# Thank you for attending the MDM for the Enterprise Seminar Series!

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- Keep in touch! What other MDM events, topics, articles or resources will help you? Email editor@searchdatamanagement.com with your thoughts.
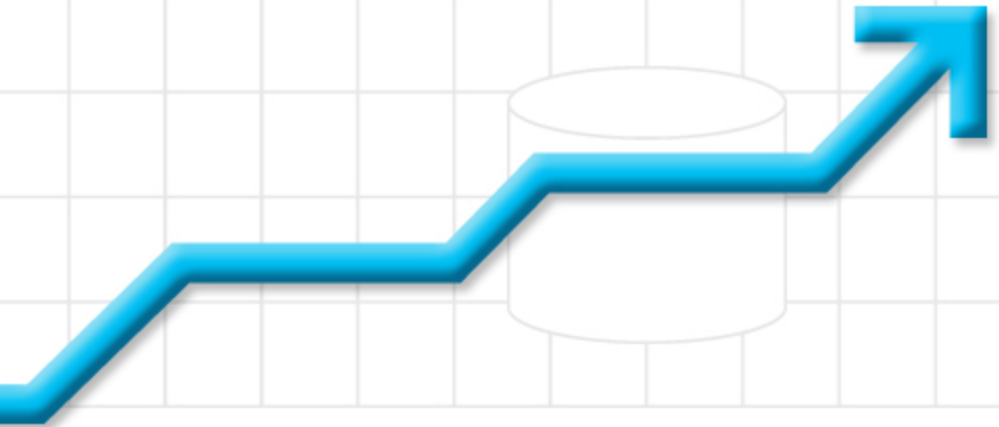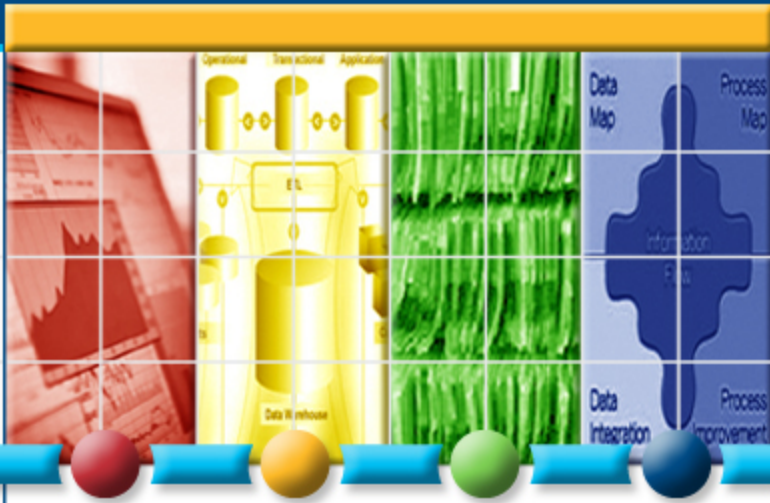
Data Governance:
Setting Goals,
Setting Roles,
Getting It Right!

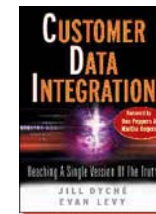**Jill Dyche and Evan Levy,**
Partners & Co-Founders,
Baseline Consulting

TechTarget MDM for the Enterprise Series

www.baseline-consulting.com

Industry Views of Data Governance

" Data Governance is the organizing framework for establishing strategy, objectives, and policies for corporate data."

"Data governance encompasses the people, processes and procedures required to create a consistent, enterprise view of a company's data…"

"The overall management of the availability, usability, integrity, and security of the data employed in an enterprise. A sound data governance program includes a governing body or council, a defined set of procedures, and a plan to execute those procedures."

Why Data Governance?

Applications: Data Manipulators

Sales	Training	Order	Vaccine	3rd Party
• Physician contact in...	• Healthcare provider	• Customer/ ...ing	• Account details	• Provider contact / responsibility)
• ... • Specialty details • H... • Office location(s) • Hospital privileges • E...	history • Physician spend	• Order Details • Purchase Details • Sales Forecast	• Delivery location • Purchase history	• License details

Who can update contact details?

