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[12] http://vectorstudy.com/management_theories/deming_cycle.htm

minimum, yearly review should occur. Quarterly review meetings should improve agility and help to position SharePoint for a stronger impact within your organization.

An iteration is only as effective as the changes it includes. In order to get a good sense of whether the model is successful or not, you to be able to accurately assess the success of each change that's implemented. During development of each iteration, success criteria need to be set, and there needs to be ways to measure whether these criteria are met or not.

Conclusion

It can be done! While SharePoint governance is not simple, understanding what it is, what's involved, and how to properly approach it will help make it less formidable. With the need to provide guidance to users, manage content lifecycle, adhere to compliance regulations, and define roles and responsibilities, governance is not just a nice-to-have, but a crucial part of a successful SharePoint story.

Remember, there are four key components to SharePoint governance: people, process, policy, and technology, all of which change as businesses evolve. Your governance needs to both provide guidance and make sense for users. Continuously monitor your SharePoint governance to ensure that it works with policies within other kinds of governance in the organization. Evaluate your processes against measurable standards and adjust as necessary so that it continues to work for your people. Incorporate choice technology to help facilitate the three other components to help maximize efficiency while adhering to your SharePoint and corporate governance.

We hope that this guide has been both educational and motivating. Don't fear governance. It should be an intrinsic part of your SharePoint deployment and operation. With the right people defining the right policies and processes, incorporating the right technology and being ready to adapt to changes, you can provide the guidance and structure necessary to promote continued organizational success.

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AvePoint, Inc.
3 Second Street
Jersey City, NJ 07311
USA