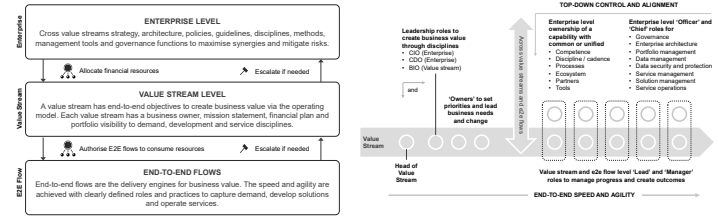# Governance Levels

Principles of Minimum Viable Governance

Smart top-down control and coordination to optimise portfolios
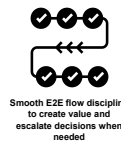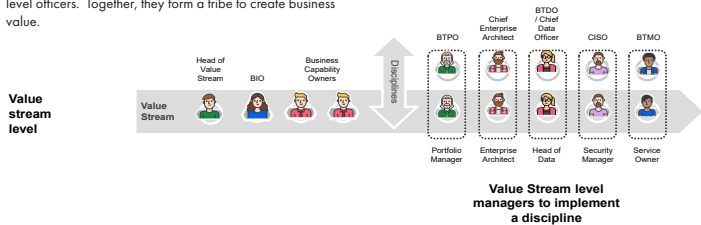
Strong leadership and mandate to make decisions and drive business value

Smooth E2E flow discipline to create value and escalate decisions when needed

CONTROL AND ALIGNMENT

Value streams execute portfolio governance. The enterprise level has cross-value stream governance bodies to ensure control, coordination and alignment for enterprise-wide security, business continuity, efficiency and optimal use of resources.

SPEED AND AGILITY

Value streams and end-to-end flows are mandated to drive business value through efficient decision-making and plan-build-run discipline. They follow an enterprise-wide governance structure and ask for reviews, consultancy and decisions from the enterprise level when needed.

Smart top-down control and coordination to optimize portfolios

ENTERPRISE LEVEL
Cross value streams strategy, architecture, policies, guidelines, disciplines, methods, management tools and governance functions to maximise synergies and mitigate risks.

Allocate financial resources — Escalate if needed

VALUE STREAM LEVEL
A value stream has end-to-end objectives to create business value via the operating model. Each value stream has a business owner, mission statement, financial plan and portfolio visibility to demand, development and service disciplines.

Authorise E2E flows to consume resources — Escalate if needed

END-TO-END FLOWS
End-to-end flows are the delivery engines for business value. The speed and agility are achieved with clearly defined roles and practices to capture demand, develop solutions and operate services.

Strong leadership and mandate to make decision and drive business value

TOP-DOWN CONTROL AND ALIGNMENT

Leadership roles to create business value through disciplines:
• CIO (Enterprise)
• CDO (Enterprise)
• BIO (Value stream)

Enterprise level ownership of a capability with common or unified
• Competence
• Discipline / cadence
• Processes
• Ecosystem
• Partners
• Tools

Enterprise level 'Officer' and 'Chief' roles for
• Governance
• Enterprise architecture
• Portfolio management
• Data management
• Data security and protection
• Service management
• Solution management
• Service operations

'Owners' to set priorities and lead development and change

Value stream and e2e flow level 'Lead' and 'Manager' roles to manage progress and create outcomes

END-TO-END SPEED AND AGILITY

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1 Feasibility and prioritization
2 Commitment to fulfil request
3 Steering and risk mitigation
4 Development methodology
5 Transition to service
6 Business value realisation

Smooth E2E flow discipline to create value and escalate decisions when needed
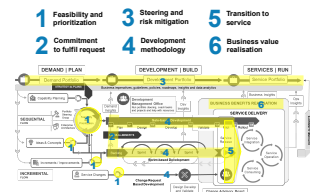

Key Value Stream Roles

Value streams have diverse competence needs and they have members from different disciplines.
Business capability owners are from business units and have a business focus, while the discipline managers ensure cross value stream coordination and are guided by the value stream level officers. Together, they form a tribe to create business value.