How is inaccurate information corrected?

How are conflicting needs addressed?

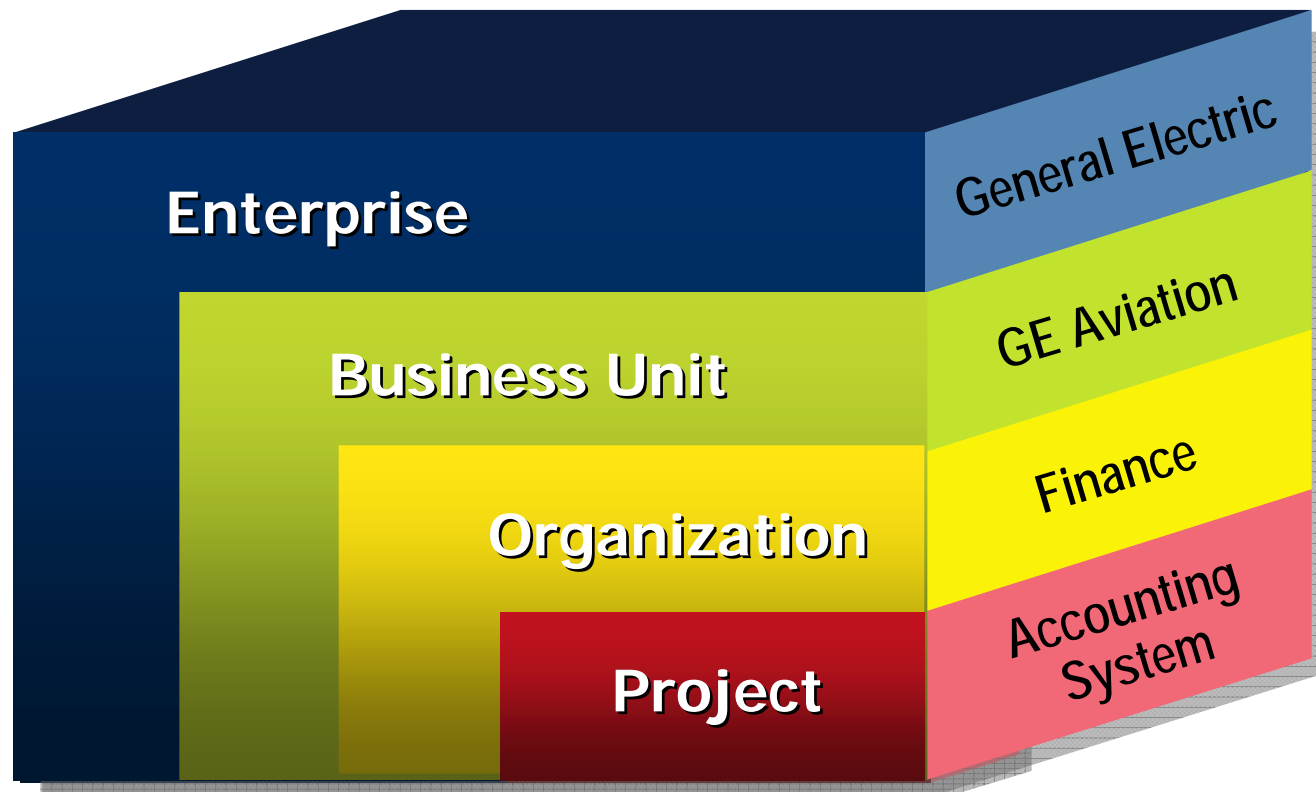**How are changes identified & resolved?**

Support — Finance — Customers

Market — Exec Mgmt

Which stakeholders make the decisions?

Users : Data Consumers

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With Data Governance, Scope Matters

Do You Need Data Governance?
Some Key Indicators

- "We've gotta stop having the 'who owns the data?' conversation."

- "We can't do MDM if we don't formalize decision-making processes around our enterprise information."

