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**Data Governance –
a strategic Business and
IT program**

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PROJECT / PROGRAM MANAGEMENT

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- “A force to be reckoned with in the industry.”

- Steven Lang, VARBusiness

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Pete Stiglich is an experienced international Data Management consultant

- Taught numerous courses on EIM, Data Modeling, Metadata, Data Warehousing*
- Presented at multiple conferences, including 2008 MIT IQ Conference*
- President, DAMA Phoenix*
- Listed expert on SearchDataManagement*
- CDMP, CBIP, and CCP certifications at the mastery level*

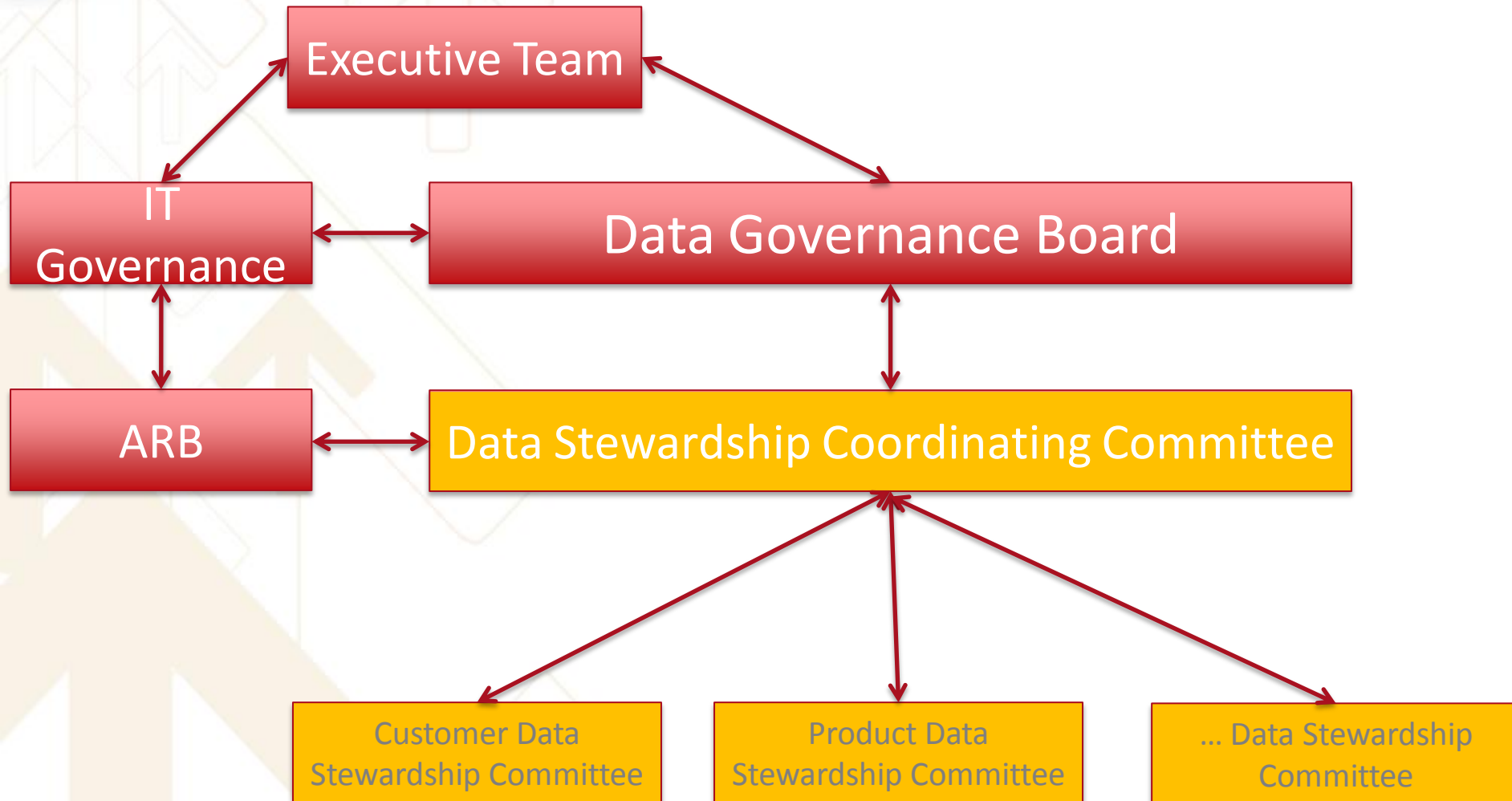
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Some definitions...

