

New VA.gov Governance Structure Proposal

July 2018

Prepared for the VA Web Brand Consolidation Working Group
Prepared by the Digital Service at Veterans Affairs (DSVA)

Outline

1. Overview of the problem we are trying to solve

2. Moving toward a product management mindset

3. The big idea

4. The governance strategy quad

5. A proposed governance structure for VA.gov

This is a proposed solution to the need for a new governance structure for the new VA.gov, launching in November 2018

1. Overview of the problem we are trying to solve

THE PROBLEM

No one knows who “owns” a merged VA.gov

- VA.gov will soon be a user-first, product-first web platform with interactive tools and dynamic content
- VA.gov currently is an organization-first, program-first website with mostly static content

2. Moving toward a product management mindset

A PRODUCT MANAGEMENT MINDSET

Product focus: Product management defines what needs to be done to deliver customer services

- Product management and user-centered design practices generate the needs and wants by understanding the user and the business
- A product is a discrete item produced to create specific value for both the user and the business
- Products continuously improve based on user feedback and changing business needs or goals

A PRODUCT MANAGEMENT MINDSET

Project focus: Program management defines how to deliver customer services

- Programs/PMOs focus on meeting organizational goals and delivering business outcomes
- A program is a collection of projects, systems, processes, and other interdependencies managed as a portfolio

3. THE BIG IDEA

We have to manage VA.gov as a product

- The new VA.gov will be a collection of products and content organized around user and business needs
- VA programs, offices, and administrations will need to share in the joint ownership of these products and content with multiple product/design/development teams spread across VA

THE BIG IDEA

We're
moving
from a
program-
first
website...



U.S. Department
of Veterans Affairs

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SITE MAP [A-Z]



VHA

VBA

NCA

VACO/OPIA

VACO/OPIA

VHA

VBA

NCA

THE BIG IDEA

...to a user-first web platform

An official website of the United States government [Here's how you know](#)

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VHA VBA
VBA VHA
VBA VBA

VHA VBA NCA VACO/OPIA VHA VBA NCA

4. The governance strategy quad

THE GOVERNANCE STRATEGY QUAD

This is a framework for what governance should look like in a product management organization



THE GOVERNANCE STRATEGY QUAD

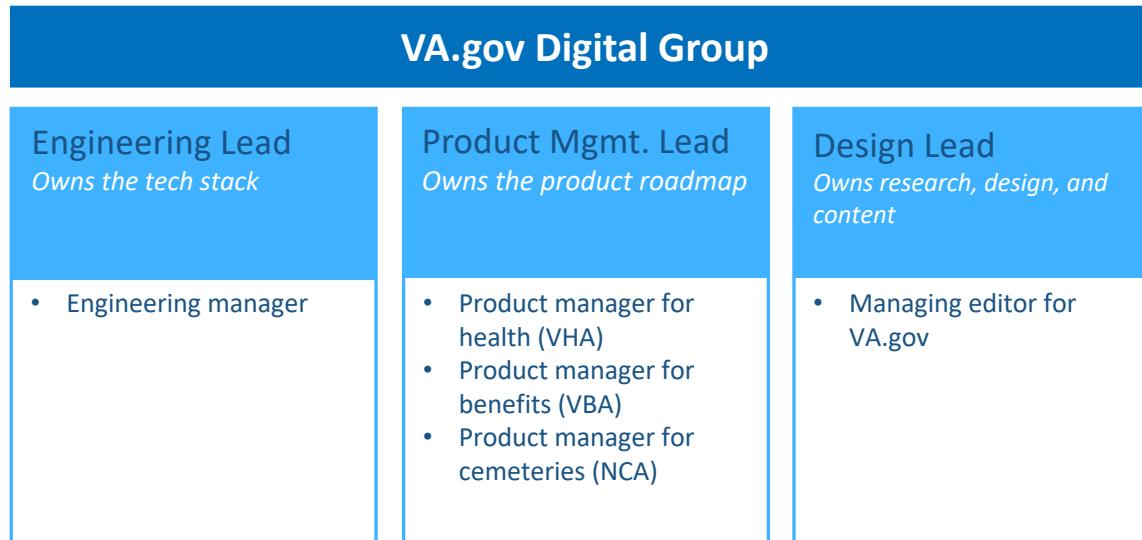
We are starting with our governance structure because this should not change (much)

- The structure is the foundation for a governance strategy of VA.gov
- The structure is independent from process (i.e., workflows, CMS, etc.)
- The structure provides authority of ownership

5. A proposed governance structure for VA.gov

A PROPOSED GOVERNANCE STRUCTURE

An enterprise-wide digital group is created as a modern digital product management group in charge of VA.gov products, content, and technologies



A PROPOSED GOVERNANCE STRUCTURE

VHA, VBA, NCA, and VACO/OPIA experts are matrixed into product/design/development teams who are building or maintaining VA.gov products and content

THE VA.GOV PRODUCT				
VA.gov Products and Content	VHA	VBA	NCA	VACO/OPIA
Health products and content	VHA product manager VHA managing editor OIT engineering manager			
Benefits products and content		VBA product manager VBA managing editor OIT engineering manager	NCA product manager NCA managing editor OIT engineering manager	
Global VA products and content	VHA product manager VHA managing editor OIT engineering manager	VBA product manager VBA managing editor OIT engineering manager	NCA product manager NCA managing editor OIT engineering manager	VACO/OPIA product mgr VACO/OPIA managing ed OIT engineering manage
VA.gov platform and DevOps	VHA engineering mgr	VHA engineering mgr	NCA engineering mgr	OIT engineering manager

Thank you

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