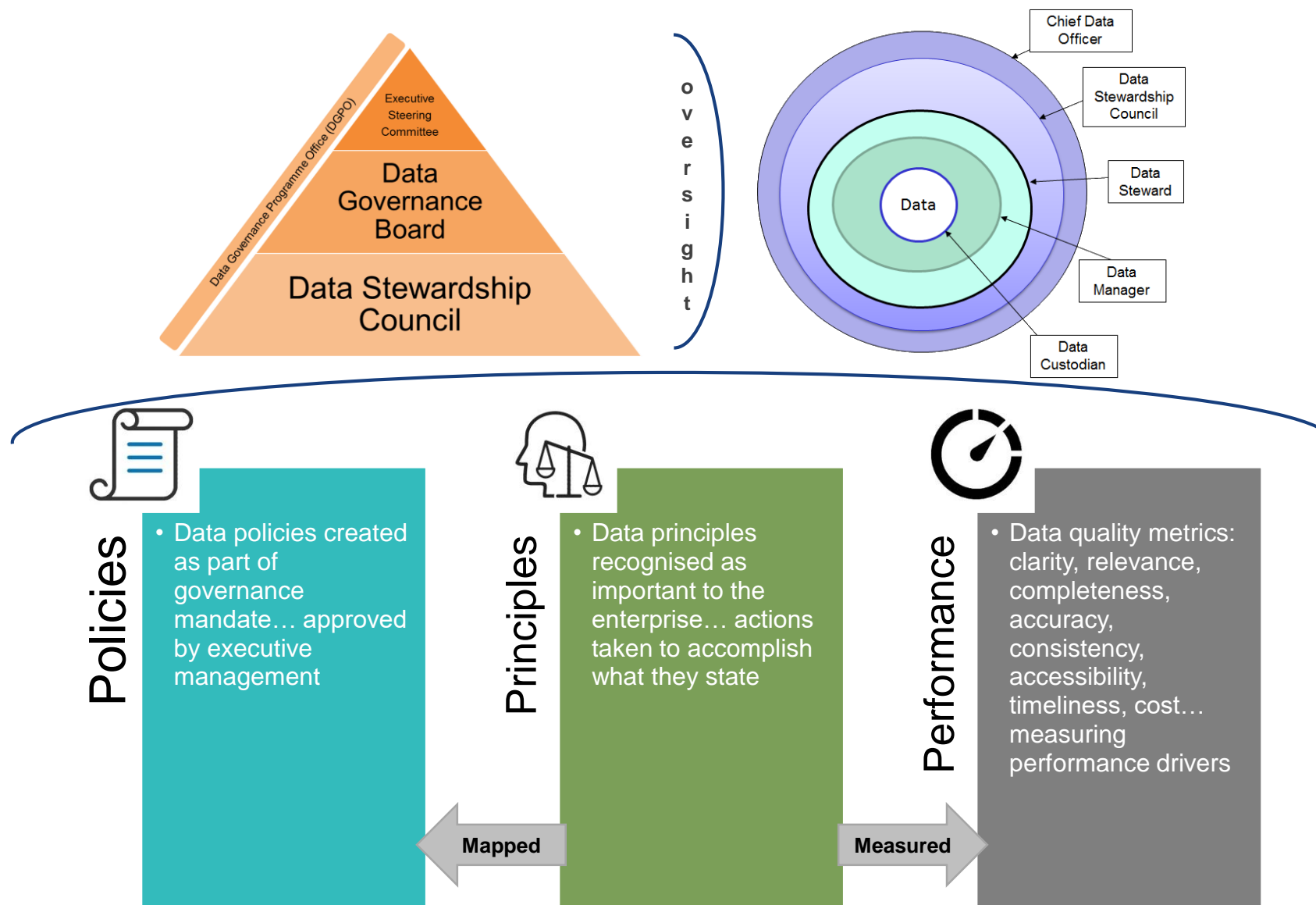# UNDERPINNINGS OF DATA GOVERNANCE

Objectives

- To explain what is a Principle

- To differentiate between Policies, Standards, Guidelines and Procedures

- To describe the characteristics of a Performance Metric

Agenda

➤ **What is a Principle**

- What is a Policy

- Measuring Performance

A rule or belief governing behaviour.

