



DevOps in Regulated Industries

WHAT TO DO WHEN
INTERNAL AUDIT SAYS “NO”

“ We are not a Spotify nor a Google. We are regulated – therefore Agile and DevOps does not work for us. ”

- A MedTech Company

Hello,
nice to
meet you!



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**Highly
regulated
industries
may include**
**Financial Services, Life
Science, Utilities
amongst others...**

41%

reported that their organization had benefitted
from a **proof of concept for DevOps**

24%

cited **disruption to existing workflows** as the
key blocker to implementing DevOps

Source: State of Database DevOps Report ([Link](#))

Challenges include...

Failure culture vs. 0-findings-policies

Lacking knowledge about Agile & DevOps from Auditors

Increasing effort for **GRC & security**

Effort for ensuring **traceability**

Outdated ways of working

Segregation of duties

Why should regulated industries embrace DevOps?

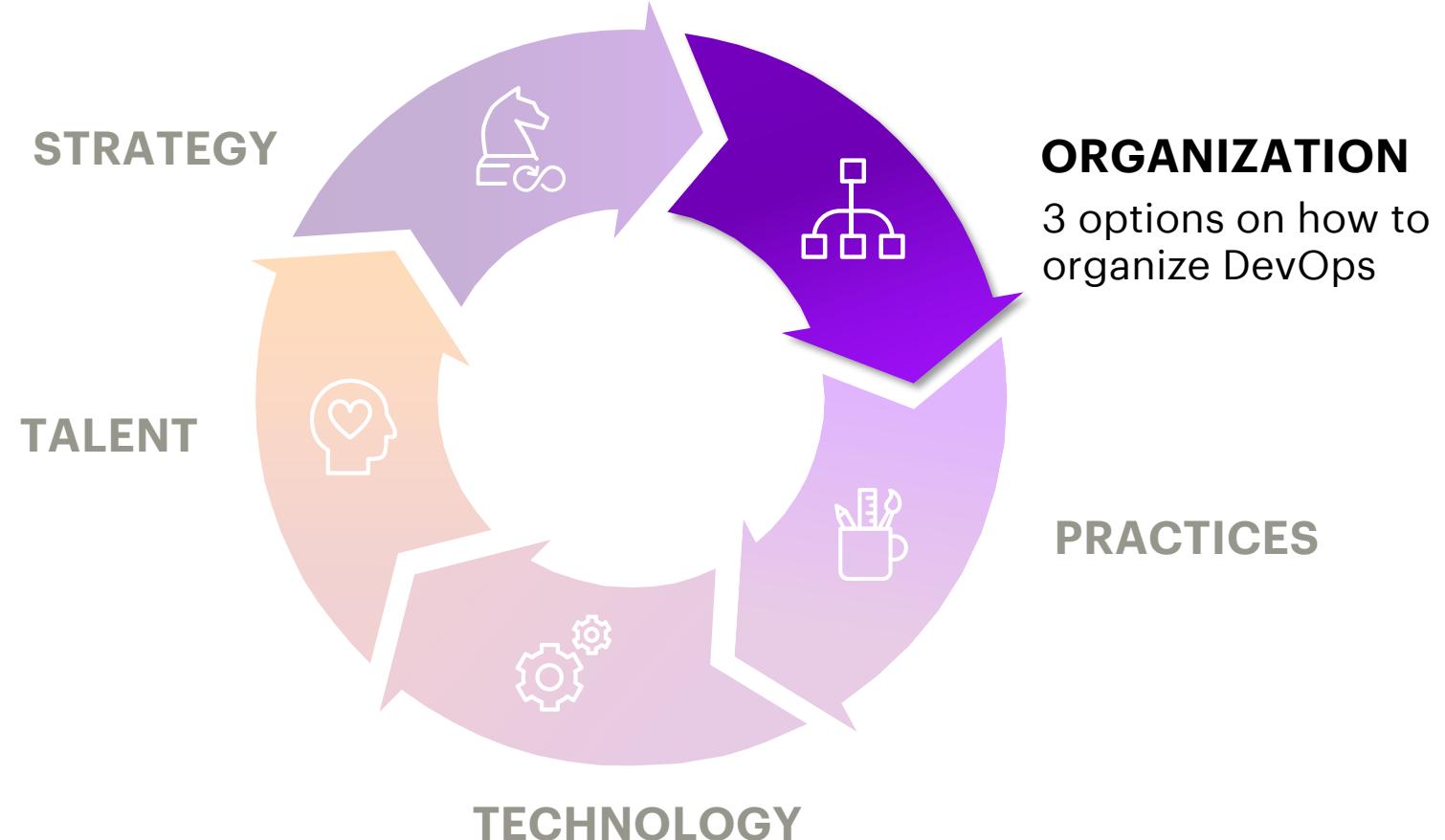
Getting DevOps right delivers a significant impact for the business by accelerating software delivery and optimizing stability

Companies that adopt full BizDevOps Operating Models experience a boost in financial performance, with a year-over-year revenue increase of +20-25%

Source: Accenture Research



Starting Enterprise DevOps in a regulated industry



Hey,
I'm Tom,
your
internal
auditor



Characteristics

- ✓ Strives for fulfilling **0-findings-policies**
- ✓ May have a varying opinion on enforcing the **segregation of duty**
- ✓ May or may not have an idea of what **Agile and DevOps** is

