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Data Governance With a Focus on Information Quality

By Gwen Thomas,
President, The Data Governance Institute



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Objectives of this presentation

- Identify interdependencies between Information Quality (IQ) programs and many “flavors” of Data Governance.
- Describe “flavors” of Data Governance, their stakeholders, and their focus areas.
- Identify opportunities for IQ to piggyback on Data Governance budgets and executive mindshare.





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Three Case Studies

- An “information factory” with a thriving IQ function that became better supported because of Data Governance.
- A large financial institution that wanted a formal IQ function and got it – after funding foundational efforts using budgets from Enterprise Data Management and an executive-sponsored, cross-functional “special project” administered by Data Governance.
- A smaller financial institution that wants formal IQ, and is using Compliance-based and Data Governance-driven requirements, mindshare, and budget to pave the way.

**Three organizations. Three “flavors” of Data Governance.
Three sets of happy IQ sponsors and evangelists.**

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A Definition for Data Governance



Data Governance

Data governance is the organization and implementation of policies, procedures, structure, roles, and responsibilities which outline and enforce rules of engagement, decision rights, and accountabilities for the effective management of information assets.

– John Ladley, Danette McGilvray, Anne-Marie Smith, Gwen Thomas

From *Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information™*
by Danette McGilvray

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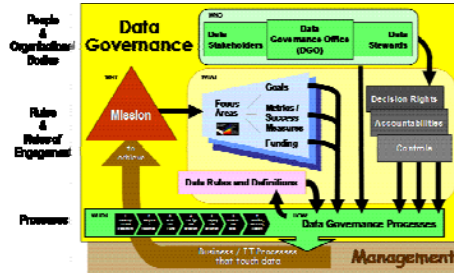
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How Data Governance Can Address Data Quality

- All Data Governance frameworks address data-related rules: Making the rules (which can include Data Quality policy, standards, guidelines, and rules), enforcing them, resolving issues, etc.
- How? through
 - People and organizational bodies
 - The “Rules of Engagement” for people, process, and technology
 - Data Governance processes.

The DGI Data Governance Framework from The Data Governance Institute



Any Data Governance framework should be able to address IQ rules and processes.

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Data Governance “Rules of Engagement”

For projects, programs, or ongoing data-related processes:


- All **data stakeholders** are identified, and their perspectives, needs, and constraints have been considered as the effort’s **goals** are clarified.
- The right data stakeholders have been granted appropriate **Decision Rights** to make **rules** and resolve issues.
- **Accountabilities** are established and accepted.
- Efforts are scoped to include human-based and technology-based **controls**.

Sound familiar? Data Governance programs can establish a firm foundation for IQ efforts.


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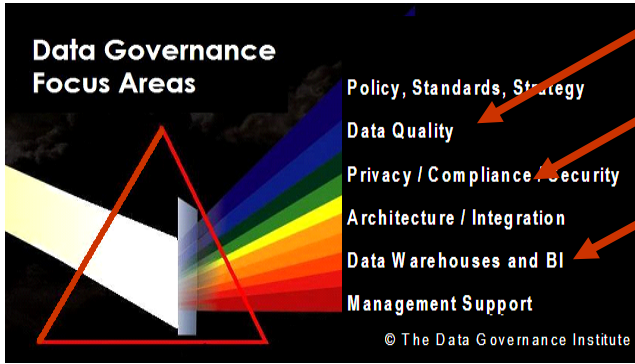


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Of course, not all Data Governance efforts focus their attention on the same goals...

Six Common “Flavors” of Data Governance



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...but **at least** three out of six common “flavors” of Data Governance are concerned about improving the quality of data.

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Data Governance With a Focus on Policy, Standards, Strategy

- **What problem is this addressing?**
 - Some group needs support from a cross-functional leadership body.
- **Who might originate the program?**
 - Data Architecture, Data Management, BPR, or a cross-functional team that needs to align policies, standards, requirements.
- **What is the scope?**
 - The scope of the team needing support.
- **What might Data Governance do (besides work with rules, resolve issues, and provide stakeholder CARE)?**
 - Review, approve, monitor policy; Align sets of policies and standards.
 - Collect, choose, review, approve, monitor standards.
 - Contribute to Business Rules.
 - Identify stakeholders and establish decision rights.


IQ is typically not the major focus for this “flavor”




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Data Quality




- **What problem is this addressing?**
 - ➔ – Quality, integrity, usability, of data.
- **Who might originate the program?**
 - ➔ – Data Quality group or a business team that needs better quality data. Often starts with a focus on Master Data.
- **What is the scope?**
 - Could be enterprise, local to a department, or local to a project.
- **What might Data Governance do (besides work with rules, resolve issues, and provide stakeholder CARE)?**
 - Set direction for Data Quality. ←
 - Monitor Data Quality. ←
 - Ensure consistent Data Definitions.
 - Identify stakeholders, establish decision rights, clarify accountabilities.

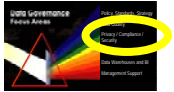
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Privacy / Compliance / Security




Typically, Access and Quality are concerns.

