

Web Governance Manual

**This document defines the approved
approach to Web Governance in “Acme Ltd.”**

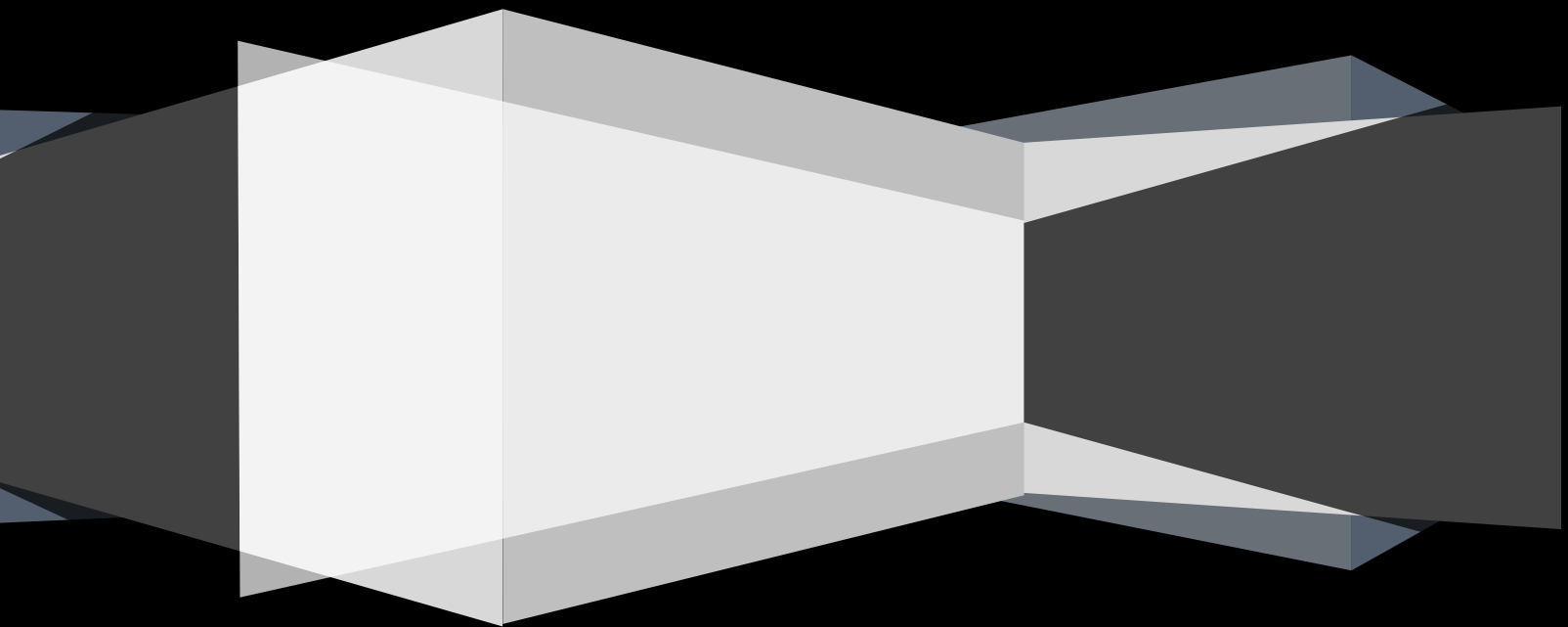


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Introduction

Online Governance is a framework for co-ordinating & supervising the activities of web management in a controlled & orderly way.

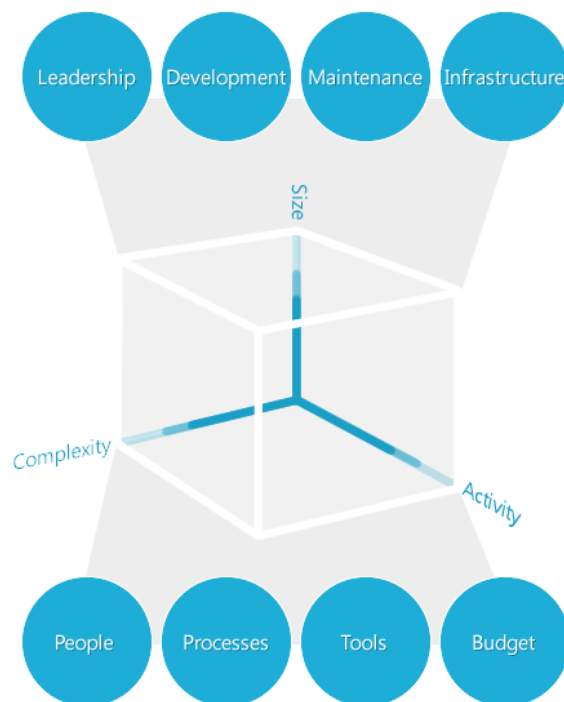
This document describes the approach of Acme to Online Governance.

This framework identifies the activities needed to operate our online presence – as well as the teams, people, processes, technology and other resources required to support them.