Data Governance – Business and IT leaders making strategic decisions regarding an enterprise's data assets and the information environment to ensure it meets the needs of the enterprise

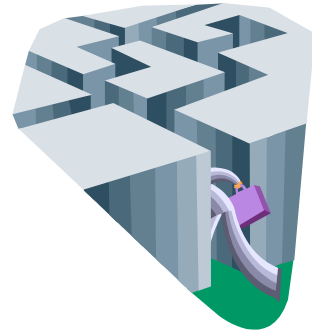
Data Stewardship – Exercise of responsibility, accountability, and authority by a data steward for a data subject area across the enterprise, overseeing its definition, quality, security, and effective use

Governance & Stewardship Organizations



A real-life best case Data Governance scenario...

- A Life Insurance company in Canada thought it had major problems with their business processes (e.g., seemingly redundant work efforts, long time to close books)
- They started a Business Process Optimization effort...
- And found out that the problem was with their data and their information environment!!



A real-life best case Data Governance scenario...

- The current state was crazy – used 10,000 spreadsheets
- They formed an organization to govern their data and information environment
- Didn't know they were doing Data Governance



A real-life best case Data Governance scenario...

- The governance organization had STRONG support from the very top!
 - CEO
 - CFO
 - Chief Actuary
- Exec's have to "feel the pain" – need to identify "WIFT" – "What's in it for them"
- Paid for business and IT representatives from across Canada to meet in Toronto every other month!
- Without executive sponsorship – data governance is very difficult to do well

Regulation

Risk!

Financial

(e.g., cost of information silos)

**Privacy /
Security**

**Lack of
Business
Agility**

Executive & Business Participation is Key

- Business unit involvement is CRUCIAL – “IT” should be a participant – but not the driving force (**psst... data is a business asset...**)
- Without executive sponsorship and business involvement..
 - High likelihood of being seen as a “roadblock” to be avoided and navigated around (app developers...)
 - Information silos continue to proliferate..
 - Decisions have no teeth...
 - Nothing really improves...



What did the Data Governance board do?

- Developed a charter and guiding principles (what are we going to do, why are we doing it, and how are we going to do it)
- Prioritized data management initiatives – 1st initiative - authorized development of an Enterprise Data Model
- Discussed how data issues could be resolved
- Reviewed and approved the Enterprise Data Model.* Ensured that the model accurately reflected the business...



* NOTE: Data Governance boards do not typically review enterprise models – typically a Data Stewardship Coordinating Committee activity

Other things Data Governance boards do

- Align with other governance boards
- Approve and promote enterprise data policies and standards (e.g., for regulatory compliance)
- Data risk management
- Resolve significant issues
- *Identify and empower business data stewards*
- Ensure the data is meeting the needs of the enterprise!

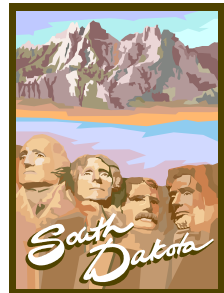
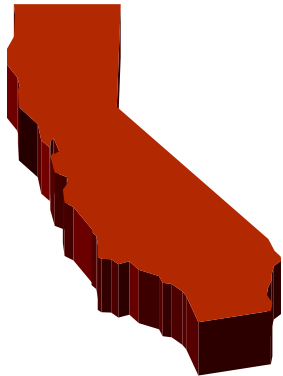


What shouldn't Data Governance boards do?

