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GOVERNMENT SERVICE MODELS

- *Ross Freedman, DCIA*
- *Adam Firestone, WSO2*
- *Mike Dinsdale, DocuSign*
- *Erik Salazar, Unitas Global*
- *Marlyn Zelkowitz, SAP America*

CLOUD COMPUTING

Revolutionizing Business Processes in
Government, Healthcare & Financial Services

EAST 2013

MAY 19-21, 2013
Boston Marriott Copley
Place, Boston MA



The Fine Art of Herding Cats:

**Cloud-Based Development Environments as a Program Management Enabler
for Government Software Development Projects**

Presented by:

Adam Firestone

Director, Defense and Government Solutions

WSO2, Inc.

adam@wso2.com

Agenda

- Overview
- The Problem Space
- Historical Background
- Solution Concepts
- Bridging Ideas and Solutions: Cloud Tooling Concepts
- Summary

Overview

- Government and military organizations face a number of challenges associated with software development projects:
 - Ensuring rapid response to changes in theater or the nature of the operational environment;
 - Converting a shared vision into tangible program management activities that ensure effective project management, meeting security and information assurance goals and interoperability between components; and
 - Managing a technically and culturally diverse industry and government developer community.
- These challenges can be substantially mitigated through the implementation of a governed, Cloud-based distributed development environment.

THE PROBLEM SPACE

How Government Software Development Program Managers Would Like to See Their Execution Teams



The Reality



The Result?



Challenges and their origins

HISTORICAL BACKGROUND

Origins: A Case Study

- Historic experience with legacy US enterprise, C5I and weapon systems
- Older systems reflect earlier architectural constraints
 - Hardware and computing power limitations
 - Data storage
 - Communications bandwidth
- Modernization drivers
 - Sustainment costs as the key driver for modernization
 - “Don’t Fix What Ain’t Broke” competing with shrinking budgets
 - Adaptation and modification effort outweighs “Do Nothing” option
 - Desire to replace “system driven doctrine” with “doctrine driven system”

In the Beginning...

- Monolithic systems
- Designed to solve a single, broad organizational problem
 - Command and control
 - Personnel records management
 - Accounting
 - Logistics
- Single contractor
 - Systems engineering
 - Software development
 - Test

BUT - organizational problems are often broad and multifaceted...

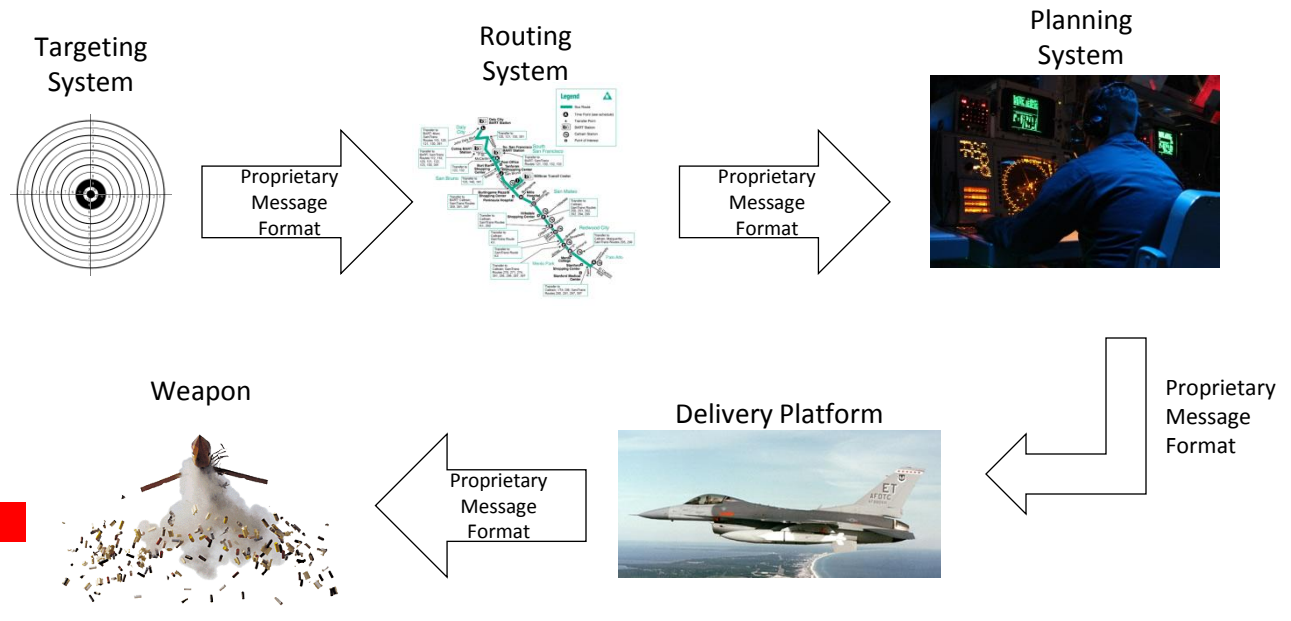
System of Systems (SoS)

- Evolutionary answer to the complexity and expense of monolithic systems
 - Collection of dedicated systems
 - Pooled resources and capabilities
 - Usually connected by messaging interfaces
 - Intended to offer more functionality than sum of constituent systems

SoS Example: Precision Guided Munitions

Overall System Consists of 5 -7 Discrete Monolithic Systems

- Targeting
- Routing
- Planning
- Threat Analysis
- Delivery Platform
- Weapon



SoS Program Characteristics

(Also applies to highly componentized systems)

- Expanded program manager span of control
 - 1 – N component systems
 - Discrete subordinate manager for each component system
 - Effectively a discrete sub-program for each component system
 - Non-functional requirements managers
 - Information Assurance
 - Verification and Validation
 - Integration
- Distributed development
 - Discrete developer organizations
 - Unique cultures
 - Individual development environments and languages
 - Redundant application of non-functional requirements

Programmatic Challenges

- Multiple developer organizations differing in:
 - Programming languages
 - Organizational culture
 - Application tooling
 - Architectural proficiencies
- Scheduling of multiple components
 - Internal schedules
 - Overall program schedules
- Non-Functional Requirements
 - Information Assurance
 - Certification & Accreditation
 - V&V must be scheduled independently with each component

Risks

- Inter-component dependencies
 - Interoperability
 - Delivery schedules
 - Does slippage in component A schedule impact components B and C?
 - What does “done” mean?
- EVMS management issue
 - How is EVMS applied without a common definition of “done?”
- Reactive remediation
 - By product of long delivery and test cycle times
 - Fail late program architecture/SDLC
 - Problems are not discovered until integration phase (or later)
- Post-Development Certification & Accreditation
 - Deployment delays
 - Expense
 - Magnifies problems caused by long cycle times

SOLUTION CONCEPTS

There is a light at the end of the tunnel
(And it isn't an oncoming train)



Key Challenge Recap

- Multiple developer organizations
- Multiple, competing, governance perspectives
- Lack of situational awareness
- Certification and Accreditation

Challenge: Multiple Developer Organizations



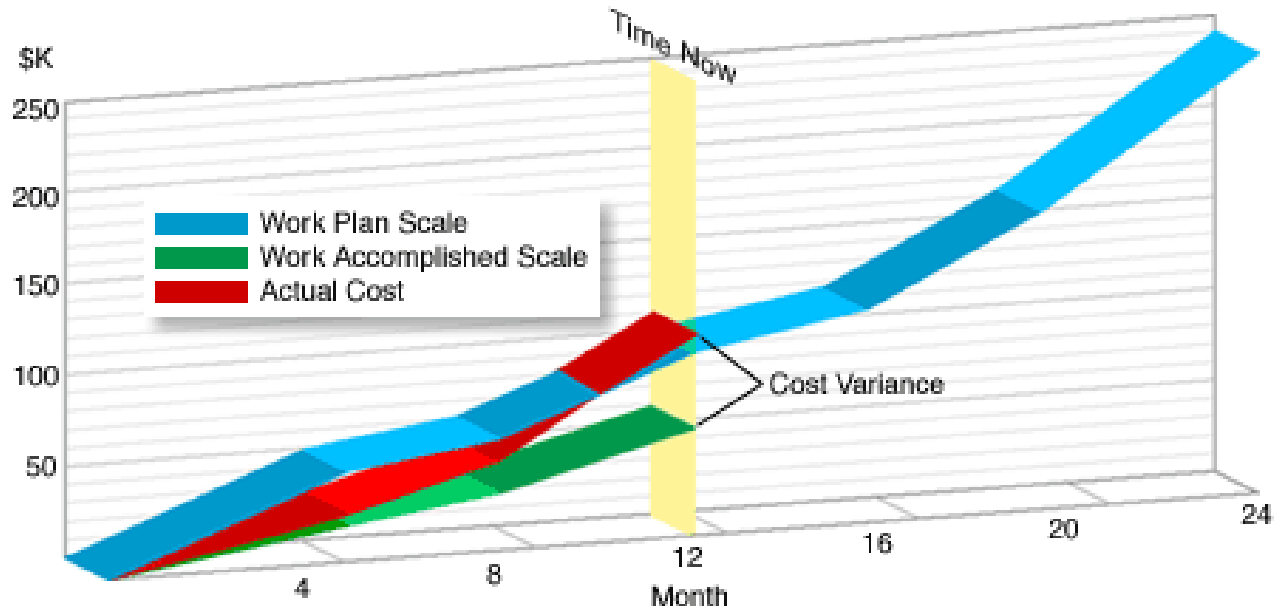
- Government as LSI issue
- Discrete and possibly competing knowledge bases, cultures, technologies
- Lack of a common definition of “done”
- Total Cost of Ownership/Cost of Total Ownership

Challenge: Multiple Governance Perspectives

- Program Management
 - Schedule and Budget
 - EVMS (Done?)
- Competency
 - Capabilities and Requirements
- Information Assurance
 - Security and Compliance
- Logistics
 - Fielding and Support
- Configuration Management
 - Stability and Predictability



Challenge: Lack of Programmatic Situational Awareness



- PM: What's the state of the project?
 - Work planned v. work complete
 - Planned cost v. actual cost
- Developers: What is the state of the code against functional and non-functional requirements?
- IA Manager: Is the project compliant?