**“Dev and Ops MUST be entirely separated
to ensure the segregation of duty. Teams
and roles must be separated.”**

- Tom, your internal Auditor



Option #1

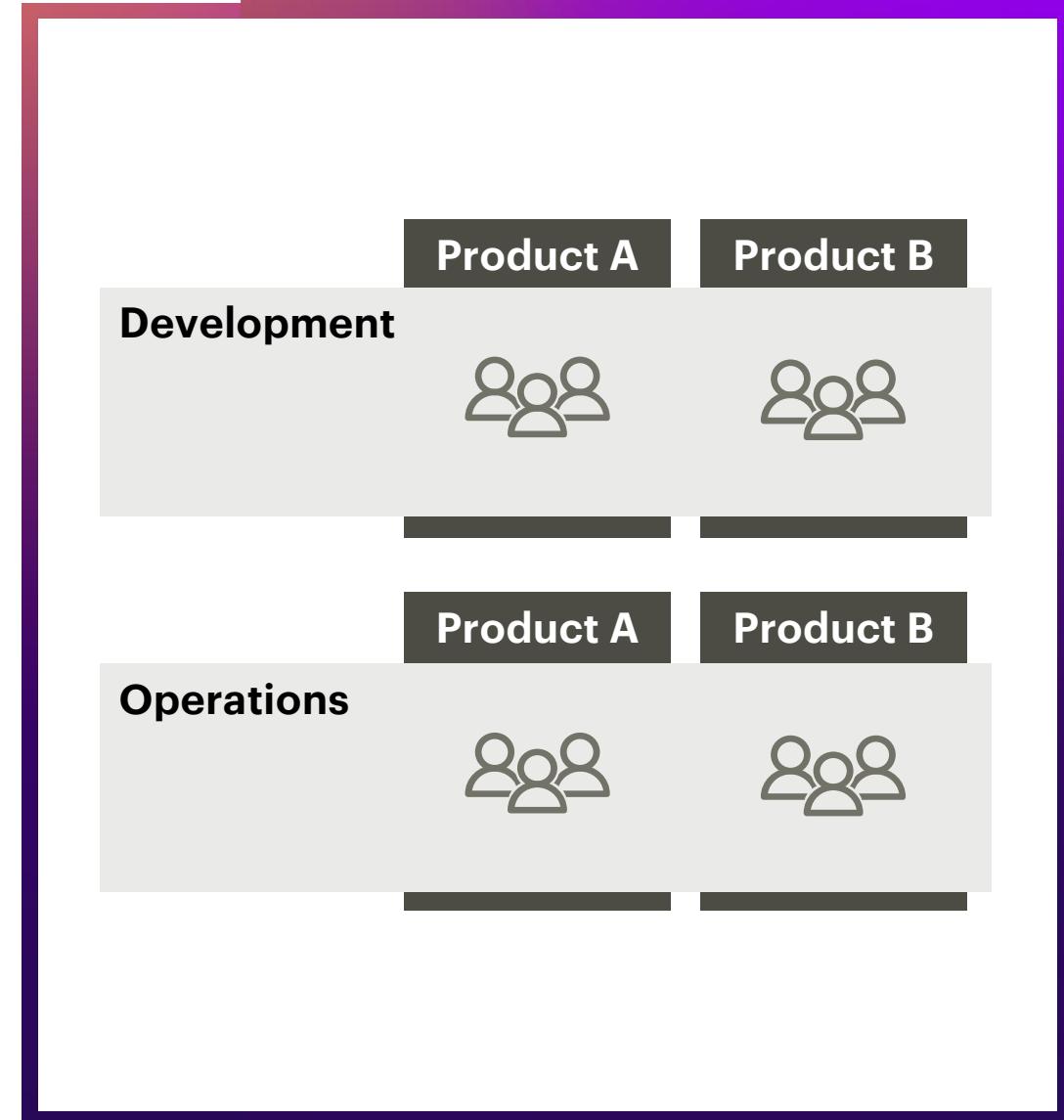
No integration



Option #1

No integration

Full organizational segregation of duty



Option #1

No integration

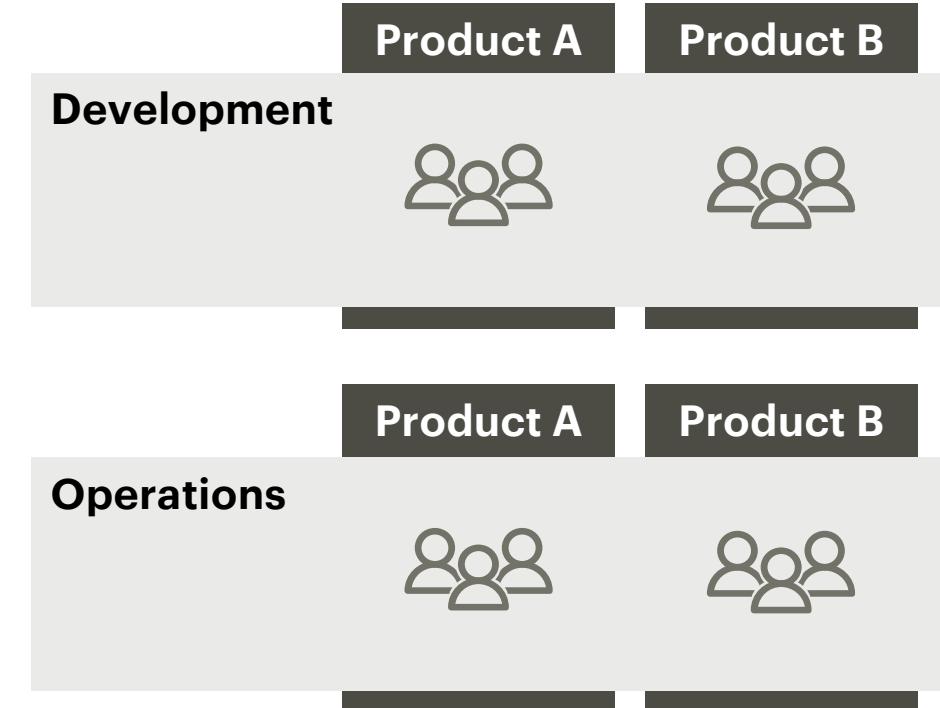
- Full organizational segregation of duty
- DevOps not enabled by the organization



Option #1

No integration

- Full organizational segregation of duty
- DevOps not enabled by the organization
- Well aligned goals required between teams



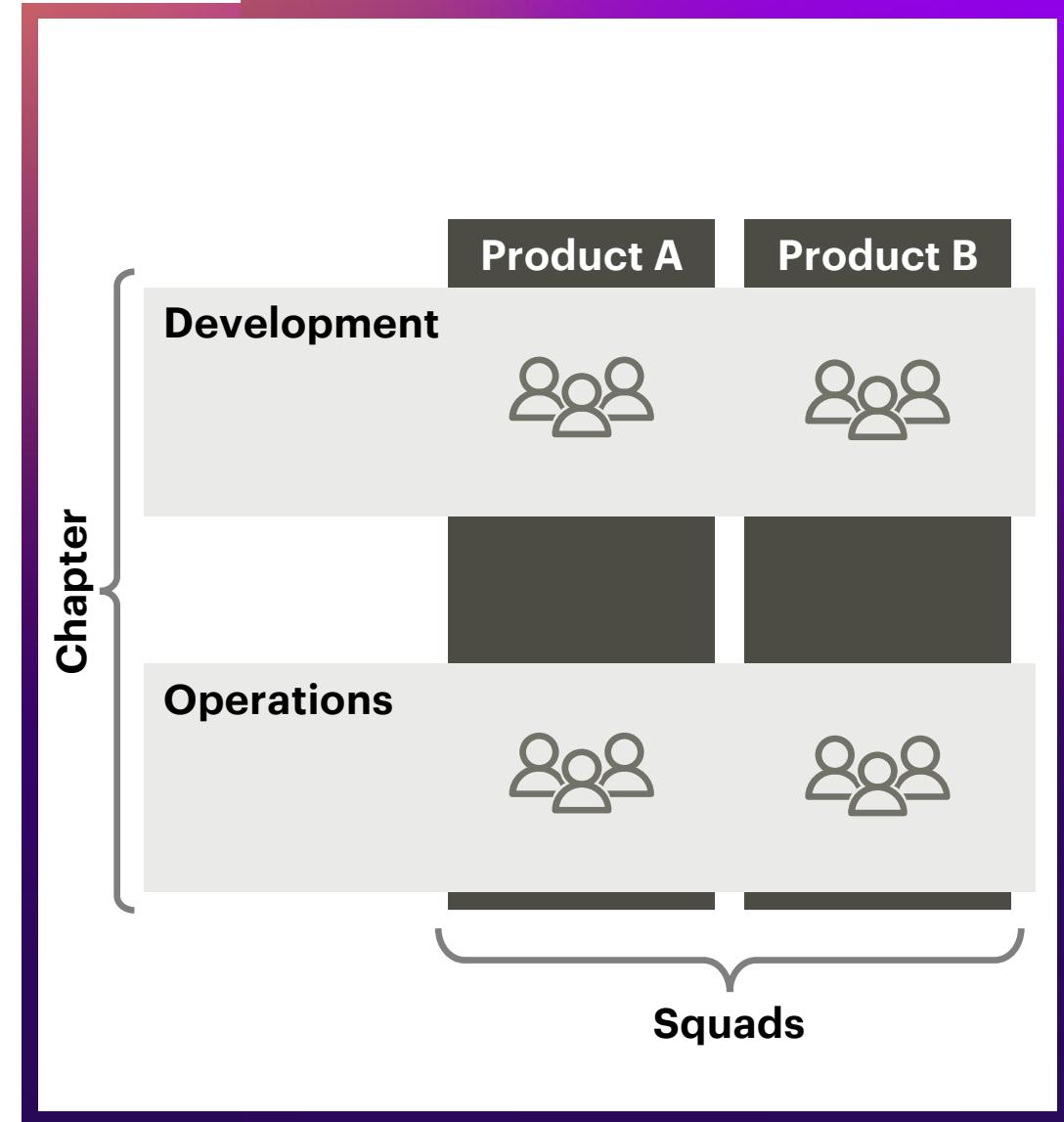
„After my online webinar, Dev and Ops may work together as a team. Yet they must have different managers to avoid conflicts of interest.“

