

Data Governance:

It's different but it matters

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Agenda

What is it in general?

Why is it different for you?

How can you do it?

What is it?

The basics

What is it?



Data Governance is a collection of practices and processes which help to ensure the formal management of data assets within an organization (DATAESTY)



Data governance is defined as the exercise of authority and control (e.g. planning monitoring and enforcement) over the management of data assets (DATAADMIN)



Data Governance is a discipline that provides clear-cut policies, procedures, standards, roles, responsibilities, and accountabilities to ensure that data is well-managed as an enterprise resource. (DQPC)

What is it Not?



IT IS NOT JUST ABOUT COMPLIANCE AND
REDUCING RISK. IT'S ALSO ABOUT
INCREASING INSIGHT AND OPPORTUNITY.



IT IS NOT ABOUT TECHNOLOGY. IT'S A
CRUCIAL ENABLER BUT NOT THE CORE
GOVERNOR. NO MATTER WHERE THEY LIVE.



IT IS NOT ONE SIZE FITS ALL. DIFFERENT
KNOWLEDGE AND DIFFERENT KINDS OF
RULES AND SUPPORT.

What does it look like?

Nearly every expert/company/con will have a version of this diagram

Courtesy: [IBM Bg](#)



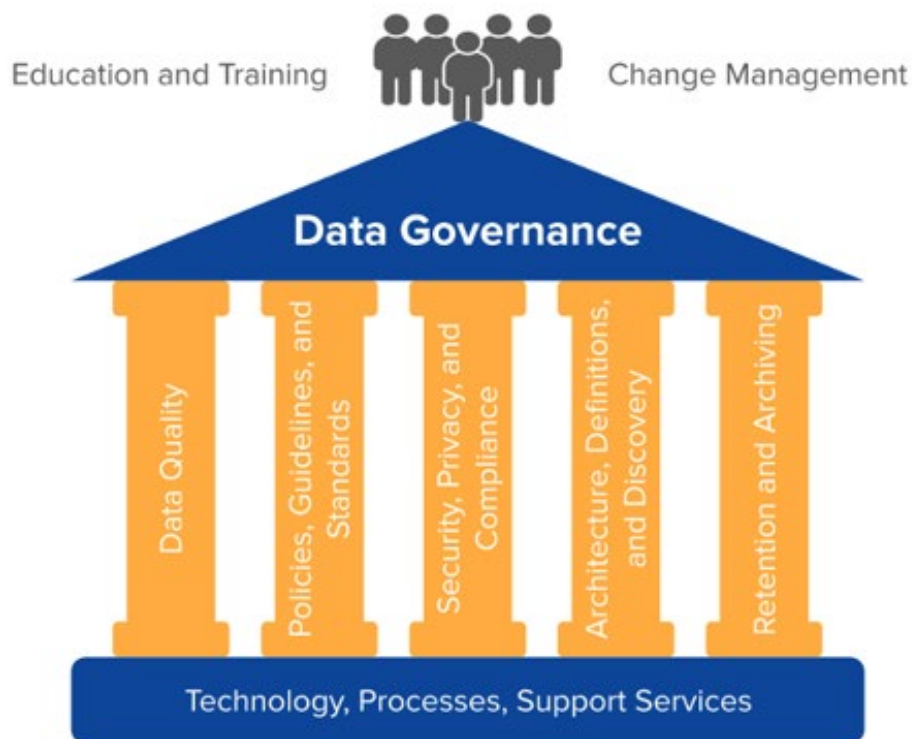
Executive Level - drives, directs, and steers priorities and the Data Governance goals. Has overall accountability for the success of Data Governance

Strategic Level - The **Data Governance Council**, the departmental sponsor of Data Governance, considers the Financial and Human Resource implication of Data Governance and Management

Tactical Level - **Data Owners** and **Data Stewards**, assigned at a Data Domain level, ultimately accountable for the effective execution of Data Governance for the data within their domain. Participate in Data Working Group.

Operational Level - **Data Custodians**, assigned by the **Data Owners**, these are the people that regularly process data within their Data Owner's domain, and have a vested interest in how the data is managed. This includes Data Subject Matter Experts.

What Does it cover?



Nearly every
expert/company/consultant will
have a version of the data
governance ‘house’

I use this one when teaching my
students in our Data Governance
and Ethics course.

