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Data Governance: Setting Goals, Setting Roles, Getting It Right!

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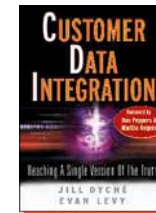
TechTarget MDM for the Enterprise Series





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
<ul style="list-style-type: none"> Physician contact info Specialty details Office location(s) Hospital privileges E 	<ul style="list-style-type: none"> Healthcare provider history Physician spend 	<ul style="list-style-type: none"> Customer/Order Details Purchase Details Sales Forecast 	<ul style="list-style-type: none"> Account details Delivery location Purchase history 	<ul style="list-style-type: none"> Provider contact / responsibility) License details

Who can update contact details?

How is inaccurate information corrected?

How are conflicting needs addressed?

How are changes identified & resolved?





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.”





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.



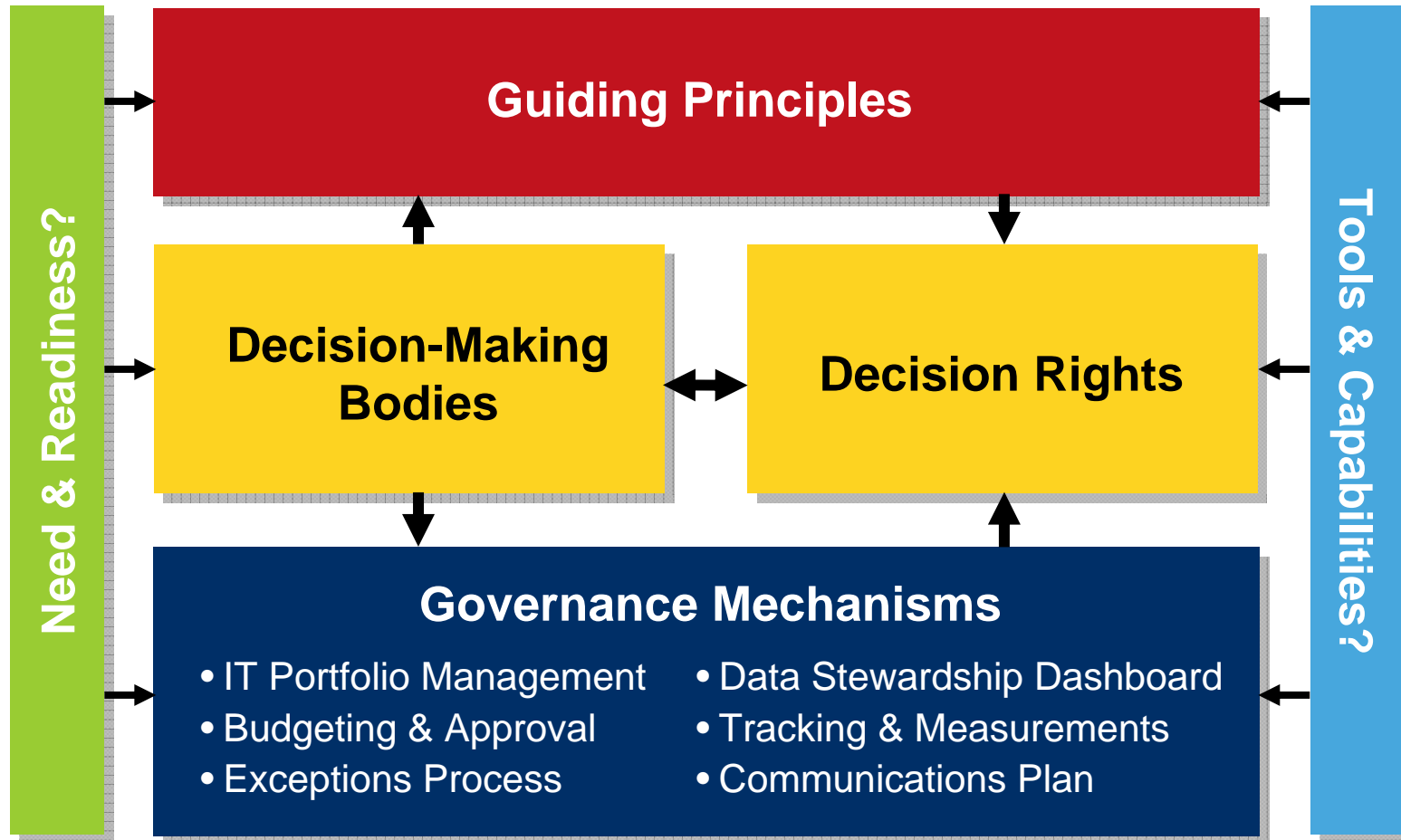
The Crux of the Issue: One Client's Hard Truth

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.