– Oxford Dictionary

Principles describe the organisation's beliefs regarding *data quality, compliance and security*. They **should** guide what the organisation does with data, why it does it and how it is done.

Principles must create the ability to *call out errant behaviour*.

Principles are smart ways for *handling things that happen over and over again* in similar situations.
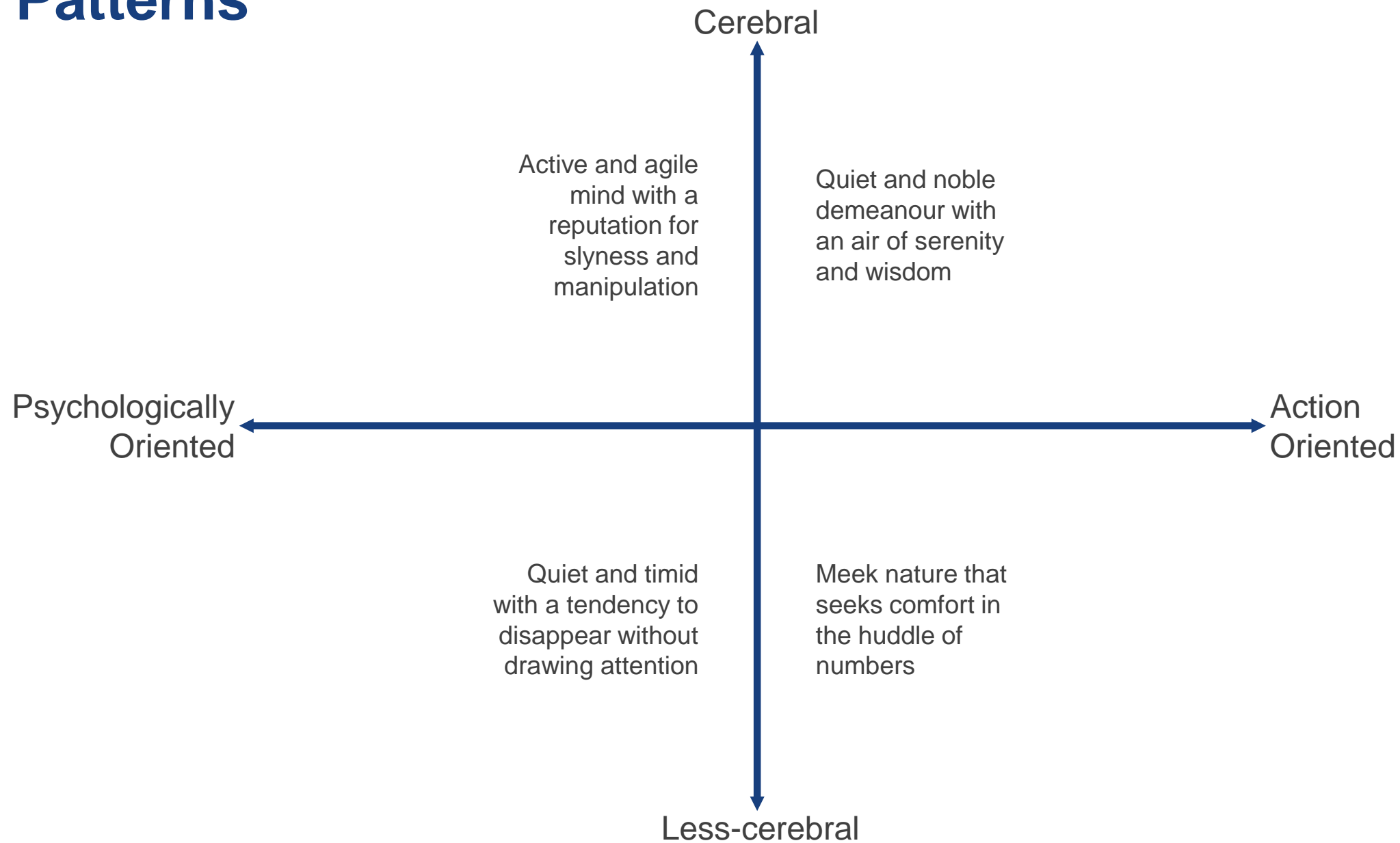
– Ray Dalio

Having a good set of principles is like having a good collection of recipes for success.

