Information Governance

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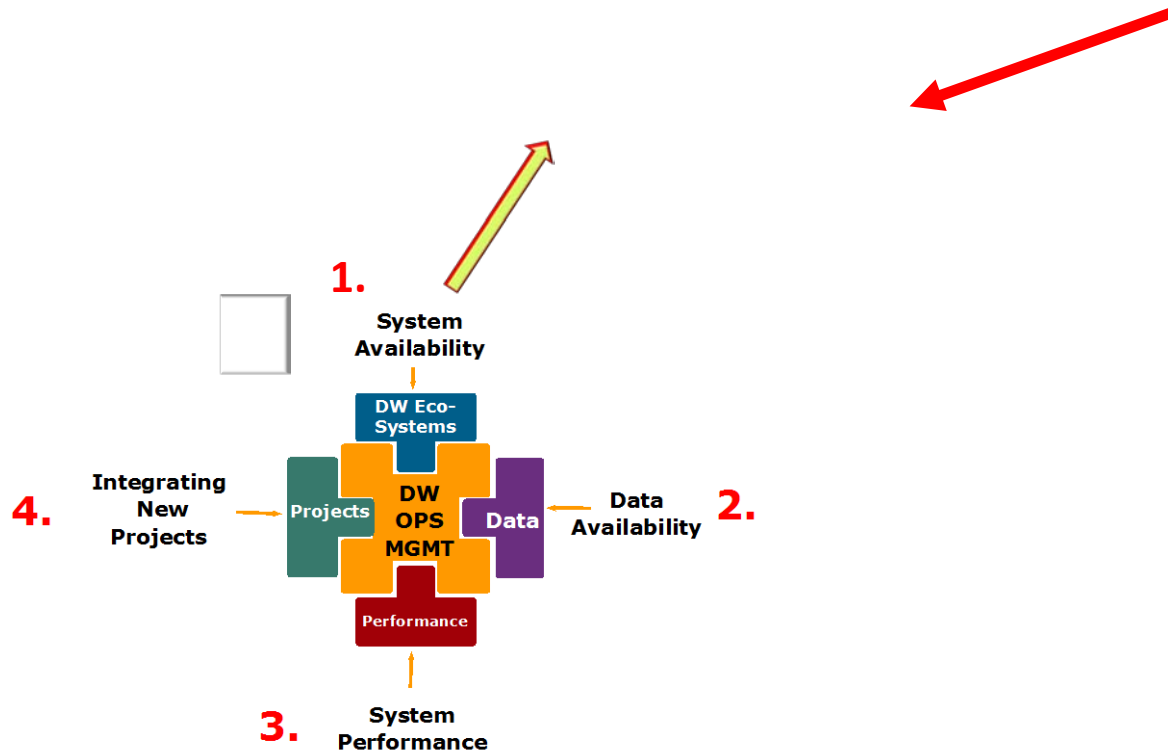05.22.2013 Arizona Digital Government Summit

Agenda

- **Some Level-Setting**
  - Preliminary definitions
  - What all is involved
  - General advice I am hearing
  - From business to government perspectives