Designing Data Governance





Steps to Data Governance Deployment

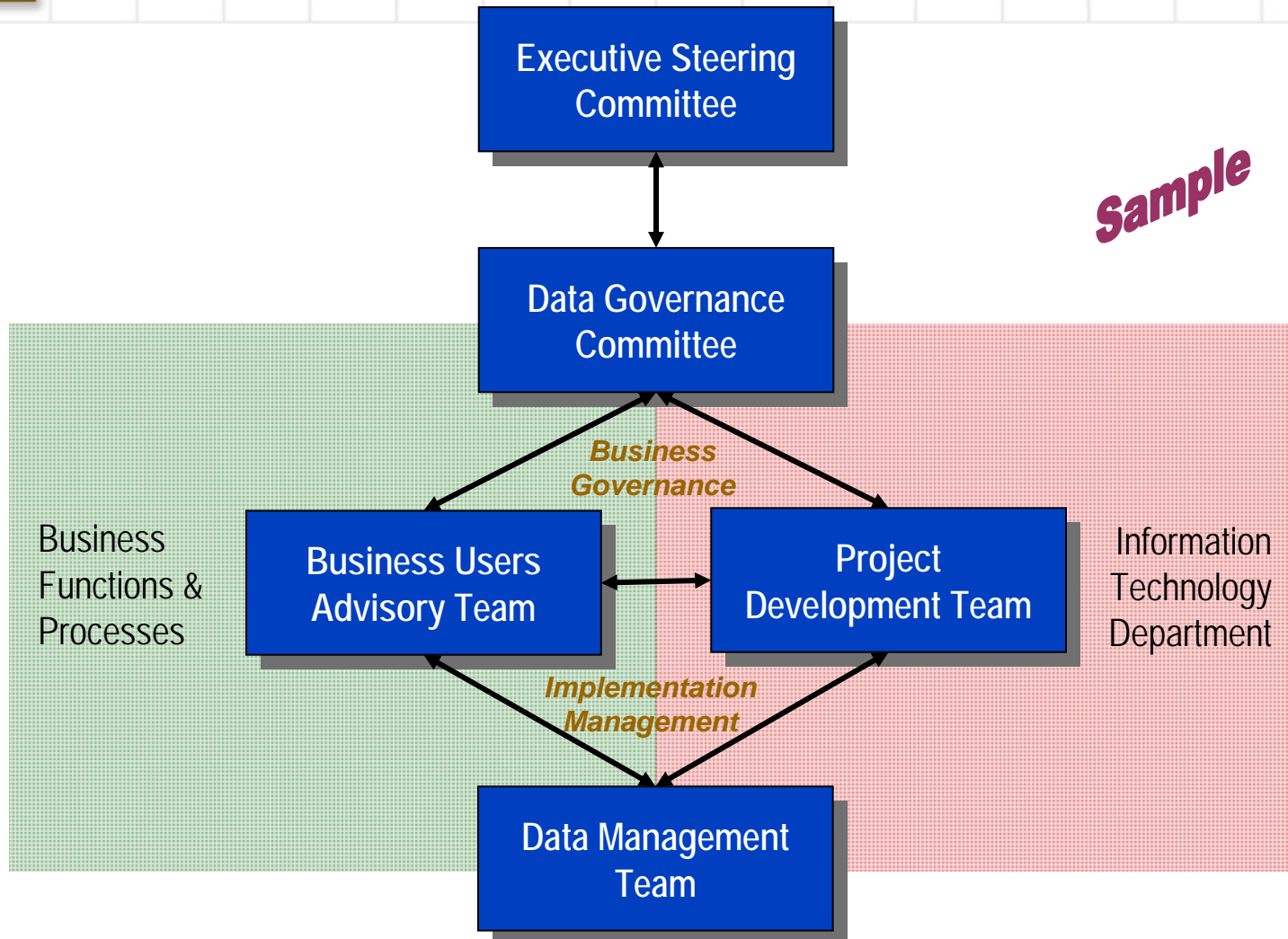
1. Assess your readiness
2. Define DG guiding principles
3. Identify decision-making bodies
4. Define decision areas and decision rights
5. Identify governance mechanisms
6. Develop tools and capabilities



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



Identify Decision Making Bodies





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



Data Governance:

