Data Governance

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INKU
KNOW THE VALUE OF YOUR DATA

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Agenda

- Introductions (15)
- Background (30)
  - Definitions
  - Fundamentals
- Roadmap (15)
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  - Engagements
  - Resourcing
  - Technology
  - Policies
- Wrap / Q&A (15)

Outcome is generate awareness on data governance and provide some insights on how you can make data management and data governance more effective at your company.

Introductions

- Mark Plessinger is the founder of INKU, a data governance and data management consulting firm based in Columbus, Ohio. He has over 20 years of experience in business and IT with the last 10 years focused on data governance and data management. Mark founded INKU because he knows that data governance can be a profit center for an organization and should be responsible for ensuring that data becomes a strategic asset for the company while reducing risk. His expertise includes defining and implementing new governance practices as well as revitalizing governance organizations that have stagnated or failed previously.

- Julie Evans is a consultant at INKU. She has over 20 years of experience in the financial industry transforming organizations utilizing expertise in creating vision, strategic planning, operational efficiencies and merger transitions. She has success in leading Fraud, Customer Experience, Lending, Product Implementation, Operations and Budget organizations. Julie believes understanding your information is key to success in business. That belief drove her to focus on data governance, assisting organizations in successfully developing and implementing data strategies.

- Round the room

Background

Data Governance Definitions

“The exercise of authority, control, and shared decision making (planning, monitoring and enforcement) over the management of data assets” - DAMA

“Data Governance is the exercise of decision-making and authority for data-related matters” – Data Governance Institute

“Data Governance is the formal execution and enforcement of authority over the management of data and data-related assets” – Rob Seiner

“The formal orchestration of people, process, and technology to enable an organization to leverage data as an enterprise asset” – Aaron Zornes

Background

Data Governance Definition - Key words to consider

- Authority
  - Command / control / make decisions / enforce obedience
  - Data Governance has power over decisions made about the company's data
- Management
  - Responsibility for and control of a company or similar organization
  - Data Governance is essential to the administration of the company's data
- Asset
  - Property regarded as having value
  - Data is seen as a corporate asset and should be treated with the same regard as other corporate assets
- Formal
  - Officially sanctioned or recognized
  - Data Governance is legitimized / validated as being a partner with the business and IT in regards to the company'
- People, process and technology
  - Holistic / encompassing
  - Data Governance is the combination of all three

Background

Data Governance Definition - Key words to consider

- Sustainable
  - Able to be maintained at a certain level
  - Data Governance as ongoing / permanent
- Commitment
  - Devotion / pledge / obligation
  - Data Governance is the group dedicated to the company's data

Background

Data Governance Definition

“Data Governance is the sustainable commitment to a company’s information to drive business results and reduce risk. It empowers optimal data management practices through the creation of frameworks and processes to institute an operating model that results in information being managed as a corporate asset.”

Background

Fundamentals - Data vs. Information

- Data is content in a table or in a system
- Information is data plus context

Example:

The number 8675309 on its own may not mean anything but if you also have ‘phone ID’ then you have the context to know it is a phone number.

Background

Fundamentals – Data Governance is Less Effective When:

- Led by technology
- A project or program
- Time boxed
- Force systems to have the same data
- Limited in scope
- Hobby
- Separate from business and technical initiatives / strategies

Background

Fundamentals – Data Governance is Most Effective When:

- Led by business
- Permanent addition to data management
- Sustainable commitment
- Implementing frameworks and processes so data is created and managed in a common manner
- Enterprise level
- Commitment
- Integrated into business and technical initiatives / strategies

Background

Case Study – Data Governance Effectiveness

X Led by business
✓ Permanent addition to data management
✓ Sustainable commitment
✓ Implementing frameworks and processes so data is created and managed in a common manner
✓ Enterprise level
X Commitment
✓ Integrated into business and technical initiatives and strategies

Challenges

- Business people see Data Governance as a technical effort
- Business executives have been slow to embrace and adopt
  - IT owns the data
  - Siloed operations and no mandate to work together
  - Not incented
- Change Management - culture of data mediocrity where manual extraction and manipulation is the norm

