|  |
| --- |
| ***Objective: The objective of completing a Taxonomy and Workload Allocation with your partner is to document how the parties will work physically together in pursuit of the Shared Vision to achieve the Desired Outcomes***.  ***Resources: Use the Workload Allocation Template at the end of this document to assist you in defining your workscope. We recommend you use this template in conjunction with the*** [***Creating a Vested Agreement***](http://www.vestedway.com/online-courseware/) ***online course. This template is part of Module 5.***  ***Tip! This exercise is well-suited to be conducted in a small “facilitated workshop” environment where key individuals involved with the workscope can share their insights into how workscope should be allocated.*** |

****Defining the workscope for your agreement is an essential component of a Vested Agreement. The Vested methodology uses a Taxonomy and Workload Allocation process to define work scope. Many organizations find that creating the Taxonomy and Workload Allocation to be the most time-consuming effort in creating their Vested Agreement. The level of effort varies based on:

* The complexity of what is in your scope of the agreement
* The number of subject matter experts that need to be involved

A good rule of thumb in planning how much time to spend on a Taxonomy and Workload Allocation is to estimate how much time it would take to create a traditional Statement of Work. It is important to remember the purpose of the Taxonomy and Workload Allocation is to NOT document how the work is performed, but rather to catalogue the processes that are performed in support of the work being outsourced and to identify responsibility.

The chart to right provides a good refresher from [*The Vested Outsourcing Manual*](http://www.vestedway.com/books/).

***Tip! To be most effective, this exercise is best done with subject matter experts from both (or all) companies involved in the Vested Agreement.***

We suggest the following approach for completing this deliverable:

* To complete this exercise, convene your team. Based on your workscope, this may be one large meeting or many separate meetings with subject matter experts in certain aspects of the workscope. For example, in a facilities and real estate management outsourcing deal you may have three workgroups: one focused on general facilities management, one on capital projects, and one on real estate/portfolio management services. You may perform this task in face-to-face meetings, in conference calls or through independent/one-on-one working sessions. Expect to hold a number of reviews and alignment sessions.

***Tip! If you had multiple Business Model Maps for different workscope areas, these are likely major workscope areas.***

* Use the ***Workload Allocation Worksheet*** (at the end of this document) to document the processes and sub-processes that support the Desired Outcomes/Statement of Objectives. It is best to capture an **end-to-end** view of the processes that span the work by all parties in the agreement, not just by defining the work the service provider should do.

***Tip! If you have an existing agreement, you can often use the Statement of Work as a starting point because it typically documents key work that is in scope under the agreement.***

***Tip! Feel free to modify the template to suit your business needs.***

* Document processes at a level where only ONE company has responsibility for the process. The template has allowed for two columns for documenting workscope. Add more columns if needed. A general rule of thumb is to go down to a level where you assign each workscope item to the party best suited to do it in the **(columns C and D)**. As you do this, you may determine there are currently gaps, misalignments, or overlaps. Make a note and have the team reconcile these gaps or misalignments.
  + Overlap (both company and service provider currently performing the work)
  + Misalignment (e.g. company is currently doing the work and it should shift to the service provider)
  + Gaps (currently neither party is doing the work and needs to be assigned)

***Tip! Recognize that processes will change as they are improved and you will need to ensure you capture changes through a change management process. This will be created in Module 7 of the Creating a Vested Agreement online course.***

|  |  |  |  |
| --- | --- | --- | --- |
| **High Level Process** | **Sub-Process** | **Responsibility** | |
| **Company** | **Service Provider** |
| Process 1 **(Delete or add rows as needed)** | Sub-process 1 **(Delete or add rows as needed)** |  |  |
| Sub-process 2 |  |  |
| Sub-process 3 |  |  |
| Process 2 | Sub-process 1 |  |  |
| Sub-process 2 |  |  |
| Process 3 | Sub-process 1 |  |  |
| Sub-process 2 |  |  |
| Sub-process 3 |  |  |
| Sub-process 4 |  |  |
| Process… | Sub-process 1 |  |  |
| Sub-process 2 |  |  |

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