- **Value of Governance**

- **Making Governance Work**

- **Mission of the Board/Council**

- **Roles and Responsibilities**

- **Composition**

- **BICC + Governance = ?**

Information Governance

- Information governance is a holistic approach to managing corporate information, data, analytics, etc. by implementing processes, roles, controls and metrics that treat information as a valuable asset
- Governance is the business-driven oversight of enterprise information
- Organizations with good information governance know the *who, what, when, where, why and how*:
  - Who has access?
  - What is the information, data, analytics, etc. to be governed?
  - When were the information, data, analytics, etc. created or processed?
  - Where is it all stored?
  - Why is it being retained?
  - How is it being stored/protected?
- The goal of a holistic approach to information governance is to make information assets available to those who need them, while streamlining management, reducing storage costs and ensuring compliance
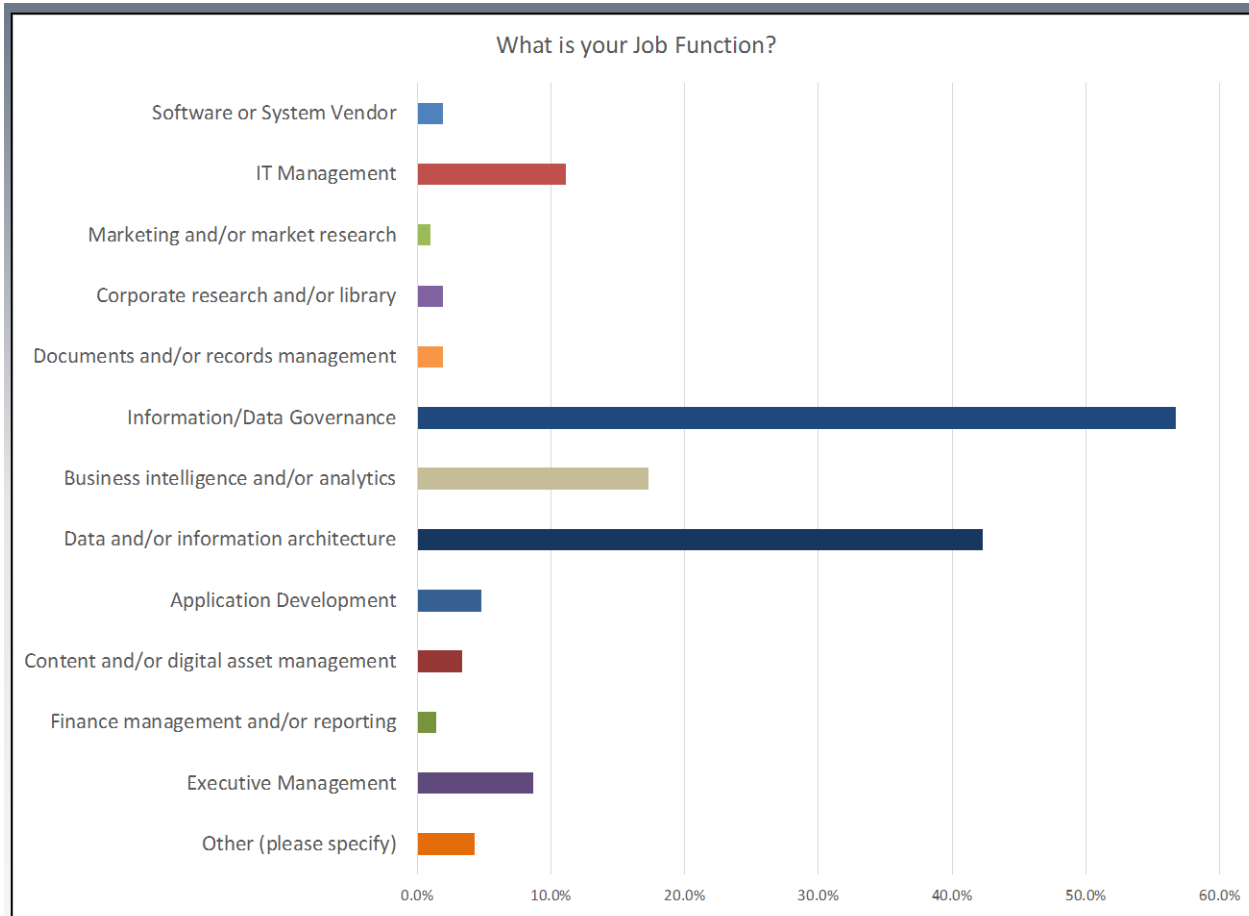
Adapted from Rouse, M. March 2011

A broad view...