If I didn't have these systems, I'd probably be broke or dead from the stress of trying so hard.

Dalio, R. (2017). *Principles: Life and Work.* Simon and Schuster.

Cerebral

Active and agile mind with a reputation for slyness and manipulation

Quiet and noble demeanour with an air of serenity and wisdom

Psychologically Oriented

Action Oriented

Quiet and timid with a tendency to disappear without drawing attention

Meek nature that seeks comfort in the huddle of numbers

Less-cerebral

Example

Principle: Data is an asset

Statement: Data must be recognised as a valued enterprise asset

Tagline: From 'My Data' to 'Our Data'

Rationale:
- Data is a valuable enterprise resource. Accurate and timely data are critical for effective decision-making and customer service

Implications:
- Carefully manage data to ensure they are clearly defined, properly accessed and appropriately controlled. Everyone within the enterprise must be able to access data and rely upon their accuracy when and where needed
- This principle is one of three closely-related principles regarding data: data is an asset, data is shared and data is easily accessible. There is an awareness task to ensure everyone within the enterprise understand the relationship between value of data, sharing of data and accessibility to data

Example

Principle: Data changes the world

Statement: We are able to "datafy" things we could never before in order to process and gain insights from it

Tagline: Data is the oil of the 21st century and analytics is the combustion engine

Rationale:
- Leaders are now organising, visualising and translating vast swathes of data into insights that guide the directions and create the objectives of organisations

Implications:
- It is important to have a data strategy
- Shift from just data collection to data use
- Leaders must have data expertise in addition to domain expertise

