

## Jump Starting Data Governance: a Program Manager's Story

### ABSTRACT

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One of the many challenges facing a federal organization endeavoring to implement an enterprise Data Governance framework involves the occasional need to "kick start" the effort before the appropriate level of maturation is achieved. This is typically the result of turnover in key government personnel (e.g., data stewards, executive leadership). The task of establishing Data Governance is daunting enough, but is made even more difficult when government personnel who have already accepted the benefits of and role for Data Governance transition from the federal organization, taking with them the knowledge and understanding of their roles and responsibilities.

US-VISIT has gone through several instances of dealing with and overcoming this challenge to achieve its current level of Data Governance maturation. In presenting how this challenge was met, the following topics will be discussed:

- Working with the Data Governance team to focus efforts on the top mission priorities, to quickly show value
- Utilizing "lessons learned" practices to ensure that opportunities for implementation and improvement are not wasted
- Identifying and documenting what the Data Governance team does that is vital to maturing Data Governance, and presenting it to the appropriate government personnel
- Reviewing and updating Data Governance documentation and artifacts as necessary to facilitate the re-establishment effort (e.g., updating the strategic plan)
- Pursuing an aggressive and comprehensive educational component that consists of brown-bag training seminars, ad hoc framework overviews, meeting agenda touch points, and one-on-one engagements.
- Presenting and employing work products and data governance artifacts to mitigate time and effort impact on government personnel, in particular data stewards, to include meeting facilitation artifacts, topical binders, and strawman documents, models and processes.

### BIOGRAPHY

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#### **Laura Duvall**

Program Director  
U.S. Department of Homeland Security

Laura Duvall has served as the Program Director responsible for implementing enterprise Data Governance and Data Management within US-VISIT, a program within the Department of Homeland Security, a role she has served in for the past two years. In addition to her position as head of enterprise Data Governance and Data Management, she served as the Data Architect and has served on the DHS HQ National



Information Exchange Model (NIEM) Blue Team that is tasked with review of all new Information Exchange Package Documents (IEPD)for DHS. She has served as the chair for the program's enterprise data management office as well as for its data stewardship working group, both of which she helped to establish. She has, among other accomplishments, overseen the adoption of an enterprise Data Governance strategic plan as well as the creation of the program's first enterprise conceptual data model. Additionally, Ms. Duvall has over 10 years experience in the Information Technology sector, supporting the Federal Government in a variety of technical consulting capacities.

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# Jump Starting Data Governance

## A Program Manager's Story

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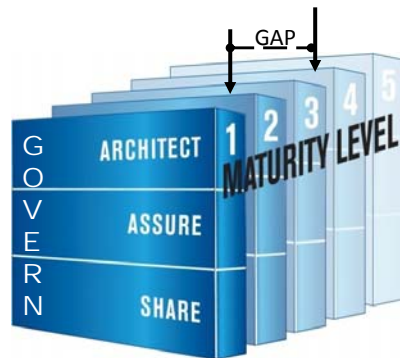
## Agenda

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- ❑ Organizational Challenge
- ❑ How We Got Started
- ❑ Motivating The Data Governance Group
- ❑ Summary

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## Organizational Challenge: Maturity Gap Impacts



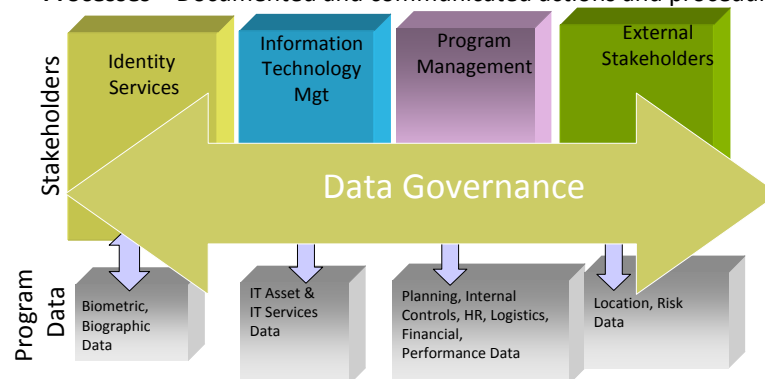
### Issues:

- Fragmentation that leads to inefficiency and duplication of efforts and costs.
- Disappointing levels of data quality.
- Frequent unavailability of vital information.
- High costs that grow at an unsustainable rate.
- Overall lack of enterprise perspective.

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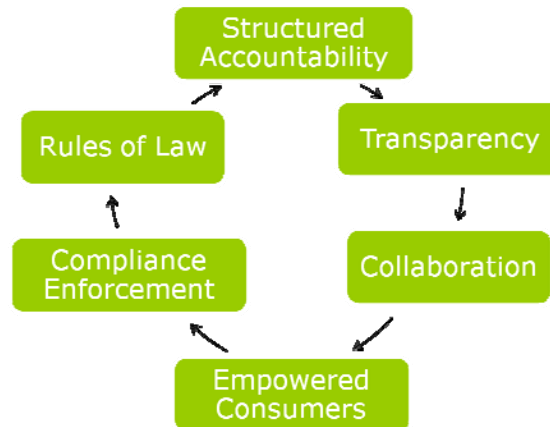
## Dimensions of Data Governance

- **People** – Individuals (data stewards) and governance bodies – EVERYONE is a data steward
- **Policies** – Behavior-framing statements
- **Processes** – Documented and communicated actions and procedures



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## Principles for Data Governance



- *Accountable Data Stewards define and apply context-specific definitions and rules to assure data quality, relevance, privacy, and security.*

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## How We Got Started

Set up collaborative working group:

