WHITE PAPER

Delegate Without Losing Control.

Governance for groups, subsidiaries and regions.

How a group can give each entity full autonomy over its own certification programme, within an envelope the centre defines once and keeps overseeing.

EXECUTIVE SUMMARY

A group cannot certify from the centre. It can define the envelope.

Groups organised into subsidiaries, brands, regions or business units face a dilemma. Centralising access reviews overloads a central team and puts decisions in the hands of people far from the assets. Decentralising them fragments evidence and leaves the centre blind.

The answer is delegation with structure: each entity receives a scope it cannot cross, features it cannot extend and a budget it cannot exceed. Within those lines, it runs its own programme. The centre keeps oversight of everything, and decides nothing.

This paper describes the delegated workspace: what it contains, how it is created, what the entity controls, what the centre sees, and the one rule that holds throughout: administration never decides.

Scope, rights, means
A unit of authority, not a folder of reviews.

A ceiling, not a suggestion
Scopes and features cannot be widened from inside.

Autonomy within
Campaigns, rules, calendar and people of the entity.

Oversight from above
One list, one trail, no decision taken by the centre.

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01

The delegation dilemma

A central team reviewing access for every subsidiary quickly becomes a bottleneck, and its decisions carry little weight: it does not know the assets. Leaving each entity to run its own reviews with its own tools solves that, but produces evidence that cannot be compared or consolidated.

Most tools offer a compromise: tag reviews by department and filter the reports. That is organisation, not delegation. The entity still depends on the centre for everything that matters.

Real delegation transfers authority within limits. The limits are what make it safe.

“Centralise and you overload. Decentralise and you go blind.”

KEY IDEA

DEFINITION

Workspace: a unit of delegated authority that receives a scope it cannot cross, features it cannot extend, and a budget it cannot exceed.

02

A unit of authority

A delegated workspace is defined by three lines. Within them, nothing goes back up to the centre.

“The envelope is a ceiling, never a suggestion.”

KEY IDEA

A scope, not a filter

What lies outside the scope does not exist for the workspace. A campaign can narrow it, never widen it.

A budget

An allocation from the group's envelope, or consumption read from a shared ledger.

Features, one by one

A feature that has not been granted does not appear; one capped by the centre is visible, locked, and names who governs it.

Decisions out of reach

No administrator, of the entity or of the group, can record a review decision.

03

Scopes in three layers

A workspace's scope is built in layers, and reread every time a campaign is armed. Anything outside it becomes an out-of-scope gap, recorded once as a finding.

- **Solutions and tenants.** Which connected systems the workspace can see at all.
- **Workloads.** Which services within them: sites, groups, drives, repositories.
- **Conditions.** A few chained attribute conditions per solution and object type, for instance country equals FR, or department starts with Finance.
- **A ceiling for campaigns.** A campaign narrows within the scope; it cannot add a condition that widens it.
- **Visible incompleteness.** A workspace whose scope is not fully defined is flagged to the centre.

“Applied where it counts: at the launch of each campaign.”

KEY IDEA

04

Autonomy within the envelope

Within its envelope, the entity runs its certification programme with the full engine, on its own terms.

“Its campaigns, its rules, its calendar, its people.”

KEY IDEA

THE ENTITY CONTROLS	HOW
Campaigns	The full campaign engine: wizard, policies, cadences, arming, closure, sealed evidence.
Rules	Certification rules overridden for the workspace, then again per campaign, with their provenance shown.
Time	The entity's time zone, working days, working hours and public holidays; deadlines run on its calendar.
People	Managers, readers, report readers and auditors, assigned as users or groups, each with an end date.
Exceptions	Traced exemption cycles, delegation on behalf of others, local email templates, if granted.
Analysis	Reports, alerts, audit trail and change analysis, read by the workspace for the workspace.

05

Oversight from the centre

The group administrator never runs a campaign. They see the status, scope, credits and active campaigns of every workspace in a single list, and read the audit trail, alerts and role assignments across the estate, with a filter per workspace.

“Delegate everything. See everything.”

KEY IDEA

Interventions are deliberate and guarded. Suspending a workspace can freeze its active campaigns, whose schedule then shifts by the length of the pause. Deletion requires typing the workspace's name and is refused while evidence still depends on it; suspension is always offered instead.

The assistant is governed the same way: a default mode for new workspaces, a ceiling nobody can exceed, a mode the centre can impose, and every change audited.

06

Roles with an end date

Every role in a workspace carries an end date, at most twelve months away, so that delegated authority expires unless it is renewed. Each person acts under a single declared authority at a time, never the union of all the roles they might hold.

“Administration designs, runs and proves. It never decides.”

KEY IDEA

Above all, the separation between administration and decision holds at every level. Reviewers decide in the review console; managers of a workspace design and run the programme; the centre oversees. That separation is what lets an auditor trust decisions taken far from the centre.

- **Managers.** Design and run the entity's programme.
- **Readers and report readers.** Follow progress and results.
- **Auditors.** Read-only, to consult, verify and export evidence.

07

Where to start

Delegation is easiest to introduce entity by entity, starting where central reviews are weakest.

“Delegate first where the centre knows the assets least.”

KEY IDEA

1 **Choose a first entity** whose assets the centre knows least.

2 **Define its envelope:** scope, features and budget, in one guided creation.

3 **Appoint its managers** with an end date, and let them build their programme.

4 **Keep oversight in one list,** with the trail and alerts filtered per entity.

5 **Extend entity by entity,** with the same evidence model everywhere.

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