- Tom, your internal Auditor



Option #2

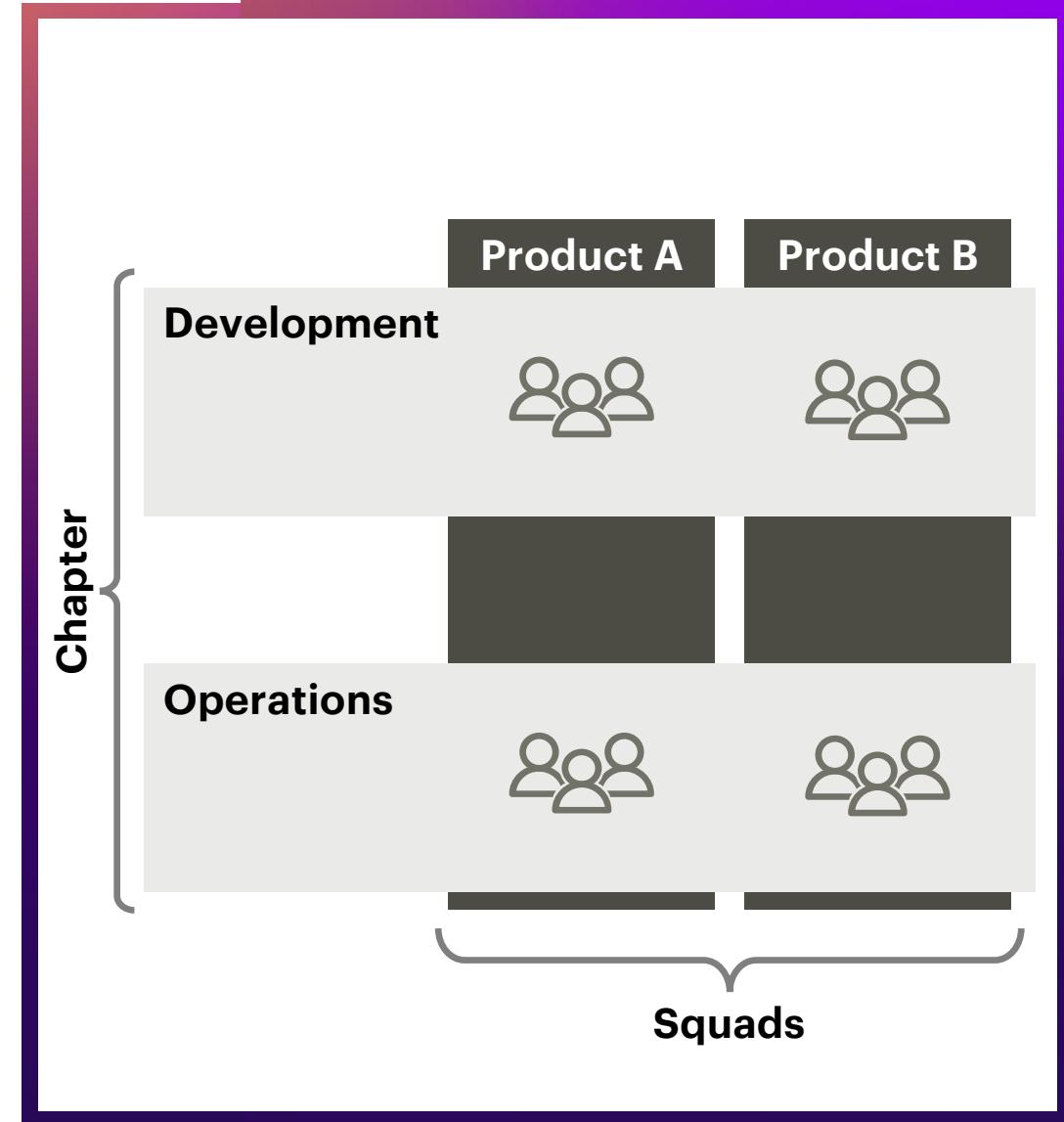
Integration via Squads



Option #2

Integration via Squads

| DevOps via Squads

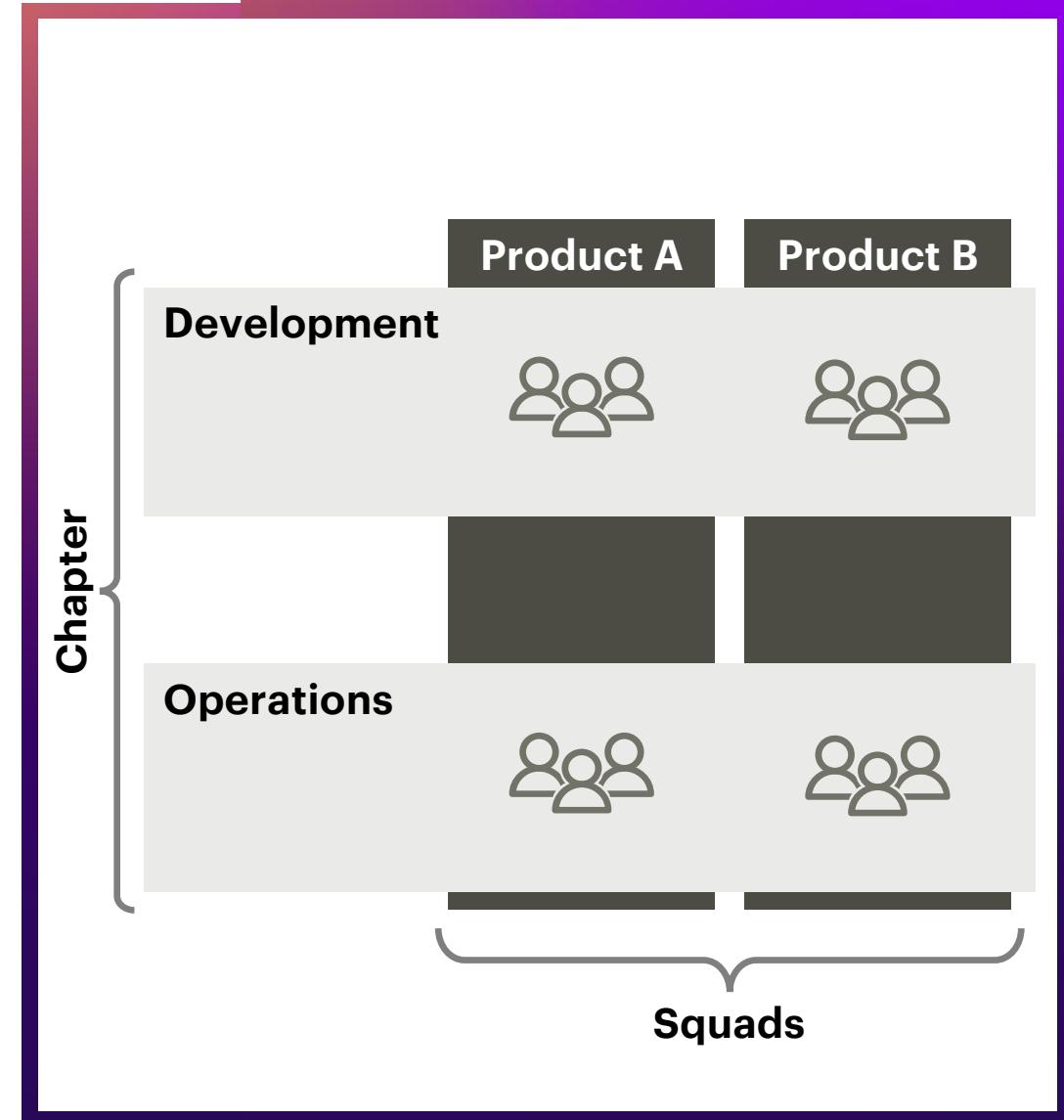


Option #2

Integration via Squads

| DevOps via Squads

| Segregation of duty is ensured via
Chapters



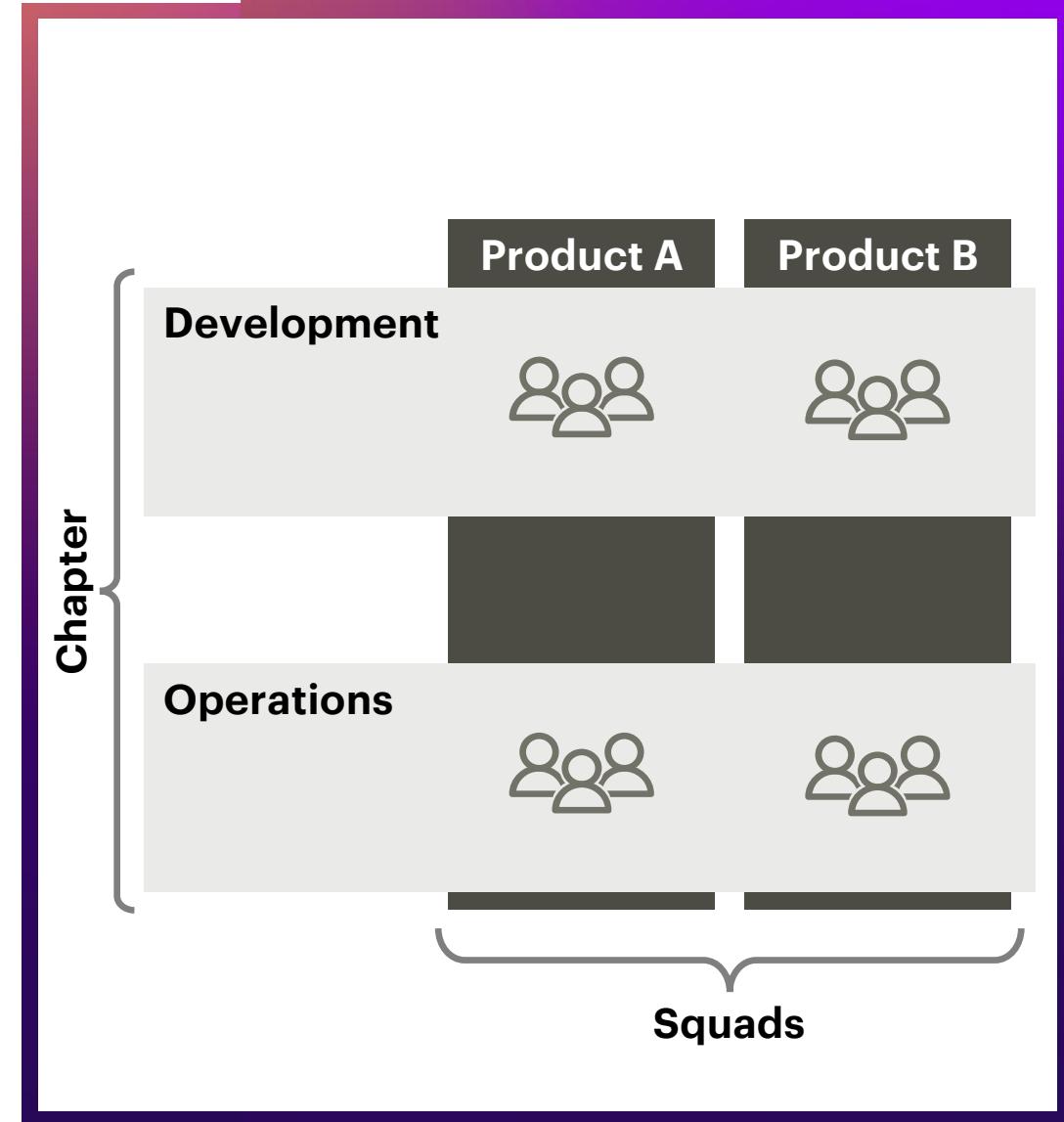