Outcome

- Progress is slow and methodical
- Focus on solving problems
- Selling Data Governance to executives

Background

Case Study – Data Governance Effectiveness

- ✓ Led by business
- ✓ Permanent addition to data management
- ✓ Sustainable commitment
- ✓ Implementing frameworks and processes so data is created and managed in a common manner
- X Enterprise level
- ✓ Commitment
- ✓ Integrated into business and technical initiatives and strategies

Challenges

- Overlapping Data Governance teams, processes, resources, technology in place
- Change Management – not a trusting organization so everyone is hesitant to participate
- Lack of consistent data for operational or analytical capabilities

Outcome

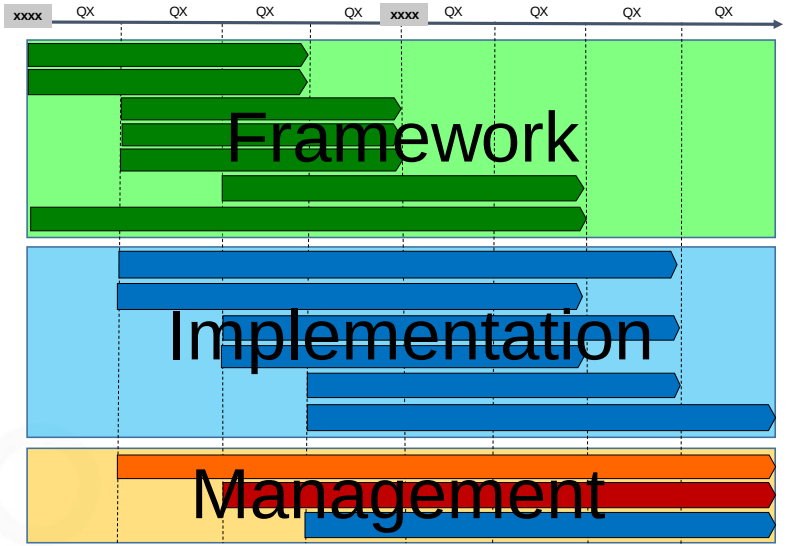
- Progress is great within certain silos
- Working to extend to other areas

Questions?

Roadmap

Why a Data Governance Roadmap?

- Establishes long-term strategic plan
- Emphasizes the extent of the effort
  - Scope
  - Duration
  - Resources
  - Funding
- Enables creation of business and technical plans
- Ensures Data Governance is implemented correctly
- Highlights dependencies



Roadmap

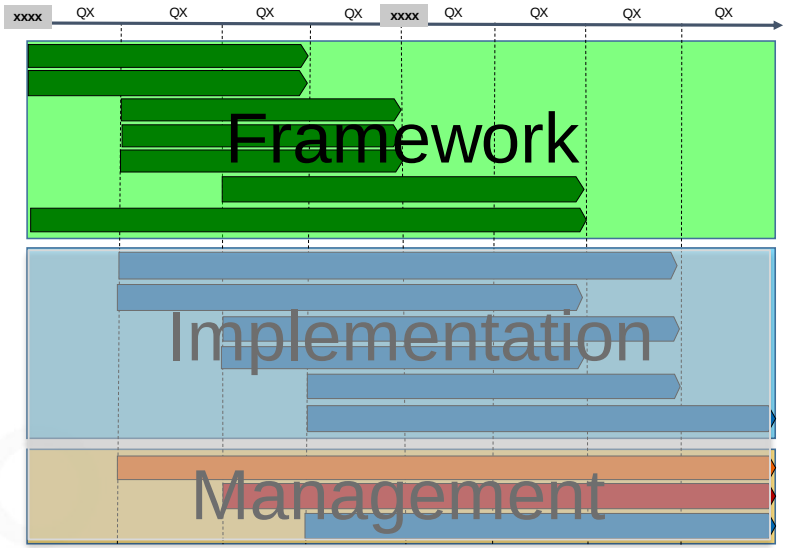
Data Governance Roadmap

Framework

- Establish the fundamental components - processes, resource requirements, roles & responsibilities, and deliverables
- 40+ high level tasks within this phase
- Duration is 12 to 18 months

