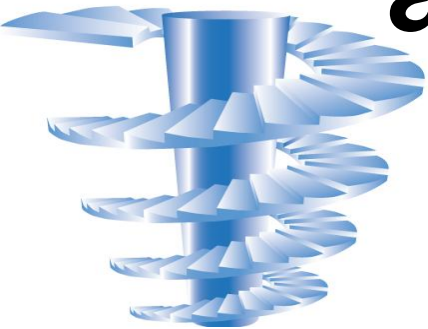


Enterprise Data Governance as Part of Enterprise Data Management



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Wrong vs. Right Ways

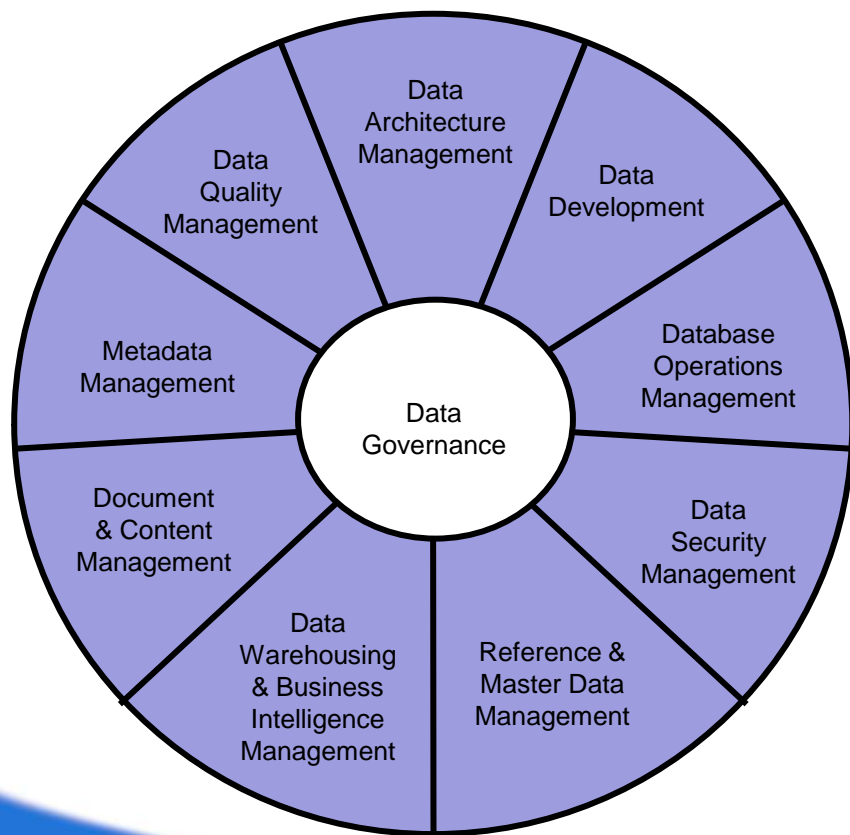


- **Many wrong ways to implement enterprise data management and data governance. Wrong ways will not show positive or sustainable results.**
- **Right ways will provide successful results, and will be sustainable over time.**



DAMA-DMBOK Functional Framework

Data Management Functions



Environmental Elements



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Data Governance

- Data is one of the most important assets in a corporation
- Data has value when it is delivered quickly, properly formatted, concise, accurate and understood
- Business ownership of the data and active participation are critical
- Data governance is the foundational component of functions of the *DAMA-DMBOK*® framework
- Data stewards and data governance professionals perform the activities of data governance



What is Data Governance?

- Data governance is the practice of making strategic and effective decisions regarding an organization's information assets
- Data governance includes:
 - Determination of valid data sources
 - Responsibilities for data integrity
 - Metadata management practices
 - Data quality policies and procedures
 - Establishing and/or enforcing metadata standards
 - Both internal and external
 - Stakeholder arbitration mechanism

Data Governance is the fundamental functional component of an effective enterprise information management program.