Option #2

Integration via Squads

| DevOps via Squads

| Segregation of duty is ensured via Chapters

| Disciplinary and functional leadership are separated



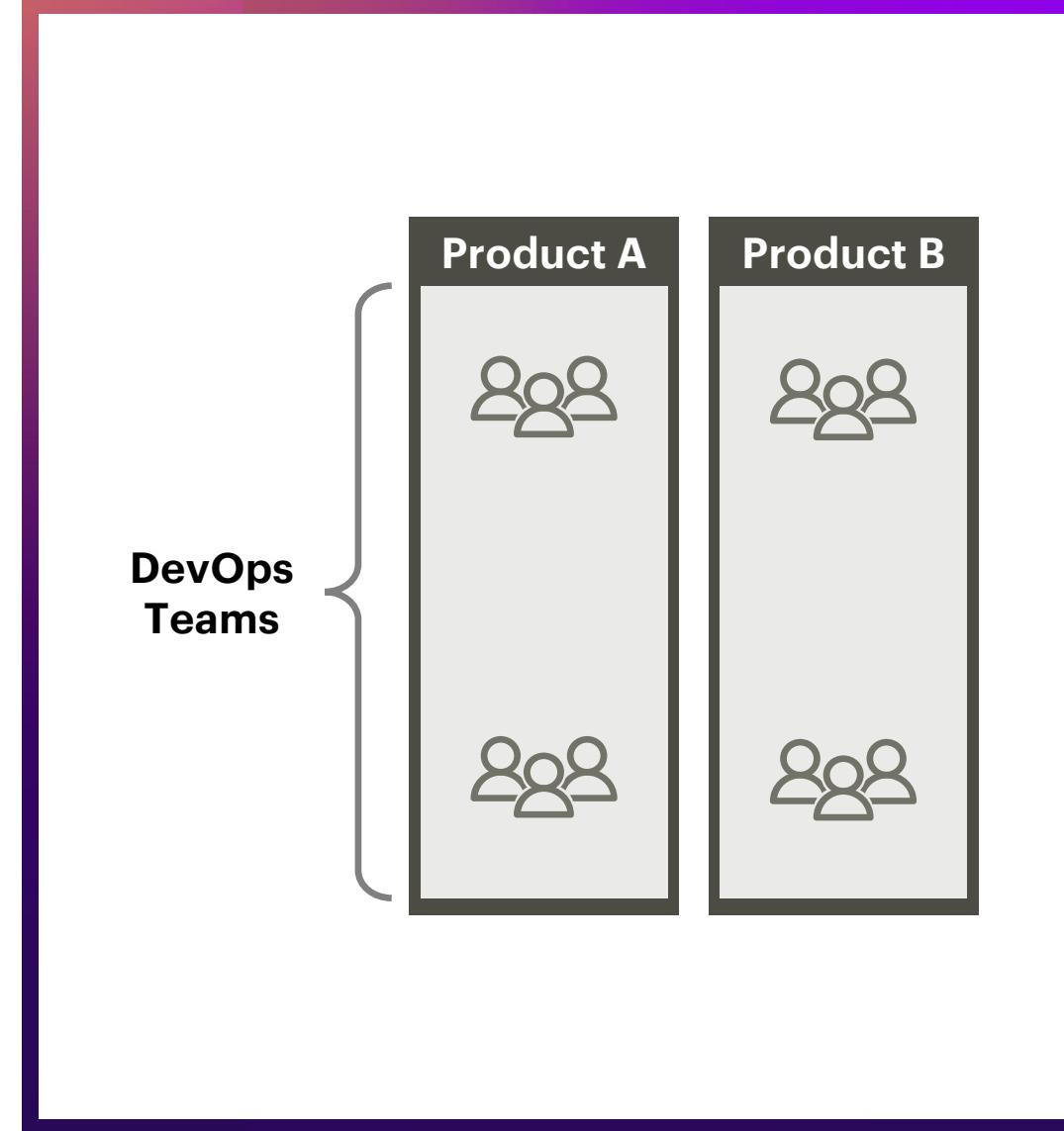
**„Okay, we understood the way you work.
If you prevent conflicts of interest with
processes, you're free to organize
as you wish.”**

