WeCare Governance Card

Purpose

The Monthly Ops Review Meeting is a structured, strategic conversation designed to ensure consistent delivery quality, service performance visibility, and proactive issue management. While operational issues are addressed weekly, this forum provides an opportunity for a cross-functional, metrics-driven review, focused on partnership alignment and improvement.

This meeting aims to:

- Reviewing performance against Service Level Agreements (SLAs) and KPIs for the month.
- A holistic look at operational performance, and ensuring alignment with agreed service standards.
- Track open issues beyond daily operations
- Drive cross-functional* improvement actions
- Strengthening the client relationship with proactive feedback loops

Operational Issue Review Protocol
*All escalations should first be addressed during the **Weekly Operational Stand-up Meetings**. Significant issues or challenges that have not been permanently resolved, or that require deeper analysis to ensure they do not reoccur, should be tracked for follow-up.*
Matters that remain open, or that require cross-regional collaboration or senior-level alignment, will be included in the Monthly Operations Review for deeper discussion and joint resolution planning.

* The BAU Operations team is empowered to involve and coordinate with any Mercans department, ensuring the right stakeholders are present to resolve issues and drive service excellence.

Roles & Stakeholders Table

Purpose of Attendee Roles

The SLA Review is most effective when the right stakeholders are present to interpret data, resolve issues, and agree on actionable next steps.

Mercans Attendees (Core Team)	
Role	**Short Role Description**
Global Operations Head	Ensures commitment to resolving operational issues and reinforces the importance of SLA adherence.
Regional Operations Manager	Leads the SLA review discussion, highlights performance results, and drives resolution of operational challenges.
Service Delivery Executive	Manages day-to-day delivery against SLA targets and provides detailed insight into operational performance, escalations, and improvements.

Mercans Attendees (Extended Team) - *Optional*	
Role	**Short Role Description**
Product Manager	Oversees product features and technical capabilities affecting SLA adherence while addressing product-related issues or enhancements impacting performance.
Support Manager	Oversees the customer support experience, tickets updates and any grievance client has related to ticketing.
QCRM Manager	Monitors service quality, compliance risks, and process integrity and ensures service delivery meets contractual standards and regulatory requirements.

Configuration & Integrations Manager	Manages technical setups and system connections and ensures integrations function seamlessly, avoiding delays or errors impacting SLAs.

Client Attendees	
Role	**Short Role Description**
Global Payroll or Head of HR Operations	Business lead for operational service delivery and provides strategic context and validates that SLA performance aligns with business needs.
Regional Payroll Leads (e.g., EMEA, APAC)	Frontline managers interact with service delivery and provide operational feedback, highlight localised challenges, and confirm on-the-ground impact of SLA results.

Meeting Agenda & Outcomes

This agenda is provided as a flexible framework to guide departments and service teams. Each team should tailor specific discussion points aligned with the scope, SLAs, and client priorities.

Total Time: 60 minutes

Part I: SLA & KPI Performance Dashboard Review (15–20 mins)

Objective:
 To provide a transparent, data-driven overview of our performance against the agreed Service Level Agreements (SLAs) and Key Performance Indicators (KPIs), highlighting both achievements and opportunities for improvement.

Agenda Items:

- **Monthly SLA Dashboard Review:**
   We'll walk through the SLA dashboard, reviewing metrics such as payroll timeliness, accuracy rates, turnaround times, and incident response levels. The goal is to clearly demonstrate our adherence to the commitments set in the SLA and provide visibility into our service quality. Highlight month-over-month trends to show improvement.

- **Highlighting Deviations & RCA:**
  If any SLA breaches or downward trends are observed, we will present a high-level root cause analysis (RCA), the immediate corrective actions taken, and preventive measures being implemented. We welcome your input to ensure corrective strategies are practical and aligned with your operating context.

- **Performance Trends:**
  Where applicable, we'll present month-over-month performance comparisons to show improvement patterns or recurring gaps that may need structural fixes.

Part II: Escalation Review & Client Feedback (15 mins)

Objective:
To address unresolved issues or escalations that were not resolved at the operational level and to listen to client feedback that can shape continuous service improvement.

Agenda Items:

- **Escalation Handling Protocol:**
  As part of our governance structure, all day-to-day escalations are addressed through weekly operational meetings. In this session, we will only discuss escalations that remain unresolved, are cross-regional in nature, or require higher-level coordination. For each item, we'll present the background, current status, and next steps for resolution.

- **Client Feedback Insights:**
  We will share formal and informal feedback received from stakeholders - whether through service surveys, informal discussions, or engagement reviews. This feedback helps us validate what's working and identify areas that may be causing friction.

- **Sentiment & Responsiveness Assessment:**
  We'll briefly assess how well we're responding to client needs - not just from an SLA standpoint, but also from a relationship and satisfaction perspective.

Part III: Service Optimization & Continuous Improvement (10 mins)

Objective:
To foster open discussion around opportunities for improving operational workflows, leveraging technology, and exploring innovative ways to enhance the client experience.

Agenda Items:

- **What's Working Well:**
  We'll spotlight areas of excellence or notable improvements in service. This could include enhanced delivery timelines, efficient ticket handling, or client recognition. Celebrating success strengthens morale and replicable practices.

- **Opportunities for Optimization:**
  Based on recent performance and client feedback, we'll suggest potential areas for workflow optimization, whether it's revising cutoff timelines, automating repetitive tasks, or simplifying approvals.

- **Innovation Brainstorming:**
  We'll also take a few minutes to explore any forward-thinking ideas, such as integrating with additional systems, adopting bots for repetitive tasks, or refining service documentation to streamline processes.

Part IV: Summary, Commitments & Next Steps (5–10 mins)

Objective:
To conclude the session with a shared understanding of the key outcomes, responsibilities, and follow-up actions, ensuring that the discussion leads to tangible improvements.

Agenda Items:

- **Recap of Key Decisions & Outcomes:**
  We'll summarize the top takeaways from the discussion, including resolved issues, open concerns, and positive highlights, so all stakeholders leave with clarity and alignment.

- **Action Plan Confirmation:**
  We'll present a list of agreed-upon action items, with clear ownership and delivery timelines. This ensures accountability and progress tracking.

- **Next Meeting Preparation:**
  Before closing, we'll confirm the schedule for the next Monthly SLA Review and share any prework or data requirements to make that session equally productive.

Logging/Archiving the Minutes of Meeting

Meeting Minutes Summary

- A concise MoM capturing all key points, decisions, and assigned actions will be prepared within two working days.

Action Item Tracker

- Each action will be documented with a description, owner, due date, and status.
- Tracker will be maintained centrally for transparency and accountability.

Archiving

- MoM and trackers will be stored in a shared repository to serve as historical performance documentation.