

## HfS Governance Academy

Providing Structure and a Proven Approach to Governance

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The HfS Governance Academy is an advanced series of instructor-led online and classroom-based training services, which have been designed to help global enterprise clients across the Americas, Europe and Asia/Pacific regions govern their Outsourcing and Shared Services environments more effectively. HfS has identified the key to achieving more value from Outsourcing and Shared Services initiatives is through the development of more progressive and collaborative enterprise buyer/service provider relationships.

Most organizations use outsourcing as a service delivery mechanism. In fact, many organizations deliver more than half of their back office services with external resources. This model works well as long as the organization is proficient at governing those external relationships and integrating them with their internal service delivery. Too often, the success or failure of an outsourcing relationship is determined by the skills and attributes of key governance team individuals rather than a consistently applied governance framework.

**Unfortunately, heroes don't scale.** Organizations cannot afford to have pockets of capable governance in some areas and weak governance in others. Executives need a consistent level of proficiency across all of their Outsourcing Governance and Shared Services environments to maximize the value – and mitigate the risk – of their integrated service delivery model.

## You Require

Consistent governance framework across Outsourcing and Shared Services environments.

The highest possible value from your Outsourcing providers and internal delivery.

Mutable realignment of your internal and external relationships, as circumstances change.

The creation of an environment that fosters innovation and positive growth.

## To That End, the HfS Governance Academy Provides:

Consistent quality of content across basic and advanced concepts of governance.  
Instruction based upon practical experience across many industries and business functions.

Flexibility of instructional delivery through on-site instructor-led training, virtual team training via webcast, and pre-recorded online training modules.

Assessment tools, to help determine enterprise-specific training needs.

For the first time, you can access advanced governance concepts, tested and proven in the top Global 2000 firms, presented in the context of an enterprise-level training program. Our training takes your staff from core concepts all the way through multi-provider management, Vendor Management Organization (VMO) integration, and Innovation Program Management in a systematic step-by-step process.

The HfS Governance Academy assesses the relative capability and maturity of your governance teams and outsourcing relationships. This helps determine specific training needs so they can be proactively addressed on a case-by-case or ongoing basis.

**LEARN MORE:** email [insights@hfsresearch.com](mailto:insights@hfsresearch.com) or call +1 (800) 449-4206 x9

# Certification

Enterprise leaders acknowledge that not everyone needs to have the same level of Outsourcing Governance and Shared Services management skills and expertise. A given team member's requisite expertise depends upon their role, the dynamics of the environment, and the complexity of governance requirements overall. As a result, the HfS Governance Academy has developed a Certification program to address this scaling need.

<b>Proficiency Level</b>	<b>Concepts &amp; Skills</b>	<b>Targeted Professionals</b>
Yellow Belt*	Governance and Relationship Management fundamentals	Applicable to all involved with delivery management
Green Belt	Establish new relationships Using commercial levers to maximize performance	Governance team, retained organization
Brown Belt	Multi-provider governance Realign relationships (internal and external) Remediate relationships Joint planning	Governance Team Leads, Relationship Managers, PMO, and Strategic Supplier Managers
Black Belt	Innovation program management Integrating/Leveraging Governance into VMO, PMO, and Strategic Supplier Management	Sourcing, PMO, VMO, Supply Chain, and Strategic Supplier Management professionals responsible for implementing or running Planning and/or Innovation programs

The Governance Academy is unique in the marketplace as there is no other service that rates governance capability, provides advanced governance training, and certifies individual by role. Certifications will be awarded to individuals who complete designated training modules and demonstrate their proficiency in the requisite skills. Specific training modules are associated with each Certification level.

\*Over the past four years, HfS has established a unique community for enterprise leaders of outsourcing and shared services, the HfS Sourcing Executive Council, where the absence of a relevant, up-to-date and sophisticated governance training and certification program has been repeatedly lamented by vast majority of the members.

HfS is pleased to announce that Yellow Belt certification will be included with Sourcing Executive Council membership, and discounts will apply to all ensuing levels of certification.

To learn more about HfS, the HfS Governance Academy and HfS Sourcing Executive Council membership, please email

Sourcing Executive Council membership includes:

- Access to the Governance Design Mini-Course videos, and additional instructional videos, as available.
- A Governance Capability Assessment Survey (maximum survey participants = 15)
- One half-day Governance workshop
  - Review findings and recommendations from Capability Assessment Survey
  - Present Governance Framework content highlighting problem areas identified in the survey
  - Jointly create action/improvement plan with participants and share best practices

# About HfS

## As the architects of global business,

HfS provides a dedicated environment for collective **research, strategy** and **community** — all aimed at helping enterprises explore new performance thresholds.

### Research

- Continues to produce acclaimed research focused on demand-side trends, market landscapes, supplier evaluations (“Blueprints”), pricing dynamics, market sizing and forecasting
- Won the premier award for “Analyst of the Year” in 2010 and 2011 and beat the likes of Gartner, Forrester, Ovum and IDC to win the most “Innovative Research Firm” in 2012

### Strategy

- Recognized as a Top Tier analyst brand focused on business services and global operations frameworks with technology as an enabler
- Guides enterprises with cost-effective, timely, and targeted research-based strategy, leveraging the extensive HfS network to deliver collective insights, data and advice applied to your specific needs

### Community

- Facilitates the HfS Sourcing Executive Council, the highest quality network of enterprise buy-side executives leading global sourcing initiatives
- Provides the most influential and frequently visited community platform in the global services industry with 19,000 LinkedIn community members and 130,000 subscribers to the HfS website and blog

Founded and led by internationally recognized sourcing expert Phil Fersht,



the HfS team is a multi-disciplinary group of dedicated analysts with deep domain expertise in global business initiatives.

What are you waiting for? Contact Us



**Contact us today:**

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