1.1 Online Governance

Online Governance is composed of four main categories of activity (each of which can be further broken down into many distinct tasks).

Figure 1: The Web Governance Framework



These categories are:

- Leadership.
- Development.
- Maintenance.
- Infrastructure.

Each of these activities is supported by investment in the following resources:

- People.
- Processes.
- Tools.
- Budget.

The level of investment needed depends on the 'scale' of our online operations.

A good way to estimate 'scale' is to consider the three elements of:

- **Website Size:** How much effort does it take to manage all the content & applications we have online?
- **Website Complexity:** How complex is the technology we need to support all our online activities, e.g. does it include eCommerce, etc?
- **Website Activity:** How much traffic do we see online, e.g. do we attract a lot of traffic on our site, or interact a lot on Facebook, etc?

Broadly speaking, Acme's online activity is about **mid-scale** in comparison with other organisations. That is:

- We manage a lot of content - but less than many universities or government departments.

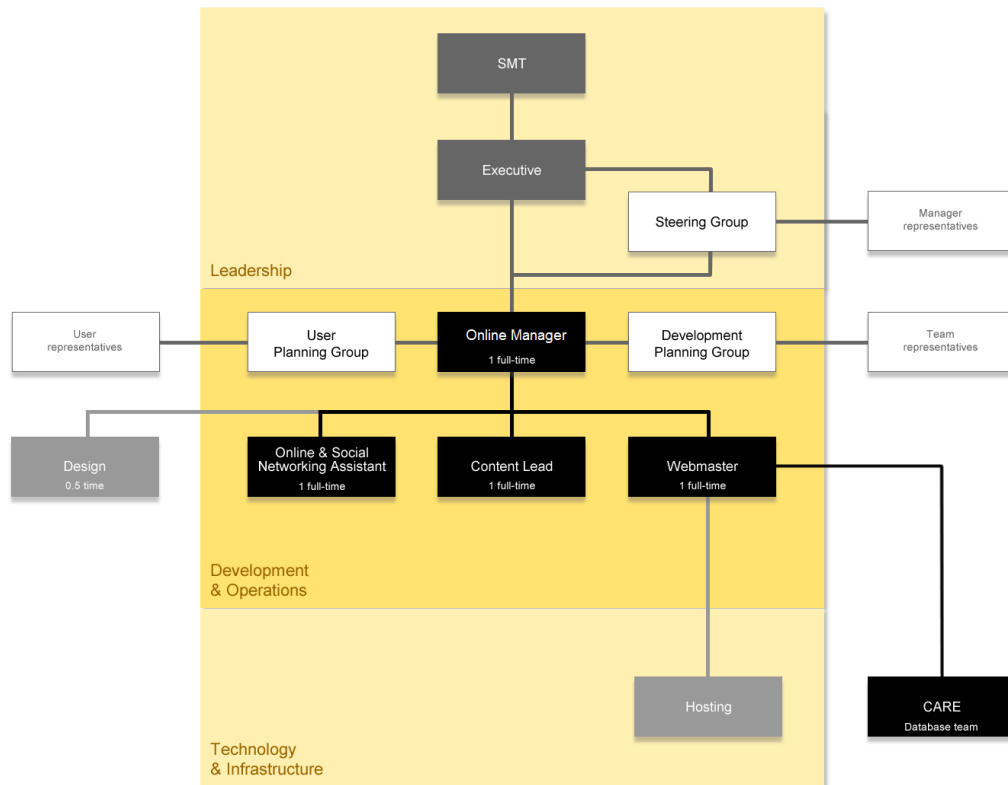
- We have some complex services - but are not required invest in systems on the scale of an online bank.
- We attract a lot of traffic - but not as much as many retail websites.

In short, this means that Acme needs to equip itself with a **median level** of investment in each of the resources listed above.

1.2 Governance in Acme

Maintaining a high quality online presence involves the effort and co-operation of many skilled people, working in a variety of teams and groups.

Figure 5: Online Team Structure



Among these are:

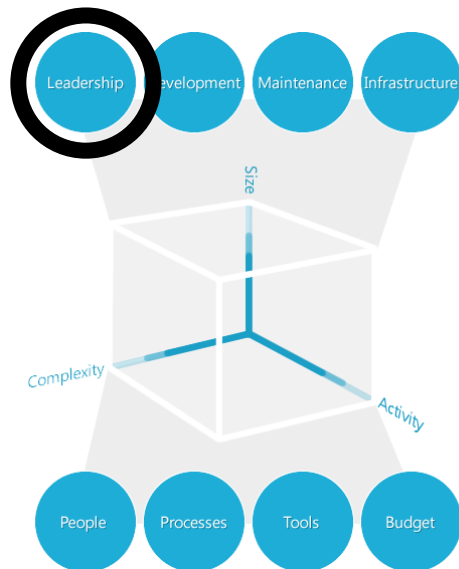
- SMT
- Online team
- Services
- Advocacy & Communications
- Fundraising
- Database team
- IT team

This document describes how the activities of Online Governance are carried out in Acme, including the people, teams, resources & other supports we have invested in that allow it to happen.