Sample Roles and Responsibilities

Project Development Team

FOCUS: Tactics

- 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

TASK: Implementation

Data Management Team

FOCUS: Tactics

- 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

TASK: Support Other Teams



DON'T: Ignore Decision Rights

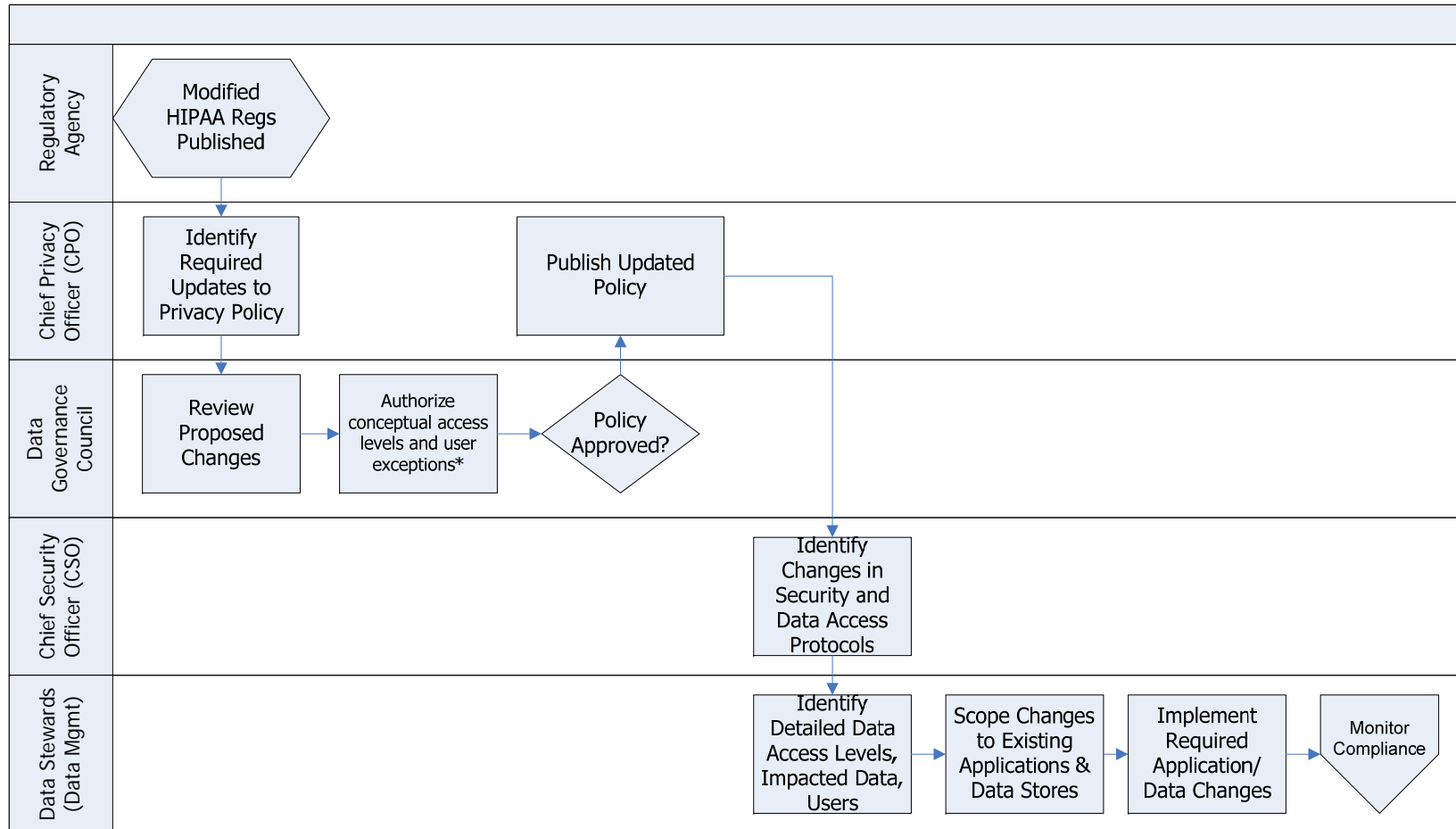
- ❏ The concept of “decision rights” establishes WHO is responsible for making WHAT types of decisions
- ❏ Decision rights implies business-IT alignment
 - The business owns key data decisions
 - Another DON'T: DON'T make data governance an IT-only initiative, not even temporarily!
- ❏ Most companies 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