Other Examples

- **Data is Shared –** *Data Shared is Value Multiplied*

- **Data is Accessible –** *Available When and Where*

- **Data Stewardship –** *Data Governance is Everyone's Responsibility*

- **Data will be Analysable –** *You Can't Examine What You Don't Understand*

- **Data Quality –** *Right the First Time, Every Time*

- **Data Compliance –** *Avoid Risk and Compliance Issues*

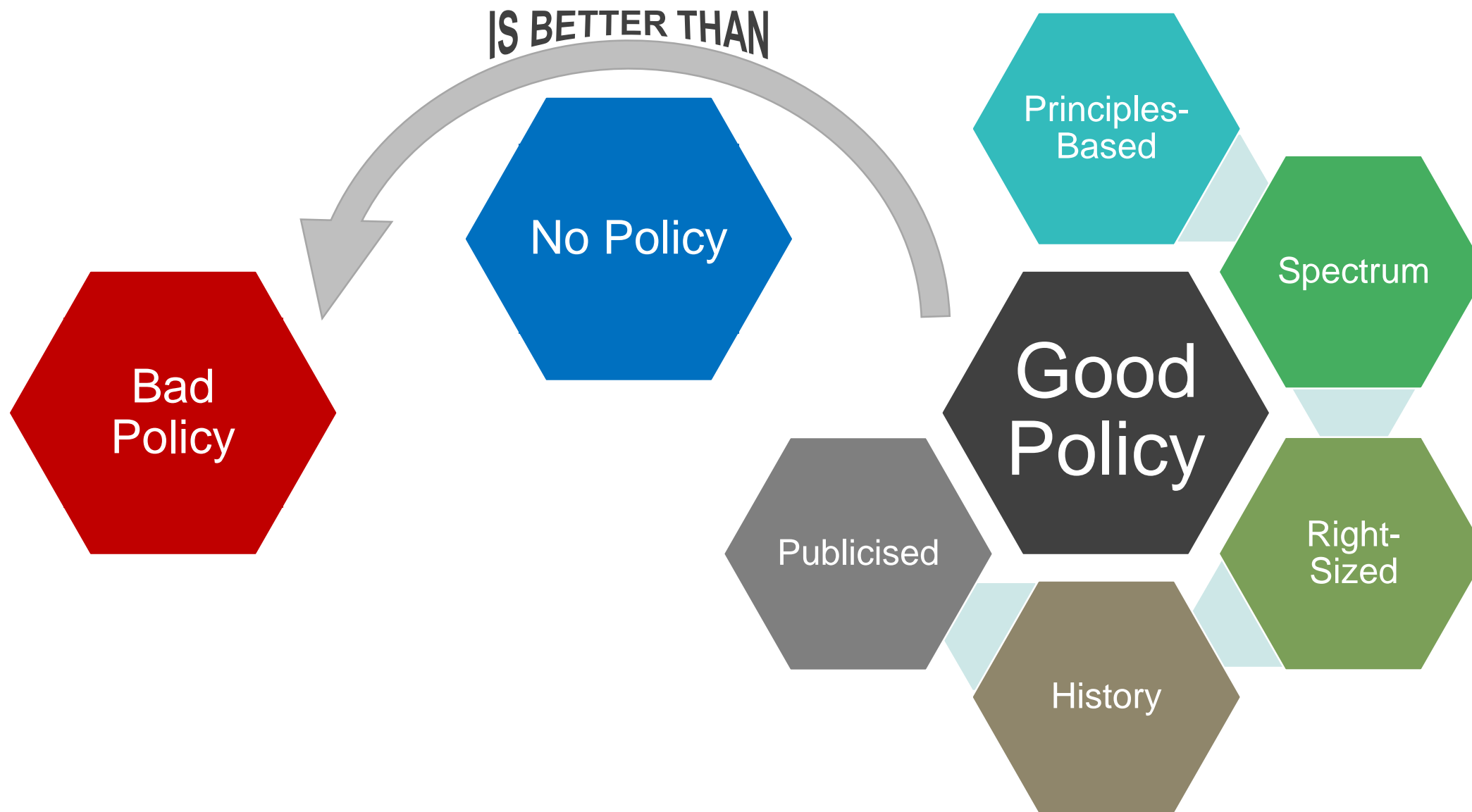- **Data Security –** *Protect Data 24/7*

Agenda

- What is a Principle
- ➢ **What is a Policy**
- Measuring Performance

What Makes a Good Policy

IS BETTER THAN

No Policy

Bad Policy

Principles-Based

Spectrum

Good Policy

Right-Sized

History

Publicised

Policy, Without Doubt

Principle
- Statement of commitment from senior management
- Relatively constant

Policy
- Broad statement of management intent; in support of the Principle
- Changes infrequently
- Enterprise-wide mandatory compliance

Standard
- Specific mandatory rule in support of the Policy
- Focuses on control

Guideline
- Recommended practice that should be considered

Procedure
- Series of steps to comply with the Policy and Standard

Policy
- Provides emphasis
- Sets direction
- Signed by recognised management authority

Standard
- Specifies uniform method of support for policy
- Compliance is mandatory

Guideline
- Suggested actions to consider in absence of applicable standard
- Discretionary usage
- Can be used to create new standard

Procedure
- Step-by-step instructions to perform desired actions
- Provides support for standard
- Compliance is mandatory

Change control process to review and revise

Effective?

Adapted: source unknown

Right Size

There is no good size, just *right size*. It depends on:
- size of the business
- size of the policy subject
- importance of the subject to the business

The *audience* matters as well. It depends on:
- size of the audience
- nature of the audience
- are they are external, and/or internal
- how much detail they need/want to see

A start-up might have none at all except a one-line mission statement that encapsulates everything you need to know about the company.

An SME might have a few short ones.

A major bank, insurance firm or government department might have hundreds including some quite long ones. It depends on the need. Don't fall into the trap of one-sizing.