- Tom, your internal Auditor



Option #3

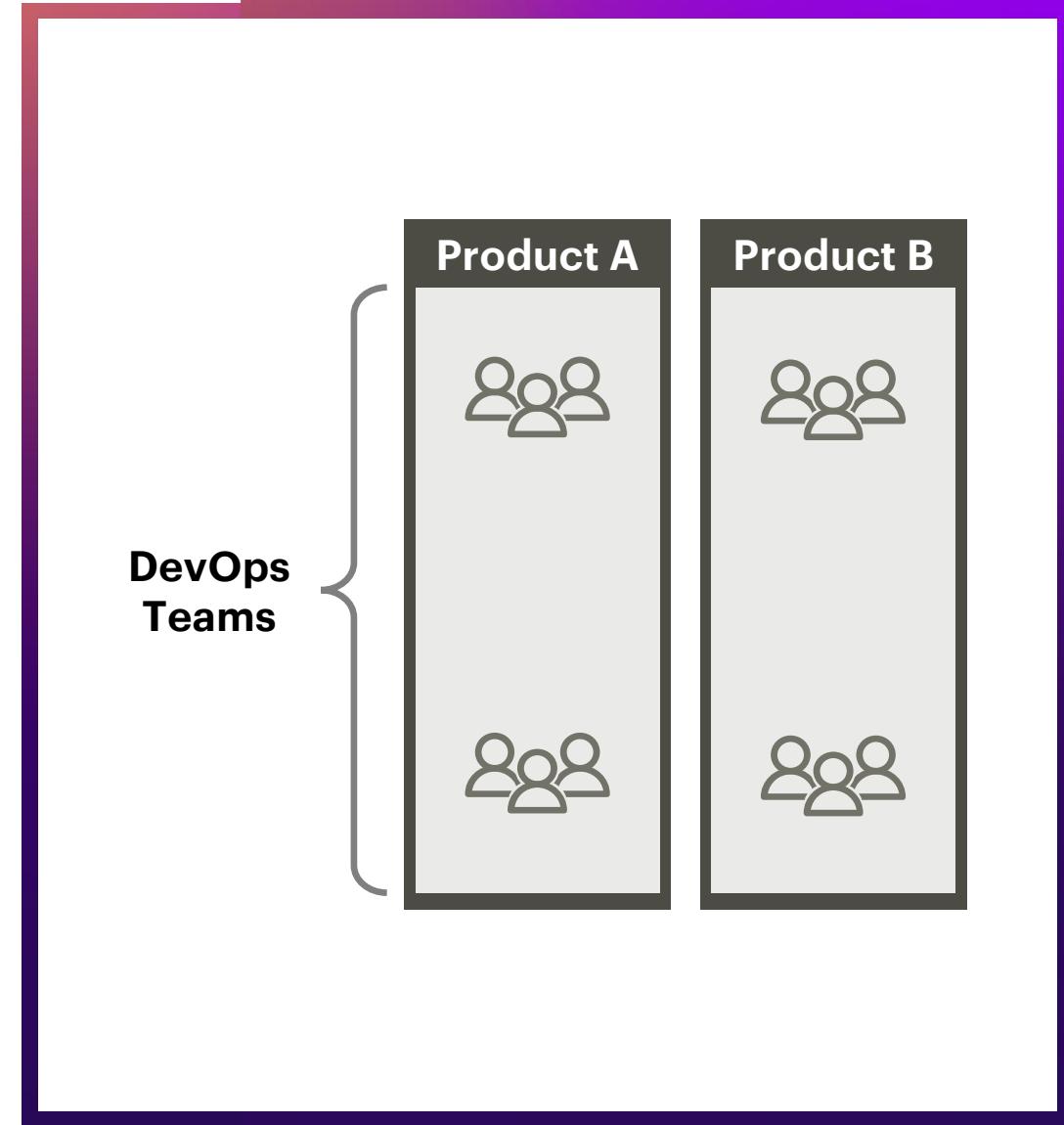
Full organizational integration



Option #3

Full organizational integration

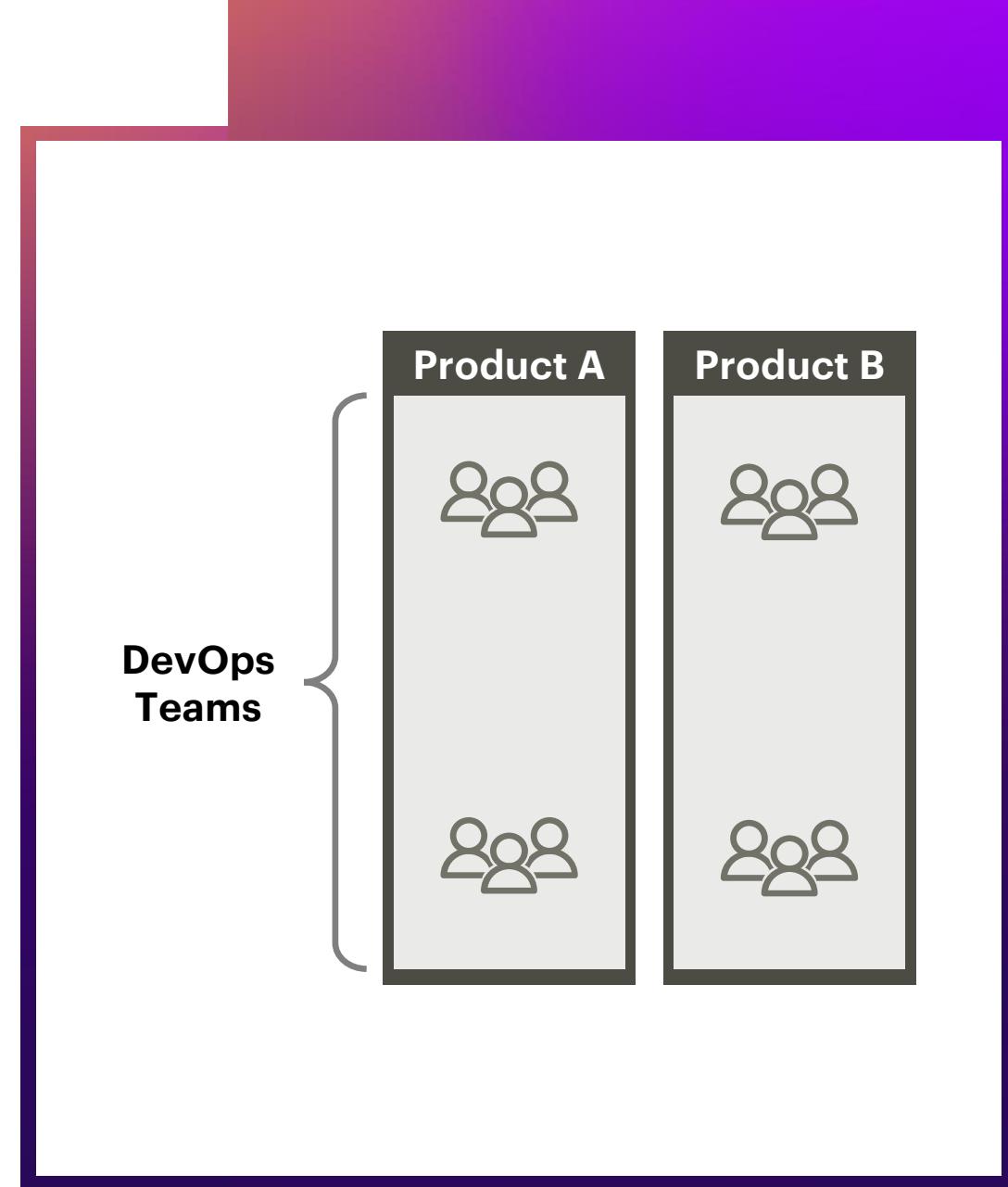
Organization enables DevOps