- "Fixing the data in a single system is pointless; no one owns data across all of the systems."

- "Everyone agrees data quality is poor, but no one can agree on how to fix it"

- "Our CRM/supply chain management/ERP program has hit the wall."

- "Are you kidding? We have multiple versions of the single-version-of-the-truth."

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What Data Governance Does

- **Establishes business stakeholders as information owners.** Data meaning, content, and access reflect business policy.

- **Positions enterprise data issues as cross-functional.** Information policy and change is owned by a cross-functional team.

- **Aligns data quality with business measures and acceptance.** Acceptance and accuracy is described in business terms.

- **Removes IT from business/data conflict ownership.** Repositions IT as information engineer and facilitator, not problem owner.

- **Ensures data is managed separately from applications.** Data independent of individual applications.

- **Expands change management to include data.** Application systems respond to both business process and data requirements.

- **Requires monitoring and measurement.** Any initiative must monitor progress and measure outcomes and improvements.

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The Crux of the Issue:
One Client's Hard Truth

Underlying cost drivers	Relative cost share
Understand dig, search, ask, collect, consolidate	40 %
Analyze develop, document, test, query, report	20 %
Coordinate plan, review, wait for others, wait for conditions	10 %
Communicate explain, prepare, follow procedures, meet, discuss, convince, defend	30%

Proprietary.

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Designing Data Governance
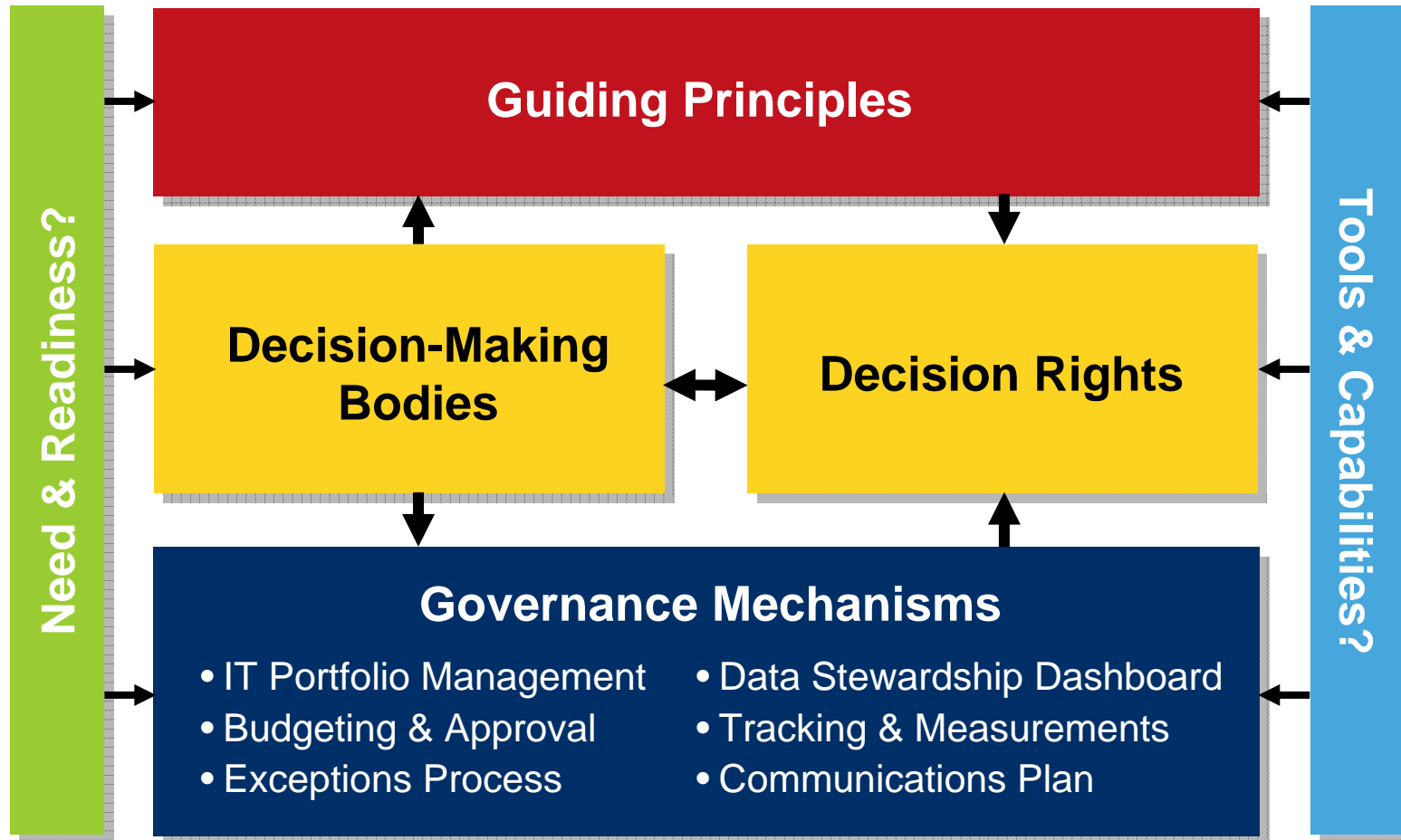
Steps to Data Governance Deployment