This document is the starting point for understanding Acme's online activity.

Leadership

The objective of **Online Leadership** is to ensure a controlled approach to site management—from planning and design through to maintenance and infrastructure.



1.3 Activities of Online Leadership

The key activities of leadership are:

- Set online strategy
- Set resourcing & budget
- Set governance rules
- Approve online activity (at the highest level)

The above activities are carried out by nominated persons, based on an agreed framework as described below.

1.4 Leadership Structure, Roles & Responsibilities

1.4.1 Senior Management Team

At the highest level, the Senior Management Team (SMT) sets overall strategy and direction for Acme online.

1.4.1.1 Activity & Role

The key role of the SMT is to set and monitor Online Strategy. Such a strategy will include:

- A description of the benefit/value to Acme of being online.
- A description of the investment needed to support it.

The act of signing off an Online Strategy indicates that the organisation supports such outcomes and will provide/support the investment required.

The formulation of Online Strategy and the tasks of general leadership are met by the Online Steering Group (as described below).

1.4.1.2 Assembly

It is recommended that web & online be included as an agenda item in each SMT meeting - in particular as an annual or bi-annual review.

Such a review would include an overview of:

- Performance with regard to the agreed goals and KPIs.
- Key activity, key successes and other milestones.
- Significant events or insights that require SMT awareness, e.g. proposed changes to strategy, environmental or business changes that require SMT decision.

The presentation of such information is the responsibility of the chair of the Web Steering Group, i.e. Executive TBA.

1.4.2 Web Steering Group

The Online Steering Group (OSG) is the senior authority overseeing Acme's online activity.

This group acts as the arbiter for how Acme conducts itself online, both in terms of the activity it pursues and standards it follows.

1.4.2.1 Role & responsibilities

The OSG has a high level leadership, management and control role for online. This includes:

- Approving website activity at the highest level, e.g. prioritisation among various projects.
- Monitoring activity at the highest level to ensure all projects are supportive of Online Strategy.
- Acting as a 'Court of Last Resort' for any conflicts in resource allocation.

In addition, the OSG may advise and recommend Online Strategy to the SMT.

NOTE: The OSG does not set Online Strategy. This responsibility rests with the SMT. However, the OSG may be tasked with recommending a strategy to the SMT)

1.4.2.2 Representation

The Online Steering Group is composed of Head of Departments from sections that actively use the web channel in support of their goals or operations. This includes:

- Communications.

- Services.
- Fundraising.
- Other as needed.

The OSG is chaired by Executive TBA.

In addition, the OSG may request the attendance of the Online Manager (and representatives from other teams as required) in order to exercise its responsibilities.

1.4.2.3 Assembly

It is recommended that the OSG meet every quarter in order to monitor and steer activity.

The agenda items for such a review include:

- Performance with regard to agreed goals and KPIs.
- Review of projects and agreement of development priorities (which may include decision between conflicting projects).
- Resourcing review if required, i.e. budget, staffing, technology, etc.
- Governance review if required, i.e. signoff on any new standards, policies, etc.

The presentation of agenda items is the responsibility of the Executive TBA.

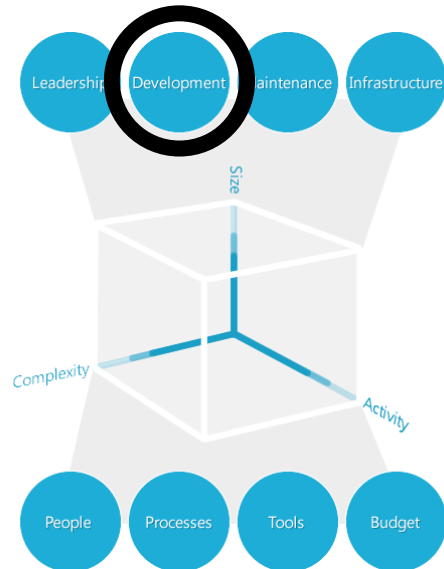
NOTE: Emergency approval of developments may be made between OSG meetings at the discretion of the Executive TBA and the Online Manager. However, such unplanned activity is discouraged.

1.5 Processes & Procedures

Processes required to support the activities of Online Leadership may be agreed over time, as required.

Development

Website Development encompasses the broad set of activities needed to create and review a website or application (or to add a significant new module to an existing site or application).



1.6 Activities of Website Development

The activities of development are:

- Planning
- Content
- Design
- Build
- Testing
- Hosting
- Publicity
- Review

The above activities are carried out by nominated persons and teams, based on an agreed framework as described below.

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This is the end of this short sample of a **Corporate Web Governance Manual** created by Shane Diffily.

The purpose of such a manual is to document the roles, responsibilities, teams, processes, tools & decision systems used to support online operations.

To find out how to create your own **Web Governance Manual**, visit www.diffily.com/services