Challenge: Certification & Accreditation



- Post-development C&A time and expense
- Security and IA as an applique, not “baked in”
- Handling the emerging mobile/app environment

Solution Concept 1: Leveraging DevOps Philosophies

- **The First Way: Systems Thinking**
 - Emphasizes performance of the entire system, as opposed to the performance of a specific component, branch or contractor
 - Requires integrated team with representatives from all disciplines, e.g.:
 - Program Management, Systems Engineering, Development, Operations, IA, CM, QA, Test
- **The Second Way: Amplify Feedback Loops**
 - Fail fast and learn quickly
 - Shorten and amplify feedback loops
 - Necessary corrections are continually made
- **The Third Way: Culture of Continual Experimentation & Learning**
 - Creating a culture that fosters taking risks and learning from failure
 - Understanding that repetition and practice is the prerequisite to mastery
 - Allocation of time for the improvement of daily work
 - Creating rituals that reward the team for taking risks
 - Introducing faults into the system to increase resilience

<http://itrevolution.com/the-three-ways-principles-underpinning-devops/>

Solution Concept 2: Introducing DevOps Practices

- Rapid, iterative development and deployment of software products and services.
- Standardized development environments
- Automation of release/deployment cycle
- Release cycle controlled by non-operations resources in specific non-production environments
- Targets:
 - Rapid product delivery
 - Quality testing
 - Feature development
 - Maintenance releases
 - Improved reliability and security
 - Faster development and deployment cycles

Solution Concept 3: Continuous Integration

- Merging developer work with the trunk multiple times per day
- Automated and continuous application of quality control
 - Unit and integration testing
 - Static and dynamic testing
 - Performance testing
 - Improve the quality of software
 - Reduce delivery time
 - Replaces legacy practice of applying quality control after completing all development
- Supports continuous delivery
 - Software checked into trunk is always in a state that can be deployed to users
 - Significant increase in speed of deployment process



BRIDGING IDEAS AND SOLUTIONS: CLOUD TOOLING CONCEPTS

High Level Tooling Requirements

- Enable multiple-developer projects to collaboratively create, verify, deploy and manage applications in a centrally governed manner
- Support development of multiple application types
 - Web apps
 - Workflows
 - Integrations
 - Business rules
 - Mashups
 - Mobile apps
- Simplify and shorten key project activities
 - Set-up
 - Development
 - Certification & Accreditation

Governed Collaboration

- Environment hosted, metered and managed by program office
- Ensures common, configuration controlled development, test and deployment environments
- Controls costs associated with project set-up at developer sites
- Provides meaningful metrics for program manager
 - Modules are either “in” or “out”
 - Enables EVMS

Tool Characteristics

- DevOps Private Platform-as-a-Service (Paas)
 - Multi-tenanted (secure, scalable, metered)
 - Elastic
 - Self service provisioning
- Complete application lifecycle management
 - Development
 - Test
 - Deploy
 - Retire
 - Discovery and consumption management
- Test Automation
 - Functional and Non-Functional Requirements
 - Laws, regulations, policies and guidance
 - Organizational values and culture

Slaying the IA Dragon

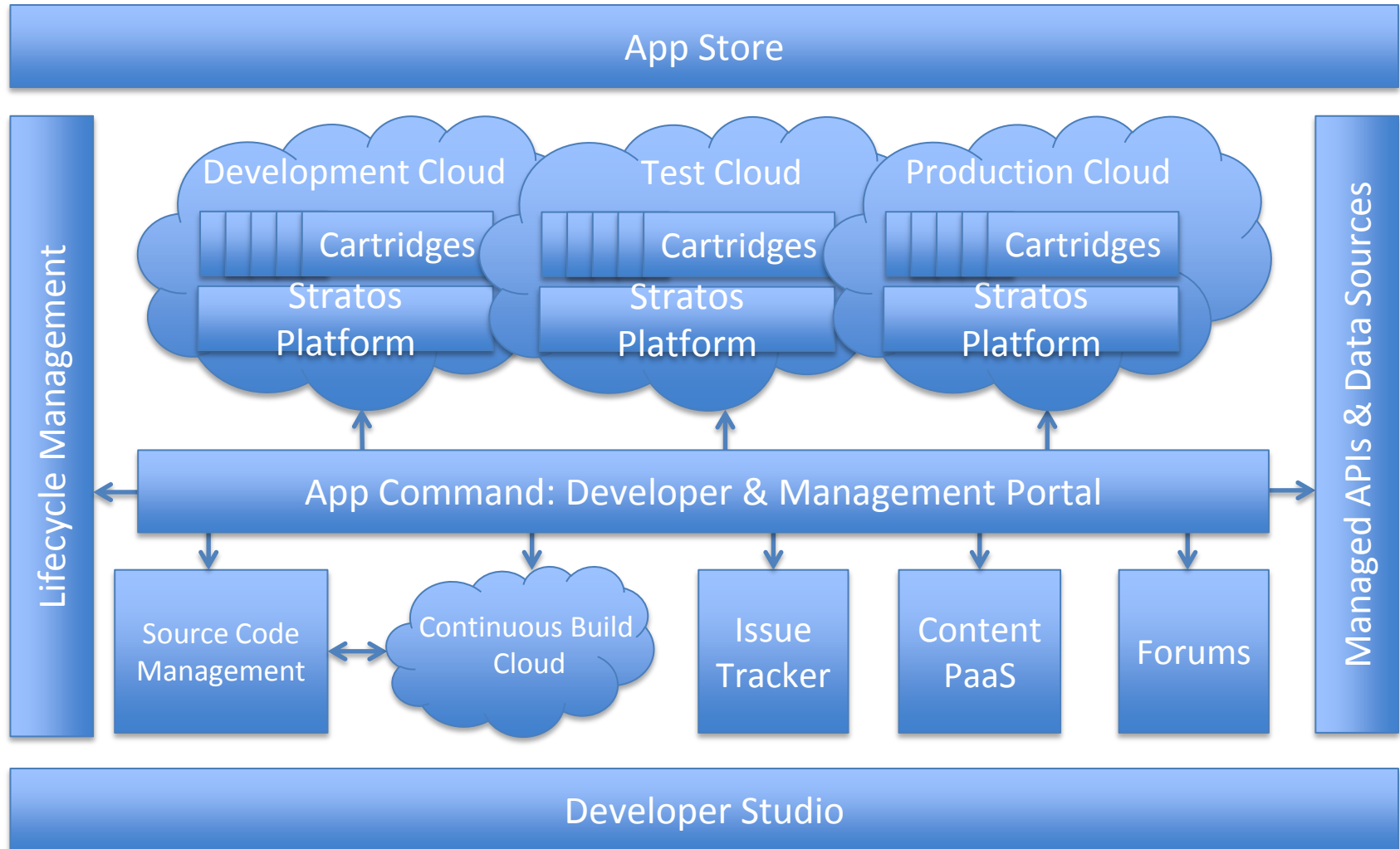
Current IA Environment

- Post-development product certification
- 9 – 18 months
- \$500K - \$1.5M
- “Surprise Based”
- Approval frequently last-minute, heroics based

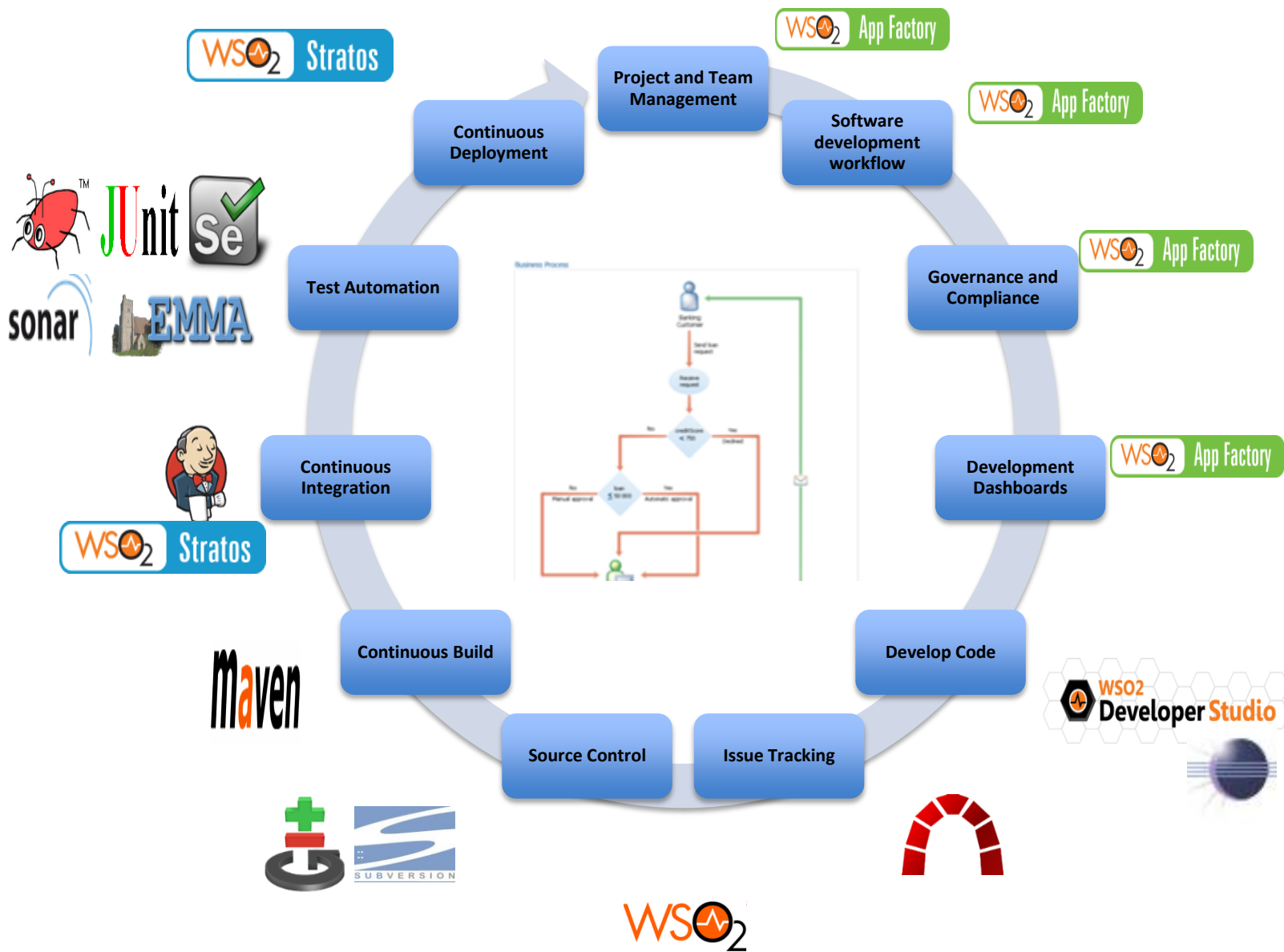
Objective IA Environment

- Integrated with development
- IA requirements built into continuous test/continuous integration
- DevOps PaaS is *explicitly* certified BEFORE development begins
- All products issuing from PaaS are implicitly certified

Sample DevOps PaaS Architecture



Full Spectrum Application Lifecycle Management (Open Source Integration Focus)



Summary

- Government and military organizations and their contractors can mitigate the cultural and technical challenges associated with software development projects
- Cloud-based distributed DevOps PaaS offers a number of advantages:
 - Rapid deployment of software in response to emergent operational needs
 - Large reduction in the information assurance time and budget overheads
 - Workable solution to the issue of certifying and accrediting mobile applications
- Tooling doesn't have to be expensive – open source!
- By eliminating variables, the program manager is back in the driver's seat!
 - Common definition of done
 - Binary status; either a module has been accepted into the code base or it hasn't
 - Firm footing for EVMS and other project management techniques

QUESTIONS?