- Included core mission data stewards
- Criteria for the working group
  - Required only government program staff
- Met weekly
- Initial meetings focused on lessons learned
- Pulled working group together with "the binder"

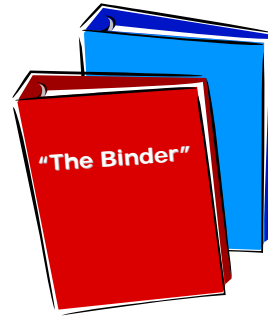


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## Content of the Binder

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- Mission Statement
- Team Roster included
- Meeting minutes and action items recorded
- Process description, lexicon development, and other activities recorded
- Accomplishments recorded
- Working Group members began to see value and results



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## Strategic Plan for Data Governance

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### Strategic Plan for Data Governance

- From an initial 250 page document that no one read to an amended document reduced to 30 pages that all group members worked together and accepted
- Amended strategic plan aligned with the organizational plan containing four mission goals
- Data governance strategic plan was vetted throughout the organization and approved by the director

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## Data Governance Strategic Goals

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1. Implement data governance policies and procedures
  2. Establish a collaborative working environment
  3. Insert data decision touch points
  4. Facilitate data synchronization
- ▣ *The strategic goals were supported by an implementation plan developed by the data governance manager and the team*

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## Laying the Foundation

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1. Published data management policy
2. Established the Enterprise Data Management Program (EDMP)
3. Mobilized the data stewards
4. Conducted an aggressive education campaign
5. Implemented data governance touch points
6. Captured, managed, and published data governance metadata
7. Monitored data governance progress and took corrective actions, as needed



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## Motivating the Data Governance Working Group

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Appealed to members through emotional intelligence:

- ❑ How many meetings do you attend in a day?
- ❑ How many times do you leave a meeting and wonder, "Why was I there and will we ever accomplish anything"?
- ❑ How many times did you thank God that you had your blackberry with you to actually accomplish *something* in the meeting?

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## Data Governance Products

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- Business Lexicon – Common Enterprise Vocabulary
- Enterprise Conceptual Data Model – Definition of and relationships among entities (e.g., person, encounter, case) of importance to the business
- Enterprise Logical Data Model – Definitions and relationships among data entities
- Designation of Authoritative Data Sources
- Business Rules for Standard Data Calculations, Derivations, and Transformation Rules
- Data Standards
- Enterprise Data Standards (e.g., valid port of entry codes, date, address, etc.)
- Information Privacy and Security Requirements, Rules, and Controls
- Data Exchange Requirements, Rules, Agreements, Descriptions
- Data Integrity Thresholds
- Identification, Prioritization, and Resolution of Data Issues

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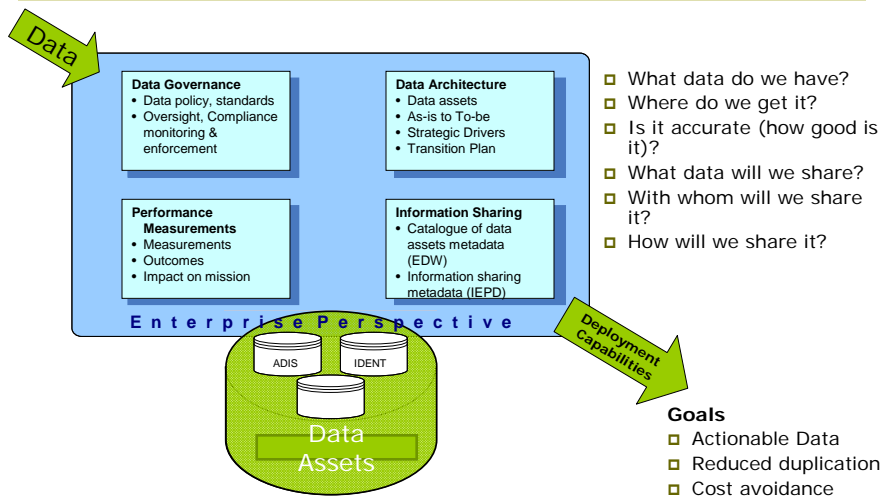


## Data Governance Outcomes

- A climate of trust, collaboration, and transparent communications exists among data stakeholders.
- Enterprise data is effectively and efficiently governed to ensure accuracy, security, privacy, and accessibility
- All legitimate data stakeholders are acknowledged and have ready access to enterprise data.
- Clear and concise expectations, roles and responsibilities, and accountability for information and data are in place and consistently practiced.
- Policies for managing and sharing data and regulating information flow and congruity are clearly defined, well communicated, and consistently applied.
- Data risks and issues are identified and resolved quickly.
- Data decision-making is consistent, efficient, and incorporated into all project planning and implementation processes.

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## Associating EDM with Data Governance



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## Take Away

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- ❑ Focus efforts on the top mission priorities, to quickly show value
- ❑ Review and update Data Governance artifacts and documentation to facilitate the re-establishment effort.
- ❑ Present and employ work products and data governance artifacts to mitigate time and effort impact on government personnel.
- ❑ Identify and document what you do that is vital to maturing Data Governance.

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## Take Away

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- ❑ Ensure that opportunities for implementation and improvement are not wasted.
- ❑ Pursue an aggressive and comprehensive educational component.
- ❑ Inspire those who are starting out in a Data Governance role by sharing both pitfalls and triumphs that I have had in restarting a Data Governance initiative.

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## Summary

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- ❑ There's no established method for data governance
- ❑ Publicize the need for data stewardship and governance
- ❑ Tools such as strategic and implementation plans, "Binder," and "brown bag" meetings can be effective for motivating and educating
- ❑ Data governance is a process and not an event. Through persistence, results will be achieved along the way.

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## Questions

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