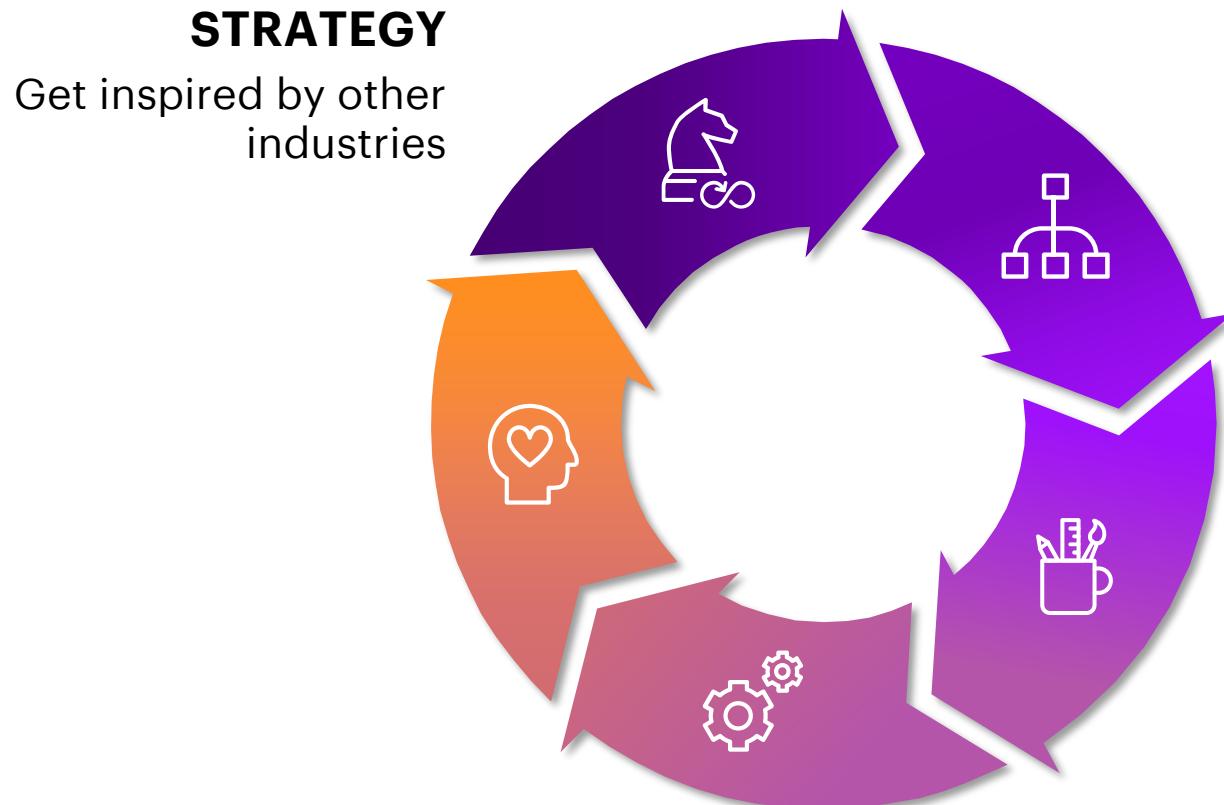
Option #3

Full organizational integration

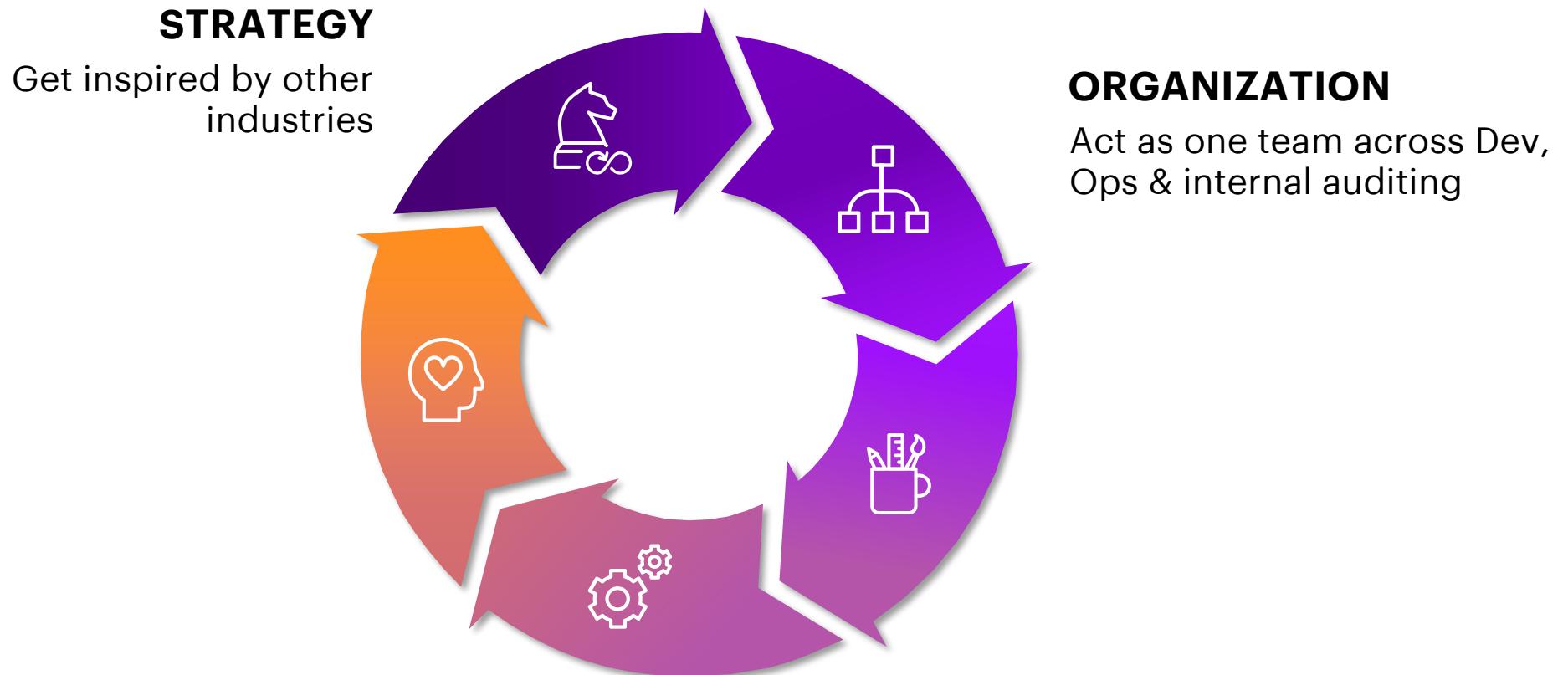
- Organization enables DevOps
- Segregation of duty must be ensured on process level