Contact

- Adam Firestone
 - Director, Defense and Government Solutions, WSO2
 - adam@wso2.com
 - 703-879-5176
 - www.wso2.com

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Government Cloud Deployments

Cloud Computing Conference East | Boston | May 20, 2013

Mike Dinsdale | CFO

The MASSIVE Paper Problem



Annual Volumes

- **552 Billion** Pages Faxed
- **3 Billion** Overnight Envelopes
- **100 Million** Projected Documents
One Customer

Davidson Consulting, IDC, others

DocuSign: Empowering Anyone to Sign Anything, Anytime, Anywhere



More than **37M** users growing to **60M**



More than **63,000** new signers a day



More than **65,000** customers



Up to **3.5M** pages a day



188 countries

Delivering Value Across Organizations of All Type, Size & Industry

Real Estate & Prop. Mgmt.	Bus. & Prof. Services	Fin Services & Leasing	Insurance	Technology	Consumer	Healthcare & Pharma	Manufacturing Oil & Gas	Communication & Media	
Banking & Credit Unions	Travel & Tourism						<th data-bbox="1452 595 1640 660">Education</th>	Education	
								<th data-bbox="1649 666 1837 731">Government</th>	Government

DocuSign: The Clear Market Leader



#1
eSignature
Wave



#1
eSignature
Takes Off

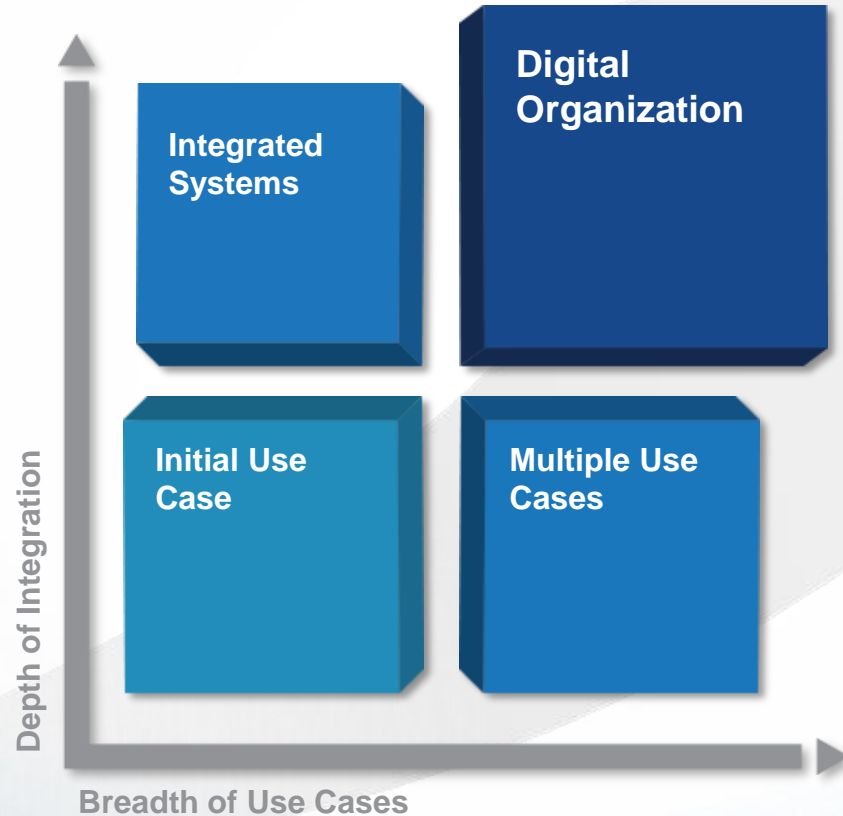


#6
Out of
5,900

THE WALL STREET JOURNAL
WSJ
"50 Next Big Things"

Organization Value Journey

DocuSign Value Matrix



The Digital Journey Begins

The Problem



Printing, faxing



Shipping
(multiple signers)



Lost contracts



Missing
signatures



Rekeying data

The Consequences



Slow execution



Costly Operations



Error prone
& unsecure



Poor customer
experience

The Opportunity: Extraordinary ROI



Increase speed
to results



Reduced
operating costs



Accurate & secure
transactions



Delighted
customers

The Digital Journey Continues



Sales

- Sales Order Processing
- Account Provisioning
- Sales Compensation Agreements
- Referral Agreements
- Reseller Agreements
- Field Sales Agreements
- New Customer Sign Ups
- Terms and Conditions



Human Resources

- New Hire Paperwork
- Candidate NDA
- On/Off-boarding Checklist
- Employee Policy Distribution & Signature
- Contractor Agreements
- Non-disclosure
- PTO Management
- Payroll Forms



Finance

- Invoice Processing
- Expense Reporting
- Capitalization Management
- Audit Sign Off
- Policy Management
- Inventory Signoff
- Asset Transfer / Retirement
- Hiring Freeze Exemption
- M&A Documentation



IT / Operations

- Asset Tracking
- Change Requests
- Requirements Sign Off
- Access Management
- Incident Reporting
- Production Change Authorization
- Maintenance Authorization
- Order Fulfillment



Legal

- NDAs
- Contract Management
- Internal Compliance
- IP Licensing
- Patent Applications
- Board Minutes
- Trade Name Assignment
- Trademark Assignment
- Finance Agreements



Marketing

- Event Registration
- Customer Communication Approvals
- Mass Mailing / Email Approvals
- Customer Communication Approvals
- Brand Compliance / Audits
- Event and Vendor Approvals



Facilities

- Front Desk Sign-in
- Work Orders
- Lease Agreements
- Move In / Move Out Requests
- Parking Permits
- Equipment Rentals
- Lien Releases
- Site Passes and Onsite Waivers



Support

- Account Changes
- Service / Work Orders
- Term Changes
- Self Service Requests
- Compliance
- Field Service
- Cancellation Requests
- Internal Cancellation Processing



Product Management

- Change Management
- Release Management
- Code Review Reporting
- Requirements Acceptance
- Release Scope Commitments
- Project Charter Templates



Procurement

- Purchase Orders
- Statements of Work
- Master Service Agreement
- RFP Sign Off
- Supplier Compliance
- Competitive Procurement Summaries
- Sole-Source Justifications
- Procurement Card Applications

The Journey Objective: The Digital Organization



Government Customers Achieving Significant Results



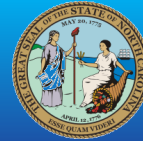
Butte County Sheriff's Department & D.A.

- Expedite search warrant sign off by Judges
- Search warrant requests submitted & approved on iPads – anytime, anywhere



California Dept. of Managed Health Care

- Receive 4K+ written inquiries, requests & complaints per year
- Automate paper & fax process with DocuSign to expedite processing



State of North Carolina

- Streamline the processing of all gov't documents requiring signature
- First deployment to simplify travel reimbursement & background check approvals



Internal Revenue Service

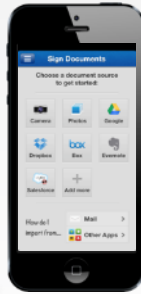
- DocuSign-led Proof of Concept
- IRS began accepting DocuSign on Form 4506-T Income Verification Authorization Form
- 25M+ forms submitted per year

DocuSign Mobile Leadership

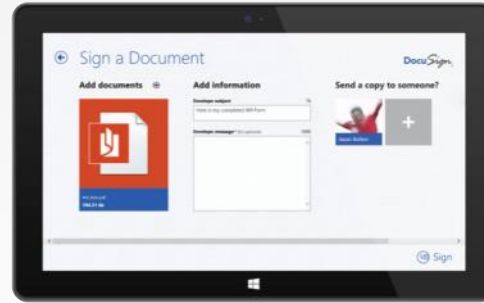
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iOS



Android



Windows 8



Mobile Web



Apple's App Store Best of 2012



Featured at CES 2012



Top Productivity App

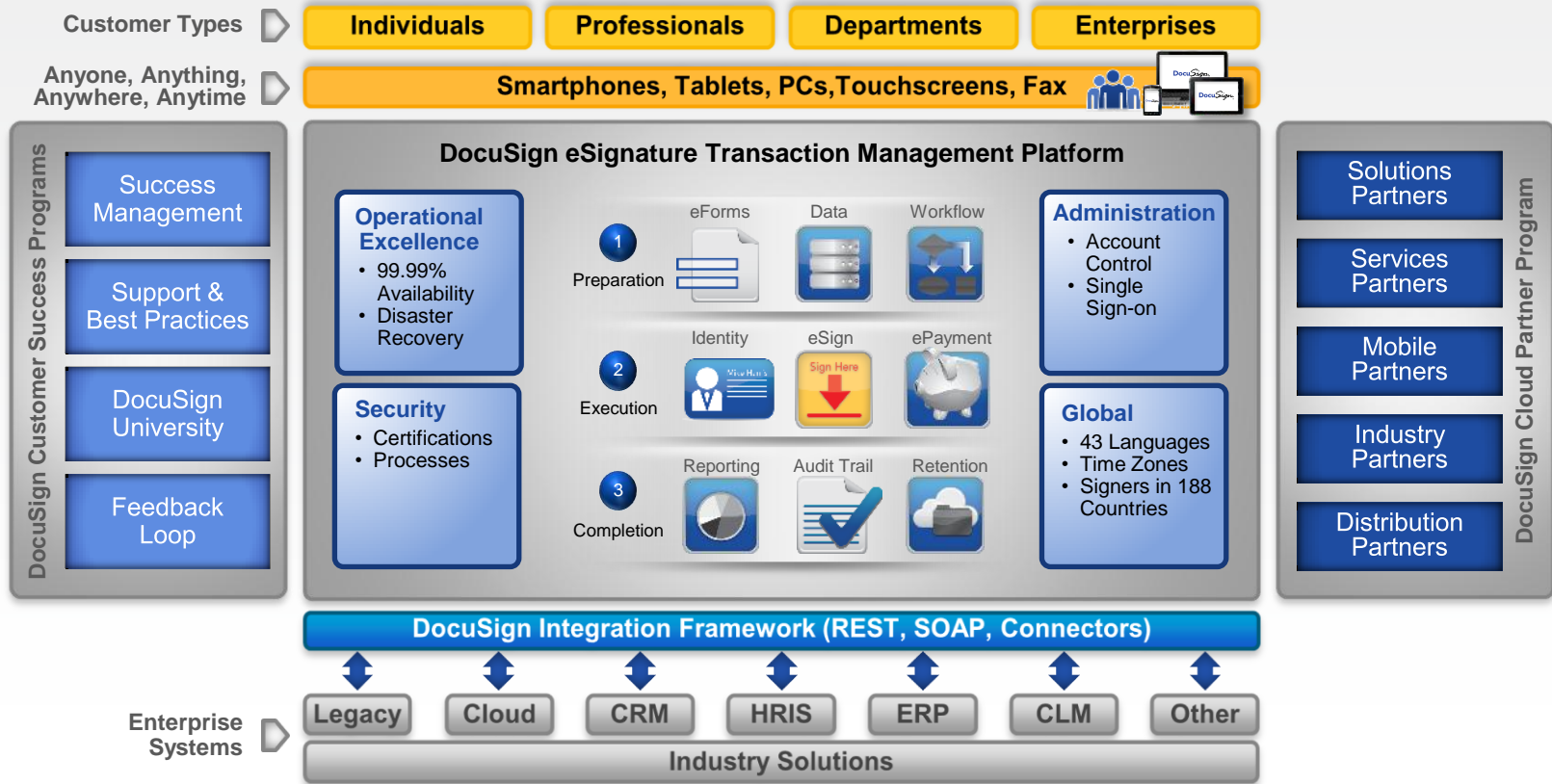


Featured in TechCrunch, WSJ, LifeHacker, USA Today, ZDNet



"This makes life in the business world a whole lot easier and faster. Truly a great app."