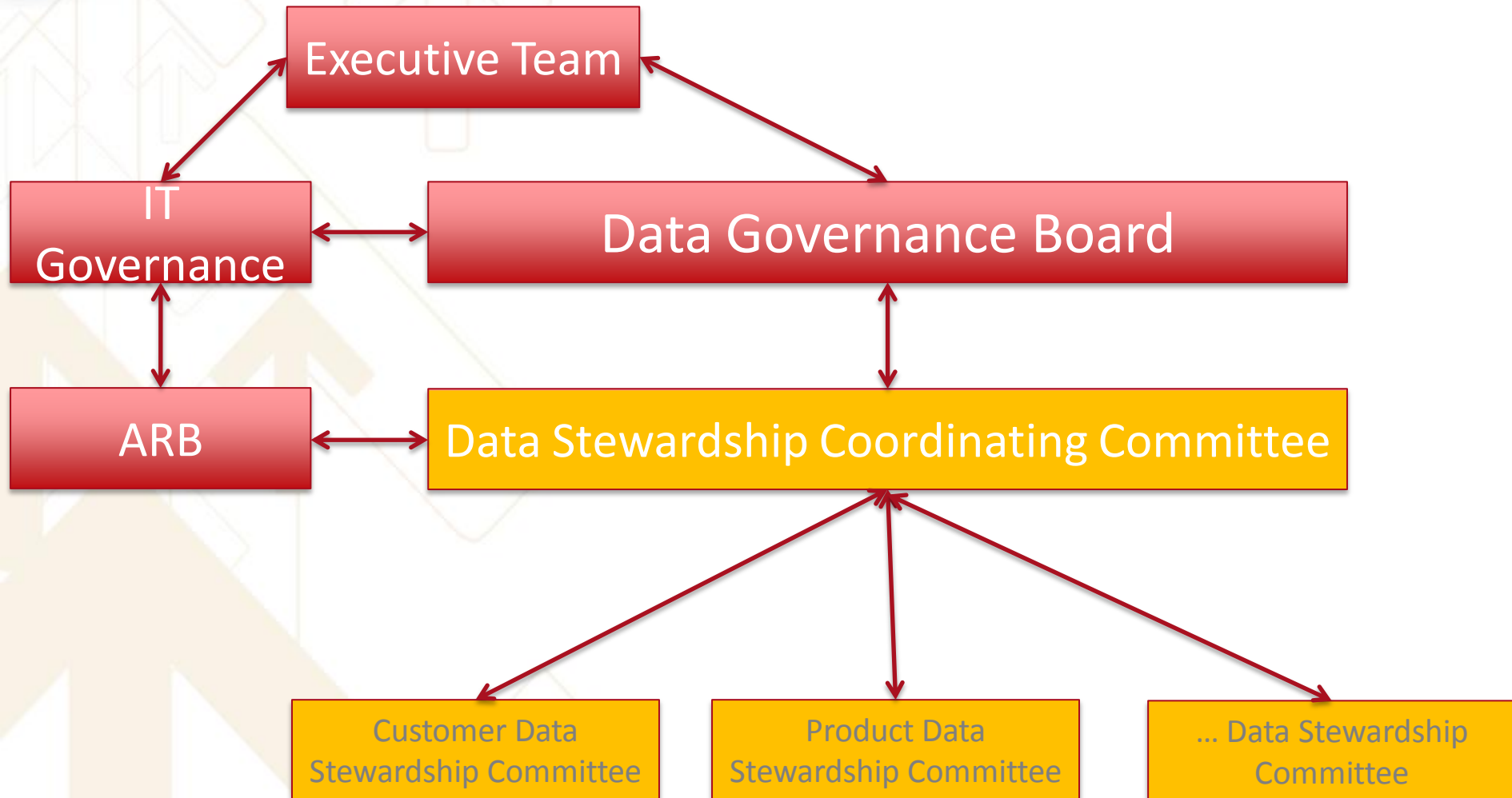
- Get into the gory details... (Data Governance boards should have senior business leaders involved – don't waste their time...)
- Make decisions more appropriate for a Data Stewardship Coordinating Committee or lower level organization
- Have excessive representation of IT or the 800 pound gorilla business unit

(think along lines of US Senate – California and South Dakota both have 2 votes in the senate...)

- Propose burdensome and/or voluminous standards, without resourcing considerations



Governance & Stewardship Organizations



Politics

- Even having the CEO in the room didn't prevent political issues....
- The Life Insurer was owned by several Health Insurers
- Life Insurer was required to use the IT services of one of the health insurers
- The health insurers IT felt like it had the power but also felt threatened....
- Through continued participation in the DG board, agreement reached on meeting the Life Insurer's data needs