1. Assess your readiness
2. Define DG guiding principles
3. Identify decision-making bodies
4. Define decision areas and decision rights
5. Identify governance mechanisms
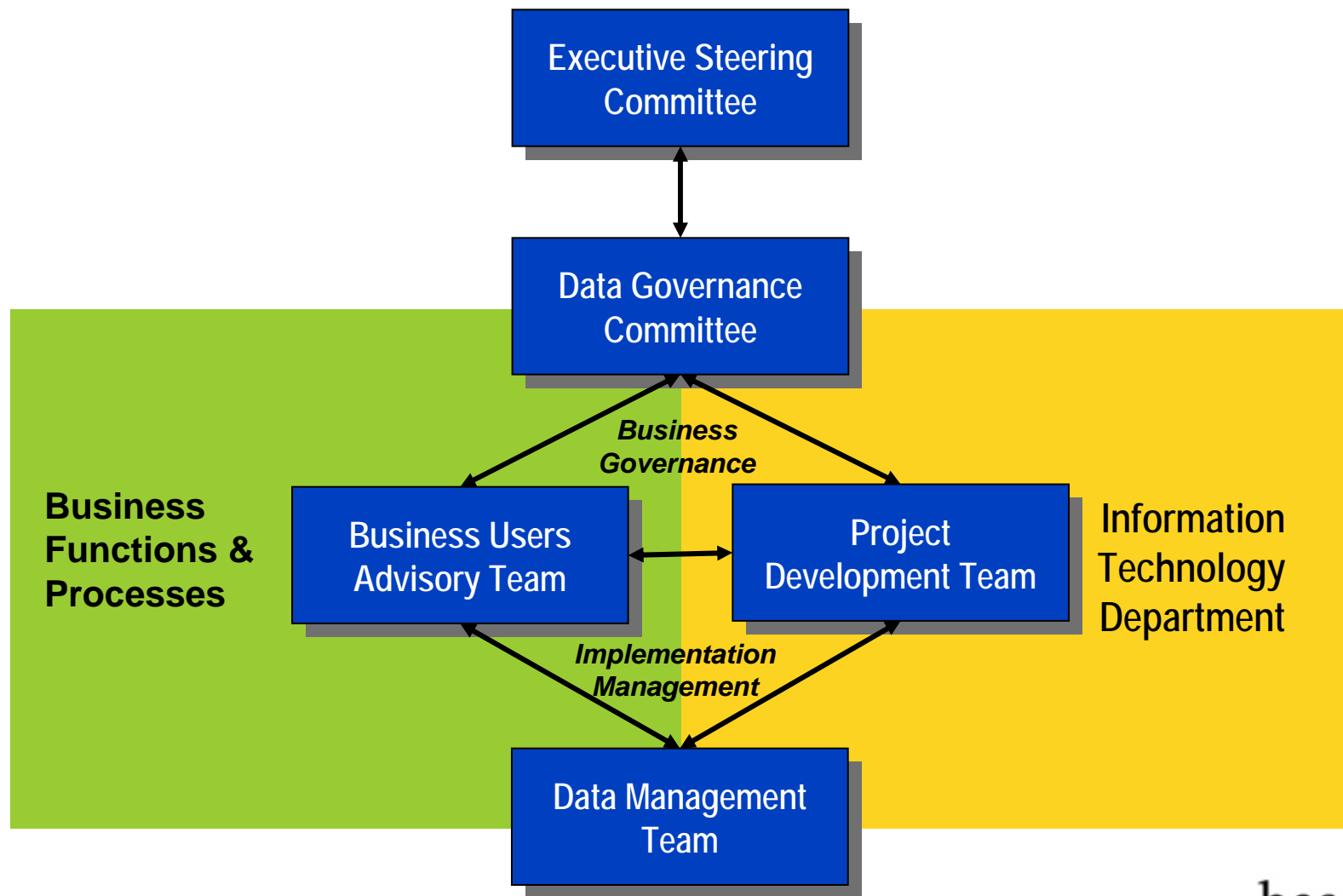6. Develop tools and capabilities