Enterprise level officers to build, lead and orchestrate a discipline

BTPO • Chief Enterprise Architect • BTDO / Chief Data Officer • CISO • BTMO

Value stream level: Head of Value Stream • BIO • Business Capability Owners

Portfolio Manager • Enterprise Architect • Head of Data • Security Manager • Service Owner

Value Stream level managers to implement a discipline

Key End-to-End Flow Roles

Projects, programs, agile development teams and change request-based small development channels are called with common name end-to-end flow. They have unified governance roles to manage demand, development, service release and service quality.

BTPO • Chief Enterprise Architect • BTDO / Chief Data Officer • CISO • BTMO

Value stream level: Head of Value Stream • BIO • Business Capability Owners

Portfolio Manager • Enterprise Architect • Head of Data • Security Manager • Service Owner

E2E flow level: Business Owner / Product Owner • Business Analysts • Project Manager • Scrum Master • Service Manager • DEV Lead • Solution Lead • Release Manager • OPS Lead
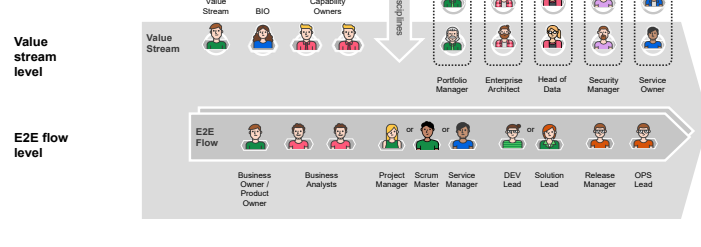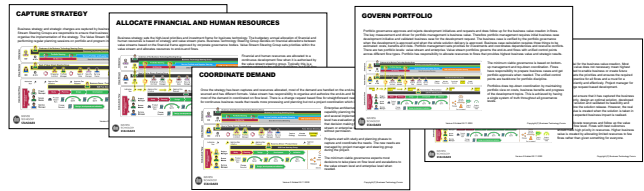

Enterprise Governance Bodies

Enterprise level governance steering bodies implement synergies across value streams. Each governance body has a dedicated focus and role.

GOVERNANCE BODY	FOCUS
Business Technology Steering Group	Highest decision-making body for strategies, budgets, policies and guidelines that has cross value stream impact
Business Technology Management Team	The CIO's management team with focus on people, performance, capabilities, quality, risks and costs
Portfolio Steering	Demand prioritisation and development performance run by the DMO to supporting value streams in DEV disciplines
Service Portfolio Steering	Service and cost performance and lifecycle governance across values streams and suppliers
EA Steering	Core enterprise architecture decisions and roadmaps and coordination of value stream domain architectures
Data Governance Steering	Data related strategies, policies, guidelines and decision making that has cross value stream impact
CAB and Service Integration Steering	Business continuity and major incident management across all services and suppliers

Business Technology Governance Levels

The ultimate target of the value stream governance is to create business value and not only create but maximise the business value outcome. To achieve that target the value stream has five governance topics to organise and implement properly. Value stream is planning and implementing them with enterprise and e2e flow levels. Value streams are the business transformation aspect in business technology, while enterprise level takes care of common architecture and disciplines and e2e flow levels on actual development and operations.

CAPTURE STRATEGY • ALLOCATE FINANCIAL AND HUMAN RESOURCES • GOVERN PORTFOLIO • COORDINATE DEMAND

Business Technology Governance Levels

Enterprise

CIO

Chairman of the Business Technology Steering Group

Business Technology Steering Group and Business Technology Management Team

Portfolio Steering Group
EA Steering Group
Service Portfolio Steering Group
Data Governance Steering Committee
CAB and Service Integration Steering Group

Value Stream

BIO

Head of Value Stream Steering Group

Head of Value Stream • Enterprise Architect • Portfolio Manager • Head of Data • Security Manager • Service Owner

Value Stream Steering Group

Capture Strategy • Allocate Resources • Coordinate Demand • Govern Portfolio • Create Biz Value

End-to-End Flow

Direct and processed demand

Authorise flow • Approve Dev Initiative • Approve Dev Request • Business Owner / Product Owner • Approve Development • Approve E2E Delivery • Learn from Outcomes

Project Manager • Scrum Master • Service Manager

E2E Flow Steering Group

Study → Planning → Design → Development → Validation

Product Vision / Epic → Dev Sprint → Dev Sprint → Dev Sprint

Change Request → Design, development and validation

Release → Service operation → Service support → Train & Rollout → Realise Business Value