Why this is important

- Business case and expected outcomes
- Establishes success criteria
- Defines processes/resources/technology
- Commitment – ownership and participation by business and IT



Roadmap

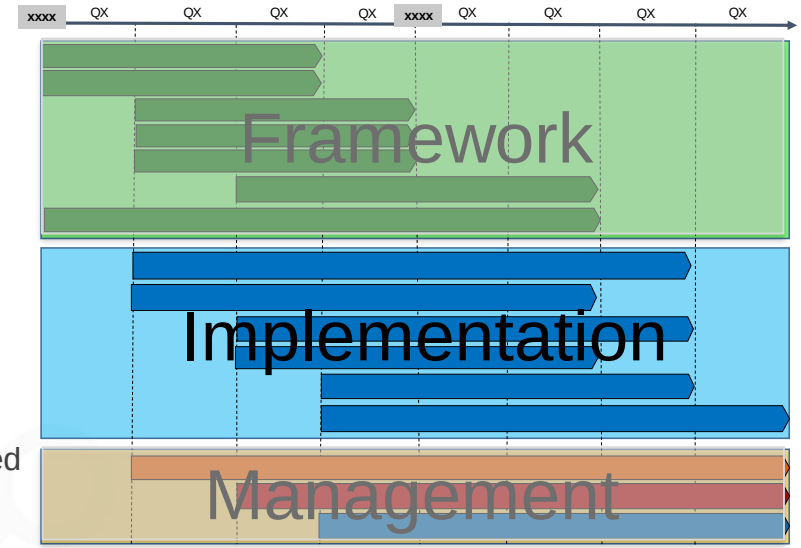
Data Governance Roadmap

Implementation

- Calculated rollout of the components of the Framework necessitated by the needs of the business
- 50+ high level tasks within this phase
- Duration is 12 to 21 months

Why this is important

- Words on paper turn into action
- Realization of the benefits documented in the business case
- Enterprise level Data Governance implemented and managed consistently



Roadmap

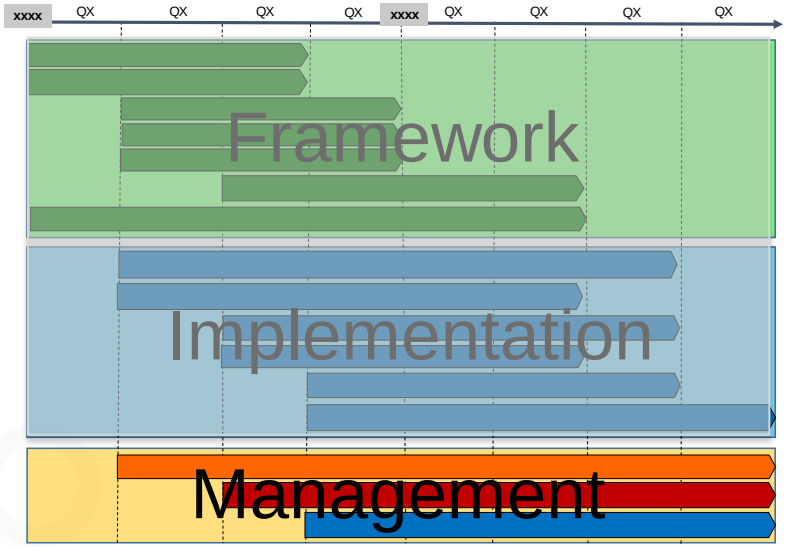
Data Governance Roadmap

Management

- Ensure Data Governance is providing value to the organization, evolve the Data Governance practice to meet the changing needs of the business, monitor compliance to information policies
- 50+ high level tasks within this phase
- Duration is ongoing

Why this is important

- Business and technical value is realized and measured
- Data Governance evolves to meet the needs of the business and changes in regulatory and contractual obligations
- Compliant to information policies