DocuSign Platform: A Complete Solution



DocuSign Signature: Trust in the Cloud

Email Address

IP Address

Date/Time

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Doc ID

Geo-location

Audit Trail

Certificate

Social

Phone

OFAC

KBA

OTP

Federated

PKI Digital Certificate

Digital Seal

E-Verify Department of Justice
Immigration and Naturalization Service **Employer Eligibility Verification**

Please read instructions carefully before completing this form. The instructions must be available during completion of this form. **ANTI-DISCRIMINATION NOTICE:** It is illegal to discriminate against work eligible individuals. Employers E-Verify only select documents that they will accept from an employee. The refusal to hire an individual because of a future verification date may also constitute illegal discrimination.

Section 1: Employee Information and Verification. To be completed and signed by completion of the form completion stage.

Full Name: Last First Middle Initial
Address Street Name and Number Apt # Date of Birth (month/day/year)
City State Zip Code Home Country F
I am aware that Federal law prohibits for employment and/or fees for false statements or use of false documents in connection with the completion of this Form.
Employee's Signature: [Signature] Date of Signature: [Date]
Employer's Signature: [Signature] Date of Signature: [Date]
I am aware that Federal law prohibits for employment and/or fees for false statements or use of false documents in connection with the completion of this Form.
Document Title: [Title] Issuing Authority: [Authority] Document ID: [ID] Signature Date of entry: [Date] Signature Date of exit: [Date]
Section 2: Signature Menu
Section 3: Updating and Downloading New Signatures
C. If an employer's previous grant of work to an employee is terminated, the employer must first notify the Department of Justice and Immigration and Naturalization Service.

Tom Gonsler
tom@docuSign.com
DocuSigned by:
[Signature]
F12017482F38428...

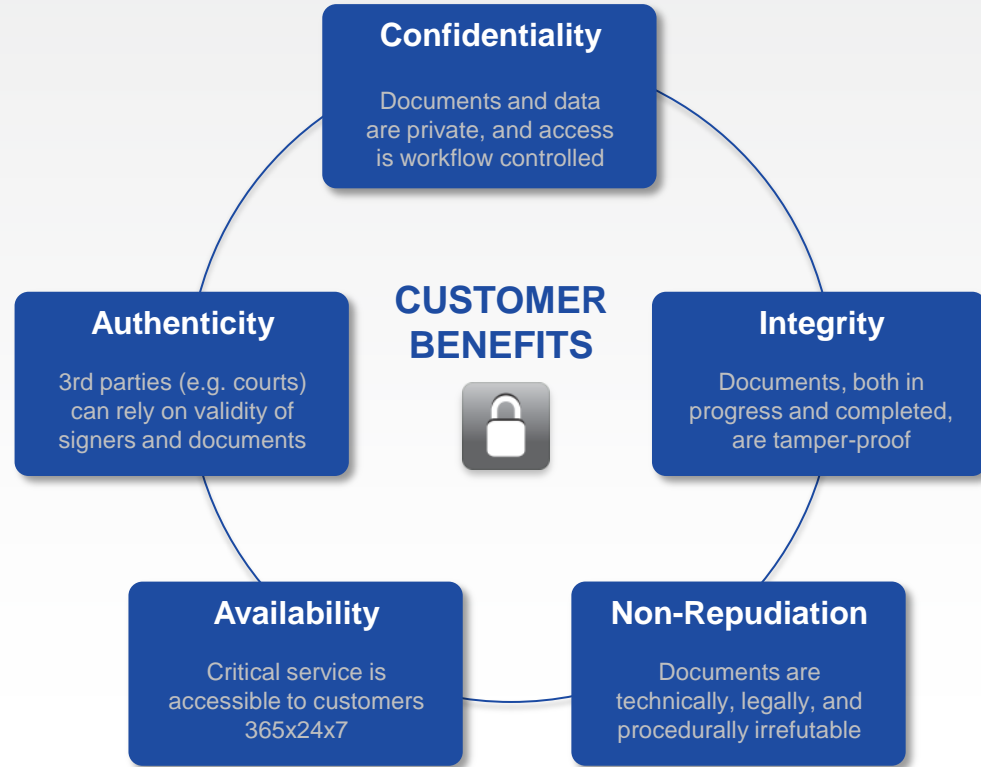
▼ **Less Detail**

Signed	Company
183 envelopes	Founder & Chief Strategy Officer
4/28/2012 last signed	DocuSign, Inc.
	415-489-1478
	111 Sutter Street
	10th Floor
	San Francisco, CA 94553
	United States
Sent	
62 envelopes	
4/26/2012 last sent	
Authentication	
2 methods	
4/28/2012 last authenticated	
Access Code last authentication	

DocuSign Security and Infrastructure Leadership

Broadest Set of Security Certifications

	Global Security Gold Standard: ISO 27001
	Security Framework and Reliability of Service
	Protection Of Data
	Data Privacy
	Streamlined process for EU privacy law compliance



Why Organizations Choose DocuSign

Easiest to
Use Product



Most Powerful
Platform



Leading
Security



Richest Partner
Ecosystem



World Class
Customer Programs



The background features a stylized world map composed of a grid of small blue squares. Several glowing blue lines and dots are scattered across the map, suggesting digital connectivity and data flow. The DocuSign logo is prominently displayed in the upper center, with 'Docu' in a bold, white, sans-serif font and 'Sign' in a white, elegant script font. A registered trademark symbol (®) is located to the right of the 'Sign' portion of the logo.