What Data?



For most organisations, this is a not point: the data that commercial entities collect, create, and manage are all about running the business.



These 'Enterprise Data' are widely discussed at conferences, written about by consultants, and are generally important for every organisation.



BT. For many government agencies and mission-driven organisations, there are other data that are core to their mission but not necessarily their business. And these data are often overlooked by traditional data governance practitioners.

Why is it different?

One size doesn't fit all

Different data

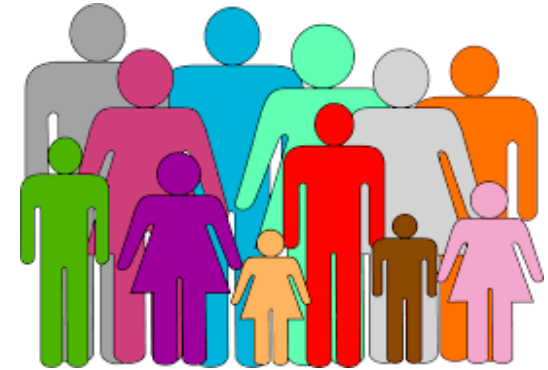
- ‘Enterprise data’, ‘Corporate administration data’, ‘Operational data’ are all generated by an internal business process. Control over data is entirely within the organisation making data decisions and definitions identifiable.
- Data that are collected from external stakeholders, acquired from external partners, or purchased from external providers may come with rules that the organisation cannot readily change.
 - Survey data to create statistical aggregates: what are permitted uses for those data?
 - Banking data to support financial stability: can they be shared across business lines?
 - Micro level data purchased for policy research: does the supplier retain review rights?
 - Administrative records provided by agreement: are the definitions suitable for analytics?



Different People

Enterprise data roles are usually about subject matter expertise and/or decision rights.

- **Data Owner:** has accountability for various aspects of data, often charged with making decisions on permission and access.
- **Example:** The head of HR is usually the data owner for employee data. If someone wants to use data on staff, they (or their delegate) has to approve.
- **Who ‘owns’ the data that are brought in to serve a mission?** If one researcher champions the purchase of data for a project, do they get to make those decisions?



Different domains

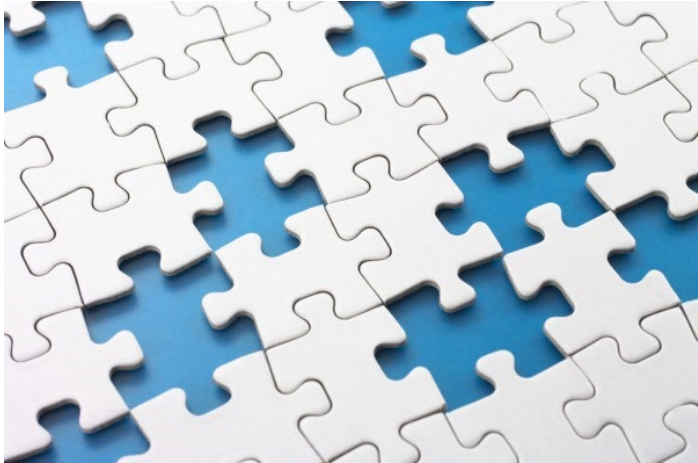
- One of the fundamental organisational principles for most data governance programs is the **DATA DOMAIN**. Remember our pyramid!

Tactical Level - Data Owners and Data Stewards, assigned at a Data Domain level, ultimately accountable for the effective execution of Data Governance for the data within their domain. Participate in Data Working Group.

- Domains are often based on key business processes: Finance, Marketing Sales, etc. Sometimes they are topic based: Customer, Employee, Space, etc
- The business processes and topics for research and statistics organisations look very different: Industrial Production, Financial Stability, Employment, Unemployment, Prices and Inflation, etc
- What is the domain for national accounts?



Different Challenges



Let's talk about data quality—often one of the reasons organisations start doing data governance.

- With internal data, quality can be addressed at the source: if an employee attribute in the payroll system is missing someone in that function can investigate and correct it.
- With external data, quality issues often can't be fixed: if there aren't enough farmers harvesting lettuce in January to calculate a producer price for lettuce that month, then there is no producer price for lettuce that month.