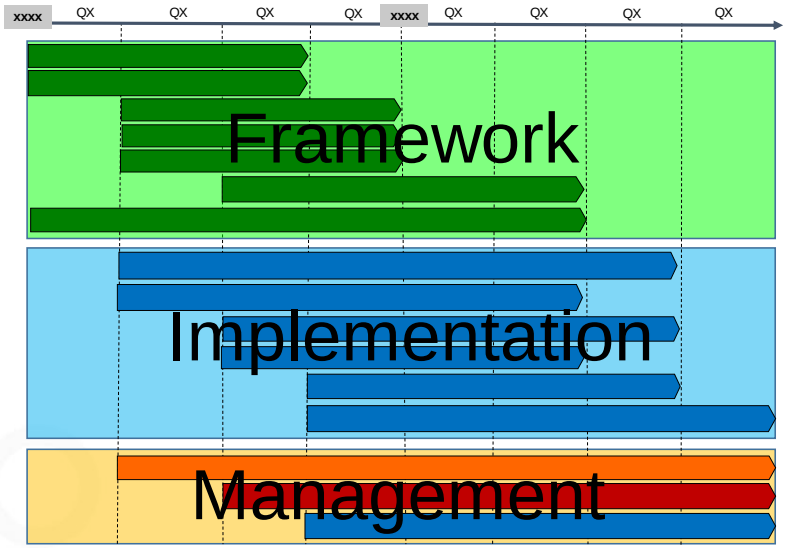
Roadmap

Why a Data Governance Roadmap?

"There is never enough time to do it right the first time, but there is always enough time to do it over."

Data Governance organizations totally fail or never reach their potential because they:

- Fail to establish a solid Framework
- Do not implement the Framework effectively
- Fail to manage the practice effectively
- Do not measure the value of Data Governance or compliance to the information policies



Roadmap

Case Study – Lack of an effective Roadmap

- Data Governance was struggling to make progress even though they had been working at it for a year

Challenges

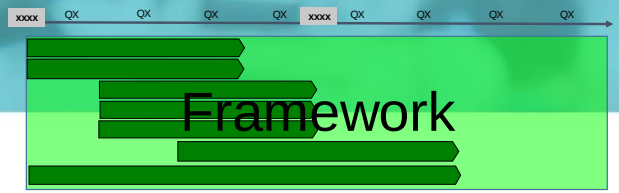
- No one outside of the Data Governance team understood the long term plan or the extent of the effort
- Business and technical plans that had been developed were insufficient for the work that needed to be done
  - Scope – too small
  - Duration – too short
  - Resources – too few
  - Funding – too little
- Data Governance would have been implemented and enjoyed some success but would have failed to meet its potential

Outcome

- Data Governance program was stopped until Roadmap was defined and agreed upon
- Data Governance program was restarted after completion / agreement / adoption of Roadmap

Break - 15

Framework

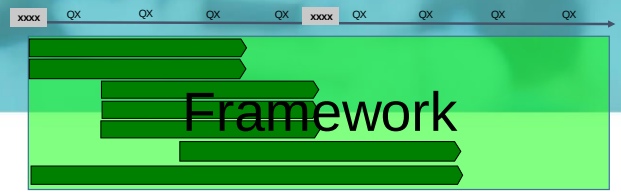


Components (7)

- Foundation – building blocks for establishing a Data Governance practice
  - Business Case – why do we need Data Governance now and what is the benefit
  - Success Criteria – how will we know if we have succeeded
  - Information Categories – definition of enterprise level categories independent of business units or departments
  - Communication Plan – creation of communication plan to be used during Data Governance Framework, Implementation, and Management
  - Maturity Definition and Criteria – selection of data maturity model and how success will be measured for each level of maturity