Docu*Sign*®

Keep Business Digital

Mike Dinsdale | CFO

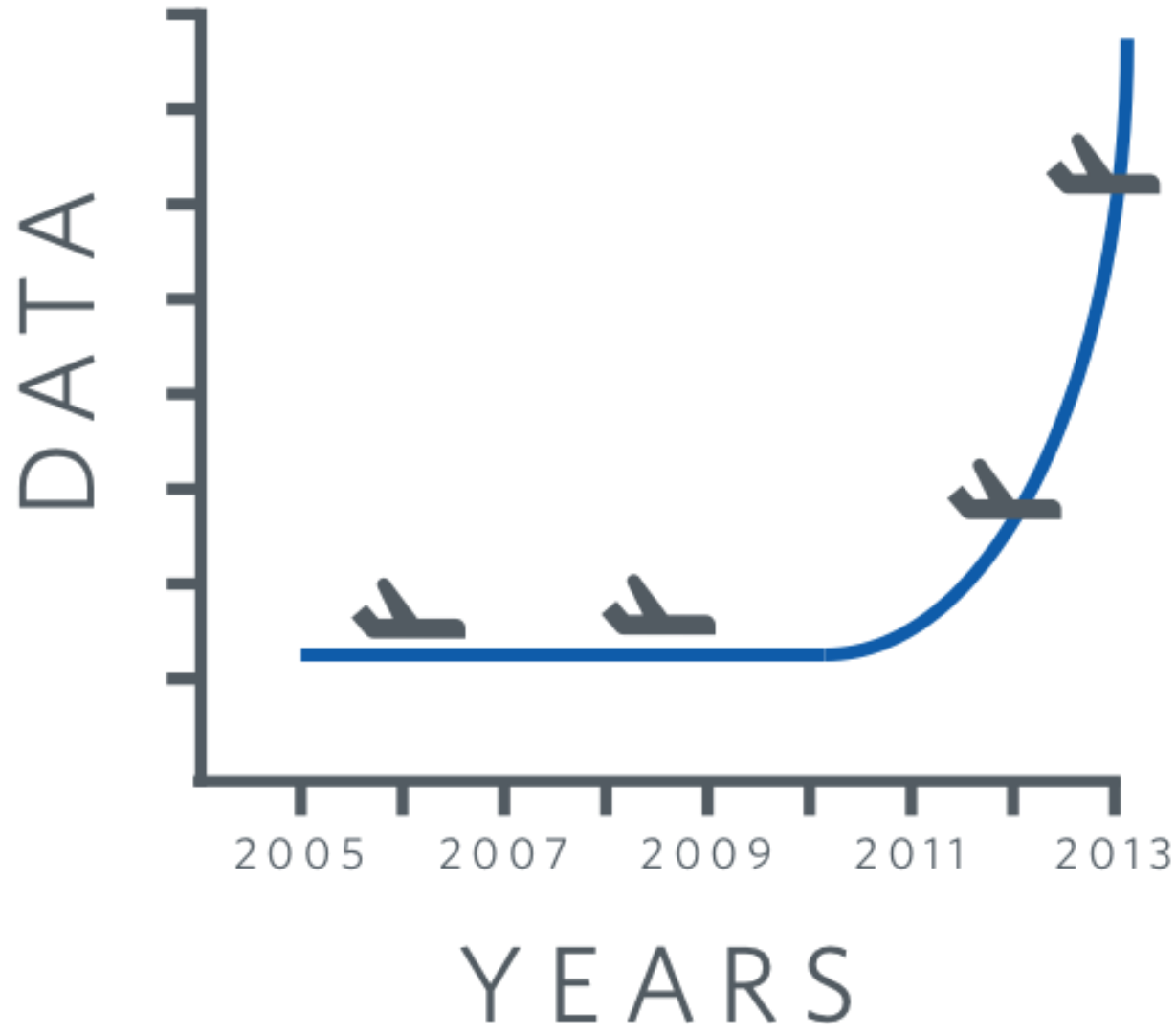


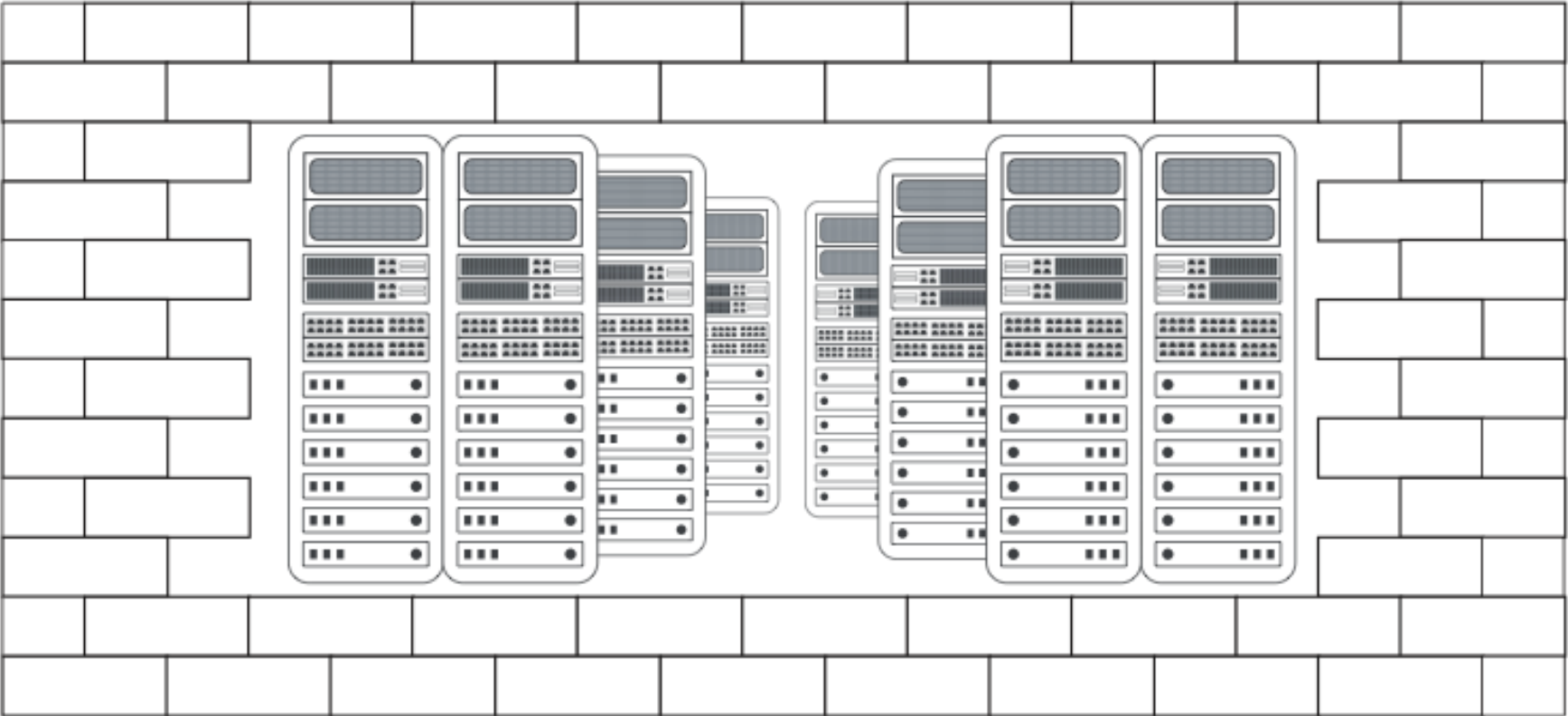
U N I T A S
G L O B A L

**Erik
Salazar**

Executive Vice President









AMAZON





REAL TIME



MONTHLY



ARCHIVE



REAL TIME

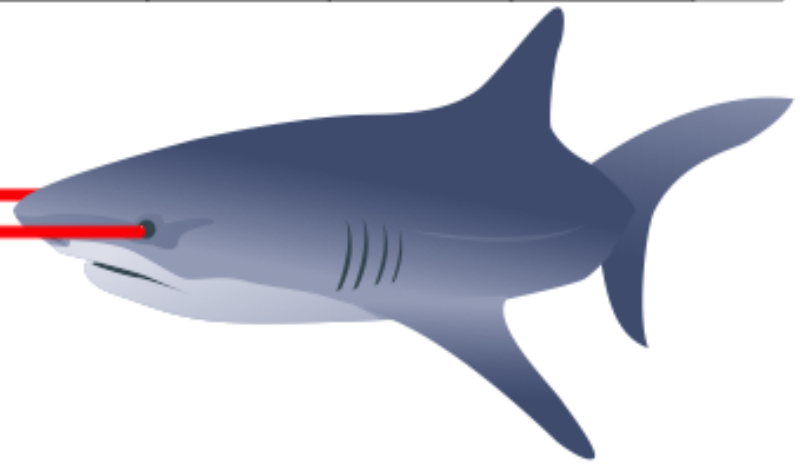
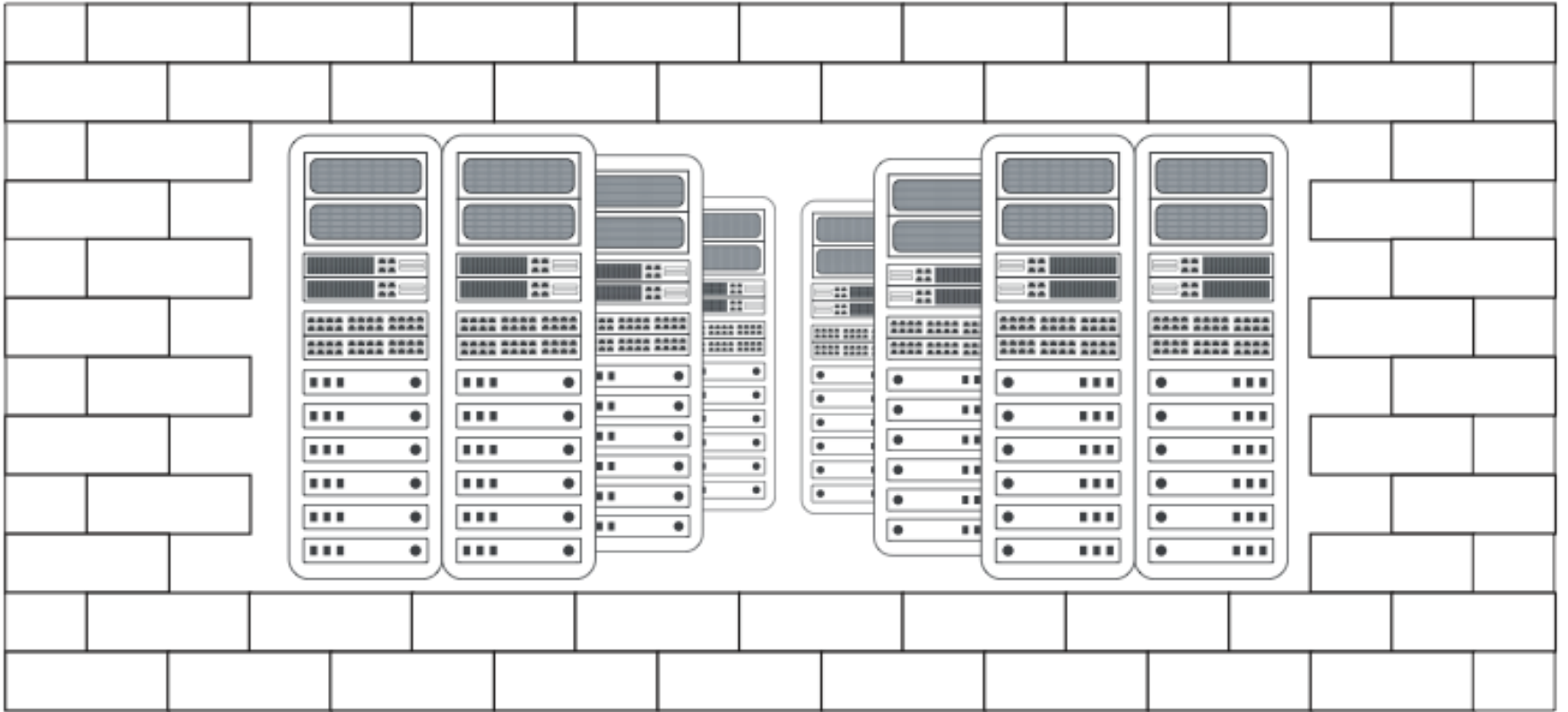


MONTHLY



ARCHIVE





BEFORE

AFTER

STORAGE



9-12 month deployment

Less than 24 hr deployment

COMPUTE



12-14 month deployment

Less than 24 hr deployment



proudly present:

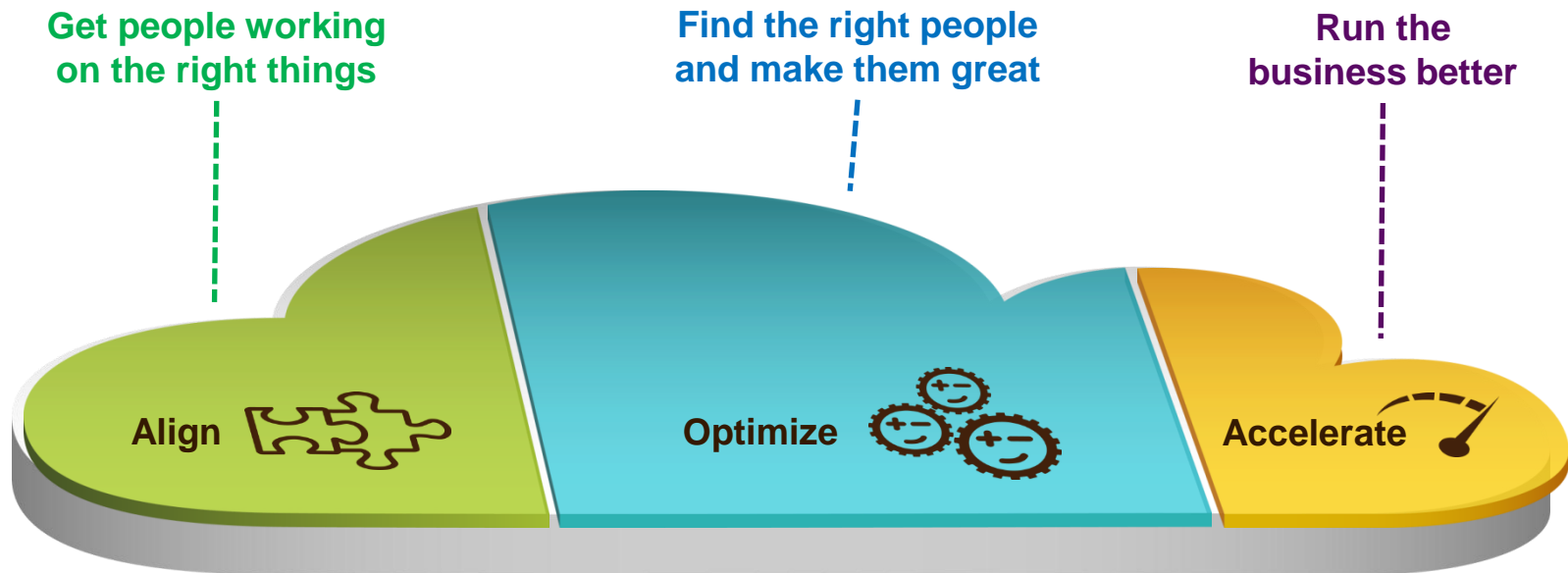
BPaaS: HR Case Study in Government

Marlyn Zelkowitz, Director, SAP Industry Business Solutions
May 20, 2013

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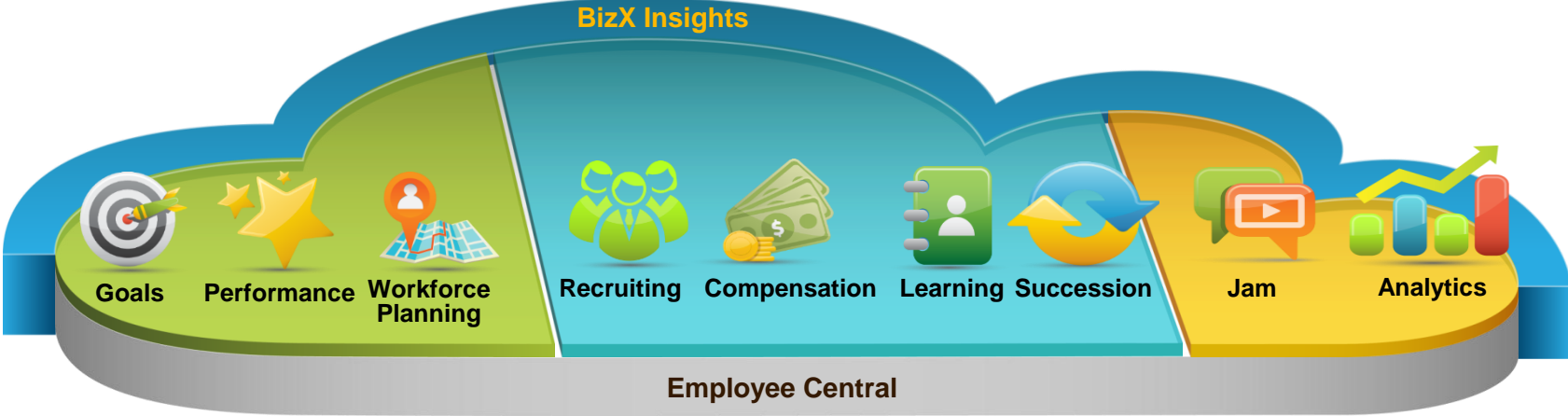
SuccessFactors can help...