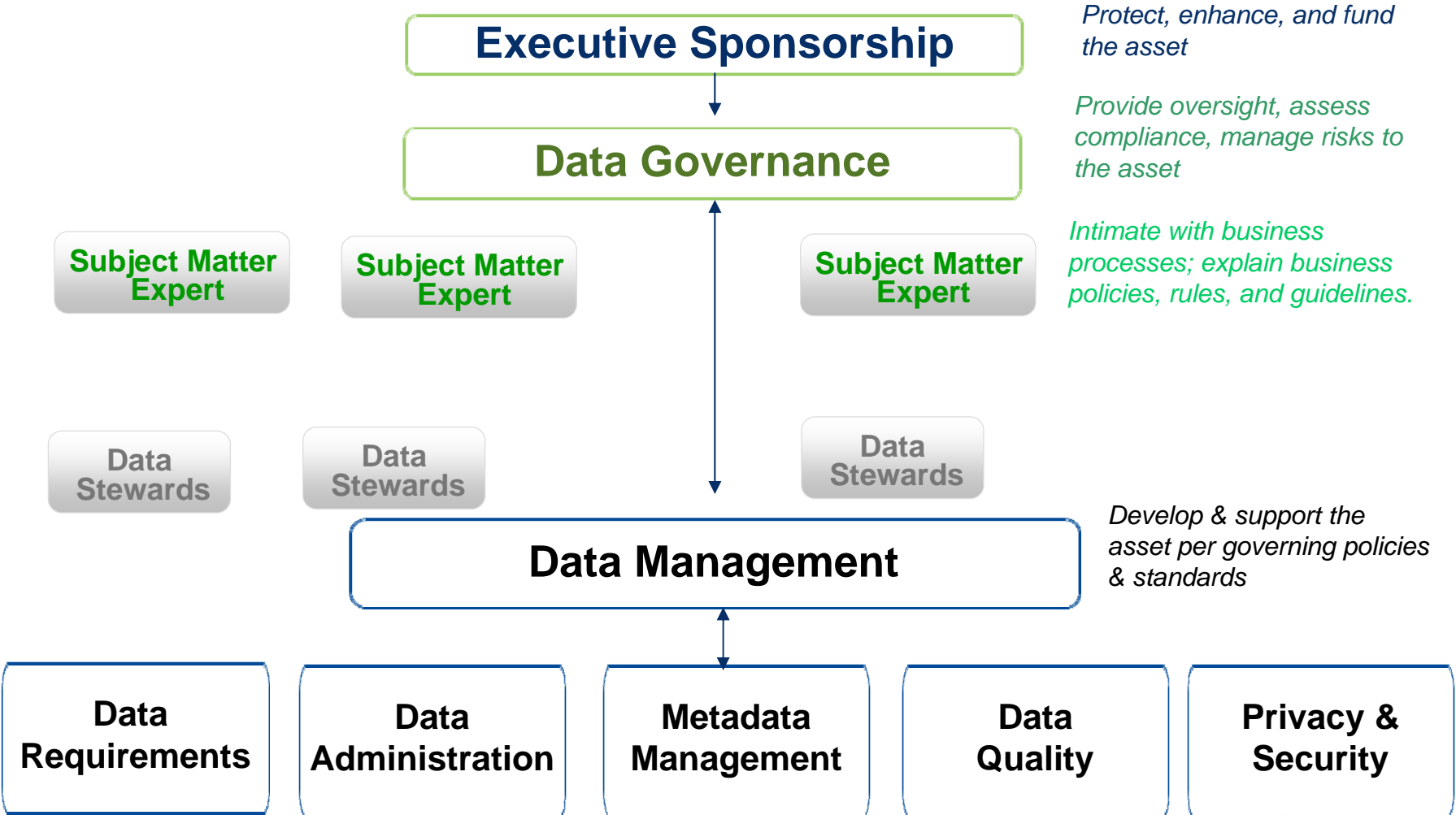
Data Governance Enforces Policy



*CPO, CSO, and Claims Data Steward may view identifiable data to investigate claims of misuse or other production issues with signed confidential agreement.