1. System Availability

4. Integrating New Projects

2. Data Availability

3. System Performance

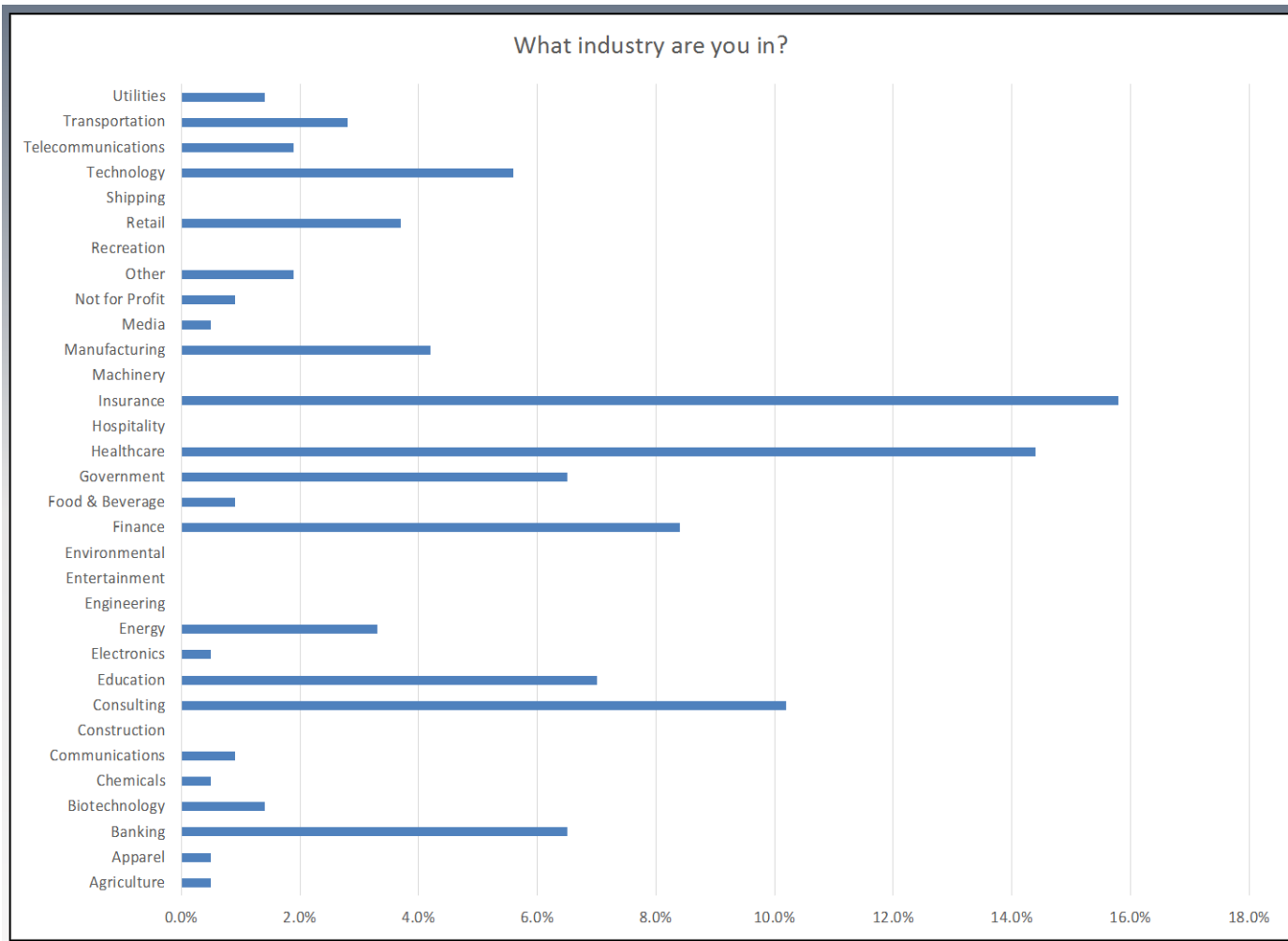DW Eco-Systems

DW OPS MGMT

Projects

Data

Performance

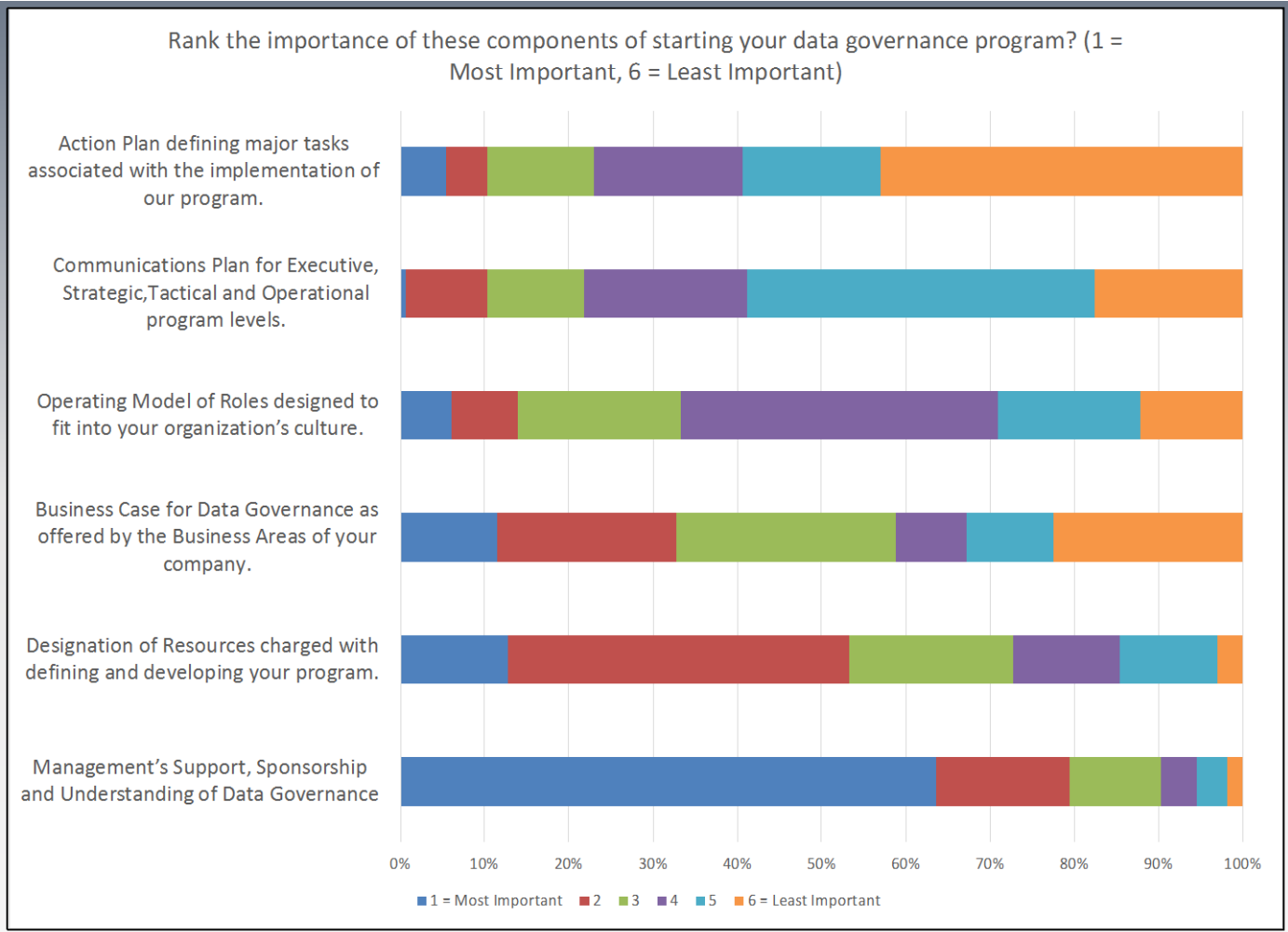From Blair, J., Teradata Corporation, 11/2012
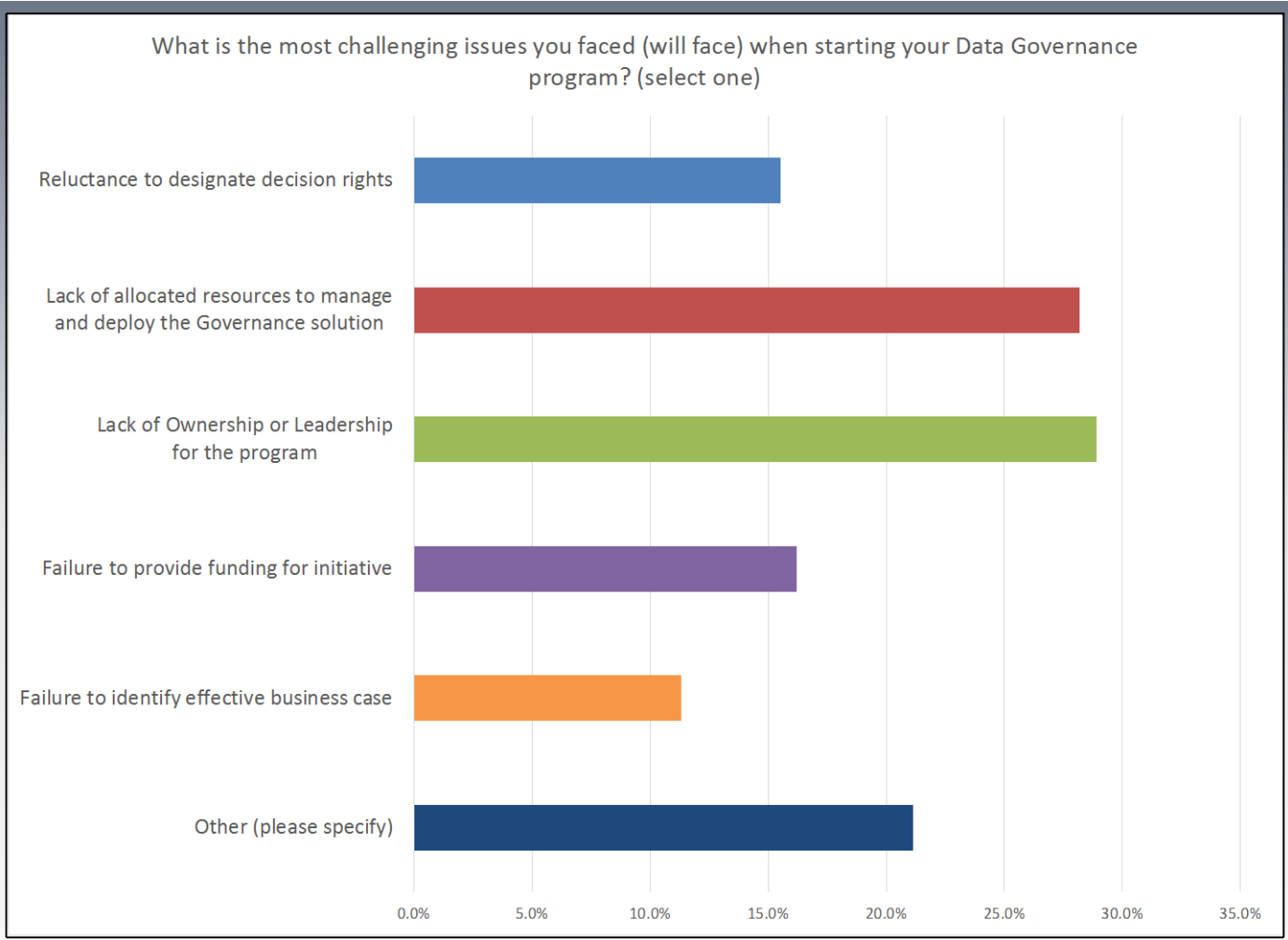
General Advice I'm Hearing

- Don't pick a governance program that has worked for someone else and try to force-feed it into your organization

- Identify governance advocates within each unit and get them to work together on a cross-functional basis

- A good strategy is to look for similar initiatives that have worked in the past

- Answer this question up-front: "What material outcomes are going to be improved if we start managing information better?"

