Identities, Roles and Responsibilities Model

BUSINESS TECHNOLOGY STANDARD

The Business Technology Standard roles and responsibilities define over 70 standardised roles with the related accountability and contribution on capabilities.

The roles are split in five career identities each defining passion, mission and key measurements.
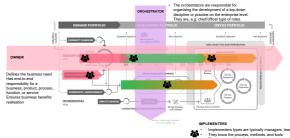

Leads, managers and experts as implementers have more specific responsibility areas and are the key people to deliver the business value and execute the operating model and disciplines in practice.

Identity is the reason to be passionate about your work.

BT Standard includes the professional identities for each of its five groups and characterises them into identity cards.

The roles in Business Technology Standard fall into three categories: **owners** who ensure the business value, **implementers** who deliver the outcome for business value, and **orchestrators** who create the capability to provide value.

Business Technology Officers lead the business technology organisation orchestrators each having their unique BTxO or xxO acronyms, such as Business Technology Governance Officer (BTGO) or Business Information Officer (BIO).

The owner's role owns a business-related matter such as business, process, capability, product, function, or service. The role has an end-to-end mandate and is responsible for the business value. It defines the business need and ensures its development from the initial state into business benefits realisation. The roles with an "owner" definition are service owner, business owner or product owner.

The roles are combined in such a way that there is capability to carry out the end-to-end tasks within the scope of the assignment given. This means the groups may be composed homogeneously, with roles from a single identity, or heterogeneously, consisting of roles from many identities.

The role identity map can be used to identify the capabilities needed for different businesses. Here is **an example** of a common way to do so.

Five Identities in Business Technology Standard

Business Excellence

This identity focuses on how to achieve a competitive edge with technology. They design the business with technology in mind. They have the capabilities to turn business needs into well-defined technology requirements and challenge the status quo with innovative thinking.

Business and Process Development

This identity focuses on building business capabilities. Their passion is managing forward-looking business transformation programs.

Product and Service Development

The roles in this identity are digitally savvy. They focus on enabling digital transformation. They carry out numerous fast-paced development projects. They have the capability for factory-type development.

Service Excellence

The roles in this identity are passionate about managing the complexity of cutting-edge technology. They have an end-to-end responsibility and reliability of services.

Smart Governance

The roles in this identity are passionate about creating a structure to ensure things proceed as planned. They develop and ensure disciplines function well.

Role Cards

Each role has a one-page description defining:
- the business reason for the role
- responsibility within the Business Technology Standard value creation and delivery flow
- mapping to the most important SFIA skills

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An example of mapped SFIA skills in role cards:

	CORE (A)	CORE (A)	SUPPORTING (B)	SUPPORTING (B)	ENABLING (C)	ENABLING (C)
SFIA 8 SKILLS	Innovation INOV	Portfolio management POMG	Strategic planning ITSP	Stakeholder Relationship management RLMT	Consultancy CNSL	Marketing MKTG