Different motivation

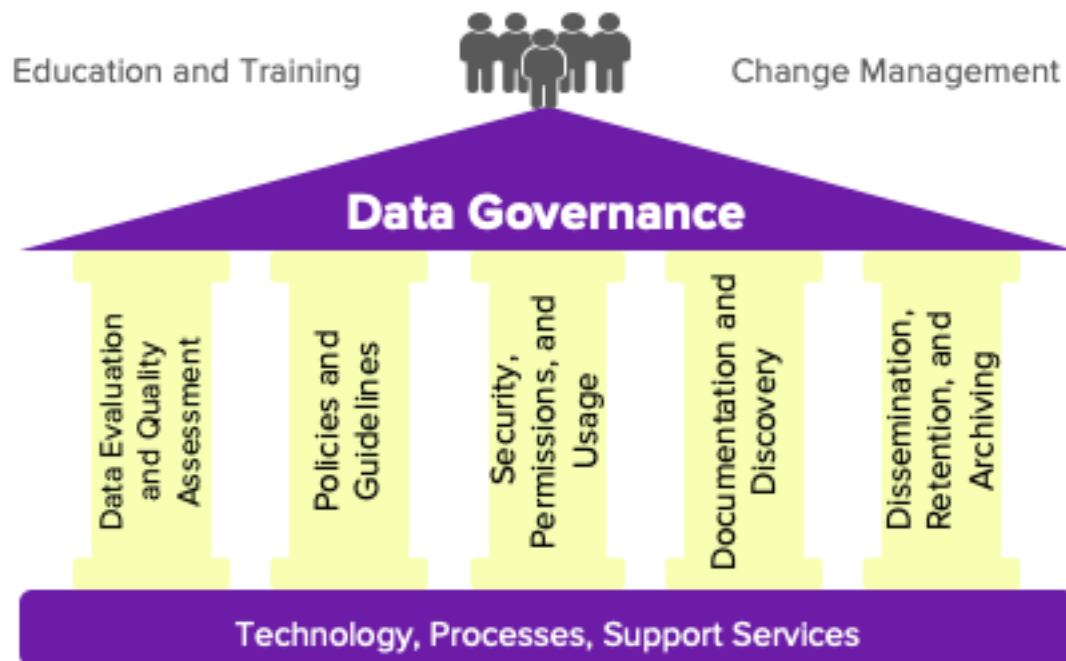
- Enterprise data governance is about increasing the bottomline. The '360 View of Customer' has been the standard motivational presentation for ages.
- Mission-driven organisations do want to be good stewards of their resources and do have binding budget constraints. But data governance for the 'other' data has nothing to do with growing the customer base or finding new revenue sources.



How Can you do it?

Adapt and encourage

Adapt the Framework

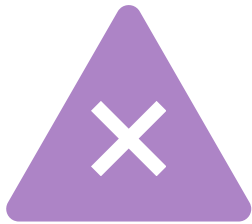


Governance is still important.

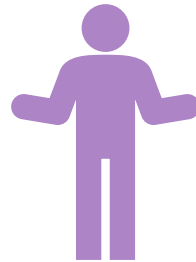
The house analogy still works.

The pillars may need to be revised.

Align the incentives



Data governance is often seen as punitive: someone will now tell staff what they **CAN'T** do







Instead the conversation can be about enablement: what can be done with data governance that couldn't be done otherwise.



With no KPIs, sales goals, or revenue targets, the incentives need to be different. What do the analysts, economists, statisticians care **not** about?

Address the Concerns

Change is hard. People hate it even when they know why you are doing it and agree with the need for change. Don't assume that people will "get on board" just because it's in the new strategic plan or the new regulation, etc.

Lack of change management and education is one of the primary reasons that data governance fails. (Of course, the other is funding    )

Acknowledge that data governance will also take more work initially. It may not always be the case but when things are new, no one is good at them yet.

Find community

- You are not alone. Everyone who tries to do data governance struggles. Find others who are on the same path even if they are not at the same point.
- Attend data governance conferences **REMEMBERING** that not everything you hear about will be appropriate for your organisation



Find some inner Zen

- If you already have a successful data governance program, congratulations! Keep on doing what you are doing and be mindful of the changing data landscape.
- If you are still trying (or have tried in the past), realise that things can progress. Maybe not as fast or as far as we would like but you'll make progress.
- Achievable goal:

Small steps, Directionally correct



Thank you



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