

1

Executive Summary

What is the proposed function, department, or team? *(Briefly describe what you want to create - e.g., “a Talent Analytics Center of Excellence”)*

Why is it needed now? *(What's driving this need—new strategy, growth, compliance, etc.?)*

What are the expected benefits in a nutshell? *(Highlight the 1-2 main outcomes)*



2

Problem & Opportunity

What business issue, gap, or opportunity does this address? *(Is there a pain point, missed opportunity, or risk?)*

What is the impact if nothing changes? *(What happens if you don't act? Think about costs, risks, or missed growth)*

How does this align with organizational goals? *(Which company priorities or strategies does this support?)*



3

Proposed Solution

What will the new function/department do? *(List the main responsibilities, services, or deliverables.)*

How is this different from what exists today? *(What's missing now, or what would be improved?)*

Who will it serve (internal/external stakeholders)? *(Which teams, customers, or partners will benefit? How?)*



4

Options Considered

What other solutions were explored (including "do nothing")? *(Did you look at outsourcing, expanding an existing team, or other approaches?)*

Why is this the preferred option? *(What makes this solution the best fit?)*



5

Benefits, Value & ROI

What are the top 2-3 measurable outcomes? *(Think about cost savings, faster processes, better compliance, etc.)*

How will success be measured (KPIs, milestones)? *(What metrics or results will show this was worthwhile?)*

What is the expected ROI over 6, 12, 24 months, etc? *(Estimate benefits vs. costs at different points in time)*



6

Costs & Resources

What are the estimated start-up and ongoing costs? *(Consider people, technology, training, and other expenses)*

What people, technology, or other resources are required? *(Who needs to be hired or reassigned? What tools or systems are needed?)*



7

Risks and Mitigation

What could go wrong? *(Think about budget, adoption, skill gaps, or other challenges)*

How will you manage or reduce these risks? *(List actions or plans to address the top risks)*

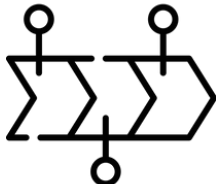


8

Implementation Timeline

What are the key phases or milestones? *(E.g., design, hire, launch, review—include rough dates)*

When could the function/team be operational? *(Estimate when you'll be up and running)*



9

Next Steps

What decision or approval is needed from leadership? *(What are you asking for—budget, headcount, sign-off?)*

Are there any immediate next steps? *(What should happen right after approval?)*