Survey Says…

What is your Job Function?

What industry are you in?

DATAVERSITY 2013 Data Governance Survey Preliminary Results

Rank the importance of these components of starting your data governance program? (1 = Most Important, 6 = Least Important)

DATAVERSITY 2013 Data Governance Survey Preliminary Results

What is the most challenging issues you faced (will face) when starting your Data Governance program? (select one)

DATAVERSITY 2013 Data Governance Survey Preliminary Results

Circumstances Impacting Governance in Public Entities

- Public organizations have multiple goals which can be vague, controversial or both; goal ambiguity pleads for strong governance

- The demands made by interest groups, flux in missions, and manipulation by important stakeholders and third parties create a complex and confusing set of expectations that often conflict

- Equity in dealing with clients and providing services is more - or is as equally important as efficiency

- There is rising pressure for accountability and regulatory compliance

- Political cycles create changes that need to be managed

Value of Governance

- Risk management, compliance, revenue management and policy making around customer information

- Adherence to e-discovery laws

- Speed up decision making; do things "faster, better and cheaper"

- Ties the need to salient business problems/opportunities

- Most companies don't have sophisticated enough processes to measure the potential ROI of data and information governance programs up front - as a result, it's "better just to design a solid approach, apply it to a business problem and then measure the improvements it engenders." [Dyche, 2012]

Making Governance Work

- "I'm very cynical about information governance councils – oftentimes, it's yet another round of busywork that evades the real problem," said Barclay Blair, president and founder of ViaLumina Group, an information governance consulting and professional services firm. "If there is no effort in a serious way to delegate authority, money and responsibility to a single executive, those councils will be empty vessels."

Making Governance Work (cont')

- To ensure that information governance boards don't fall into the trap of being all talk and no action, organizations also have to make councils and their members accountable so they take the task seriously. That means giving people the time to focus on information governance by factoring their roles on a council into their job descriptions as well as their performance measurements.

- The first order of business, analysts said, should be finding an executive sponsor to lead a council – ideally someone who is a key member of a company's senior leadership team. Among the key duties that the executive sponsor should oversee: 1) obtaining the budget needed to fund an information governance program; 2) acting as a liaison between the council, business units and top management; and 3) serving as the critical cog in communicating the decisions made by the council to the enterprise as a whole.

Mission and Rationale

Mission of the Board/Council

- Consistent management
- Cohesive policies
- Guidance
- Processes
- Visibility
- Clarity
- Creating a Forum for airing issues and concerns
- Fairness