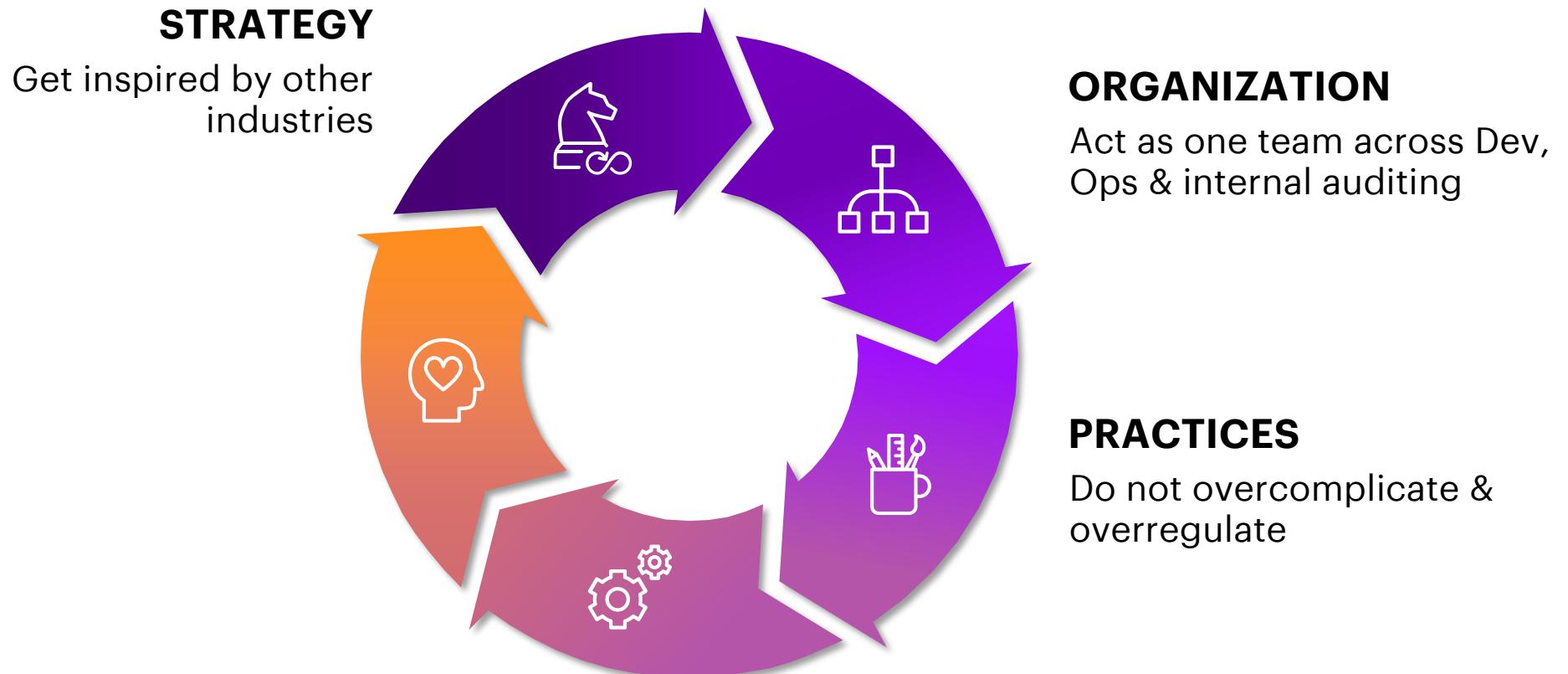
Some of our key learnings



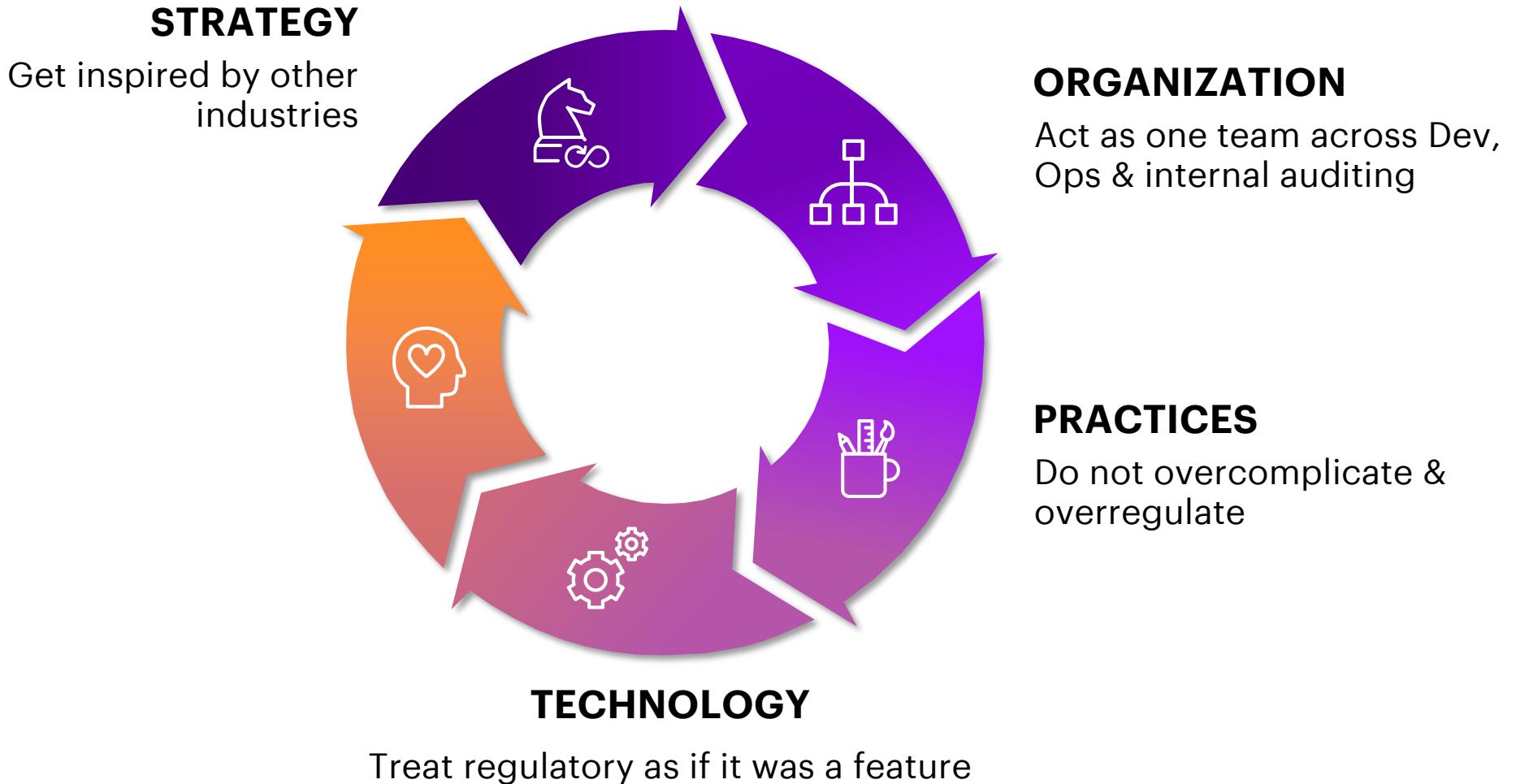
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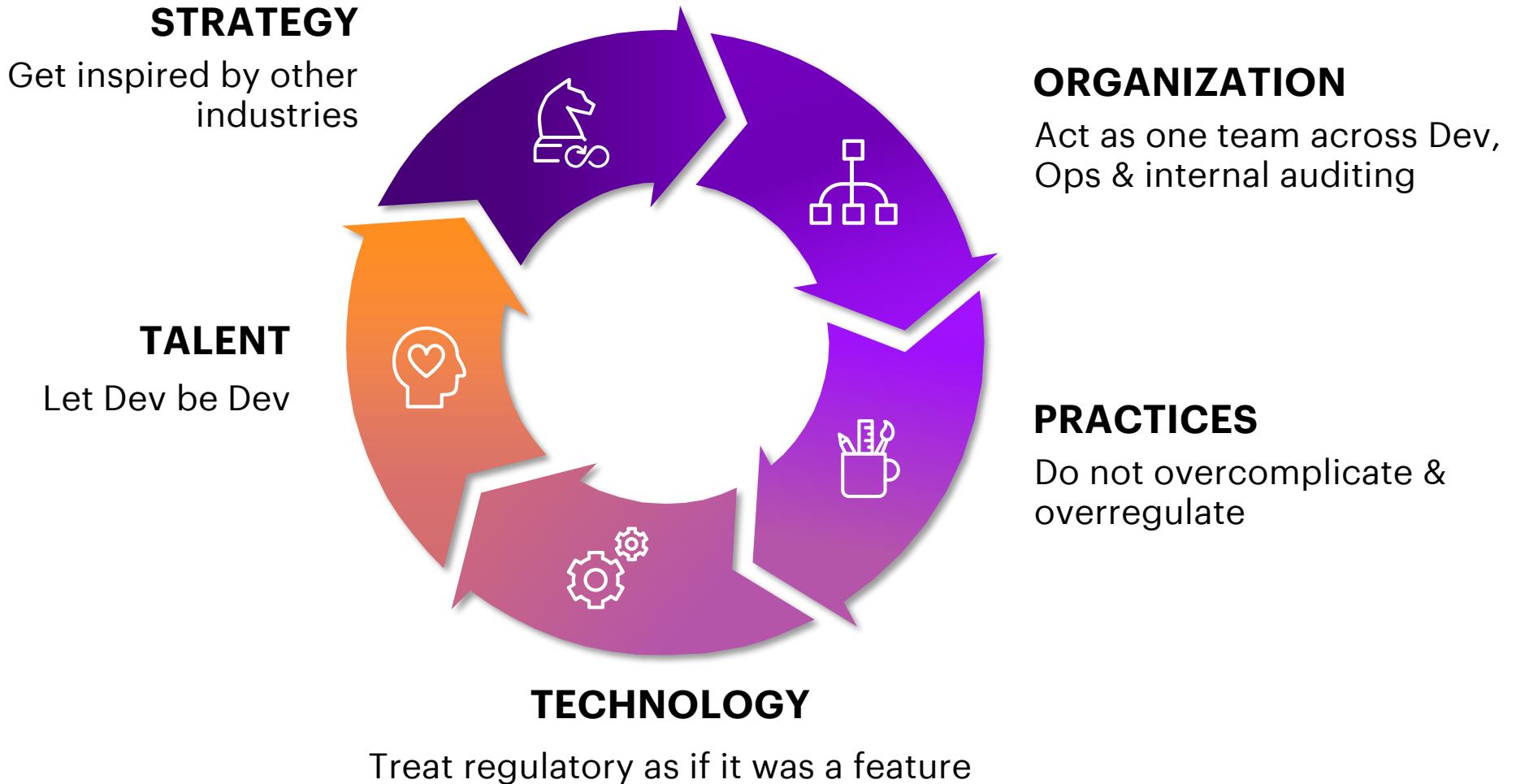
Some of our key learnings



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Some of our key learnings





Looking forward to chatting with you!

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REMAINING CHALLENGES

While the options we discussed have their respective advantages and disadvantages, can we address the **present limitations promptly?**

There is no universal solution or approach that would be effective for all organizations.

HELP WE ARE LOOKING FOR

Are there any **other regulated industries** that we haven't explored or considered where this approach could be applicable?

To those in the audience who specialize in Finance and/or Healthcare, **do you have a different perspective** on this matter?