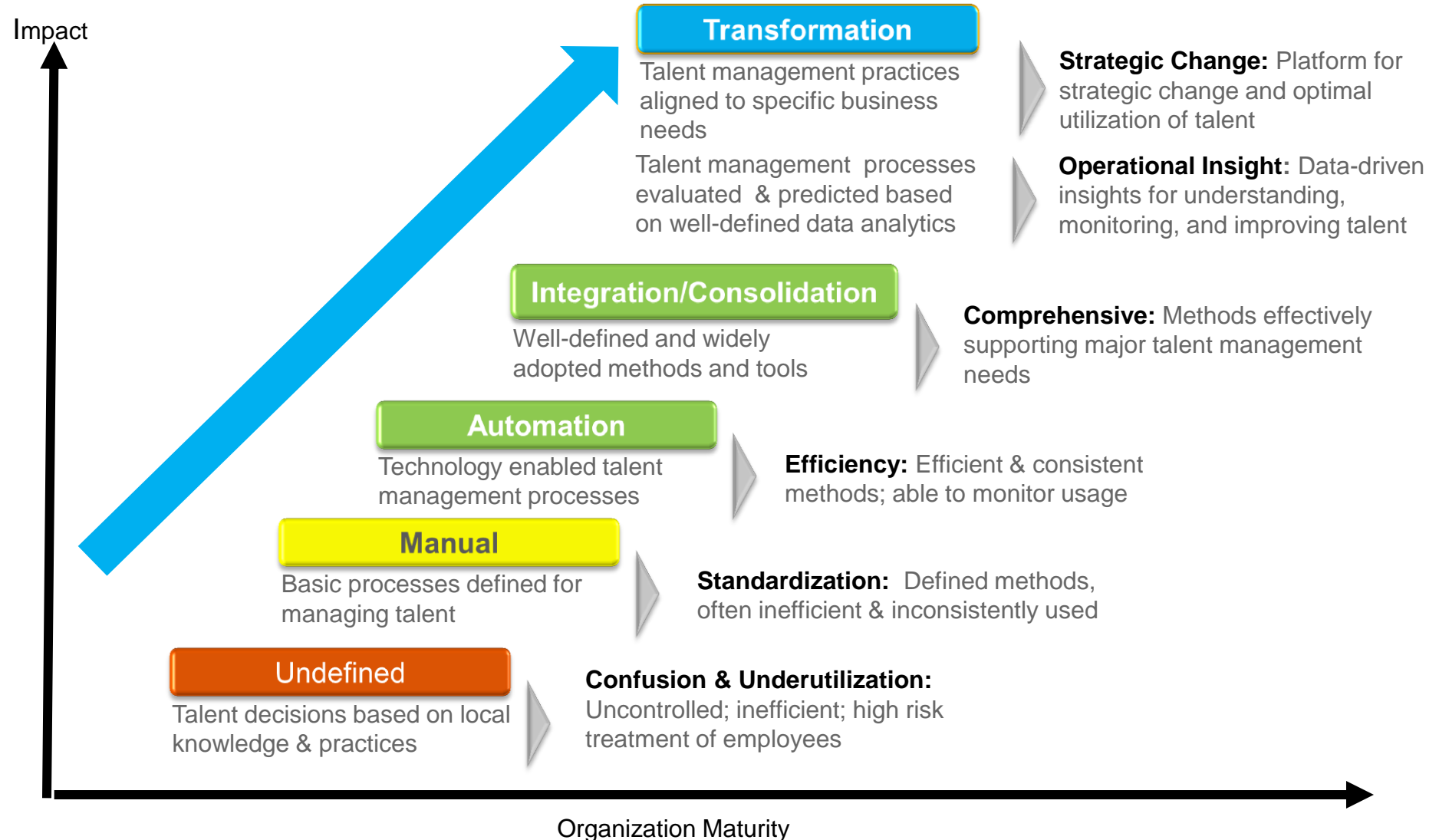
“About 60 percent of our workforce is eligible to retire in the next five years. SuccessFactors JAM will help us show that municipal governments use cutting-edge technology—which will give us an edge in attracting top talent.”

Hank Stuchel, Risk/Employee Relations Manager, Schaumburg, IL

SuccessFactors BizX



Deployment Stages.. Evolve & Grow



Organizations that use SF strategically see 5x the impact

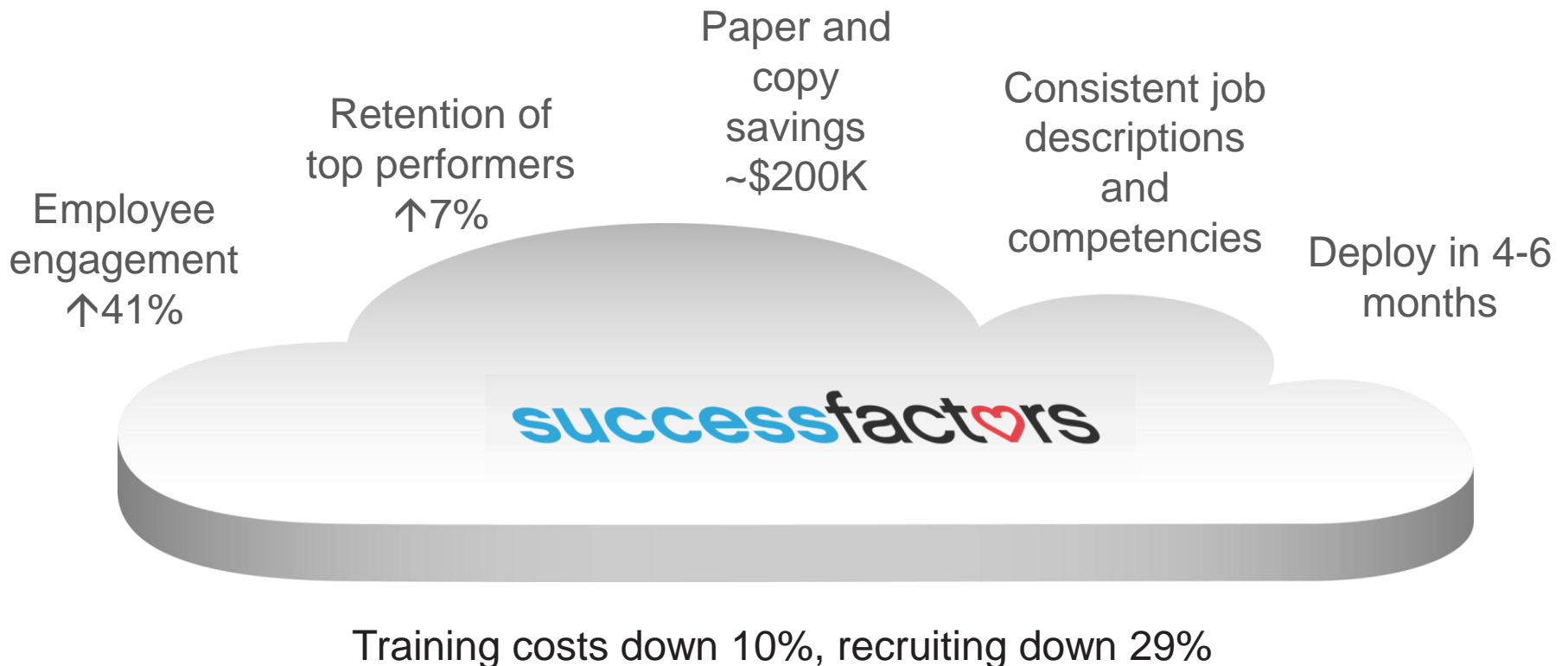
Average of Performance Change

Use	Total
Strategic	5.4%
HCM	3.3%
Automation	0.9%
Average	2.8%

Productivity impact based on increased investments in strategic execution.

Source: *Post SuccessFactors Implementation data, Q1 2009,*
Top tier consulting and SF Research Analysis, n=527

Benefits: Case study



Delivered in the Cloud



Vision for a government organization



Goal Alignment

- Everyone is aligned behind the organizational leader's strategic priorities

Performance Management

- Individual accountability
- Measure performance

Compensation Management

- Reward talent

Talent & Development

- Identify competency gaps
- Develop new leaders

Engaged

Accountable

Aligned

Disseminate strategy and align your employees

2009 Objectives for Alexander Thompson

Switch Plan: 2009 Objectives

Employee Hierarchy

Display Options

Displaying 1-5 of 5 Objectives

Focus employees on your strategy to achieve your organization mission by clearly articulating goals and priorities

Financial

Visibility	Objective	Link Data	Metric	Actual	Complete	Weight	Status	Action
<input type="checkbox"/>	Public Move ACE Software to the #2 Position in Business Automation by Focusing on Services	Marketing Dashboard	#2 in Market	#3 in Market	60.0%	30.0%	Behind	

Customer

Visibility	Objective	Link Data	Metric	Actual	Complete	Weight	Status	Action
<input type="checkbox"/>	Public Improve Customer Satisfaction by Implementing Net Promoter Program	Customer Dashboard	95% Net Promoters	80% Net Promoters	80.0%	20.0%	On Track	

Business Process

Visibility	Objective	Link Data	Metric	Actual	Complete	Weight	Status	Action
<input type="checkbox"/>	Public Implement Customer Profitability Reporting with Activity Based Costing in all Customer Facing Groups	Customer Dashboard	Min 20% Profit	Min 10% Profit	40.0%	20.0%	On Track	

Innovation and Learning

Visibility	Objective	Link Data	Metric	Actual	Complete	Weight	Status	Action
<input type="checkbox"/>	Public Move to Flattened Structure to Improve Innovation and Retention of Top Performers	Org Chart	Min 5 Reports	Min 3 Reports	60.0%	20.0%	On Track	
<input type="checkbox"/>	Public Support Growth into New Markets with Strong Pipeline of Sales Executives	Talent Pipeline	5 Potentials	2 Potentials	40.0%	10.0%	High Risk	