Good governance must be designed. It cannot be mandated. The iterative diverge/converge process of "thinking it through" develops ownership and commitment.

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Data Governance:

Sample Roles and Responsibilities

Executive Steering Committee

FOCUS: Culture   **TASK: Change Champion**

- Drive awareness & culture change within the corporation
- Act as final decision-making authority
- Review execution of prior decisions (and the related project activities)
- Establish the enterprise data initiative and hold business & IT areas accountable
- Resolve business policy and organizational issues
- Participate in regular reviews of Data Governance Committee decisions

Data Governance Committee

FOCUS: Strategy   **TASK: Lead, Decide, and Oversee**

- Drive data awareness and culture change within their organizations
- Support cross-functional prioritization of data subject areas opportunities
- Approve requests/initiatives. This may include approval of resources, funding, etc.
- Monitor project progress; remove roadblocks
- Name personnel to Business Users Advisory Teams
- Participate in monthly data governance planning and status sessions

Business Users Advisory Teams

FOCUS: Tactics   **TASK: Advocate and Operationalize**

- Identify new data governance issues
- Recommend priorities, solutions, conflict resolution. and advocate for funding
- Include business and data requirement stakeholders
- Participate in development of data definitions and business rules
- Assist in defining initial acceptance criteria for new subject data

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Data Governance:
Sample Roles and Responsibilities

Project Development Team

FOCUS: Tactics   **TASK: Implementation**

- Enforce policy across all systems through development and support methodology
- Execute development activities based on data governance and management policies
- Submit changes to Data Governance Committee as new business requirements or software products conflict with existing policy
- Participate in regular reviews of Data Governance Committee decisions

Data Management Team

FOCUS: Tactics   **TASK: Support Other Teams**

- Provide data expertise to other teams. This includes data administration and source-based data analysis
- Support the conflict resolution process through providing data oriented metrics and details to the decision-making teams
- Provide ongoing data profiling and analysis to ensure that Data Governance policy is being supported in all IT-based systems
- Ensure that all data management standards reflect existing data governance policy
- Participate in monthly data governance planning and status sessions

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DON'T: Ignore Decision Rights

- The concept of "decision rights" establishes WHO is responsible for making WHAT types of decisions

- Decision rights implies business-IT alignment
  - The business owns key data decisions
  - Another DON'T: DON'T make data governance an IT-only initiative, not even temporarily!