Establishing a Data Governance Program

1. Assess the current data management situation – each component of enterprise information management – to develop data governance approach
2. Develop a charter for data governance program – include mission and vision
 - a. Charter is short document (3-4 pages maximum)
3. Obtain executive support for data governance program based on charter
4. Develop the Data Governance Program Office – support structure – lean staff
5. Identify business cases for data governance and scope the program using cases as foundation
 - a. Program's cope should be appropriate for organization's ability to deliver, should address business goals and strive to meet data management vision and mission in phases
6. Form the Data Governance Council, with executives and senior contributors
7. Identify appropriate lead business data stewards for each subject area
 - a. Can start with one or a few subject areas to gain approval for initiative, using best practices and industry standards
8. Plan data governance communications to the organization
9. Develop scope for first data governance project
 - a. Each project's scope should be appropriate for the organization's ability to deliver in measured periods with a specific set of goals to accomplish that align with the program's scope; focused on one or more functional areas (data quality, metadata management, master data / reference data, etc...)
10. Institute data governance in initially chosen subject area as first project



Assessment Process

Assess current state and describe future state:

- Diagnostic assessment of:
 - Key business goals and drivers for data management
 - Current state and key challenges to enterprise data management (EDM) and each component / function, especially for data governance
 - Current data management efforts and milestones (successful and unsuccessful)
- Assess each DMBOK function and strategic view of EDM
 - EDM evaluation based on industry standards and a maturity model
- Develop high-level business case for data governance
- Define solution approach and prioritize component implementations according to business case / needs
- Develop roadmap and data governance implementation plan - iterative



What is Data Stewardship?

- Data Stewardship is not synonymous with data governance – they are complementary
- Data stewardship is the tactical implementation of the policies, processes and procedures formulated and approved by data governance
- An effective data steward develops definitions, maintains the data definitions and formats, identifies data quality issues and ensures that business users adhere to specified standards



Marketing Data Governance

- Presentations
 - Communicate measured benefits
 - New developments in enterprise data governance
 - Inform, educate, persuade, energize
- Internal websites
- Blogs – written by internal leaders in each EIM function
- Surveys, questionnaires, etc...



Selling Data Governance

Questions to be answered by business and technology areas:

- Can you identify customers (products, inventory, vendors, etc.) **CONSISTENTLY** across business units, applications, divisions, etc.?
- Can you measure the quality of data **CONSISTENTLY** across business units, applications, divisions, etc. (accuracy, completeness, validity, integrity, etc.)?
- Can you identify **CONSISTENT** quality definitions and metrics across business units, applications, divisions, etc.?
- Can you collect data from more than one source without requiring significant searching and cleansing?
- Can you define the key terms used across the organization **CONSISTENTLY**?
- Can you identify master / reference data **CONSISTENTLY** across business units, applications, divisions, etc.?
- Can you point to owners of data and process for each subject area and function in the organization?
- Can you identify those business people responsible for the quality and management of the data in each subject area?
- Can you describe the current condition of the data in each subject area?

If you cannot answer all of these questions confidently and consistently, your organization needs enterprise data governance!



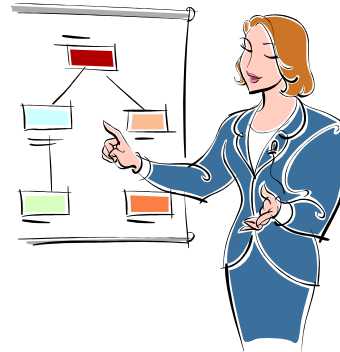
Data Governance Communication Plan

- Use a plan to guide your organization's communications efforts to target its diverse audiences
- More clear, coordinated, memorable, and effective messaging
 - Determine goal(s)
 - Identify target audiences
 - Determine strategies
 - Finalize key messages
 - Determine activities
 - Determine evaluation mechanisms



Socialization vs. Communication

- Communication is the act of telling someone something
- Socialization is the act of integrating practices and activities into a culture or group
- They are complementary – not synonymous!