Confidence in the Cloud



Eleven years all in the cloud



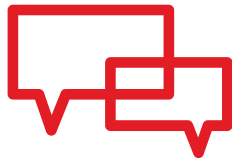
4,000 customers/~23M users



~ \$500 Million in 2012 Billings



An SAP Company



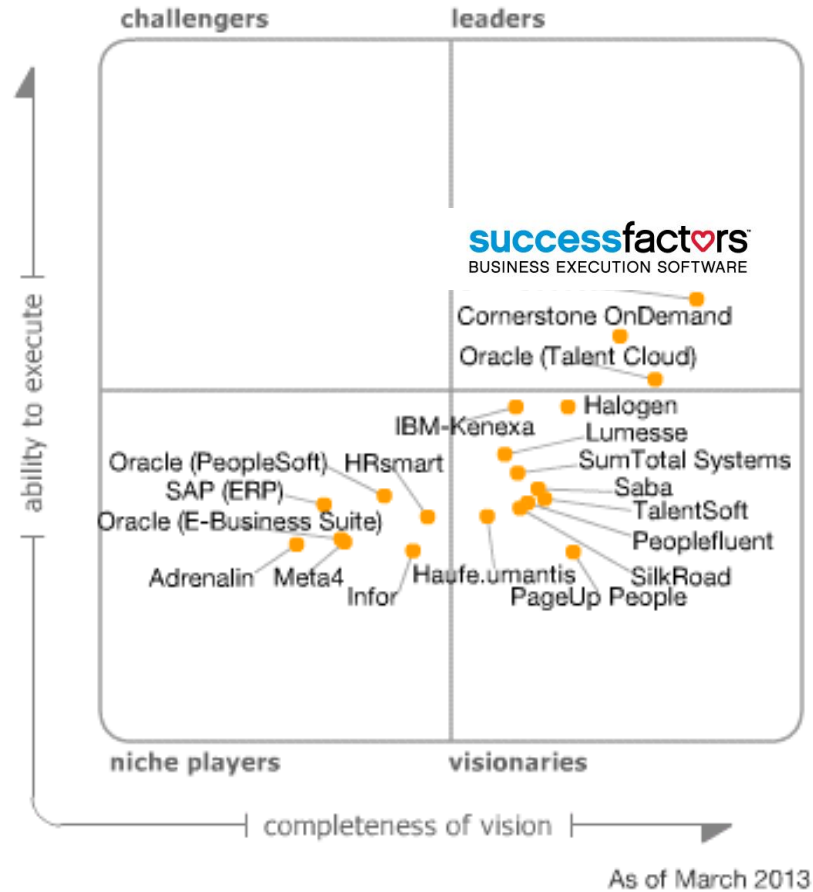
Largest cloud deployment- 2M users

Healthcare and government choose SuccessFactors



SuccessFactors “...offers market-leading performance and learning solutions with functional depth and breadth across the full talent management suite.”

Figure 1. Magic Quadrant for Talent Management Suites



Source: Gartner (March 2013)

Analysts Agree

“*SuccessFactors continues to be the clear market share leader*”

Gartner

“*Prominent end-to-end solution, leading the marketplace*”

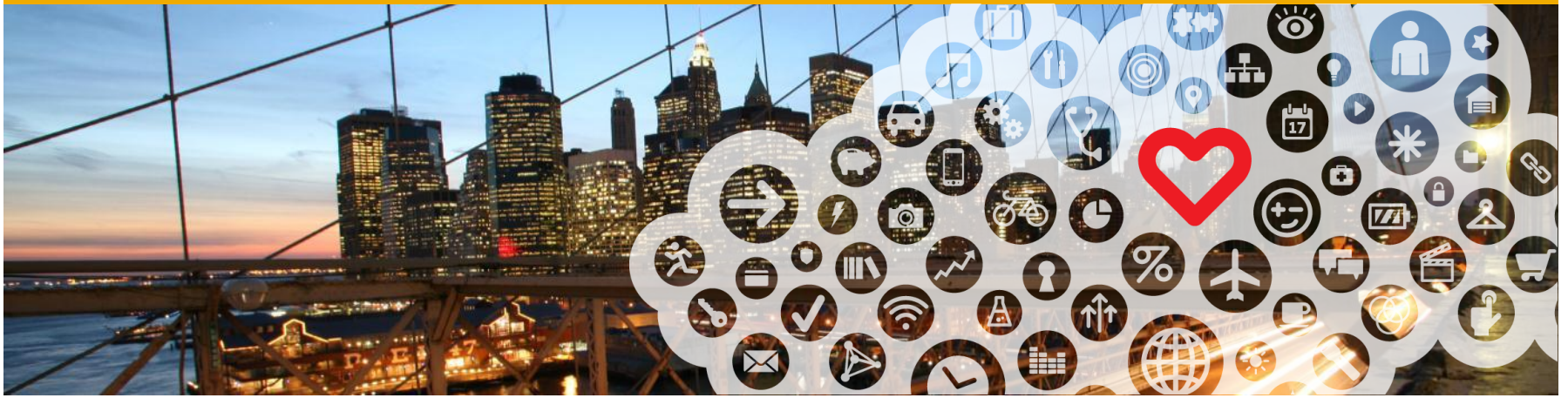

IDC
Analyze the Future

“*SuccessFactors leads the market*”


FORRESTER

“*SuccessFactors' ...a global powerhouse in end-to-end talent management software.*”


BERSIN & ASSOCIATES



Appendix

Screen shots

SuccessFactors aligns the organization for execution

Org Chart: Alexander Thompson

Managers can view teams and browse the organization

Drill down to access goal plans and talent information, or to print summaries and reports

Org Chart: Alexander Thompson

100%

Alexander Thompson
Division President - Software
6 directs (64 total)

Carla Grant
VP, Sales
Sales
ACE Software
Chicago, IL
321-555-2244 CST
cgrant@successfactors.com

Employee Profile

6 Direct Reports
25 Total Team

Go to:

- Talent Review
- Objective Plan
- Development Plan
- Career Worksheet
- Succession Org Chart
- Employee Scorecard

Carla Grant
VP, Sales
6 directs (25 total)

Darlene Sharp
VP, Marketing
2 directs (8 total)

Robert Allen
VP, Services & Support
3 directs (14 total)

Shirley Nielson
Executive Assistant

Steven Thomas
VP, Finance
2 directs (2 total)

Wilson Gale
VP, E
4 directs


Talent Scorecards for managing talent: At-a-Glance Summary of Critical Employee Data

MARCUS Q. HOFF Save Cancel Print Preview

[Profile](#) [Scorecard](#) [Notes](#) [History](#) [Comp Statement](#) [Performance Profile](#)

▼ Overview

Marcus Q. Hoff
Sales Director, NE



Overall Rating: 2.83

Competency Rating: 3.79
Objectives Rating: 1.67
Potential Rating: 3
Hire Date: 07/12/1995
Latest POTENTIAL/PERFORMANCE: [Update](#)
Latest OBJECTIVE/COMPETENCY: [Update](#)

▼ Talent Management Snapshot *Click below to edit*

talentPool	Planning Retirement
riskOfLoss	High
impactOfLoss	High

▼ Current Nominations

Role	Readiness	Incumbent(s)	Last Modified

▼ Performance History

Form/Source	Performance	Potential	Competency	Objectives	Due Date
Performance Plan - Behavior for Marcus Q. Hoff	3.14				09/01/2008
Performance Plan and Review for Marcus Q. Hoff				-1	11/30/2008
Performance Review for Marcus Q. Hoff	2		2.58	3	11/30/2008
Live Profile	-	-	-	-	-
Live Profile	-	-	-	-	-
Live Profile				3	-

▼ Contact Information

Full Name: Marcus Q. Hoff
Title: Sales Director, NE
Business Phone: 416 565 4598
Business Fax: 617-299-5555
Email: rburtenshaw@successfactors.com
Address: 259 Cochrane Rd
Toronto, ON L4M 3B9
Country: Canada

▼ Competencies

Competencies	Rating	Expected Rating	Gap
Communication	2.25	4.2	-1.95
Customer Focus	2	N/A	N/A
Integrity/Ethics	4	N/A	N/A
	2	N/A	N/A

Employee Scorecard shows many aspects of an employee's performance in a single view such as current overall ratings, performance history, competency ratings, succession nominations, etc.

Disseminate strategy and align your employees

2009 Objectives for Alexander Thompson

Switch Plan: 2009 Objectives

Cascade Selected...

Delete Selected

Objective Wizard

Create a New Objective

Copy From Other Objective Plan

Employee Hierarchy

Display Options

Displaying 1-5 of 5 Objectives

Focus employees on your strategy to achieve your organization mission by clearly articulating goals and priorities

Financial

Visibility	Objective	Link Data	Metric	Actual	Complete	Weight	Status	Action
<input type="checkbox"/>	Public Move ACE Software to the #2 Position in Business Automation by Focusing on Services	Marketing Dashboard	#2 in Market	#3 in Market	60.0%	30.0%	Behind	

Customer

Visibility	Objective	Link Data	Metric	Actual	Complete	Weight	Status	Action
<input type="checkbox"/>	Public Improve Customer Satisfaction by Implementing Net Promoter Program	Customer Dashboard	95% Net Promoters	80% Net Promoters	80.0%	20.0%	On Track	

Business Process

Visibility	Objective	Link Data	Metric	Actual	Complete	Weight	Status	Action
<input type="checkbox"/>	Public Implement Customer Profitability Reporting with Activity Based Costing in all Customer Facing Groups	Customer Dashboard	Min 20% Profit	Min 10% Profit	40.0%	20.0%	On Track	

Innovation and Learning

Visibility	Objective	Link Data	Metric	Actual	Complete	Weight	Status	Action
<input type="checkbox"/>	Public Move to Flattened Structure to Improve Innovation and Retention of Top Performers	Org Chart	Min 5 Reports	Min 3 Reports	60.0%	20.0%	On Track	
<input type="checkbox"/>	Public Support Growth into New Markets with Strong Pipeline of Sales Executives	Talent Pipeline	5 Potentials	2 Potentials	40.0%	10.0%	High Risk	

Drive execution with alignment at every level

2009 Objectives for Alexander Thompson

+ Employee Hierarchy

+ Display Options

Displaying 1-5 of 5 Objectives

Financial				
Visibility	Objective	Link Data	Metric	Actual
	[Daniel Cortez] Pursue #1 or #2 position in all businesses. Improve or divest businesses not in #1 or #2 market positions.	Marketing Dashboard	Market Position	50% on Target
<input type="checkbox"/> Public	Move ACE Software to the #2 Position in Business Automation by Focusing on Services	Marketing Dashboard	#2 in Market	#3 in Market
	[Carla Grant] Ensure that Services Accounts for at least 50% of all New Business	Sales Results	\$80M of Services	\$63,089,234
	[Robert Allen] Improve Customer Success in Business Consulting with New Project Management Tools	Marketing Dashboard	#2 in Market	#3 in Market
	[Darlene Sharp] Increasing Visibility of Customer Projects with Executives, Driving Customer and Company Success	Customer Dashboard	85% Net Promoters	70% Net Promoters

Understand relationships and dependencies from top to bottom

Ensure that the entire organization is aligned to strategy

Objective Distribution

- 70 objectives / 63 public / 7 private
- Average 2.8 objectives per person
- Average 3 objectives per person for people with objectives
- 23 people have objectives
- 2 people have no objectives

Objective Status

Are we asking employees to do anything at all to support strategy?