- Most companies lack formal means of assigning decision rights
  - The "squeaky wheel" syndrome is the determinant
  - Politics is the de-facto way to assign decision making authority

- Governance without decision rights isn't governance

Decision Rights Owner: "...a Subject Matter Expert with the vested authority to develop instructional rules for others to follow." **From *iSixSigma.com***

Data Governance Enforces Policy
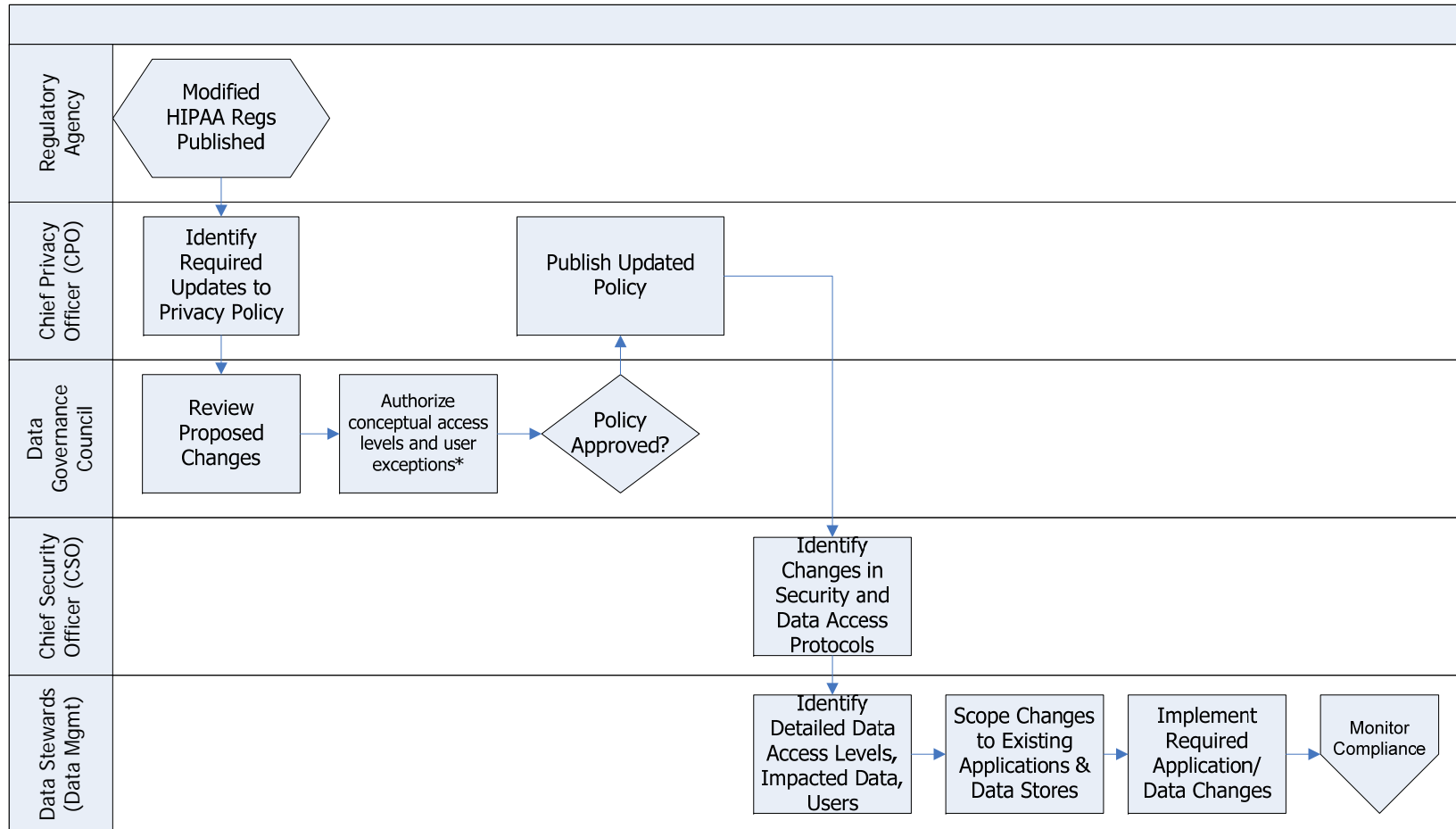
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Data Governance vs. Data Management

Executive Sponsorship

Protect, enhance, and fund the asset

Data Governance

Provide oversight, assess compliance, manage risks to the asset

Subject Matter Expert

Subject Matter Expert

Subject Matter Expert

Intimate with business processes; explain business policies, rules, and guidelines.