Governance is the Structure for Making Decisions

- *It's more than just ensuring the data is in good shape*
- *It provides structure for oversight and control*
- *It ensures all voices are heard and that the decision making & resource allocation process is visible and understood by all stakeholders*
- *Reduces political pressure on the resource allocation process*
- *Ensures business alignment and business value*
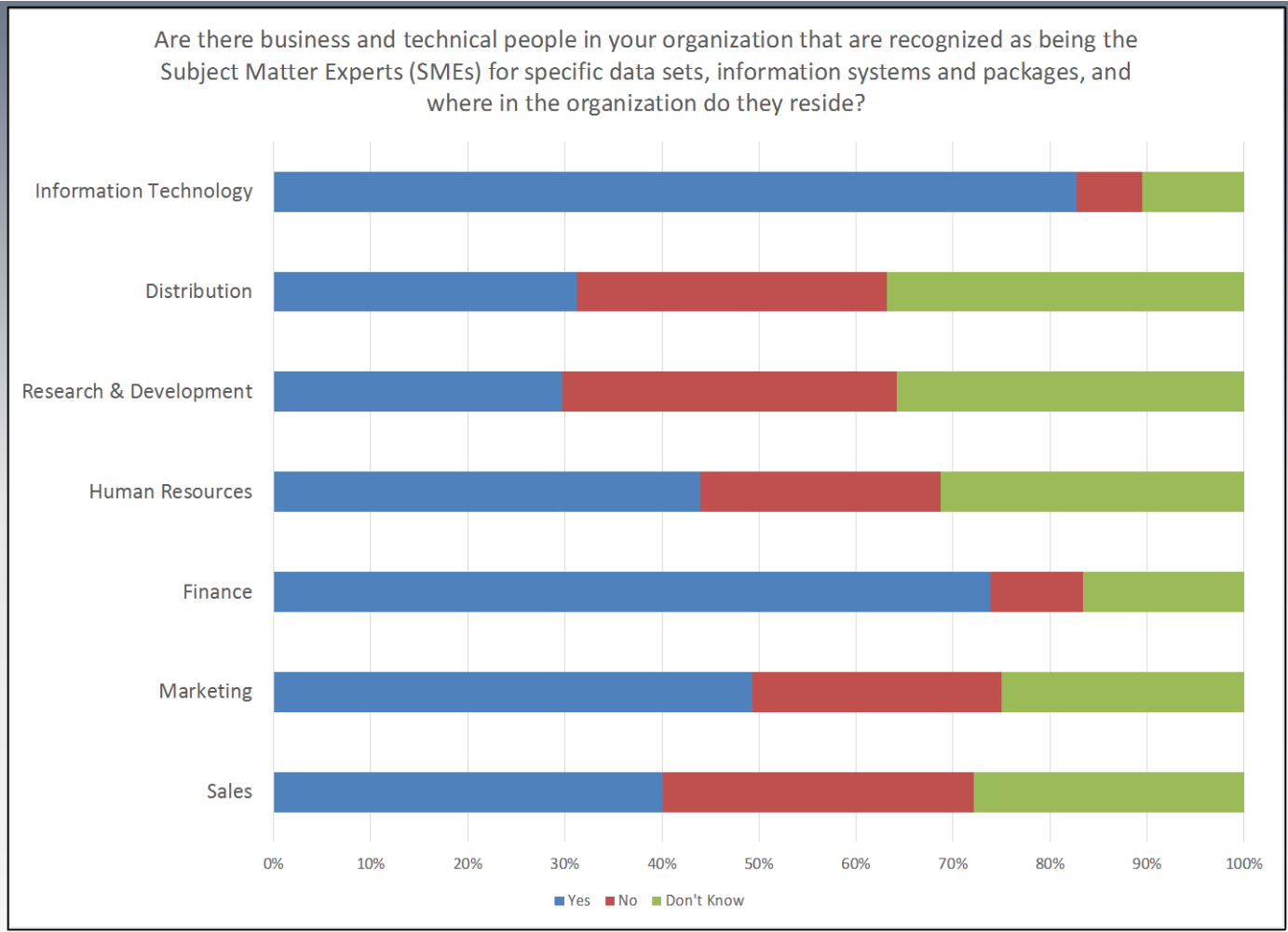- *Ensure maximum business value is derived from the data*
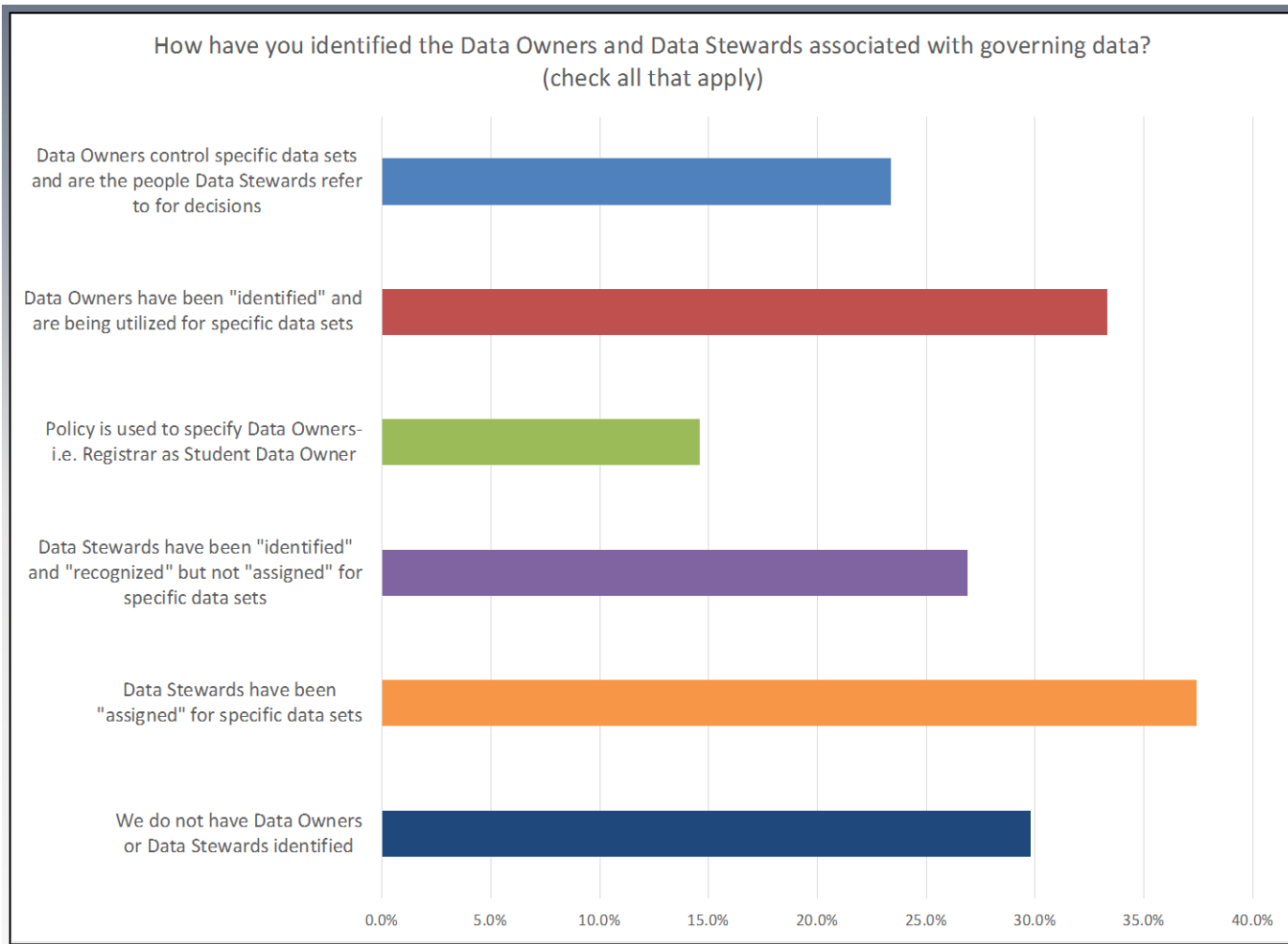
Roles and Responsibilities