History

Revised on	Version	Description	Approved by
01-Oct-2015	0.1	Initial Document Creation	IT Manager
10-Jan-2016	1.0	Publish Document	IT Manager
15-Jan-2016	1.1	Review document, modify policy section reflecting organizational legal-contractual service level agreements for the protection of information, including ISO, PCI DSS	IT Head
20-Jan-2016	1.2	Formal Editorial work	PMO
27-Jan-2016	1.3	Formal review and minor edits	PMO
15-Feb-2016	1.3a	Include missing protection of information assets policy clause as per Network Security Policy Design stage	PMO
22-Feb-2016	1.3b	Update mandatory requirements of the Information Security Policy with respect to Policy requirement and Network Design	PMO
10-Mar-2016	1.4	Formal review and change to use new policy template	PMO
17-Mar-2016	1.5	Formal review to reflect jobs descriptions of IT Security roles defined by HR for the organization	HR Head
25-Mar-2016	2.0	Formal approval for Senior Management	Senior executives

The basic *metadata* around the policy: dates, owners, authors, reviewers, versions, coverage, status, review frequency, etc. A policy without these parameters, gets written because someone says it is needed, rather than being needed because it is really needed for its own sake to provide principles-based guidance on what needs done.

Publicise

Transparent and prominent internal publication of policies is essential but sometimes gets forgotten. It goes beyond document format and where it is located. It needs to be carefully thought through and organised. It might be critical that the policy has been disseminated to the right people in the right way; that it has been subjected to the right level and depth of training if necessary; and that individuals have acknowledged it applies to them, given their responsibilities.

Training is key, but just as important is wide availability of the policy to everyone it applies to, set out in the clearest possible way. The delivery and availability of policy in a prominent place on a organisation's intranet is now more important than ever, ideally in association with a really good "content management system" which keeps track of who has seen, opened and signed off which version of which policy; centrally managed with metrics, follow-ups, an escalation process and reports.

Developing a Policy

Process Steps	Research
1. Identify and define the problem or issue that necessitates the development of a policy	1. Read, if possible, policy documents created by other organisations on the same topic
2. Appoint a person in charge	2. Research legislation on Internet
3. Establish the policy development process	3. Conduct information-gathering meetings
4. Conduct research	4. Conduct surveys
5. Prepare a discussion paper	5. Read minutes of historical management committee meetings
6. Consult – stage 1	6. Read related reports
7. Prepare a draft policy	7. Read industry magazines and journals
8. Consult – stage 2	8. Seek legal advice
9. Adopt the policy	9. Find relevant policy templates
10. Communicate the policy	
11. Monitor, review and evaluate the policy	

Adapted: Leo Isaac

Example

Example

Example

How to Get There

Centralise policy ownership and delivery, e.g., within the organisation of the Chief Operating Officer, or Chief Compliance Officer, etc.

Empower the policy team in terms of seniority, influence and its placement on the reporting hierarchy.

Centralised

Empowered

Invested

Invest not just in the content and delivery of policies, but also in putting together a good policy team.

Robust Policy Framework

Agenda

- What is a Principle
- What is a Policy
- ➢ **Measuring Performance**
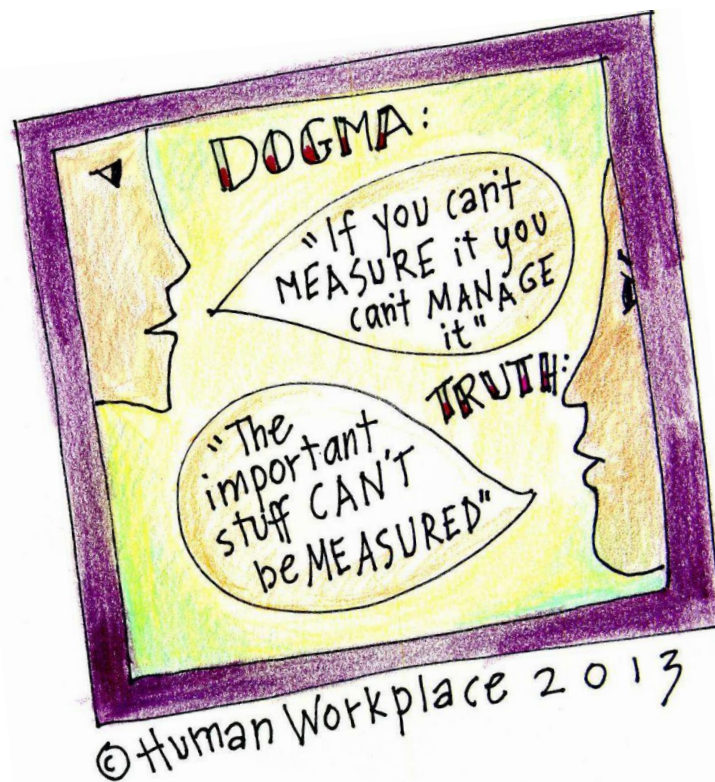
"Work implies not only that somebody is supposed to do the job, but also accountability, a deadline and, finally, the measurement of results —that is, *feedback from results on the work* and on the planning process itself."