Data Stewards

Data Stewards

Data Stewards

Data Management

Develop & support the asset per governing policies & standards

Data Requirements	Data Administration	Metadata Management	Data Quality	Privacy & Security

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A Word About Data Management

Project #3
(More Manual Effort)

Project #2
(More Manual Effort)

Project #1
(Manual Effort)

- **Terms and Definitions**
- **Access / Security**
- **Cleansing/Correction**
- **Value Standardization**
- **Data Modeling**
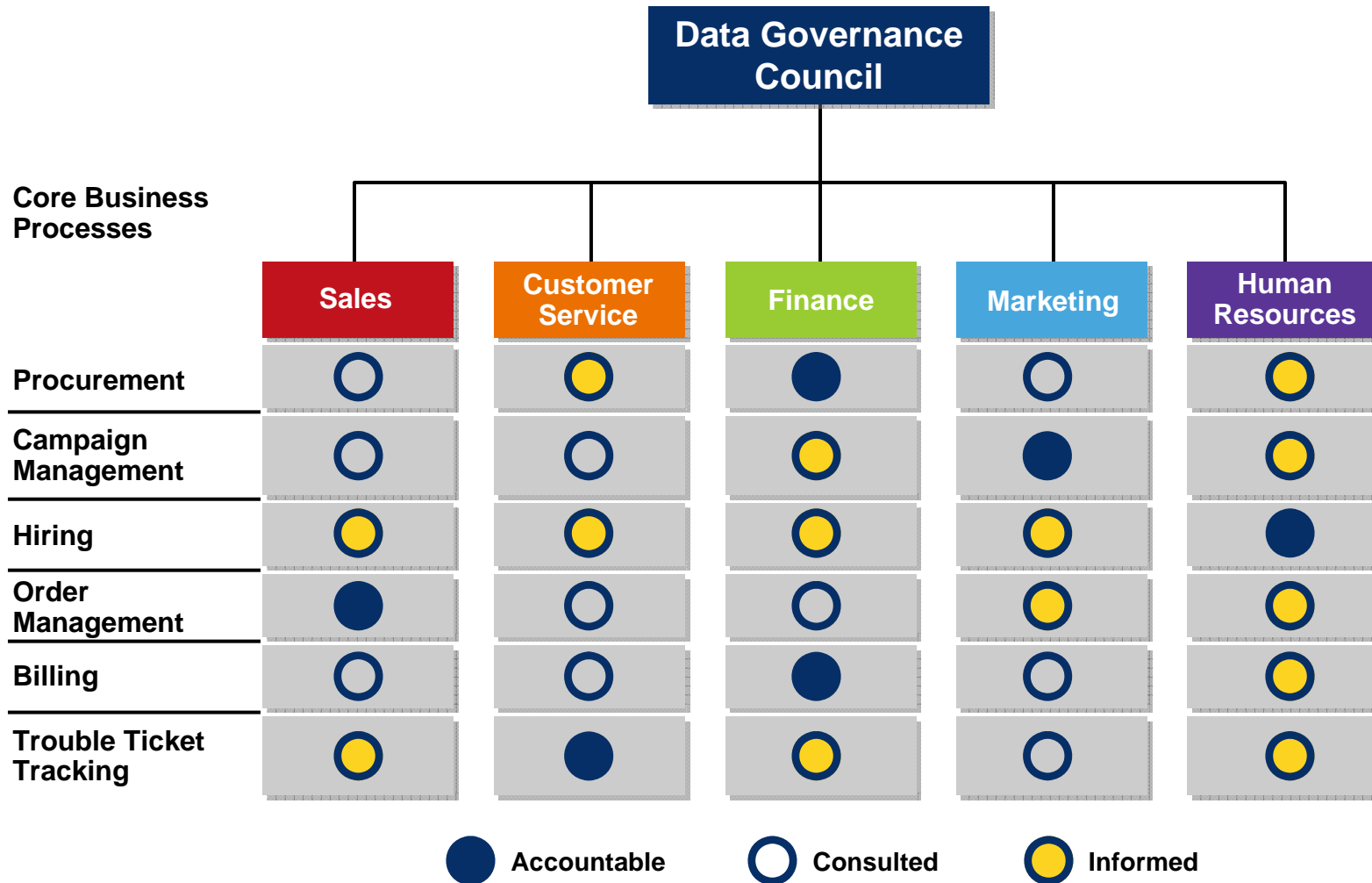- **Metadata**
- **Source Documentation**