Partial List

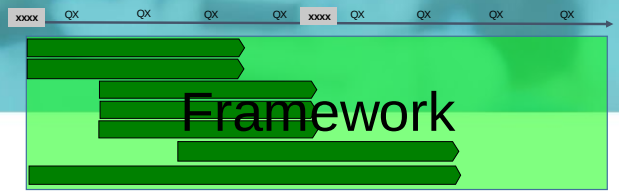
Framework



Components (7)

- Disciplines – functions of Data Governance and supporting processes, people, deliverables, and technology
  - Metadata – common business language with associated technical metadata
  - Data Quality – common framework and processes for data quality activities
  - Information Lifecycle Management
    - Creation of enterprise level data retention policies
    - Enablement of data retention policies leveraging technology to create a common Information Lifecycle Management practice
  - Security / Privacy / Data Dissemination – ensures compliance and reduces inappropriate use of data
    - Security – appropriate management of user access
    - Privacy – enablement of privacy requirements
    - Data Dissemination – data being sent to internal and external resources
  - Information Strategy – what information do we need to enable the current needs of the organization as well as the business strategy and how do we support both

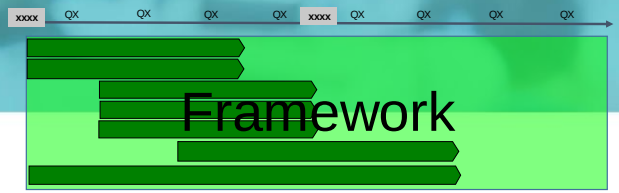
Framework



Components (7)

- Engagements – scenarios where Data Governance interacts with business and technical resources and invokes the Disciplines
  - Technical Projects (SDLC) – Waterfall or Agile
  - Technical Projects (Non SDLC) – enhancements, break fix, reporting, business self service
  - Business Projects – OPEX, MAD, SOX, MAR, certifications for contractual and legal requirements, internal and external
  - Data Governance activities – work with business and technical resources to solve tangible data issues such as:
    - Retirement of business managed systems
    - Report decomposition

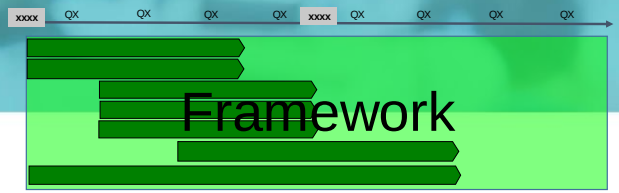
Framework



Components (7)

- Resourcing – roles and resources to support Data Governance activities and requisite responsibilities of individuals and groups
  - Governance, business and technical resources
  - Individual role definitions – what are their responsibilities and how many people do we need
  - Group definitions – what are the expectations and responsibilities
  - Incentives and goals – definition and integration of responsibilities into annual goals and job descriptions

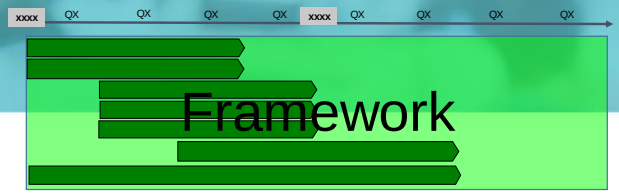
Framework



Components (7)

- Technology – what tools enable the Data Governance Disciplines in the different Engagements
  - Metadata, Data Quality, Information Lifecycle Management, Security, Privacy
  - Inventory of what is currently owned by the organization
  - Business and technical ownership
  - Functional requirements
  - Required integrations
  - Implementation
  - Retirement of legacy systems and tools

Framework



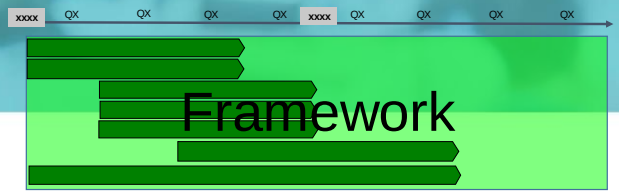
Components (7)

- Information Policies – consolidation and creation of policies in support of enterprise information management
  - What policies should we have – start with DAMA wheel (16)