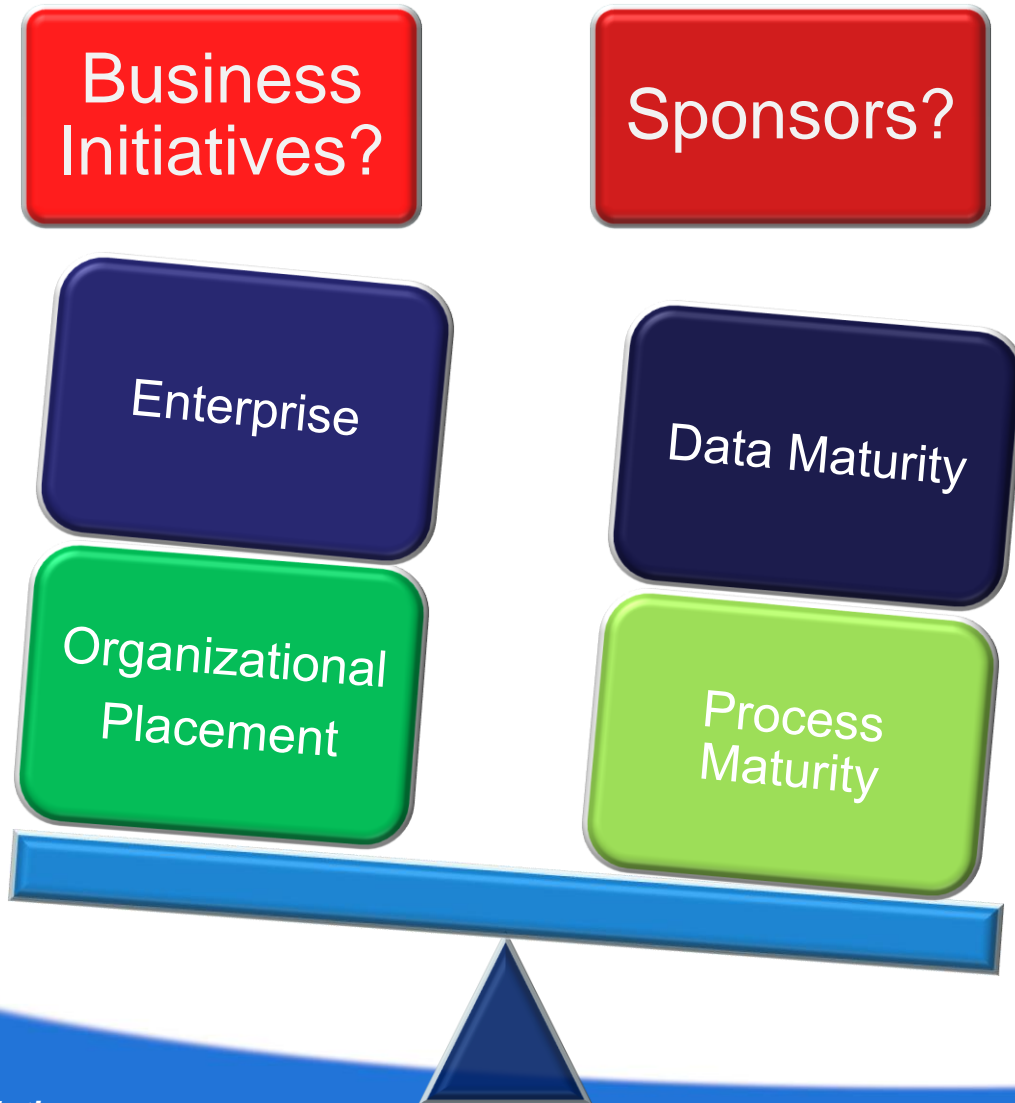


Targeting Business Challenges

- What areas are the current focus for business strategy?
- What is planned in the program/project portfolio for the upcoming year (calendar or fiscal)?
- What are the Tier 1 & 2 programs/projects for the company (e.g., Project Portfolio)?
- What are the major business applications being implemented (e.g., ERP, Claims, Billing, EDI, other)?
- What are your executive sponsors' focus areas / areas of interest?
- What business areas and/or applications have experienced data management challenges?



Cultural & Political Realities



***Is Your
Company
ready for a
Data
Governance
Program?***



Measuring Program Success

- **Business Value Measures** - attribute business value to:
 - implementation of the data governance program
 - data standardization
 - improved data management discipline across the enterprise and in projects
- **Acceptability and Compliance Measures** - ways to directly evaluate and measure the level of adoption of:
 - enterprise data standards
 - data governance program
 - performance of the stewards and the stewardship teams



Some Best Practices

- Clearly defined and communicated vision, objectives, processes, and metrics of the Data Governance Program
- Well defined, actionable roles and responsibilities for all data governance roles
- Functioning Data Governance Council or Committee with continued executive support
- Sustained data stewardship teams and functioning data stewards and subject matter experts
- Continued support for governance and stewardship from data / information management group (“support analysts”)
- Continued data governance training and communication for all data stewards, custodians and business partners
- Defined, approved and published data standards
- Managed and sustained metadata environment
- Functioning internal Data Governance Community of Practice and participation in appropriate organizations (DAMA, DGPO, etc.)
- Data governance and stewardship socialized into the organization’s culture



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