Filter Summary

Items per page: 10 Showing 11-20 of 72

Objective Name	Category	Owner	Aligned/Unaligned
Maintain variance of less than 10% between forecasts and actuals	Customer	William Carver	Unaligned
Increase Services Revenue per Account	Financial	Cheryl Wang	Unaligned
Complete at least one Customer Success Testimonial	Customer	James Reed	Unaligned
Attend Key Customer Negotiation Sessions with my Team	Learning and Growth	Thomas Clark	Unaligned
Create detailed plans for key accounts	Business Process	Ruth Lawson	Unaligned
Attend Five Industry Conferences in my Region	Learning and Growth	Marcus Q. Hoff	Unaligned
Increase Services Revenue per Account	Financial	Barry Chen	Unaligned
Improve Process for Lead Management	Business Process	Thomas Clark	Unaligned
Attend Key Customer Negotiation Sessions with my Team	Learning and Growth	Larry K. Lindsley	Unaligned
Increase Referencability of Customer in my Territory	Customer	Diana Stile	Unaligned





Aligned Objectives

Which goals support our strategy? Which do not? Where is the ownership?

Assess performance and capability to execute

Stack Ranker Competency Assessment





Save | Cancel | Print Preview

	 Richard Maxx	 Sid Mormony	 Wilma Sown	 Vic Stokes
Communication	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Customer Focus	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Hiring	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Integrity/Ethics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Job Knowledge	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Listening Skills	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Negotiation Skills	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Sense of Urgency	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Summary	3.44	3.56	4.44	3.00

I have finished

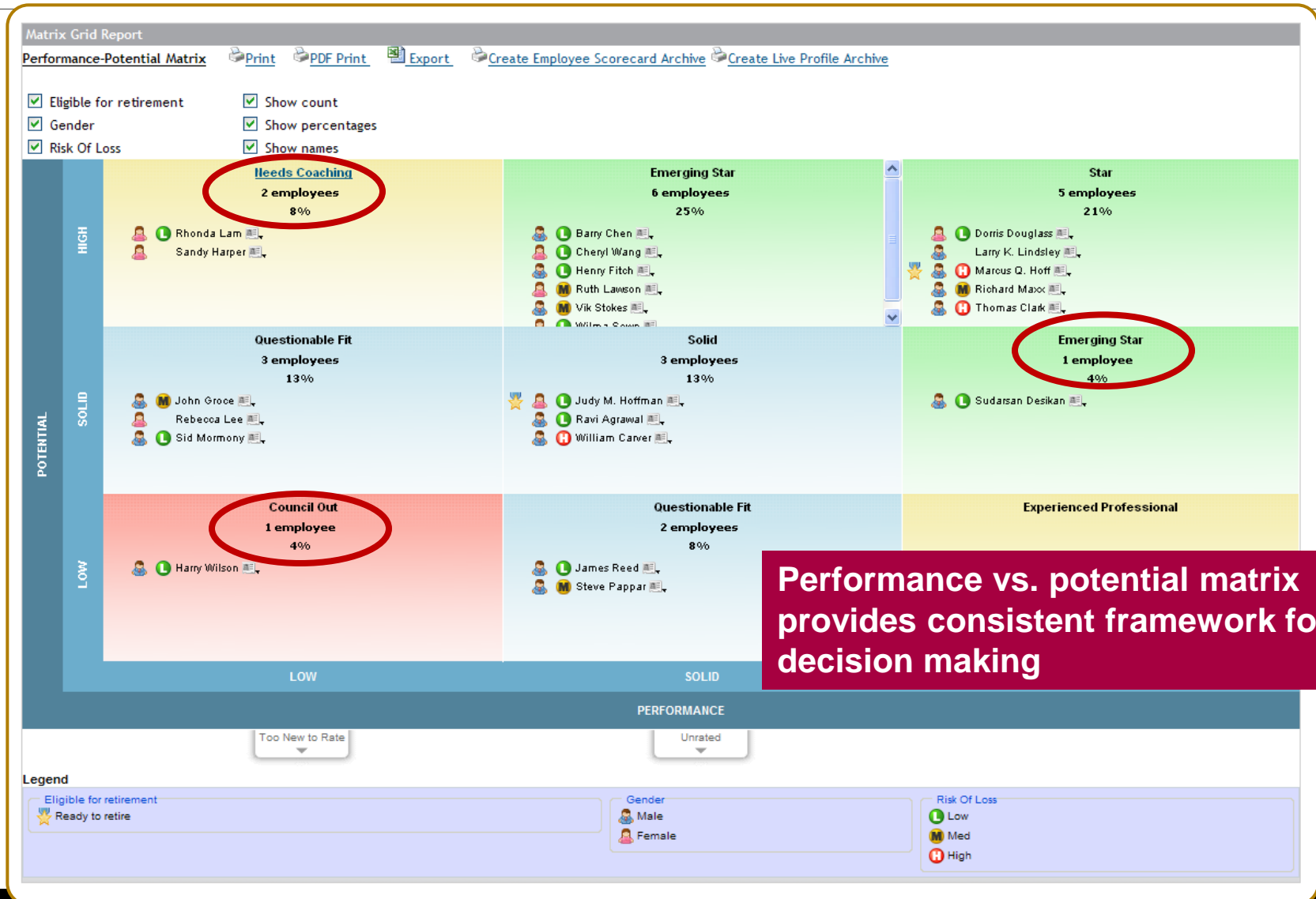
Stack Ranker

Summary

-  Wilma Sown 4.44
-  Sid Mormony 3.56
-  Richard Maxx 3.44
-  Vic Stokes 3.00

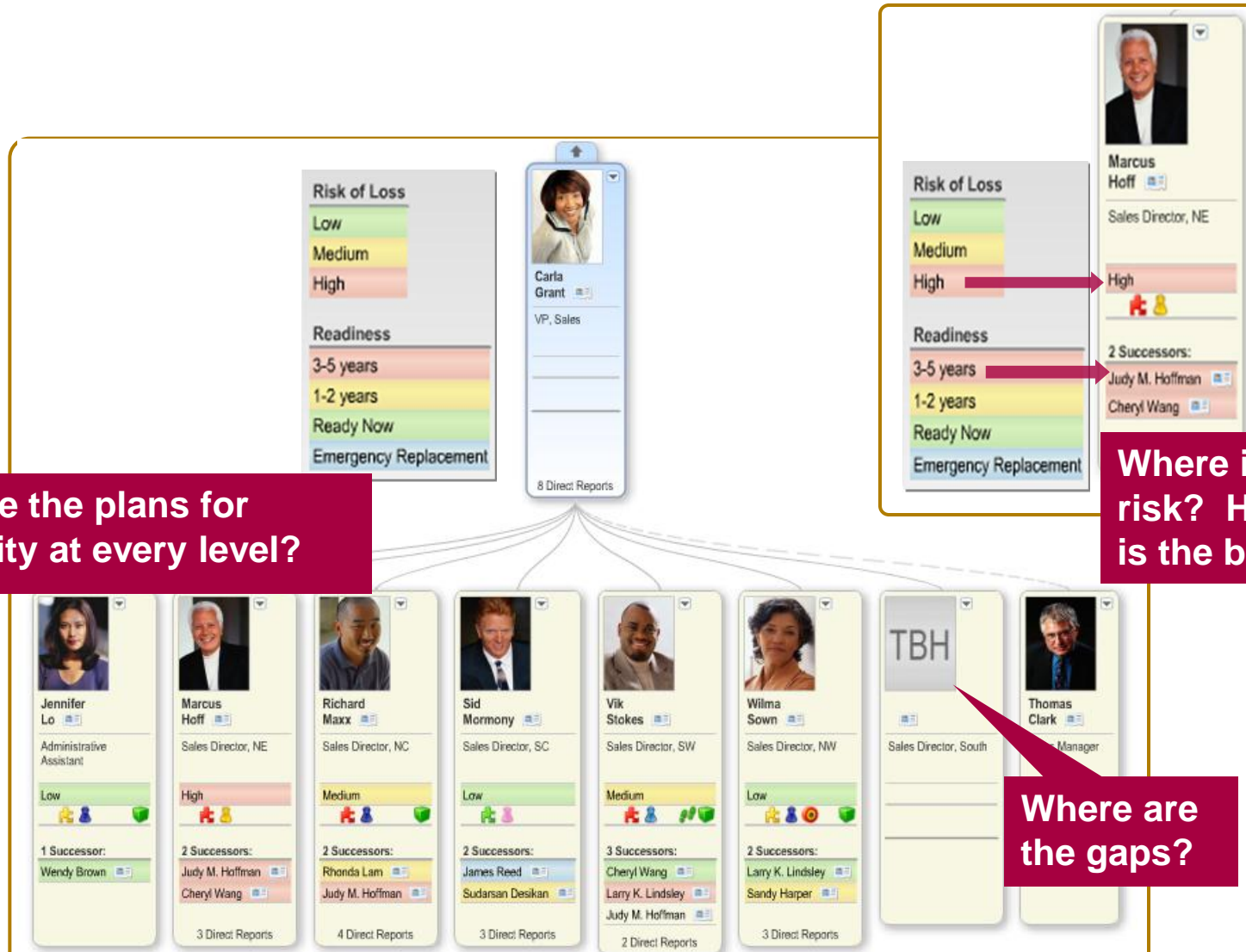
Assess entire teams at once – allowing easy, consistent assessment of ALL talent

Deploy a deeply understood talent portfolio against strategy



Performance vs. potential matrix provides consistent framework for decision making

Prepare for business continuity, arm to pursue opportunity



What are the plans for continuity at every level?

Where is the risk? How deep is the bench?

Where are the gaps?

Business Impact Study by Top 3 Management Consulting Firm (n=520)

Business Impact	Average	Average for Healthcare	High
Productivity improvement	2.9%	6.68%	5.4% (top quartile)
Faster communication of strategy change	1 week	1.25 weeks	8 weeks
Increased time spent on strategic priorities	5.5%	5.28%	40%
Increased project completion	13.8%	1.67%	67%
Increase in high performers	4.9%	37.6%	40.1%
Decrease in low performers	13.9%	12.7%	35.7%
Decrease in turnover rate	15.2%	2.1%	25.0%
Increase in internal job fill rate	13.7%	Unavailable	49.7%

Business Impact

**Add 1% of revenue to the bottom line
Earn 10X return on SuccessFactors investment In one year**

About SuccessFactors

- 15** Million Users
- 3500+** Customers
- 500+** Hospitals
- 168** Countries
- 34** Languages
- 60** Industries

Customer Success



Employee engagement increased from 83 – 87% and turnover reduced from 7% to 4.5% since implementing SuccessFactors in 2005



All pay increases and bonuses are now tied to financial results



Over 1000 successors identified for key positions and 58% of executives hired in 2008 were internal



SuccessFactors Solution helps us to drive dialogue between managers and employees and create a culture for high performance



Thank you

Contact information:

Marlyn Zelkowitz

Global Director, Industry Business Solutions Public Sector, SAP

T: +1 202 312 3529

E: marlyn.zelkowitz@sap.com