- **What problem is this addressing?**
 - ➔ – Data Privacy, Access Management, Information Security controls, **Information Quality**, regulatory compliance.
- **Who might originate the program?**
 - Business or IT. Often comes from a senior management mandate.
- **What is the scope?**
 - Generally enterprise, but often limited to specific types of data.
- **What might Data Governance do (besides work with rules, resolve issues, and provide stakeholder CARE)?**
 - Help protect sensitive data through support for Access Management and Security Requirements.
 - Help define risk, controls, and rules about information quality. ←
 - Help enforce regulatory, contractual, architectural compliance requirements.
 - Identify stakeholders, establish decision rights, clarify accountabilities.

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Data Governance With a Focus on Architecture / Integration

- **What problem is this addressing?**
 - Challenges moving from a silo environment to integrated or enterprise systems.
- **Who might originate the program?**
 - Data Architecture group or a project addressing a data integration challenge.
- **What is the scope?**
 - Could be enterprise, local to a department, or local to a project.
- **What might Data Governance do (besides work with rules, resolve issues, and provide stakeholder CARE)?**
 - Ensure consistent data definitions.
 - Support Architectural Policies and Standards.
 - Support Metadata Programs, SOA, Master Data Management.
 - Bring cross-functional attention to integration challenges.
 - Identify stakeholders, establish decision rights, clarify accountabilities.

IQ is typically not the major focus for this “flavor”



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Data Governance With a Focus on Data Warehouses and BI

- **What problem is this addressing?**
 - Enforcement of rules that affect the format of or the **quality** of data in Data Warehouses, Data Marts, or Business Intelligence systems.
- **Who might originate the program?**
 - Data Management teams or the Business Groups who sponsor/use these systems.
- **What is the scope?**
 - Generally limited to roles and responsibilities for the warehouse. Sometimes this prototype grows to an enterprise effort.
- **What might Data Governance do (besides work with rules, resolve issues, and provide stakeholder CARE)?**
 - Establish rules for data usage, data quality, and data definitions.
 - Identify stakeholders, establish decision rights, clarify accountabilities.
 - Clarify the value of data assets and data-related projects.

Typically, Quality is a concern.



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Data Governance With a Focus on Management Support

IQ is typically not the major focus for this “flavor”



- **What problem is this addressing?**
 - Managers need to make collaborative decisions but either don't know all the stakeholders to involve or have an obstacle to assembling them.
 - The value/impact of data and data-related efforts needs to be assessed.
- **Who might originate the program?**
 - Leadership.
- **What is the scope?**
 - Could be enterprise, local to a department, or local to a project.
- **What might Data Governance do (besides Issue Resolution and Stakeholder CARE)?**
 - Measure the value of data and data-related efforts.
 - Align frameworks and initiatives.
 - Identify stakeholders, establish decision rights, clarify accountabilities.
 - Identify SDLC embedded governance steps and loop-outs for projects.

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What Six “Flavors” of Data Governance Means for IQ Evangelists...

You have the opportunity to

- Piggyback your IQ message onto the Data Governance message, to reach new audiences.
- Inject your requirements into “hot” programs.
- Have these programs lay the foundation for your efforts.
- Have these programs embed IQ rule-making, rules enforcement, and other efforts into your organization's Project Management Lifecycles (PMLCs) and/or System Development Lifecycles (SDLCs).
- Take advantage of diverse funding buckets.



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Who Can Help You Get on the Data Governance Agenda?

- Most Data Governance programs are designed with multiple layers of decision-making
 - High-level Council that makes strategic decisions, sets direction and prioritizes efforts, provides top-down support, and resolves issues with an enterprise impact. (Cross-functional representation)
 - A committee or team of data stakeholders working at a tactical level to set rules (policies, standards, guidelines, requirements, definitions), and deal with exceptions/infractions. (Cross-functional representation)
 - “In-the-trenches” Data Stewards and/or Data Custodians who work with data as part of their daily jobs. (Federated roles)
 - Plus Data Governance support personnel, typically from a Data Governance Office (DGO) or a Data Management team. (Centralized)

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Discussion / Questions?

Gwen.Thomas@DataGovernance.com
+1.321.438.0774



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About the Data Governance Institute

- The DGI provides consulting, executive mentoring, program development, and information services, including the web's largest data governance resource, www.DataGovernance.com.
- The Institute provides a wealth of resources: the free DGI Data Governance Framework, information on data laws, regulations, and standards, whitepapers, case studies, best practices, data humor, and non-technical briefings on data-related issues and disciplines.
- The Data Governance Institute also publishes www.DataGovernanceSoftware.com, the DGI Data Governance Vendor Showcase, and www.SOX-online.com, the web's largest source of vendor-neutral Sarbanes-Oxley information.

About Gwen Thomas

- President, The Data Governance Institute
- Principal author, The DGI Data Governance Framework
- Author, *Alpha Males and Data Disasters: The Case for Data Governance*
- Personally designed Data Governance programs or helped existing programs become more mature at companies such as Washington Mutual Bank (WaMu), BankUnited, Sallie Mae, NDCHealth/Wolters Kluwer, Wachovia Bank, Disney, and Coors.
- Background in Systems Integration.



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