Drucker, Peter; *Management: Tasks, Responsibilities, Practices*

"Measurement is the first step that leads to control and eventually to improvement. *If you can't measure something*, you can't understand it. If you can't understand it, you can't control it. If *you can't control it*, you can't improve it."

Harrington, H. James

Sometimes Gets Measured

Pyramid (top to bottom):
- Data Governance Programme Office (DGPO)
- Executive Steering Committee
- Data Governance Board
- Data Stewardship Council
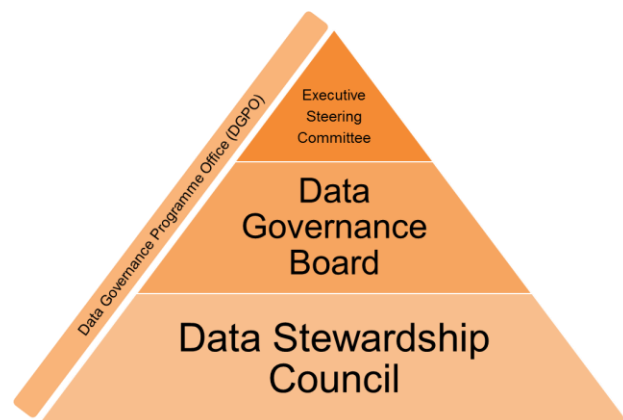
1. **Data Champion** – identify competent custodians; explain new policies; update on progress of initiatives; announce programme changes
2. **Meeting Success** – attendance and participation of programme meetings at or above established baseline
3. **Numbers Game** – number of issues raised and resolved; or ideas considered and implemented
4. **Education & Training** – training hours clocked and training runs organised

?

Policies

- Data policies created as part of governance mandate… approved by executive management

1. **Document Count** – number of policies, guidelines, standards and procedures established
2. **Document Measure** – number of application systems, business reports, etc., using guidelines and standards
3. **Document Success** – improved compliance or reduced infractions

SMART Measures

For a Start

1. Identify what needs to be improved; this is critical to success. Make a list

2. Document the as-is state

3. Set the to-be goals

4. Determine the critical success factors. What are the activities that if done correctly will help to achieve the goals? **These are the things that will be measured**

5. Create a means of measuring the results

- **Specific** – identify set of specific metrics
- **Measurable** – clear, simple to understand and easy to measure
- **Actionable** – easy to capture, practical and quantifiable
- **Realistic** – relevant to business, i.e., defined within a business context that explains how the metric score correlates to improved business performance
- **Timely** – establish a sense of urgency and measure over a period of time to analyse the trend

THANK YOU

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SUPPLEMENTARY

GUIDE TO DEVELOPING A POLICY

Process Steps

1. Identify and define the problem or issue that necessitates the development of a policy – know and understand the purpose of policies; not all issues or problems can be effectively dealt with by the creation or modification of a policy.

2. Appoint one or more persons to co-ordinate the policy development process – the policy development process takes time. There needs to be someone or perhaps a committee who is "driving" the process.

3. Establish the policy development process – the process requires research, consultation and policy writing tasks. The co-ordinator should develop a plan of what tasks need to be done, by whom and when.