- Start with establishing a **cross-functional steering committee**

- Appoint **data stewards** who typically hail from the various lines of business – they need to understand how the data they oversee is used, managed and how it is modified to meet user needs; they need to be empowered to make decisions about data definitions and formats while being accountable to the policies they are championing in the name of governance

- The framework needs to understand data usage patterns

What is Multi-Temperature Warehousing?

- Frequency of access
- Frequency of updates
- Data maintenance
- Depth of history

From: "Multi-Temperature Data Warehousing with Teradata"

Are there business and technical people in your organization that are recognized as being the Subject Matter Experts (SMEs) for specific data sets, information systems and packages, and where in the organization do they reside?

DATAVERSITY 2013 Data Governance Survey Preliminary Results

How have you identified the Data Owners and Data Stewards associated with governing data? (check all that apply)

DATAVERSITY 2013 Data Governance Survey Preliminary Results

Composition of the Group

- Data governance at the AAA of California
  - Overseeing body: business side of the company; day to day aspects of running the data governance program (business glossary available; data quality standards are written and enforced)
  - Business element: data owners/governors, those who make the call when questions about policy and procedures arise; data stewards – folks out of the business that their peers turn to with questions – they know the data (here is where the real work gets done)
  - Technical personnel: explain DQ issues, manage ETL, perhaps enterprise architects are included

Composition, cont'

- Governance at Walgreens
  - Executive Committee: strategy and direction
  - Data Governance Committee: does the heavy lifting; includes advisors from IT security, legal, compliance and risk management; lesser projects tied to lesser dollars can move forward without governance – "finding the elements the business needs to care about – not all are business critical"
  - Data domains: focus on the operational issues around different data types

Getting It Started

Assemble the Functional Leadership Team (FLT)

Accounting
Estimating
Financial Operations
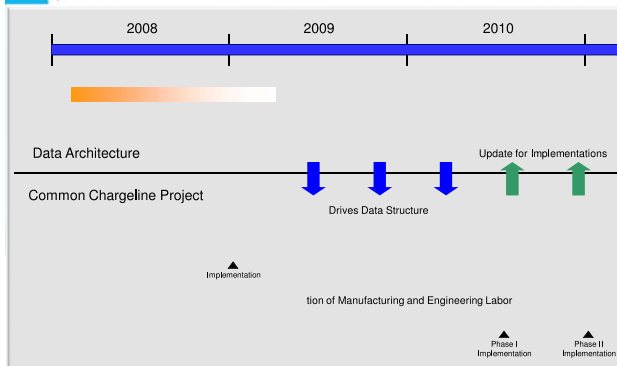Financial Planning
Revenue Management

Define the Benefits

- Enhance communication and understanding of business information
- Reduce reliance on costly and redundant translations
- Provide business model and standard terminology for use within System Development Lifecycle