Data Governance vs. Data Management





A Word About Data Management

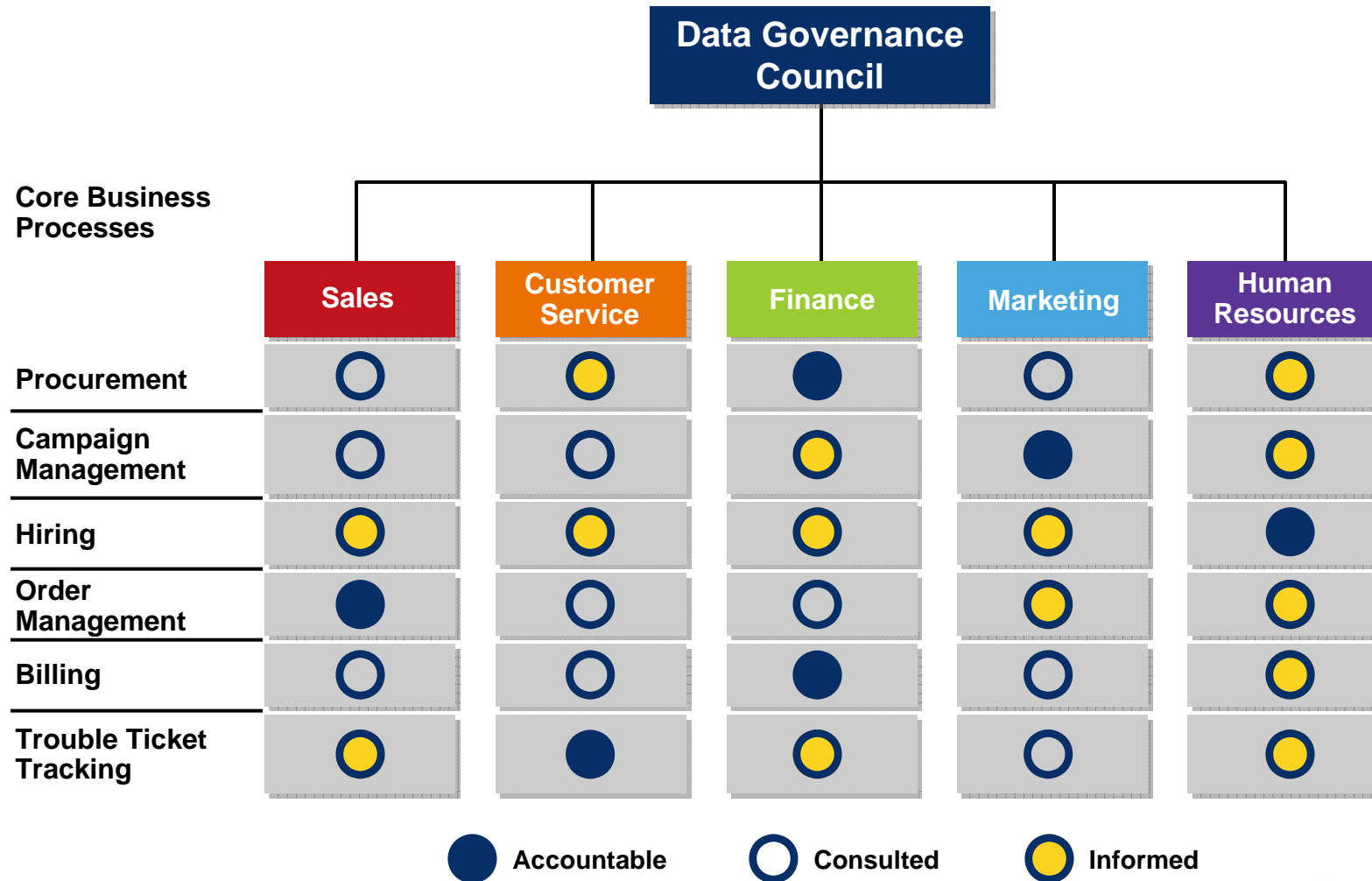


- Increased data re-use
- Reduced Re-Invention
- Faster time to deployment
- Entrenched skill sets
- Lower costs through:
 - Automation
 - Centralized vendor licenses
 - Less re-work
 - Fewer data “specialists”





Data Governance Regimes





Three “Waves” of Data Governance

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

3
Deploy

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

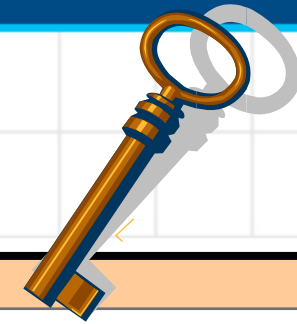
2
Embed

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

1
Design

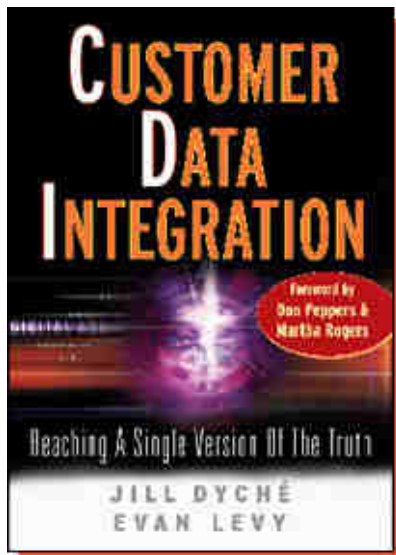


Taking Action



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.



Thank You!

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