Partial List

    - Roles and Responsibilities
    - Metadata
    - Master Data Management
    - Data Warehousing
    - Data Integration
  - Existing policies
    - Good as written
    - Disparate policies will need to be harmonized and consolidated
    - Not enterprise level
    - Out of date
  - Reviewed / approved / managed by business and technical resources – think roles and responsibilities

Framework



Components (7)

- Measure Data Governance Program Progress – status reporting of all Framework activities
  - Utilize your existing program / project reporting methodology

Roadmap

Case Studies – 1 Per Framework Component

- Foundation
  - Challenge – Data Governance practice implemented but the company was not seeing the value
  - Reason(s) – Several components of foundation were not developed with primary gaps being the business case and expected outcomes
  - Outcome - Company did a gap analysis and built out missing components of framework

- Disciplines
  - Challenge – Data retention policy was years out of date and incomplete in scope and ILM had not been applied to anything because the business people were allowed to keep data forever
  - Reason(s) – Data retention policy was administered by someone in facilities and no one have ever challenged the business resources for their business justification of keeping the data longer than legally required
  - Outcome - Company moved responsibility of the data retention policy to a more appropriate department, updated data retention policy, and created ILM roadmap

- Engagements
  - Challenge – Data Governance team was not getting any traction in the organization even though there was a desire to work with them
  - Reason(s) – Data Governance team was not embedded in business and technical project methodologies - STICKY
  - Outcome - Developed engagement framework for each engagement (processes/people/technology/deliverables) starting with SDLC

Roadmap

Case Studies – 1 Per Framework Component

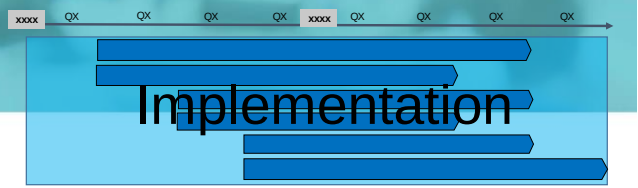
- Resourcing
  - Challenge – Business resources were asked to work on Data Governance activities but they were not incented to do the work
  - Reason(s) – Lack of commitment to Data Governance by the company. They wanted the work done but did not want to change annual goals or expect supervisors to discuss Data Governance activities in 1:1's
  - Outcome - Work was not getting done at all or it was being done poorly. Service level agreements for the Data Governance practice were not being met resulting in frustration. Solution was adding Data Governance activities to resource's annual goals which insured the work was done and done well as well as becoming a topic for 1:1 discussions.

- Technology
  - Challenge – Four endorsed tools for data quality analysis including one that had been developed in house
  - Reason(s) – Lack of ownership of the data quality framework by the business and lack of ownership of the tools on the technical side. Tools enabling Data Governance were largely not considered as products in the enterprise IT portfolio
  - Outcome - Ownership established by business and technical leadership. Tools were reviewed and rationalized based on functional requirements and required integrations documented by Data Governance and the business.

- Information Policies
  - Challenge – Information management policies either did not exist, were not written at the enterprise level, or were out of date resulting in inconsistencies and redundancies in the creation and management of data assets
  - Reason(s) – Weak information management practices and the need for enterprise level information policies was not deemed necessary
  - Outcome - Inventory / reconciliation / creation / approval / implementation of enterprise level information management policies

Questions

Implementation



Components (6)

- Calculated rollout of the components of the Framework necessitated by the needs of the business
  - Disciplines
  - Engagements
  - Resourcing
  - Technology
  - Policies
- Awareness / Training / Certification

Management

Components (3)

- Data Governance practice MUST evolve to meet the changing needs of the business, legal obligations, and regulatory requirements
- Measure the tangible and intangible benefits that Data Governance is providing value to the organization
- Monitor compliance to information policies

Wrap

- Data Governance can provide tangible business and technical benefits for your organization
- Data Governance is a commitment – you get out of it what you put in to it
- Data Governance is a partnership with business and technical resources
- Data Governance is not one size fits all – while there is commonality across industries you need to know your organization's data and the optimal path forward

Questions

Let’s connect

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