Establish The Charter

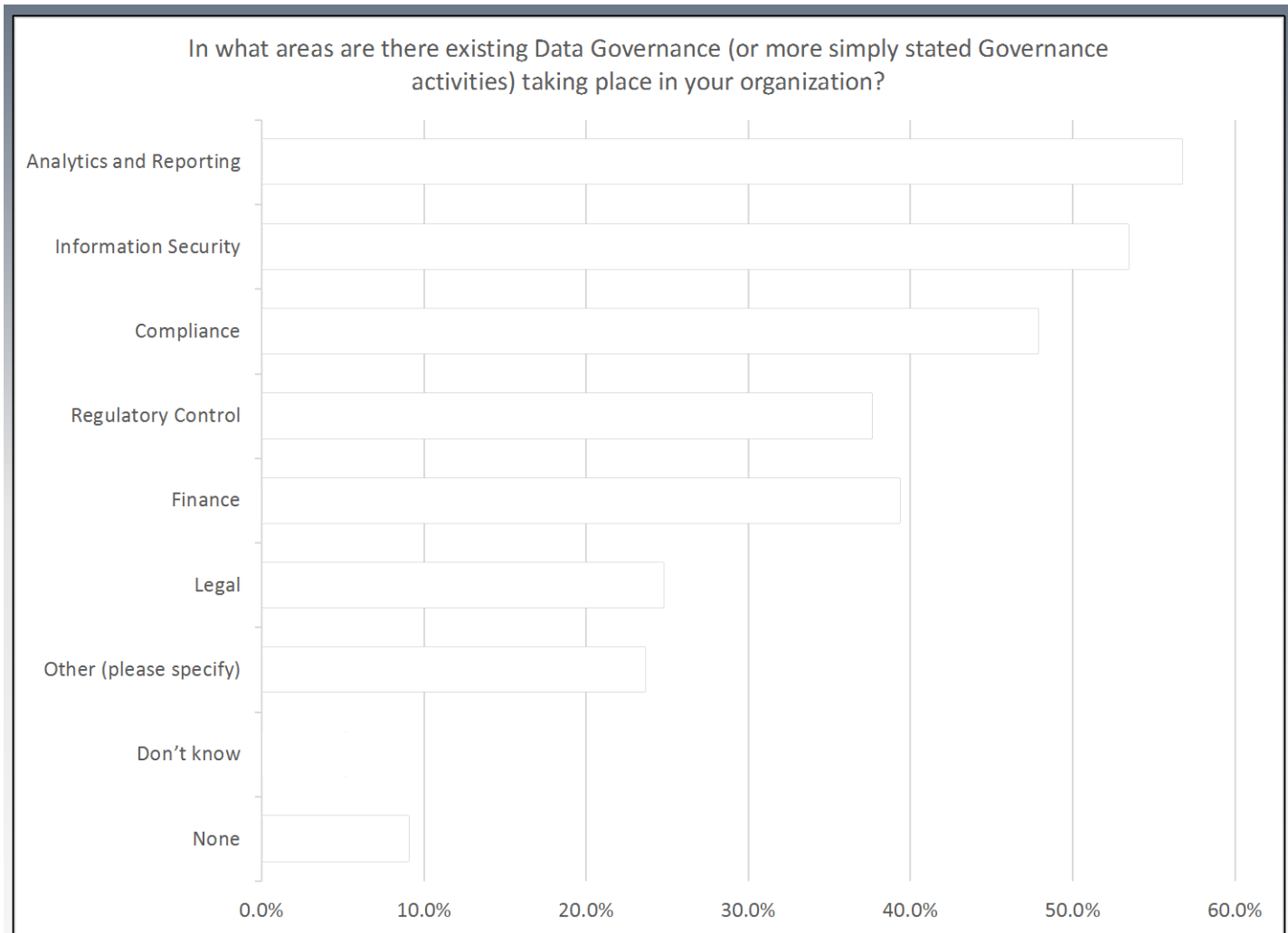- Establish a Standard Data Structure which represents information used across BCA Finance communities
- Standardize business terminology and definitions in a BCA Finance Dictionary

Data Governance Structure

Common Chargeline and Data Governance Plan/Timeline

2008   2009   2010

Data Architecture   Update for Implementations

Common Chargeline Project

Drives Data Structure

Implementation

tion of Manufacturing and Engineering Labor

Phase I Implementation   Phase II Implementation

e truth for:

- Accounting
- Financial Planning
- Close and Consolidation
- Data Management

In what areas are there existing Data Governance (or more simply stated Governance activities) taking place in your organization?

DATAVERSITY 2013 Data Governance Survey Preliminary Results

What processes are already in place in your company that bode well to the application of formalized accountability (governance) through data governance and data stewardship? (check all that apply)

DATAVERSITY 2013 Data Governance Survey Preliminary Results

What processes are not in place that would bode well for the application of formalized accountability (governance) through data governance and data stewardship?

DATAVERSITY 2013 Data Governance Survey Preliminary Results

BICC + Governance = ?

- ◘ BICCs have had mixed success, but most favor the approach; it should sit in the business with a lead who is technically focused

- ◘ BICC focuses on getting the right technologies and resources in place to build BI structures to meet business needs

- ◘ A governance program along with a BICC establishes management and analyst resources to help analyze requirements AND resolve data issues; with improved organization of data and knowledge of the BI tools, analysts can spend more time analyzing data instead of gathering data

What about a competency center? How does that tie in to data governance? Should data governance be part of an organization's competency center?

- Competency centers are absolutely a good place to tap into. You will still want to have a data governance board, probably -- some sort of a stewardship committee that has a view across it all.

- BI competency centers, typically, will be talking about the types of models you want to represent or the types of regressions needed in some specific instance. The governance board can have a representative saying, "If you're pulling customer data, make sure to run through this process first because this is where the good data is. Make sure that we're tying all these things together, so there's no garbage in -- garbage out scenario."

- Governance can be a very good complement to that process. I don't think it should be consumed by other processes, because data governance can straddle BI and master data management, data quality, data integration, and data modeling. It has a number of different areas it touches. Even in security and privacy, you may have a privacy or security competency center, and there may be some interaction with data governance there.