- Increased data re-use
- Reduced Re-Invention
- Faster time to deployment
- Entrenched skill sets
- Lower costs through:
  - Automation
  - Centralized vendor licenses
  - Less re-work
  - Fewer data "specialists"

**Enterprise
Data
Management**

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Data Governance Regimes

Data Governance Council

Core Business Processes

	Sales	Customer Service	Finance	Marketing	Human Resources
Procurement	○	● (Informed)	● (Accountable)	○	● (Informed)
Campaign Management	○	○	● (Informed)	● (Accountable)	● (Informed)
Hiring	● (Informed)	● (Informed)	● (Informed)	● (Informed)	● (Accountable)
Order Management	● (Accountable)	○	○	● (Informed)	● (Informed)
Billing	○	○	● (Accountable)	○	● (Informed)
Trouble Ticket Tracking	● (Informed)	● (Accountable)	● (Informed)	○	● (Informed)

● **Accountable**   ○ **Consulted**   ● **Informed**

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Three "Waves" of Data Governance

3 Deploy

- Measure Effectiveness
- Identify Conflicts/Obstacles
- Establish/Acquire Additional Tools
- Broaden the Reach: Adjust and Repeat

2 Embed

- Establish Key Measures
- Identify Data-Enabled Business Initiative
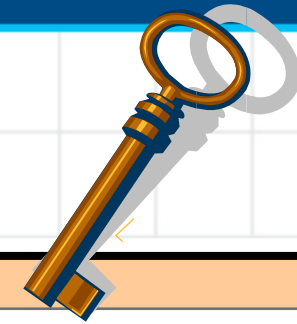- Embed Governance Steps in Project Plan
- Deploy Controlled Data Governance

1 Design

- Determine Data Governance Readiness
- Design Data Governance
- Determine Governing Bodies
- Identify Initial Governance Mechanisms

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Taking Action

1. ## Determine if you need data governance
   - Do you need "what data governance does"
   - Describe your existing decision-making and oversight process. Can you?

2. ## Solicit stakeholder support
   - Position governance concepts with executives.
   - Walk through the process and decision gates to describe how governance solves both IT and business issues.
   - Find a champion or change agent.

3. ## Select a governance design taskforce
   - Identify and enlist the initial participants
   - Debate the issues; improve on original concepts.
   - Tailor the design to your company and its culture.
   - Present your plan to senior executives for endorsement.

4. ## Launch the Data Governance Steering Committee
   - Name members and a facilitator.
   - Communicate and publicize the plan.
   - Conduct a trial run. Select an initial project.

Data Governance is a new way of working. You are challenging entrenched thinking. It will take time to get it right. But the payoff is worth the effort.

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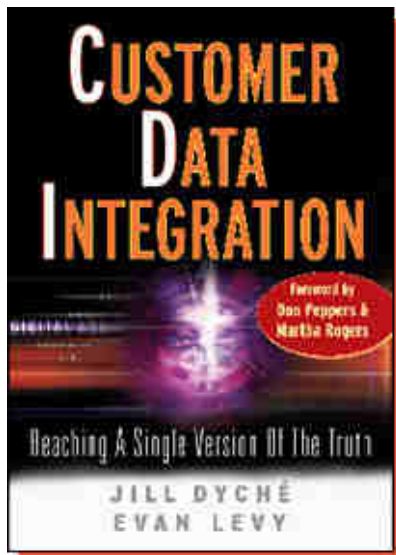
Thank You!

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