4. Conduct research
   - Read policy documents created by other organisations on the same topic
   - Research legislation on the Internet
   - Conduct a meeting with staff and other people with experience
   - Survey participants or a particular group of participants such as coaches
   - Read minutes of management committee meetings (if allowed)
   - Read other documents such as annual reports or event reports
   - Read industry magazines and journals
   - Seek legal advice

5. Prepare a discussion paper – the purpose of the discussion paper is to explain the nature of the problem or issue, to summarise information yielded by research and to suggest a number of policy options. The discussion paper will be an important tool in the process of consultation.

6. Consultation Stage 1 – circulating the discussion paper to all stakeholders (interested parties) is a first step in the consultation process. It is then important to gain as much feedback from stakeholders as possible. This may be effected through workshops, open meetings, your web site and by meetings with individuals. Ensure that this stage of consultation is thorough.

Research

1. Read, if possible, policy documents created by other organisations on the same topic – whilst it be inappropriate to copy completely policies developed by other organisations, it may be quite reasonable to utilise them to develop an understanding of the topic, keywords and phrases and to obtain a picture of what is involved. For the inexperienced writer, it may be more than useful to gain an insight into how the policy document may be structured.

2. Research legislation on the Internet – a policy may need to be created or amended because of a change in legislation, e.g., the introduction of the PDPA.

3. Conduct a meeting – it is important to seek the assistance of others to analyse and define the problem. Unless the problem is defined well, it is difficult to find a solution. The meeting may be used to gather ideas from meeting participants about the nature of the issue or problem and how it might be solved.

4. Survey participants – conducting a survey of participant satisfaction may be one possible way to gain information for the development of a policy; the survey may ask participants to provide views on what they feel is really important.

5. Read minutes of management committee meetings (if allowed) – some organisations publish the minutes of their committee meetings or may allow them to be viewed by non-committee people. Minutes of management committee meetings often document the most important issues that the organisation faces. They may contain some detail of discussion about how issues may be solved. Minutes of meetings may be less fallible than individuals. They do not change from year-to-year or have memory lapses. For this reason, minutes are a historical record of the organisation and may provide excellent information for policy development.

Process Steps	Research
7. Prepare a draft policy – when there has been sufficient time for consultation processes to be completed the next step is to prepare a draft policy.	6. Read other documents such as reports – annual reports are another historical record of the organisation that may provide information about problems and issues that require policy development. Reports about events and programs that the organisation has conducted may provide opinions and views as to how they may be improved.
8. Consultation stage 2 – when the draft policy is completed it should be circulated to key stakeholders, published in the organisation's web site, discussed in further meetings and forums. At this stage it is necessary to seek help from stakeholders to fine-tune the wording, clarify meaning and make adjustments to the policy before it is finalised.	7. Read industry magazines and journals – with more journals going on-line, there is considerable information about all kinds of policy issues on the Internet. Often articles provide many helpful suggestions about important issues that require organisations to update their policies.
9. Adoption – when the co-ordinator of the policy development process is reasonably satisfied that all issues and concerns about the policy have been aired and dealt with, it is time to finalise the policy. The final policy document needs to be formally adopted by the management of the organisation (management committee) with an appropriate record entered in the minutes.	8. Seek legal advice – the lack of policies, or policies that are inadequate, can lead to legal action being taken against an organisation. Obtaining legal advice in the research phase and in the final approval of the policy may not only be advisable but also necessary.
10. Communications – following formal adoption of the policy, it should be communicated far and wide throughout the organisation and stakeholders. Training sessions may need to be conducted to ensure that staff are fully informed and able to implement the policy. If the policy is not well communicated it may fail.	9. Consider researching policy templates – it may help to conduct an online search for policy templates. The contents of a policy template may give ideas and prevent something important being forgotten.
11. Review and evaluate – the implementation of the policy should be monitored. The policy may still require further adjustments and furthermore, the reasons for the policy's existence may change. A general practice is to set a date for the policy to be reviewed; this might be once a year or once every three years. It depends on the nature of the policy.	